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 whenever the door is open

JOMC 490.009
SPECIAL TOPICS IN MASS COMMUNICATION:
MEDIA MANAGEMENT
 Spring 2008 CN: 34214
 T,Th 12:30 – 1:45 p.m.
 Carroll 340 (T)/Carroll 338 (R)

Greetings:

As promised, here is the Media Management syllabus revised and tailored to your interests, based on our conversation at the first day of class. Please read it carefully as any similarities with the original syllabus are more apparent than real. I have met most of you and I'm excited and pleased to be working with you this semester. I hope the following information will be helpful, but as always in this course: If you have a question, please ask me.

Course Description:

This course examines management and media organizations today. Through readings and discussions with guest speakers, you will examine significant issues in the management of print, broadcast and Web media. Under the umbrella theme of *change* within and among media, topics will include technology, media convergence, diversity, audiences, staffing, and organizational behavior and communication.

Readings will provide students with a theoretical and conceptual framework for understanding and critiquing decisions made by entrepreneurs and managers in modern media organizations.

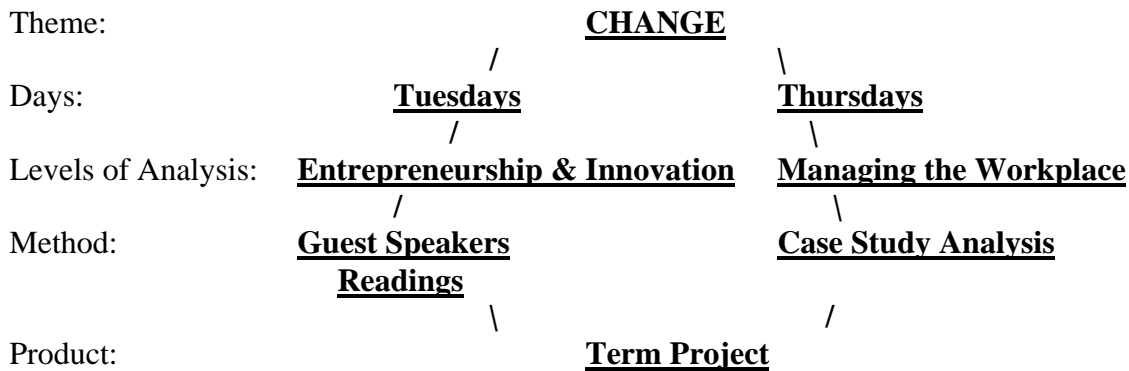
“Think Big Tuesdays” and “Make It Work Thursdays.”

Under the overarching theme of change in communication organizations, this semester we shall look at micro and macro issues in media management. At the micro level, we shall investigate specific perspectives and skills in managing people. At the macro level, we shall examine entrepreneurship and innovation in media. I hope to whet your appetite for managing and to provide you with some skills and understanding to be more effective both as a manager and a worker bee.

To help us keep track of things, I've organized the syllabus so that on what I call “Think Big Tuesdays,” we shall be meeting with a series of guest speakers talking about some of the big-picture challenges and opportunities that they are facing and you soon will be, too. Then, on what I call “Make It Work Thursdays,” we'll be talking about some of the specifics of managing people and organizations on the ground.

Besides selected readings in management theory and practice, we shall undertake case study analysis as a means of studying and organizing your findings about work groups and organizations. These skills will be important to you as you enter the workforce.

A model of how I envision the course might look like this:



Course Objectives:

This course in media management is intended to provide you with:

- An understanding of some of the “big-picture” issues that are confronting managers in a variety of media. Being conversant with these will be important as you seek internships and full-time jobs, and will pay dividends in your career.
- An understanding of how you, the individual employee, can manage your own career in a modern media organization.
- An understanding of the need for entrepreneurship and innovation in modern media.
- An introduction to organizational culture as a perspective for understanding work groups, and case study analysis as a means of studying and organizing what you see going on in such groups and organizations.
- An understanding of change and constancy in media organizations.
- Practical tools and perspectives for managing student and professional media organizations.

Disclosure: At a certain point in the design of every syllabus, it becomes clear that there is too much material to cover in the specified number of class meetings. That’s particularly true in media management because there are so many facets that could be covered, so many perspectives and approaches that could be applied or employed, and so many interesting and important questions that could be pursued.

