**MEJO 652.001**

**DIGITAL MEDIA ECONOMICS AND BEHAVIOR**

**Fall 2020**

**1:15 to 2:30 p.m., Carroll Hall 283**

**Tuesdays and Thursdays**

**Instructor:** Caroline (Foy Welch) Graybeal, Carroll Hall

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Office Hours: 10:00 to 12:30, Tuesday and Thursday (or just reach out to me)

**Course Description**

The year 2020 has brought challenges none of us ever imagined. We were already living through a period of immense economic disruption in the media industry. The creation of the Internet and all that it has wrought – interconnectivity, immediacy – set in motion the destruction of the business models that have historically supported media organizations such as newspapers, television and radio for decades. For some media entities, the pandemic may well be a death knell, even as more and more people turn to news outlets to stay on top of what’s happening in their area, both due to Covid-19 and to the social revolution sweeping our nation after the killing of George Floyd.

This course examines the broad – and now unprecedented - economic issues facing the media industry, both digital start-ups, as well as traditional media. We’ll begin by understanding how strategies pursued by media companies flow through their financial statements. Then we’ll consider the changing dynamics of consumer behavior, pricing, market segmentation, economic cycles, management of firms, and global competition. In the second half, we will focus more specifically on the challenges and opportunities for specific industry segments. We’ll discuss the specific economic challenges confronting companies such as The New York Times, Disney, Comcast, Bloomberg, Google, Facebook and Amazon. We will also study the economic drivers of other content providers – such as music companies, movies, online aggregators and commerce sites – for lessons that can be applied across industry segments. All the while, we’ll be looking at how the pandemic has altered the landscape in a way that no one saw coming, and the Black Lives Matter movement has led to a long overdue reckoning in newsrooms across the country.

This course is designed for future journalists (regardless of your preferred medium), as well as students pursuing a career in advertising, marketing, digital management, public relations and strategic communications. With a foundational understanding of the media landscape and the broad economic issues affecting it, *students should emerge with a framework for better assessing future opportunities and risks of business enterprises they will work for, compete against or create themselves.*

**Course Objectives**

This course is designed to teach you:

* **Basic concepts in business and economics,** especially as these relate to the media industry**.** You should emerge with a working proficiency in the “language of business and economics” as it applies to all types of industries. You should be able to recognize the basic terms and concepts used in the fields of accounting, finance, marketing, strategy, macroeconomics and microeconomics – and you should understand how to piece together information from all these disciplines to get a high-level picture of an industry or a company. By the end of the semester, you should feel comfortable reading and comprehending all articles – regardless of whether the focus is on marketing or finance – in business publications such as *The Wall Street Journal, Financial Times* and *Bloomberg BusinessWeek.*
* **Basic knowledge of individual media companies, their leaders and the various top-level strategies each is pursuing.** You will gain a foundational understanding of the media business and of the specific challenges facing some of the largest and best known traditional and entrepreneurial companies – ranging from *The New York Times* to Google and LinkedIn. Early on, you will select a publicly owned media company to follow closely throughout the semester, analyzing and reporting to the class on both the short-term and long-term strategic decisions that company has made – or makes during the semester. You will learn the basics of how companies are “valued” by the market (the company’s shareholders), and why the market reacts in a certain way to a company’s reported financial performance, as well as major news about mergers and acquisitions, or downsizing.
* **How to analyze the business strategy of a media company.** We’ll begin class using a simple strategy template that asks these three basic questions: Who are we? Who are our customers and competitors? Are we in an (economic) cycle or (industry) cyclone? Next, we’ll examine the financial statements of a specific media company and learn the difference between cash flow and net income, for example, and how these line items affect a company’s strategy. *Yes, you will be expected to do some basic business math, such as figuring percentages and comparing year-over-year trending of various line items on financial statements.* After learning the financial basics, you’ll then feel capable of researching a company by using both industry research reports, as well as media analysts’ assessments – both of which are available through the Park Library.
* **How to tackle real-life business decision-making.** Through in-class discussion of assigned case studies, some of which are published by the Harvard Business School and “ripped from the headlines,” we will focus on recent business decisions made by executives in media companies. In the first half of the class, we’ll focus each week on only one company – dissecting the strategic choices available to the company and analyzing the pros and cons of how the executives reacted. In the second half of the class, you will have the opportunity to make in-class “board presentations.” With your fellow classmates and guests acting as members of the board of directors, you will assume the role of SVP of Strategic Planning and present your recommendations for a specific company, based on the assigned case studies.

