

## Spring 2019 MEJO 424 - Media Management and Policy

### SCHOOL OF MEDIA AND JOURNALISM

MONDAY/WEDNESDAY 11:00 A.M. TO 12:15 PM  
33 CARROLL HALL

**INSTRUCTOR:** Susan Leath

**OFFICE HOURS:** 12:30 pm to 1:30pm on Mondays and Wednesdays; or by appointment (I am happy to make appointment times outside of my normal office hours)

**OFFICE:** 223 – Carroll Hall

**EMAIL:** [sdleath@email.unc.edu](mailto:sdleath@email.unc.edu)

### COURSE DESCRIPTION

An introduction to media management, generally, and the supervision and motivation of employees, specifically. The course also delves into the ever-changing policy and legal issues impacting modern media operations. It explores the special skills associated with management of media properties in the context of constant change.

### REQUIRED TEXT AND READINGS

Required text: *Management of Electronic and Digital Media*, Alan B. Albarran. Sixth Edition. Cengage. 2016.

### OBJECTIVES

- You will achieve a basic understanding of media businesses and their management needs. (The course will focus on electronic and digital media, but the lessons should be applicable to other media businesses.)
- You will gain insight into your own potential strengths and weaknesses as a future manager of a media business (or as an employee supporting a manager).
- You will learn fundamentals of management theory including contemporary approaches by current thought leaders.
- You will be exposed to information about operating a business including financial management, marketing and human resources.
- You will hear how managers handle the business issues that are unique to media companies.
- You will study the regulations governing media businesses, especially those associated with the Federal Communications Commission (FCC).
- Throughout the learning process, we will keep ethical considerations front and center so that you will have a better framework for dealing with these issues as a manager.

### COURSE REQUIREMENTS

- Attendance: This is a class about learning to be a leader. The first requirement of leadership is actually showing up. If you cannot attend a class due to illness, notify me by phone or email prior to class, otherwise your absence will be unexcused. If you believe you will need to miss a class for a reason that falls within the policy on University Approved Absences, please communicate with me in writing as soon as practical. (<http://www.catalog.unc.edu/policies-procedures/attendance-grading-examination/>)

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Regular tardiness (more than 10 minutes late on three occasions) will also be treated as an absence.

- In-class participation: You are required to actively participate in class. Participation will include discussion of the text material and the leadership books, questions for our guest speakers, and playing active roles in group activities. The participation requirement can also be partially fulfilled by taking part in online discussions in the class forum in Sakai.
- Myers-Briggs assessment: You are required to complete the Myers-Briggs Type Indicator (MBTI) assessment, or one of the similar assessment tools that is available for free online. If you have already completed this assessment, you do not need to do it again, but you will need your report to complete the following requirement. If you use one of the free tools online, it needs to conform to the language of Myers-Briggs (Extraversion-introversion, etc.)
- Leadership book reports: In addition to the text, you will be required to read a recent business book on how to be a better leader, manager and/or person. After reading the book, you will be asked to write two reports, three to five pages in length, double-spaced. The first report will be an analysis of how the material in the book helped you given your personal results in the Myers-Briggs assessment. The second report will be your opinion of the book written in the style of a New York Times book review.
- Reaction papers: You will be required to write five reaction papers in response to designated class events. The events will include guest speakers and role-playing exercises. Reaction papers will be two to three pages in length, double-spaced. These papers will be graded pass/fail.
- Research paper: You will be required to produce a research paper on a topic of your choice that relates to a media public policy issue or the future of legacy media businesses that are currently striving to remain relevant. Topics must be approved by the instructor in advance. The paper must be an argument for the writer's point of view, but it also must be backed up with what you can prove through your research. You are required to use the resources of the Park Library here at the School in the research process. Evidence of this will be noted through a release signed by Park Library personnel. The paper will be eight to ten pages in length, double-spaced, 12-point type. The MLA citation system should be used. Papers and work from other classes are not accepted for this class.
- Exams: The mid-term will cover the first half of the class. The final will focus primarily on the second half, but it may also include questions that are cumulative. Questions will be primarily multiple choice or short essay responses. The material covered in the exam will come primarily from the text but may also include concepts covered by guest speakers or in case studies.

