

## **Media Management (MRTS 4430 & MRTS 5640) Syllabus**

### **COURSE INFORMATION**

- Media management
- Summer 5w2, 2020
- MRTS 4430 & 5640, 3 credits

### **Professor / Instructor Contact Information**

- Xiaoqun Zhang, Associate Professor
- RTFP 233
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### **About the Professor / Instructor**

I gained my first Ph.D. in management from Tsinghua University, and second Ph.D. in media studies from Bowling Green State University. My research interests include media management and economics, media technology and policy, the measurement of media coverage. My work has been recently published in academic journals, such as *Telecommunications Policy*, *Journalism & Mass Communication Quarterly*, *Journalism Studies*, *Corporate Reputation Review*, *Time & Society*, etc. My work also gained four research paper awards from The Association for Education in Journalism and Mass Communication (AEJMC), and seven research paper awards from the Broadcast Education Association (BEA). I have taught the courses in communications, including Media Economics, Audience Research, Mobile Media, Telecommunication Policy and Regulations, Media Policy and Industry, Online Social Media, Introduction to Communication.

### **Introduction**

This course is designed to introduce the student to the many tasks and duties involved in electronic and digital media management, defined as the broadcast, cable, telecommunication and digital industries. The student will acquire knowledge related to different areas of management including personnel, finance, content, marketing and sales, research, entrepreneurship and other topics.

### **Course Objectives**

- Understand basic concepts, theories, and approaches of media management and entrepreneurship.
- Recognize differences in management levels, skills, roles, and functions
- Explain why managers must also be leaders and entrepreneurs
- Recognize the legal, ethical, and social responsibilities of management
- Identify management and business issues across the electronic and digital media industries

- Apply management concepts to case study assignments to assess decision-making skills

### **Textbook:**

- Albarran, A. B. (2017). *Management of Electronic and Digital Media*, 6th ed. Belmont, CA: Cengage.
- Abernathy, P.M., & Sciarrino, J. (2018). *The Strategic Digital Media Entrepreneur*. Hoboken, NJ: Wiley Blackwell (for graduate students)

### **Course requirements**

- You are encouraged to participate in the class activities. There are various kinds of participations including asking questions, responding to questions asked by instructors as well as class members, and making comments.
- All the writing assignments are required to be turned in on time. These assignments should be typed and **double-spaced in 12 points standard font**. Accurate **APA documentary style** is required.

### **Class Rules and Guidelines**

- You are expected to respect your peers and the instructor. Mutual respect should be practiced.
- **Late work can only get half of the corresponding points.** I know people give many reasons for late work (e.g., system crash, illness, etc.). You need to plan and schedule to complete work early.

### **Academic integrity and special needs**

- University of North Texas is a community that considers academic integrity essential to its sustenance. It is important to acknowledge and comply with the university academic integrity policy. Any violation of this policy will be punished. The punishment will be a failure for the course, or expulsion from the university. More information about the academic integrity can be obtained from <http://policy.unt.edu/policydesc/student-standards-academic-integrity-18-1-16>.
- The University of North Texas is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 – The Rehabilitation Act of 1973 as amended. With the passage of new federal legislation entitled Americans with Disabilities Act (ADA), pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens. Students with disabilities should contact the Office of Disability Accommodation (ODA) at 1167 Union Circle Sage Hall Suite 167 (phone: 940-565-4323) to verify your eligibilities. Information regarding specific diagnostic criteria and policies for obtaining academic accommodations are at <http://www.unt.edu/oda/apply/index.html>. Please meet me early in the semester if you have special needs to be accommodated.

### **Assignment descriptions**

- **Online discussion:** You are required to answer the prompts posed on Canvas. You should post an original response (approximate 300 words) to the question by Wednesday no later than 11:59 P.M., and comment on the posts of at least **FIVE** classmates by Friday no later than 11:59 P.M. 50 points are for the original response to the question, and 20 points are for the comments on other students' responses. The short essay will be graded on the quality of writing and arguments, the ability of applying concepts/theories, and the strength of the evidence. The comments on other's responses will be graded on the number of the comments, the quality, and timeliness of the comments.
- **Case Studies.** You are required to do **FIVE** case studies during this semester. The guideline for case studies is posted on the Canvas. The requirements for these case studies are listed as the follows. The score of each case study is 50 points.

- Case study #1: Dealing with a Major Advertiser, located on pp. 67-68.

This case study places you in the role of a General Manager of a TV station. You must make a decision that will test your sense of ethics. It is a good idea to review both the Case Study Preparation handout before you start writing your assignment. The minimum length of this case study should be 500 words. The shorter paper will have a proportional deduction. Late work will NOT be accepted. You *\*do not\** have the option of having the story edited or revised. You must make a decision on whether or not to run the story or not.