**Course requirements**

I think we can all agree this is a tough time, and not ideal for either teaching or learning. I do ask that you attend class – whether virtually or in person - and try to actively participate in discussions, roughly half of which will be based on pre-assigned case studies. I really want to hear what you think! If you are having technical or other issues due to the unique circumstances, please reach out to me.

Typically, a new topic will be introduced by a lecture based on a reading, followed in the second class that week by discussion and analysis of a case study about a specific company. The case studies are chosen to give a sense of reality and grounding to broad economic concepts. **Students should read assigned texts as instructed in the syllabus and come to class ready to volunteer insights and perspectives.**

In addition, students should regularly read *The Wall Street Journal* and *The New York Times* business section, as well as industry newsletter TV NewsCheck– and come to class prepared to discuss breaking news of business challenges, quarterly financials, start-ups, acquisitions and mergers, and other topics of digital disruption, in the media industry. You can find quick access to these links as well as information on reserves and other class readings and research reports on Sakai. Look under General Resources. There is a link to a library page.

**Grading and assignments**

Grades are based on written assignments, including a final paper (there is an oral presentation option), as well as your class participation. Because this is new material for many of you, and on the advice of the prior instructor, I will weigh the final grade more heavily in determining whether you have mastered the course material. That means it is possible to make up a low grade in the first part of the semester by coming on strong in the final half. In addition, throughout the semester, I will offer several extra credit opportunities. Taking advantage of the extra credit opportunities allows you to demonstrate your commitment to the course and to building well-rounded skills. Here’s how the grading is figured:

Class Participation 20%

Homework Assignments 20% (due by start of class on Sept. 1, 8, 15 and 22)

Midterm 20% (due by 1 p.m., Tuesday, October 6)

Final Paper (10 pages)\* 40% (due by 5 p.m. Tuesday, November 17)

\*See presentation option

**Class Participation (20%):** In order to receive a good grade in class participation, you need to attend regularly, in person or through Zoom, and be attentive. You can only participate in a constructive way if you come prepared, by reading the assigned material as well as the cases. If speaking up is difficult for you, or if you are having technical or other issues, please reach out to me. And remember, you can always use Zoom Chat. As you will find in business, there are often no right or wrong answers, just best guesses, so don’t judge yourself. All thoughts welcome! Learning to speak up is also a great skill for when you join the workforce. I’m happy to help you with it.

In addition, for those of you who are initially shy, there will be plenty of opportunities to participate via the discussion board on Sakai. There will be two standard questions for each week this semester: What’s in the News? (where you are encouraged to post significant stories about the media company you are analyzing or about topics we are discussing in class – hint, those are EASY to find in TV NewsCheck) and What Did You Learn This Week? (where you are encouraged to share any “Aha” moments you encountered in either the readings or the class discussions). Quality counts more than quantity.

On Sakai resources, you will find learning objectives for each week of class in that week’s Powerpoint. In addition, once a week, class notes will be posted into the respective week’s folders to supplement these learning objectives. I will produce the notes for the first three weeks, and then assign this task to a different student each week. You should expect to have this assignment at least once during the semester. This suggestion of having students post their notes on a rotating basis actually comes from other students who have taken this course. It builds on the notion that you learn best from your colleagues – and it also reinforces collaboration with your colleagues, which will be so important to your success in the business world.

*Get the most out of this course! Resolve to do the readings prior to coming to class. And, please, ask questions about concepts you do not understand – either in class, or after. My cell phone number and email address are listed above, as well as office hours. I’m happy to come up with a time to talk.*

**Homework (20%):** Because it is essential that you understand business basics and how the digital revolution affects the bottom line, **there will be four homework assignments due Sept. 1, 8, 15 and 22.** These homework assignments are front-loaded for a reason – to make sure you are diving into how finances affect strategy. That knowledge will be key to completing the final assignment. For credit, all homework assignments should be posted prior to class on the day they are due.

