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MEJO 424

# Media Management and Policy

## SCHOOL OF MEDIA AND JOURNALISM

Monday/Wednesday 12:30-1:45 p.m.

33 Carroll Hall

Sakai site URL <https://sakai.unc.edu/portal/site/de1d41e8-c9e3-489f-b36a-440ae4d0196b>

Fall 2019

## INSTRUCTOR: LEE MEREDITH

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Office hours: Tuesday/Thursday, 2:00-3:15 p.m. or by appointment

## Course description

An introduction to media management, generally, and the supervision and motivation of employees, specifically. The course also delves into 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.

## Welcome

It's hard to imagine a more exciting time to be studying media management and policy. Technological changes and other societal shifts are giving people a fabulous array of choices in the ways they are able to consume news, information and entertainment. The business leaders who rely on media advertising to reach their customers and prospects also have many new ways to communicate and to track the results of their marketing campaigns. For media managers, the changes have created significant opportunities, but also some intimidating threats. In this course, we will work together to equip you to deal with the challenges of being a manager in the media business, whether you find yourself in the position of energizing a legacy operation or pioneering a new entrepreneurial opportunity.

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## 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.
- 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/>)

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

**In-class participation:** You will need to actively participate in class. Participation will include discussion of the text material and the leadership books, presentation of current events, 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

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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 evaluation of the book written in the style of a New York Times book review.

**Reaction papers:** You will be asked to write a few 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 write a research paper on a topic of your choice that relates to one of the following topics:

- A media public policy issue
- A legacy media company or industry that is striving to remain relevant
- A new entrepreneurial media effort springing up in the wake of the demise of legacy media companies

Topics must be approved by me 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 other case studies.

**Required text:** Media Management : A Casebook Approach. C. Ann Hollifield, Jan LeBlanc Wicks, George Sylvie, and Wilson Lowrey. Routledge — Fifth edition published 2016.

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Additional content will come from Management of Electronic and Digital Media. Alan B. Albarran. Cengage Learning — Sixth edition published 2017. (This should be available in the course reserves through the library.)

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

Good to Great, Jim Collins

Work Happy, Jill Geisler

The Seven Habits of Highly Effective People, Stephen R. Covey

Radical Candor, Kim Scott

Strengths Based Leadership, Tom Rath

Lean In, Sheryl Sandburg

Dare to Lead: Brave Work. Tough Conversations. Whole Hearts, Brené Brown

You may not choose a book you have already read. 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, the Wall Street Journal and media trade journals is encouraged. Stories and issues explored within these publications and websites 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.

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## 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.

## Grading

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 = 95-100

A- = 90-94

B+ = 87-89

B = 83-86

B- = 80-82

C+ = 77-79

C = 73-76

C- = 70-72

D = 65-69

F = below 65

## Evaluation

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

## 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. Using a set-up sound bite is a violation of the honor code. 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

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instructor or Senior Associate Dean C. A. Tuggle, or you may speak with a representative of the Student Attorney Office or the Office of the Dean of Students.

### **Seeking Help**

If you need individual assistance, it's your responsibility to meet with me. 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, a disability, or an illness.

### **Diversity and Inclusivity**

The University is committed to fostering a diverse and inclusive academic community, and it prohibits discrimination and harassment. The University's policy statements on Equal Employment Opportunity and Nondiscrimination are outlined here: <https://unc.policystat.com/policy/4514917/latest/>. In summary, the University 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 or disabilities. Moreover, the University does not tolerate harassment based on gender, race, religion, sexual orientation, culture, disability, or for any other reason. It is also a violation of the Honor Code and Title VII of the Civil Rights Act (1964) and Title IX of the Educational Amendments. I am fully committed to fostering the University's goals and enforcing these policies. If you need assistance with a discrimination or harassment issue, please bring it to my attention or The Office of the Dean of Students, [dos@unc.edu](mailto:dos@unc.edu) or 919-966-4042.

### **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 Department of Disability Services website at <http://disabilityservices.unc.edu/>

### **Accreditation**

The School of Journalism and Mass Communication'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:

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<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 the last six bullet dots under "Professional values and competencies" in the link above.

### Tentative Course Schedule

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| Aug. 21  | Review syllabus. Outline expectations. Class introductions. For the next class, read Chapter 1, Hollifield.               |
| Aug. 26  | The foundations of leadership. Taking the Myers-Briggs Type Indicator (MBTI) assessment.                                  |
| Aug. 28  | Leadership styles for different situations. For the next class, read Chapter 2, Hollifield.                               |
| Sept. 2  | Holiday   |
| Sept. 4  | Motivating individuals.   |
| Sept. 9  | Motivating groups. For the next class, read Chapter 3, Hollifield.  |
| Sept. 11 | Hiring and diversity. Your Myers-Briggs (or similar) assessment should be complete.                                       |
| Sept. 16 | Change and the media workforce. For the next class, read Chapter 5, Albaran.<br>(course reserves)                         |
| Sept. 18 | Financial Management. For the next class, read Chapter 4, Hollifield.   |
| Sept. 23 | Cradles of entrepreneurship.  |
| Sept. 25 | Tips for media entrepreneurs. The reading of your leadership book should be completed. Book Report One is due next class. |

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- Sept. 30      Leadership report card — how your Myers-Briggs result intersects with your leadership book. Book Report One is due prior to class. For the next class, read Chapter 5, Hollifield.
- Oct. 2      Strategic planning. Book Report Two is due next class.
- Oct. 7      Project management. Book Report Two is due prior to class. For the next class, read Chapter 6, Hollifield.
- Oct. 9      Innovation. One-paragraph proposals for research paper due next class. Good to Great book review.
- Oct. 14      Convergence and innovation as products. One-paragraph proposals for research paper due at the beginning of class. Work Happy book review.
- Oct. 16      Mid-term exam. For the next class, read Chapter 7, Hollifield.
- Oct. 21      Market analysis. Stephanie Brown, director, Park Library, discusses resources for research paper.
- Oct 23      Market structure and other factors. Seven Habits of Highly Effective People book review. For the next class, read chapter 8, Hollifield.
- Oct. 28      Marketing and advertising. Radical Candor book review.
- Oct. 30      Research. For the next class, read Chapter 9, Albarran. Strengths Based Leadership book review.
- Nov. 4      Issues in sales management. Lean In book review
- Nov. 6      Issues in News Management. Dare to Lead book review. For the next class, read Chapter 9, Hollifield.

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- Nov. 11      Issues in media and business law. Role of the Federal Communications Commission (FCC).
- Nov. 13      Dealing With Employees and Preventing Legal Problems. For the next class, read Chapter 3, Albarran.
- Nov. 18      Ethics of management.
- Nov. 20      How New Technology is Impacting Business Models. Research papers due at beginning of next class. Read Extended Case1 for next class.
- Nov. 25      Extended Case 1: Changing leaders and Direction in Dallas/Fort Worth. Research papers due prior to class. Review term papers.
- Nov. 27      Thanksgiving holiday
- Dec. 2        Continue discussion of case study. Review term papers.
- Dec. 4        Review for exam.
- Dec. 13       Final Exam, 12:00 p.m., CA 33