As all syllabi are reflections of their authors, you will, no doubt, detect a slight bias in this course toward organizational communication and behavior. Also, as indicated above, the focus is on *news* media. We will not be investigating such media as book publishing or entertainment (e.g., film, recording industries) or magazines, although principles examined in this course could easily be applied beyond the news media.

Texts/Readings:

- Sylvie, G., Wicks, J.L., Hollifield, C.A., Lacy, S., & Sohn, A.B. (2008). *Media management: A casebook approach*. 4th ed. New York: Taylor & Francis Group. This book, which is widely used, offers some theory and discussion of management issues and includes some case studies that are useful for the practical side of management. Your reading will include case studies in this book, and our discussions will cover your solutions to the questions and problems that are raised.

In addition to the Sylvie et al. text, a series of readings related to each week’s primary topics is listed in the course schedule on the last page of this syllabus. All readings should be done before the class for which they are assigned. All assigned articles and chapters should be regarded as starting points for further reading. It is expected that as graduate students, you

will seek out additional literature to expand on the subjects each week. These readings will be on reserve in Park Library or posted on the Blackboard site.

Course Assignments/Assessment:

- **Class participation (10%).** What any of us gets out of this course depends on what you put into it. This is a discussion course, not a lecture course. Each member of the course will be expected to come to class prepared to engage the material and advance knowledge through active and informed participation. Of course, full participation requires 100 percent attendance.
- **Case Study (30%).** Prepare and present a brief case study of organizational change that you have experienced in the workplace. Examples of case studies, including some from this course, can be found in the Course Documents section of this site. Others are in the text. Due: **March 25.**
- **Term paper (60%).** There are two overall choices in the term assignment but I am open to any suggestions that fit both your needs and the course objectives. As I have mentioned in class and in a note, I am open to a broad range of activity for the final project in this course. It could be an individual paper on a topic in media management that interests you, or a group project. One that I have had in mind for some time is:
 - **Option 1:** A business plan for a media startup.¹ Depending on the composition and interests of the class, this may be a project for teams of two or three. We shall discuss this in detail in the early weeks of the course. We already have a request from Professor Cloud to develop a business plan for the magazines his class produces, but your startup could be a Web journalism site or something else altogether. On the other hand, you might prefer to do ...
 - **Option 2:** A traditional research paper of 10 to 15 pages on a topic relevant to the course objectives. But then again, there is ...
 - **Option 3:** “Here is what I would like to do (fill in your great idea): _____

 _____.”

The finished version is due in my mailbox in the News-Ed Suite, second floor of Carroll Hall by noon Thursday, May 1. This can also be sent as a virus-free attachment to ffee@email.unc.edu if it arrives in readable form by noon May 1.

Honor Code:

Members of this course will adhere to the letter and spirit of the University Honor Code at all times. If you are in doubt about its provisions, you may find the code at <http://honor.unc.edu/>.

¹ To assist you in this project, I have placed on reserve in the Park Library:

Rob and Terry Adams, *Start Your Own Self-Publishing Business* (Irvine, CA: Entrepreneur Press, 2003).

B. Ann Bell, *How Not to Start a Magazine* (Rough and Ready, CA: Palfrey Media Publishing, 2005).

James B. Kobak *How to Start a Magazine* (New York: M. Evens & Co., 2002).

Thomas A. Williams, *Publish Your Own Magazine, Guidebook, or Weekly Newspaper* (Boulder, CO: Sentient Publications, 2004).

Cheryl Woodward, *Starting & Running a Successful Newsletter or Magazine*, 5th ed. (Berkeley, CA: Nolo, 2006).