The first assignment (due Sept. 1) concerns the New York Times financials (available on Sakai) and asks you to answer a series of questions. The remaining three homework assignments will ask you to answer a series of questions about the company you are following, based on class readings and discussions. These questions are designed to help you begin crafting your final assignment – by understanding your company’s strengths and weaknesses, opportunities and threats.

**Midterm (20%):** This is a course designed to teach critical thinking skills, as well as in-depth business knowledge of the economics affecting both traditional and entrepreneurial media companies. It’s also a semester in which you don’t get a fall break. So, the midterm will give you a head start on your final paper/presentation. Looking at the media company you have chosen to follow, address the following issues in 5 pages or less:

1. Its competitive and current strategic position;
2. The impact of disruptive technology on its business model;

**The midterm is due by 2 p.m., October 8.**

**Final Paper\* (40%):** Strategic and competitive assessment (see below for presentation option)

Choose one from the below list of publicly owned media companies (if you have another public company you would like to follow, please discuss with me). Note: You must let me know your choice by Aug 25th. No more than two students may pick the same company.

1. News Corporation
2. The New York Times Company
3. CBS/ Viacom
4. Walt Disney Company
5. Tegna
6. Thomson Reuters
7. McClatchy
8. Sinclair Broadcast Group
9. Comcast
10. Discovery
11. Google
12. Facebook
13. Netflix
14. Amazon

In a 10-page paper, you should, at a minimum, address the following issues:

1. Its competitive and current strategic position (from the midterm);
2. The impact of disruptive technology on its business model (from the midterm);
3. Its ability to “build” on its core business;
4. Its recent flexibility in “transforming” its business model;
5. Its level of future strategic risk (Where will the company be in three years, five years, ten years?);
6. Your assessment of the company’s future (Would you purchase its stock? Apply for a job?). Why, or why not? Make a convincing argument, based on what you have learned.

**You will need to choose your firm by Aug. 18 and should come to each subsequent class prepared to discuss breaking news about your company, its current stock price and any other significant developments by competitors or potential competitors in the industry.**

You may present your final paper in one of these two formats:

1. A sell-side analyst’s report on the company
2. A memo sent to the company’s board or CEO detailing a three-year business plan for the company, or a division of the company.

**\*Presentation option**

Learning to present is a critical business and media skill. For your final assignment, you have the option of a15-minute oral presentation about your company, accompanied by a Powerpoint or Keynote, rather than the 10-page paper. Please note, this is not an easy way out. The presentation will need to answer all of the same issues as noted above for the paper, and a portion of your grade will be based on your presentation skills rather than your writing skills.

**The paper should be turned in by noon on Thursday, Nov 19th. If you choose an oral presentation, we will determine a time/date based on how many choose that option, but you should be prepared to present by Nov. 19th.**

**Required Reading**

UNC Hussman Professors Penny Abernathy and Joann Sciarrino literally wrote the book on digital media economics, so not surprisingly, we will be using their textbook, “The Strategic Digital Media Entrepreneur.” Additional readings will be available either via the folders on Sakai, or in online reserves at <http://webcat.lib.unc.edu/search/>. (Click “Reserves” on the left side to access readings for our class). Or I may email material to you.

Weekly readings should be done prior to Tuesday’s class. As a general rule, we’ll discuss relevant material on Tuesdays and cover the case studies on Thursdays.

**Textbook:**

*The Strategic Digital Media Entrepreneur.* By Penelope Muse Abernathy and JoAnn Sciarrino. Wiley Blackwell

**Online Reserves (No Charge):**

“The Gales of Destruction” (Chapter 5) and “The Ubiquity of Creative Destruction” (Chapter 12) from *Creative Destruction: Why Companies That Are Built to Last Underperform the Market – and How to* *Successfully Transform Them*. By Richard Foster and Sarah Kaplan. Currency Doubleday. Available through UNC Reserves.

