



# MEJO 424 Media Management and Policy

Lee Meredith

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Monday/Wednesday 1:15-2:30 p.m.

305 Carroll Hall (Freedom Forum Conference Center)

Sakai site <https://sakai.unc.edu/portal/site/ce2f9ad2-acc7-457c-9925-a95ff8fdc892>

Zoom site <https://unc.zoom.us/j/98454513845?pwd=ZmdwekYwdnExYmNab1JDVUVySDFudz09>

(Meeting ID: 984 5451 3845, Passcode: 855882)

Fall 2020

Instructor Contact Information

225-400-7711

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Office hours (by Zoom): Tuesday and Thursday, 3:30-5:00 p.m. or by appointment

**PRE-REQUISITES:** N/A

## **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.

## 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 a team member 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, human resources and diversity.
- 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 leader.

## INSTRUCTIONAL MODE:

COVID-19 has created many challenges, and in the short time we have been dealing with it, business leaders have already discovered (been forced to discover) new and effective ways of getting things done. In that regard, this class will operate very much like major international businesses. We will have a team onsite, but we'll also have colleagues dialing in to join us from other locations.

Our classroom is large, but not big enough to accommodate all of you. So, you will be divided into two groups prior to the second day of class. (Our first class will be on Zoom so we can all get started on the same page.) Beginning Wednesday, August 12, we'll randomly create two groups – the **Dreamers** and the **Doers**. The Dreamers, named in honor of the visionary leaders who strategize and innovate, will attend class on campus in person on Wednesdays. The Doers, named in honor of the business leaders who actually get things done, will attend class on campus in person on Mondays. On the alternating days, each group will participate in the class in real-time via Zoom. We will all have to comply with the University's guidelines on face masks and social distancing at all times. While this is a discussion class that requires your real-time participation (in person or remotely), I will attempt to accommodate those who are unable to attend due to COVID-19 issues. If you are in that situation, please let me know as soon as you can.

## **ATTENDANCE POLICY:**

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. The University attendance policy is listed [here](#) for reference. Regular tardiness (more than 10 minutes late on three occasions) will also be treated as an absence.

## **REQUIRED MATERIALS:**

*Management of Electronic and Digital Media*. Alan B. Albarran. Cengage Learning — Sixth edition published 2017.

You will also need to read **one** of the following books on business and leadership:

- Good to Great, Jim Collins
- Work Happy, Jill Geisler
- The Seven Habits of Highly Effective People, Stephen R. Covey
- Radical Candor: Fully Revised & Updated Edition, Kim Scott
- The Making of a Manager: What to Do When Everyone Looks to You, Julie Zhuo
- Lean In for Graduates, Sheryl Sandburg
- Dare to Lead: Brave Work. Tough Conversations. Whole Hearts, Brené Brown
- The Memo: What Women of Color Need to Know to Secure a Seat at the Table, Minda Harts

The books will be assigned during the first week of class. You may not choose a book you have already read. I'll try to match everyone with one of their favorite choices. If too many people sign up for the same book, you may get your second or third choice.

**Other readings:** A few supplementary readings will be assigned to cover material not in the text. The reading of the New York Times, the Wall Street Journal and media trade periodicals is encouraged. Stories and issues explored within these publications and websites will be discussed from time to time and will be your source for current event topics.

## **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 will need 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 don't have to do it again, but you will need your MBTI report to complete the following assignment. 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:**

As mentioned above, you will be reading a business book on how to be a better leader, manager and person. After reading the book, you will be asked to write two reports, both three to five pages in length, double-spaced. The first report will be an analysis of how the material in the book helped you in light of 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.

### **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 communicated by Park Library personnel. The paper will be eight to ten pages in length, double-spaced, 12-point type. The APA 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 the instructor in class, guest speakers or other assigned reading material.

**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

**Grading rubric**

Class participation/attendance/etc.	15%
Book reports (5% each)	10%
Research paper	25%
Exams (25% midterm/25% final)	50%

**HONOR CODE:**

The Honor Code (<https://catalog.unc.edu/policies-procedures/honor-code/>) forms a bond of trust among students, faculty, and administrators. The University of North Carolina at Chapel Hill operates under a system of self-governance, as students are responsible for governing themselves. As such, our University is transformed into a powerful community of inquiry and learning. The Honor Code embodies the ideals of academic honesty, integrity, and responsible citizenship, and governs the performance of all academic work a student conducts at the University. Acceptance of an offer of admission to Carolina presupposes a commitment to the principles embodied in our century-old tradition of honor and integrity.

**SEEKING HELP:**

If you need individual assistance, it is 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, a disability, or an illness.