### LEADERSHIP BOOKS

Your choice of one of the following books on business and leadership (any edition):

*Good to Great*, Jim Collins.  
*The Art of War*, Sun Tzu  
*Team of Rivals*, Doris Kearns Goodwin  
*On Leadership*, John Wooden  
*Primal Leadership*, Daniel Goleman  
*Questions of Character*, Joseph L. Badaracco Jr.

You may NOT choose a book you have already read. Only ten people can sign up for any one book. Please list your second and third choices. I'll try to match everyone with their first choice. If too many sign up for a title, "winners" will be chosen randomly.

- Other readings: The reading of the *New York Times* and the *Wall Street Journal* is encouraged. Stories and

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issues explored within these newspapers will be discussed from time to time and may be considered in examinations.

- Cell phones and laptops: Cell phone use is not permitted in class. Silence your cell phone and keep it stored. Laptops and tablets are permitted; however, I reserve the right to ask you to close your laptops during presentations or class discussions. You are expected to use your laptop/tablet only take notes for class or view course materials.
- Late work: Assignments are due prior to class on the dates noted in the course schedule. Work that is submitted after the time it is due will be accepted, but it will be docked one letter grade for being late. An additional letter grade will be deducted for each additional 24-hour period that it is late.

### SAKAI

Other than this syllabus, important information can be found on Sakai. The UNC Sakai service can be found at <http://sakai.unc.edu>. Updates will be frequent, so check back often for important course information. You are responsible for any course changes that may be made on Sakai, including changes to the syllabus or assignments.

### CLASS E-MAIL

Check your school email. You are responsible for any course communications I send through email.

### EXTRA CREDIT

It's rare you will receive any extra credit opportunities in this course. In the rare event that they occur, they will be class wide, so don't ask for individual extra credit assignments.

### SPECIAL ACCOMMODATIONS

If you require special accommodations to attend or participate in this course, please let the instructor know as soon as possible. If you need information about disabilities visit the Accessibility Services website at <https://accessibility.unc.edu/>

### SEEKING HELP

If you need individual assistance, it's your responsibility to meet with the instructor. If you are serious about wanting to improve your performance in the course, the time to seek help is as soon as you are aware of the problem – whether the problem is difficulty with course material, an illness, etc.

### HONOR CODE

I expect that each student will conduct himself or herself within the guidelines of the University honor system (<http://honor.unc.edu>). All academic work should be done with the high levels of honesty and integrity that this University demands. You are expected to produce your own work in this class. If you have any questions about your responsibility or your instructor's responsibility as a faculty member under the Honor Code, please see the course instructor or Senior Associate Dean Charlie Tuggle, or you may speak with a representative of the Student Attorney Office or the Office of the Dean of Students.

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### DIVERSITY

The University's policy on Prohibiting Harassment and Discrimination is outlined in the Undergraduate Bulletin <http://www.unc.edu/ugradbulletin/>. UNC is committed to providing an inclusive and welcoming environment for all members of our community and does not discriminate in offering access to its educational programs and activities on the basis of age, gender, race, color, national origin, religion, creed, disability, veteran's status, sexual orientation, gender identity, or gender expression. Please see more about our MJ Diversity and Inclusion plan here: <http://mj.unc.edu/diversity-and-inclusion>.