*Media Economics: Applying Economics to New and Traditional Media.* Chapter 10 (Pricing and Marketing Segmentation) and Chapter 13, “Government Intervention” *Media Economics: Applying Economics to New and Traditional Media,* by Colin Hoskins, Stuart McFadyen, Adam Finn. 2004.

“Marvel and Massive Risks That Make Perfect Sense“ (Chapter 10) from *Ride of a Lifetime*, by Robert Iger.

*(AVAILABLE ON SAKAI)* “The One Number You Need to Grow” by Fred Reichheld. *Harvard Business Review*. December 2003. Available through UNC Reserves.

*(AVAILABLE ON SAKAI)* “Moving Upward in a Downturn” by Darrell Rigby. *Harvard Business Review*. June 2001. Available through UNC Reserves.

*(AVAILABLE ON INTERNET)The State of the News Media.* By The Project for Excellence in Journalism. 2018 report. <http://www.journalism.org/packages/state-of-the-news-media-2019/>

*Saving Community Journalism: The Path to Profitability. Chapters 1-3,* by Penelope Muse Abernathy, UNC Press, 2014.

**Optional Supplemental Text:** *Understanding Financial Statements: A Journalist’s Guide.* By Jay Taparia, CFA. Marion Street Press. 2004. Currently not available but I am working on that.

**Case Study Set: Harvard Business Case Studies,** *Purchase online.*

https://hbsp.harvard.edu/import/751781

These case studies will act as a workbook for applying the analytical and strategic methods discussed in class. In general, we will discuss these case studies on Thursdays. You should read the case studies prior to class and come prepared to offer your analysis.

**Honor Code:**

I expect that each student will conduct himself or herself within the guidelines of the University honor system ([http://honor.unc.edu](https://outlook.unc.edu/owa/redir.aspx?C=_PwXhu5wkEKfdEIVTpil9KJAr6RORM8IBwmgW7JyZPUuO4or7Dri_9D4gXEkBO0Z0IIreRKEjIQ.&URL=http%3a%2f%2fhonor.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 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 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 in the 2011-2012 Undergraduate Bulletin [*http://www.unc.edu/ugradbulletin/*](https://outlook.unc.edu/owa/redir.aspx?C=_PwXhu5wkEKfdEIVTpil9KJAr6RORM8IBwmgW7JyZPUuO4or7Dri_9D4gXEkBO0Z0IIreRKEjIQ.&URL=http%3a%2f%2fwww.unc.edu%2fugradbulletin%2f)*.* 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 Department of Disability Services website at [*http://disabilityservices.unc.edu/*](https://outlook.unc.edu/owa/redir.aspx?C=_PwXhu5wkEKfdEIVTpil9KJAr6RORM8IBwmgW7JyZPUuO4or7Dri_9D4gXEkBO0Z0IIreRKEjIQ.&URL=http%3a%2f%2fdisabilityservices.unc.edu%2f)

**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:

[http://www2.ku.edu/~acejmc/PROGRAM/PRINCIPLES.SHTML#vals&comps](https://outlook.unc.edu/owa/redir.aspx?C=XciXt6cD-UGWmSsiOI50ZzqEMU9vI9AI9RIjk3k3N01dLuvhbfv_0PYGw11_4sIpiXYZSqGOi3A.&URL=http%3a%2f%2fwww2.ku.edu%2f%7eacejmc%2fPROGRAM%2fPRINCIPLES.SHTML%23vals%26comps)

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.

**Course Calendar**

***Understanding the Basics of Digital Media Entrepreneurship***

**Week 1 Aug. 11, 13:** *Gutenberg to Zuckerberg: Innovation and Entrepreneurship*. An overview of the media industry and introduction of the strategic and economic framework we will use this semester.