Schedule²

Class	Day	Topic	Assignments
1	Jan. 10 TR	Intro, course objectives, assignments.	
2	Jan. 15 T	Media management in days of change.	NewsHour Video
3	Jan. 17 TR	Historical management theory.	Weber – on Blackboard site Taylor – on Blackboard site Braverman – on Blackboard site Homans – on Blackboard site
4	Jan. 22 T	Organizational structure, behaviors.	Breed, “Social Control” – on Blackboard site Giles, 1-13 – on Blackboard site
5	Jan. 24 TR	Managerial Decision Making	Sylvie, et al., Ch. 1 Sylvie, et al. Case 1.3
6	Jan. 29	NO CLASS TODAY	Note: Early Term Evaluations are due in my mailbox by next class. See ASSIGNMENTS folder for the form.
7	Jan. 31 TR	Barbara Semonche: ³ Library resources in media management. Early Term Evaluations due.	Schein, “Culture – The Missing Concept” – on Blackboard Allaire & Firsirotu, “Theories” – on Blackboard
8	Feb. 5 T	Ways of seeing organizations. Paper topic proposals due.	Weick, 143-148, “Prepare Your Organization” – on Blackboard Weick, “Introduction to Organizing,” – on Blackboard Bantz, “Organizing and Enactment” – on Blackboard Pacanowsky & O’Donnell-Trujillo, “Organizational Communication,” – on Blackboard
9	Feb. 7 TR	Leadership and the Workforce	Giles, Ch. 2 Simpson – on Blackboard site
10	Feb. 12 T	Leadership and the Workforce	Sylvie, et al., Ch. 2 Case 2.2
11	Feb. 14 TR	Motivation	Giles, Ch. 3
12	Feb. 19 T	No Class Today	
13	Feb. 21 TR	Motivation	Sylvie, et al., Ch. 3 Sylvie, et al., Cases 3.1, 3.2
14	Feb. 26 T	“Start Your Own Publication”: Randall Gregg , founder of the <i>Raleigh Chronicle</i>	Read the <i>Raleigh Chronicle</i> at http://www.raleigh2.com/ . Be familiar with it before you come to class. Also read Gregg’s “NC Journalism.com” columns at http://www.ncjournalism.com
15	Feb. 28 TR	Creating Case Studies	Readings on Blackboard
16	March 4 T	Case Study: Launching a New Product	Read “Connecting With Readers” on Blackboard site.
17	March 6 TR	Planning	Sylvie, Ch. 7 Blackboard readings

² Because much of this schedule depends on the availability of guest speakers, it is subject to change. You will be notified as quickly as possible if the order of the guests and related readings must be altered.

³ We will meet in the Park Library at the start of class today.

18	March 18 T	Diversification, vertical and horizontal. Bernard Mann , publisher, <i>Our State</i> .	Study and be familiar with <i>Our State</i> magazine (copies on reserve in Park Library); <i>Our State</i> Web site < http://www.ourstate.com/ >.
19	March 20 TR	Market Analysis	Sylvie, Ch. 8 Blackboard readings
20	March 25 T	“Covering the Best Story of Our Lives” Bobbi Bowman , ASNE diversity director Case studies due; Case study presentations	Read Giles Ch. 17 at Blackboard site. Go to the U.S. Census Bureau’s Web site, http://www.census.gov . Then go to right side of page. Find your state. Click on state. Then find demographic information for your home county. Be conversant with the census statistics for your home county. It is important that you know this material before you come to class. Read: “The Best Story of Our Lives” at http://www.poynter.org/column.asp?id=58&aid=111344
21	March 27 TR	Marketing and Research	Sylvie, Ch. 9 Blackboard readings
22	April 1 T	Diversity and Opportunity: Federico van Gelderen , founder, Latino Consulting Group and former publisher of <i>Que Pasa</i> .	Blackboard readings
23	April 3 TR	Case study presentations	Read student case studies posted to this Web site
24	April 8 T	Entrepreneurship in the digital world: Tola Oguntoyinbo , co-founder & CEO, Sonecast.	Blackboard readings
25	April 10 TR	Work on your projects; No Class Today	
26	April 15 T	John Conway , product development director, WRAL. Technological innovation in news.	Blackboard readings
27	April 17 TR	Managing new technology. Randy Jessee , director of newsroom technology, Richmond Times-Dispatch.	
28	April 22 T	Philosophy change: Interactivity and News Values. Jan Schaffer , executive director, J-Lab, Maryland. Meet in Halls of Fame Room Integrating Web.	Civic Journalism: Decade of Innovation – on Blackboard Sylvie, et al., Ch. 5 Giles, “Journalism and the Web” – on Blackboard
29	April 24 TR	Last Class! ☺	
	May 1	Term assignment due	

	TR	NLT noon, my mailbox or my inbox.	
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