J395/Media Management

Fall ‘14/Unique No. 08260/CMA 3.130/Meets 9-12 M
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Office Hours TBD and by appointment

PREREQUISITES: graduate standing and graduate advisor consent

TEXT(S):
2. Assigned reading list; posted on Canvas course management site. Keep up with reading The New York Times coverage of the media industry.

PURPOSE: This course will study how and why media leaders behave and operate. It will assess current and past research, theories and practice to arrive at a better view of what it’s like to direct and manage a media organization. We’ll investigate issues such as market orientation, diversity, group culture, competition, ownership, structure, ethics and leadership from a media organizational standpoint.

DESCRIPTION: Students will learn strategy as it pertains to media organizations, issues in media management and economics, the influence of media occupations and professions, and the role of decision-making in media.

OBJECTIVE & GOALS:
1. To help students – primarily doctoral students, and research-track master’s students – to ascertain the role of management among the other influences highlighted in mass communication literature
2. To study how and why media leaders behave and operate
3. To assess current and past research, theories and practice to arrive at a better view of what it’s like to live and work in a media organization
4. To investigate issues such as market orientation, diversity, group culture, competition, ownership, structure, ethics and leadership from a media management standpoint

OUTCOMES:
1. One oral presentation of assigned readings; one mini-lecture, 15% each.
2. A 5-page, double-spaced annotated bibliography in a media management field, 15%.
3. A media management study proposal, 5%.
4. A finished study or proposal of appropriate proportions (pilot or full-fledged), aimed toward publication (if former), or Shoemaker/Folkerts framework (if latter); 50%.

I look for three things in graduate students: a belief they can learn by sharing ideas and talents; a desire to think for themselves and work alone; and an eagerness to take part in class
activities. So my role will be as a delegator (helping you to function autonomously), facilitator (guiding and directing you by asking questions, exploring options, suggesting alternatives) and, modestly, an expert (whose purpose is to transmit information about this field of study).

**YOUR ROLE CONSISTS OF THREE TASKS:**

1. To attend all sessions and be on time. Most of what you will learn will be in the discussions, which I cannot and will not reconstruct for you should you miss class. Participation in these discussions will inform your grade. Feel free to introduce new readings and ideas that will support or enhance that week’s readings. Missing classes will lessen the value of the course – to you and to your classmates.

2. To co-lead (with at least one other student) two discussions – one of a week’s readings, developing discussion questions and synthesizing the literature assigned to you; the other a mini-lecture on the topic of your choice. **Discussion questions and any supplemental readings before each discussion should be submitted to classmates the class meeting prior to the presentation** (if you have a meager photocopying budget, give the readings to me and I will make/distribute copies). **As part of your mini-lecture, be innovative – so many of these things are deathly dull!** I suggest, among other ideas, bringing in outside experts, conducting a mini-case study, constructing an elaborate game of a sort (possibly some role-playing or a debate) – anything, within reason, to bring the research/central ideas to life. In addition, you’ll be asked to serve as a discussant when your classmates present their final papers.

3. To develop a final paper on the subject of media management research. Any methodology is welcome, but the paper must aim toward publication (or, for MA students, possible thesis proposal). **You may:** explore an issue as completely as possible, present an annotated literature review/proposal to justify a future study, or conduct original research, analysis or meta-analysis. The topic is up to you, as long as it fits within the course framework and deals with media management research. In November, you’ll present/explain your research and listen to classmate critiques.

Expect Robin Williams in “The Dead Poets Society,” and you’ll be disappointed. You can only learn the material by completing the readings and coming to class prepared to discuss them. Media management research is a mixed bag of disparate studies, analyses and methods. No one, correct way to frames or categorizes them, but it’s my hope that you use this course as the first step to that end, *so let’s make it a fun step.*

**TENTATIVE AGENDA:**

1st class – orientation about the course, the teacher, and your role
2nd class – management research and mass comm theory
3rd class – managerial functions, foundations and leadership (start reading the main text)
4th class – organizational structure; discussion of **presentations assignment**; the Friday before the 5th class – **submit 1-page memo detailing tentative idea for final paper by noon**
5th class – audience and ownership issues
6th class – **oral presentations** (discussion Qs/supplemental readings due previous Tuesday)
7th class – market factors/trends in strategic environments; discuss final paper project ideas and format
8th class – leadership and the new news
9th class – individuals and management; the Friday before 10th class – five-page draft of pertinent lit for final paper due at 3 p.m.
10th class – the Internet and technology; paper panels, discussants selected; this week we also will discuss your final paper in individual conferences to, during which you’re expected to submit your bibliography
11th class – ethics
12th class – mini-lectures (discussion Qs/supplemental readings due previous Tuesday)
13th class – paper panel “dry runs”
14th class – wide-ranging conclusion/discovery session
15th class – final papers discussion
The 1st Friday after the 15th class – final papers due

AS TO DEADLINES: Prepare, be prompt, and have assignments ready at the start of class.

READINGS SCHEDULE (pace and amount TBD, but drawing upon the following):


Journalism & Mass Communication Quarterly

International Journal on Media Management.

Journal of Media Business Studies.