### ACCREDITATION

The School of Media and Journalism's accrediting body outlines a number of values you should be aware of and competencies you should be able to demonstrate by the time you graduate from our program. Learn more about them here: <http://www2.ku.edu/~acejmc/PROGRAM/PRINCIPLES.SHTML#vals&comps>

No single course could possibly give you all of these values and competencies; but collectively, our classes are designed to build your abilities in each of these areas. In this class, we will address a number of the values and competencies, with special emphasis on:

- demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
- demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications.
- demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society.
- demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
- think critically, creatively and independently;
- write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;

### SYLLABUS

The instructor reserves the right to make changes to the syllabus, including due dates and test dates (excluding the officially scheduled final examination), when unforeseen circumstances occur. These changes will be announced as early as possible so that students can adjust their schedules.

### EVALUATION

Class participation/attendance	10%
Book reports (5% each)	10%
Reaction papers	10%
Research paper	20%
Exams (25% midterm/25% final)	50%

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### GRADING SCALE

A numerical grade scale will be used on the exams and a letter grade on the paper. Reaction papers are graded pass/fail. Here are the letter equivalents that will be used:

A	93.0-100%	C+	78.0-79.99%	F	<60.0%
A-	90-92.99%	C	73.0-77.99%		
B+	88.0-89.99%	C-	70-72.99%		
B	83.0-87.99%	D+	68.0-69.99%		
B-	80-82.99%	D	60.0-67.99%		

### TENTATIVE COURSE SCHEDULE

- Jan. 9: Review syllabus. Outline expectations. Class introductions.  
For the next class, read Chapter 1, Albarran.
- Jan 14: Overview. Case study: Assessing Your Potential as a Manager.  
Taking the Myers-Briggs Type Indicator (MBTI) assessment.
- Jan 16: Levels of Management. For the next class, read Chapter 2, Albarran.
- Jan 21: Holiday**
- Jan 23: The Media Business Environment
- Jan 28: Alliances and Partnerships. For the next class, read Chapter 3, Albarran.
- Jan 30: **Deadline:** Your Myers-Briggs (or similar) Assessment  
Ethics of Management.
- Feb 4: Serving the Market or the Marketplace. For the next class, read Chapter 4, Albarran.
- Feb 6: Theories of Management.
- Feb 11: Modern Approaches to Management. For the next class, read Chapter 5, Albarran.
- Feb 13: **Deadline:** The Reading of Your Leadership Book  
Financial Management
- Feb 18: **Deadline:** Book Report One  
Monitoring Financial Performance. For the next class, read Chapter 6, Albarran.
- Feb 20: Managing Personnel.
- Feb 25: **Deadline:** Book Report Two  
Legal Issues in Personnel Management.
- Feb 27: Audiences and Audience Research.

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- Mar 4: **Deadline;** One-Paragraph Proposals  
Digital Media Analytics.
- Mar 6: **Mid-term Exam**  
For the next class, read Chapter 8, Albarran.
- Mar 18: Strategy and Distribution.
- Mar 20: Intense Competition for Audiences. For the next class, read chapter 9, Albarran.
- Mar 25: Marketing
- Mar 27: Sales. For the next class, read Chapter 10, Albarran.
- Apr 1: The Importance of News.
- Apr 3: Issues in News Management. For the next class, read Chapter 11, Albarran.
- Apr 8: Regulatory Influences on Media Management. (*Review Leadership Book: "Good to Great"*)
- Apr 10: Role of the Federal Communications Commission (FCC). For the next class, read Chapter 12, Albarran. (*Review Leadership Book: The Art of War*)
- Apr 15: **Deadline:** Research Papers  
Technology Influence on Media Management. (*Review Leadership Book: "Team of Rivals"*)
- Apr 17: How New Technology is Impacting Business Models.  
For the next class, read Chapter 13, Albarran. (*Review Leadership Book: "On Leadership"*)
- Apr 22: Media Management: The Manager/Leader/Entrepreneur. (*Review Leadership Book: "Primal Leadership:)"*)
- Apr 24: Manager/Leader/Entrepreneur case study. (*Review Leadership Book: "Questions of Character"*)
- May 1: Review For Exam.
- May 7: FINAL EXAM, 12:00 P.M., CA 33**