**Assigned Reading:** Chapter One, Student Comments on Sakai, Guardian article – “Local Journalism on Its Knees”

**Book Case Study:** Facebook

**Sakai:** Select “Resources” folder and “Week 1 Readings”

**Week 2 Aug. 18, Aug. 20:** *The Story Behind the Numbers.* A look at the basic finances underpinning media companies.

**Assigned Reading:** Chapter 2 *The Strategic Digital Media Entrepreneur,* The Hill opinion piece - “Culture War Inside America’s Newsrooms,” WaPo article – “Wall Street Journal Bemoans ‘Cancel Culture.’”

**Book Case Study (Sakai):** News Corp (done in conjunction with the readings)

**Week 3 Aug. 25, 27:** *The Story Behind the Numbers.* A look at the basic finances underpinning media companies. (cont.)

**Assigned Reading**: Chapter 2 *The Strategic Digital Media Entrepreneur,*

Digital Content Next opinion piece – “Media Failing to Communicate Value”

**Mini Case Study (Sakai):** The Washington Post (done in conjunction with readings)

**Week 4 Sept 1, 3:** *What’s a Company Worth?* Examines the various types of media investors (from hedge fund managers to venture capitalists) and explores elementary ways to calculate return on investment.

**Assigned Reading :** Chapter 3, *The Strategic Digital Entrepreneur,*

NYT article – “A Big Correction”

**Book Case Study**: Snap, Facebook (chapter 1)

**1st Homework Assignment Due: Sept. 1**

**Week 5 Sept. 8, 10:** *What’s a Company Worth?* Examines the various types of media investors (from hedge fund managers to venture capitalists) and explores elementary ways to calculate return on investment. (cont.)

**Assigned Reading:** Chapter 4 on Sakai – “When Netflix Considered Selling itself to Amazon,”

NY Times article – New Chief Executive, Variety article – “NY Times Buys Serial Productions”

**Book Case Study:** Snap, Facebook

**Case Study (Harvard):** The New York Times Co. (in conjunction with The New York Times Homework Assignment)

**2nd Homework Assignment Due: Sept. 8**

**Week 6 Sept. 15, 17:** *The Changed Competitive Landscape.*Lays out the typical life cycle of a media enterprise and explores the challenges that confront manager at each stage of development.

**Assigned Reading:** Chapter Four

**Online Reading:** Ch.5. “The Gales of Destruction” and Ch. 12. “The Ubiquity of Creative Destruction” from *Creative Destruction: Why Companies That Are Built to Last Underperform the Market – and How to Successfully Transform Them”* by Richard Foster and Sarah Kaplan

Ch.10. “Marvel and Massive Risks that Make Perfect Sense” from “*Ride of a Lifetime”* by Robert Iger

**Book Case Study:** Viacom, Yahoo!

**Case Study (Harvard):** Apple Inc. in 2015

**3rd Homework Assignment Due: Sept. 15**

***Creating Sustainable Strategies and Business Models***

**Week 7 Sept. 22, 24:** *A Strategy for Dealing with the New Business Imperatives*. Provides a framework for assessing the strengths and weaknesses of a media or tech enterprise and lays out the five primary components of a successful digital media strategy.

**Assigned Reading:** Chapter Five

**(Park Library Reserves):** Ch. 13, “Government Intervention” *Media Economics: Applying Economics to New and Traditional Media,* by Colin Hoskins, Stuart McFadyen, Adam Finn.

**Book Case Study:** Thrive Global;

**Case Studies (Harvard):** Bloomberg (Case study, as well as materials on Sakai)

Fox News: Competing to Deliver the News, 2013 (Harvard)

**4th Homework Assignment Due: Sept 22nd**

**Week 8 Sept. 29, Oct 1:** *Developing a Unique Value Proposition.* Matching Resources and Audience

**Assigned Reading:** Chapter Six of Strategic Digital Media Entrepreneur

**Online Reading (Under Sakai Week 8 Resources):**

Washington Post, “Rise and Fall of Living Social“

Digicon – Transforming TV by Going Back to the Future

Fortune CEO Daily on Disruption

Moving Upward in a Downturn

**Book Case Study:** Netflix

**Case Study (Harvard):**

What’s the Deal with Living Social?

**Week 9: Oct. 6, 8:** *Understanding Customer Relationships.* Explores types and segment of customers are most promising and profitable.