**DIVERSITY:**

The University's policy on Prohibiting Harassment and Discrimination is outlined on the Equal Opportunity and Compliance Office's webpage (<https://eoc.unc.edu/our-policies/ppdhrm/>). 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.

**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 Resources & Services site at <https://ars.unc.edu/>.

**ACCREDITATION:**

The Hussman School of Journalism and Media'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://hussman.unc.edu/accreditation>. 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. The values and competencies associated with this course include being able to:

- Demonstrate an understanding of gender, race ethnicity, sexual orientations and, as appropriate, other forms of diversity in domestic society in relation to mass communications;
- Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
- Think critically, creatively and independently;
- Conduct research and evaluate information by methods appropriate to the communications, professions in which they work;
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
- Apply tools and technologies appropriate for the communications professions.

**WEEKLY CLASS SCHEDULE:**

Class No.	Date	Topics Covered	Readings/Assignments (Readings should be complete prior to class on the days listed below)
1	Aug. 10	Review syllabus. Outline expectations. Class introductions. (ENTIRE CLASS MEETS ON ZOOM)	
2	Aug. 12	Managing Media Enterprises. The Foundations of Leadership. Taking the Myers-Briggs Type Indicator (MBTI) assessment. (Dreamers on site)	Chapter 1, Albarran
3	Aug. 17	Levels of Management. Leadership Styles for Different Situations. (Doers on site)	
4	Aug. 19	The Media Business Environment. (Dreamers on site)	Chapter 2, Albarran
5	Aug. 24	Alliances and Partnerships. SWOT Analysis. (Doers on site)	
6	Aug. 26	Ethics of Management (Dreamers on site)	Chapter 3, Albarran <b>Your Myers-Briggs Type Indicator® assessment (or similar) should be complete.</b>
7	Aug. 31	Theories of Management. (Doers on site)	Chapter 4, Albarran
8	Sept. 2	Modern Approaches to Management. (Dreamers on site)	
	Sept. 7	LABOR DAY HOLIDAY	
9	Sept. 9	Financial Management. (Dreamers on site)	Chapter 5, Albarran
10	Sept. 14	Monitoring Financial Performance. (Doers on site)	The reading of your leadership book should be completed. <b>Book Report One is due next class.</b>
11	Sept. 16	Managing People. (Dreamers on site)	Chapter 6, Albarran <b>Book Report One is due prior to class.</b>
12	Sept. 21	Legal Issues in Personnel Management. Your leadership skills—how your Myers-Briggs results intersect with your leadership book. (Doers on site)	<b>Book Report Two is due next class.</b>
13	Sept. 23	The Importance of Diversity in Media Management. (Dreamers on site)	<b>Book Report Two is due prior to class.</b>

14	Sept. 28	Audiences and Audience Research. Good to Great book review. (Doers on site)	Chapter 7, Albarran <b>One-paragraph proposals for research paper due next class.</b>
15	Sept. 30	Digital Media Analytics. Work Happy book review. Mid-term exam review. (Dreamers on site)	<b>One-paragraph proposals for research paper due at the beginning of class.</b>
16	Oct. 5	<b>Mid-term exam (Exam administered remotely on Sakai.)</b>	
17	Oct. 7	Stephanie Brown, director, Park Library, discusses resources for research paper. (ENTIRE CLASS MEETS ON ZOOM)	
18	Oct. 12	Content: Strategy and Distribution. Radical Candor book review. (Doers on site)	Chapter 8, Albarran
19	Oct. 14	Marketing. The Making of a Manager book review. (Dreamers on site)	Chapter 9, Albarran
20	Oct. 19	Issues in Sales Management. Lean In book review, (Doers on site)	
21	Oct. 21	The Importance of News. Dare to Lead book review. (Dreamers on site)	Chapter 10. Albarran
22	Oct. 26	Leading the Agency. The Seven Habits of Highly Effective People book review. (Doers on site)	
23	Oct. 28	Regulatory Influences on Media Management. (Dreamers on site)	Chapter 11, Albarran
24	Nov. 2	Technology Influence on Media Management. (Doers on site)	Chapter 12, Albarran <b>Research Papers due at beginning of next class.</b>
25	Nov. 4	Cradles of Entrepreneurship. (Dreamers on site)	<b>Research Papers due at beginning of class.</b>
26	Nov. 9	Innovation, (Doers on site)	
27	Nov. 11	Media Management: The Manager/Leader/Entrepreneur. Review term papers. (Dreamers on site)	Chapter 13, Albarran
28	Nov. 16	Final Thoughts on Leadership. Review for exam. (Doers on site)	
	Friday, Nov. 20, 12 noon	Final Exam	