- Case study #2: Personnel Problems at KDMT-TV, located on pp. 136-138.

Read the case carefully, and take the role of the General Manager and address these two personnel matters. Remember, do not add facts to the case. You are not a lawyer; that is not your role in this case. Be sure and discuss possible outcomes and provide a clear rationale for your decisions for both of these personnel matters. The minimum length of this case study should be 500 words.

- Case study #3: Live at 5 Takes a Twist, located on pp. 236-237.

Think carefully about how you would address this situation, and provide adequate detail on your decision-making. The minimum length of this case study is 500 words.

- Case study #4: Political advertising, located on pp. 263-264.

Political advertising is a challenging subject for management. Political advertising generates revenues every two years--sometimes as much as 10% of annual revenues on average. But Section 315 of the Communications Act prohibits the censoring of any political messages. The broadcaster cannot cut or edit in any way. This case deals with that issue. You are to take the role of the GM of this TV station, and explain clearly why you will or will not accept this controversial advertising. Be sure and explain your case fully. The minimum length of this case study is 500 words.

- Case Study #5: Manager Growth Plan

Review the PPT attached with this assignment, and complete the details on the four parts to earn full credit. There is no specific length requirement for this case study. The detailed requirements are listed in the PPT file.

- **Exercises:** You are required to do three exercises during this semester. The requirements for these exercises are listed as the follows. The score of each case study is 50 points.

- Exercise #1: Financial analysis exercise, located on pp. 111-112.

Use the income statement on p. 112 to calculate the ratios and measures in the case. Next, provide a short narrative (one paragraph) to answer the question at the end of the case. The formulas are not necessarily presented. The answers should include the ratio/measure value for each of the five items on p. 111. Your grade is based on correct calculations and your interpretation of the findings.

- Exercise #2: Buying exercise, located on pp. 160-162.

Read Chapter 7 and reviewed the PPT for the chapter. There is no minimum length for this exercise. The grading is based on the quality of analysis that supports the ranking of the stations.

- Exercise #3: Sales exercise.

Download the attachments with the assignments. You are to complete the sales exercises, one for radio and one for TV, on the two Word documents. You do not need to put the formulas on the assignment; you can simply type in the answers or write them in, scan it, and submit the project. Because this is a math-based case there is no rubric; grades will be based on correct calculations.

- **Final Exam.** You will a final exam. The exam consists of 100 multiple choice and true/false questions. These questions come from Albarran, A. B. (2017). *Management of Electronic and Digital Media*, 6th ed.

## **Evaluation**

### Assessment weighting

Online discussion	70×5=350
Case studies	50×5=250
Exercises	50×3=150
Final exam	250
Total	1000

Final grading scale: A=900-1000; B=800-899; C=700-799; D=600-699; F=below 600

## **Addendum**

Graduate students are required to read additional readings from the second textbook (Abernathy, P.M., & Sciarrino, J. (2018). *The Strategic Digital Media Entrepreneur*), and have discussion lead by the prompts posted on Canvas. In addition, graduate students need to complete the following assignment:

### **SWOT analysis:**

You are to conduct a basic SWOT analysis based on your reading of Chapter 2 (see p. 38).

For this assignment, you may work individually or work with one other student in the class. Note that if you and another student choose to work on this together you will each receive the same grade. I will not arbitrate any disagreements between partners, and once you select a partner you may not exit the partnership and do an individual assignment. If you are going to work as a group I need each group member to send me an email confirming that you are a team by September 14.

Specifically, here's what you are being asked to do. There are four hypothetical mergers that are being announced this year. Pick one pair of these four possible mergers. Your task is to look at each company and determine each entity's Strengths, Weaknesses, Opportunities and Threats. Remember the first two are internal, the last two are external. I'm not looking for a complete list of S-W-O-T. I only want you to determine two of each. You (and your partner if you are part of a group) will turn in a short PPT using the template provided to "present" your SWOT analysis. Consider yourself consultants, and you have been hired to review the possible merger and conduct an independent SWOT analysis.

For research material, limit this project to Internet sources. You should consult sites like the Wall Street Journal (wsj.com), Yahoo Finance, Marketwatch, etc., as well as the individual company's web sites. Please list your references consulted on the last slide or slides (if you need more than one) on your PPT. Listing a URL is not a reference, so offer the complete title of the page followed by the URL.

Here are the potential merger scenarios:

Google and CBS

Spotify and Pandora

Netflix and Apple

Facebook and Twitter