**Assigned Reading:** Chapter Seven of Strategic Digital Media Entrepreneur

**Online Reading in Course Reserves:** Chapter 10, “Pricing and Market Segmentation” *Media Economics: Applying Economics to New and Traditional Media,* by Colin Hoskins, Stuart McFadyen, Adam Finn.

**Online Reading (under Sakai Week 9 Resources)**

“The One Number You Need to Grow” by Fred Reichheld

Review: Radiohead Revels in the Key of Dread

Radiohead article PDF

In Rainbows Available on Spotify

Digicon: Crowdfunding

**Book Case Study:** Sling

**Case Study (Harvard)**: Radiohead: Music at Your Own Price, 2009 (A&B)

Harvard Article: How Reddit the. Business Lost Touch with Reddit the Culture

**Thursday, October 8: Midterm due no later than 2p.m.**

**Week 10 Oct. 13, Oct. 15:** *Reaching Current and New Customers*. Understanding how to connect with future customers, and when it is best to compete and when to partner. **Assigned Reading:** Chapters Eight and Nine of Strategic Digital Media Entrepreneur

**Online Reading (under Sakai Resources Week 10)**

Millennials and News FINAL

Apple, Amazon are Frenemies

**Book Case Study:** The NFL

**Case Studies (Harvard):**

[Disney & 21st Century Fox: Reshaping Disney’s Strategy for the Digital Age](https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FIN1528-PDF-ENG%2Fcontent&metadata=eyJlcnJvck1lc3NhZ2UiOiJZb3UgbXVzdCBiZSByZWdpc3RlcmVkIGFzIGEgUHJlbWl1bSBFZHVjYXRvciBvbiB0aGlzIHdlYiBzaXRlIHRvIHNlZSBFZHVjYXRvciBDb3BpZXMgYW5kIEZyZWUgVHJpYWxzLiBOb3QgcmVnaXN0ZXJlZD8gQXBwbHkgbm93LiBBY2Nlc3MgZXhwaXJlZD8gUmVhdXRob3JpemUgbm93LiJ9)

Article: The Strategy Behind Tik Tok’s Global Rise

**Week 11 Oct. 20, 22:** *Investing in Key Assets.* A strategic framework for aligning the wants and needs of your audience with the resources available to your company.

**Assigned Reading:** Chapter Ten of Strategic Digital Media Entrepreneur

**Online Reading (under Sakai Resources Week 11):**

Redef.com – After TV: Videos Future Will be Bigger

Redef.com – Age of Abundance

Netflix Lessons on Streaming

One Publisher’s Story

Whiteville Case Study

**Book Case Study:** The Pilot, Scalawag, The Skimm and The News Record

**Case Studies (Harvard):**

Netflix: International Expansion, 2016

Amazon.com, 2016

***Syllabus updated through week 11***

***Leadership in a Time of Change***

**Week 12 Oct. 27, 29:** *Entrepreneurial Leadership and Culture.* The Leadership Characteristics of Successful Entrepreneurs.

**Assigned Reading:** Chapter Eleven of Strategic Digital Media Entrepreneur

**Online Reading (under Sakai Resources Week 12):**

“The State of the News Media 2019”

Digicon – Innovation and Enduring Companies

Digicon – Silicon Valley is not Your Friend

Leadership: The Dangers of Confirmatory Bias

Digicon – Examples of Class

The Great Tech War of 2012

Ride of A Lifetime Appendix: Lessons to Lead By (Disney Chairman Bob Iger)

**Book Case Study**: Axel Springer

**Case Study (Columbia):** Chasing the Community Newspaper Rainbow: *The Whiteville News Reporter* and the Digital Age

**Harvard Article:** CEO Spotlight: Jeff Bezos

**Week 13 Nov. 3, 5:** *What the Future Holds.*Looking Back, Looking Ahead

**Assigned Reading:** Chapter Twelve of Strategic Digital Media Entrepreneur

**Case Studies (Harvard):**

[The Powers That Be: Google, Apple, Facebook, Amazon, Microsoft](https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2F818111-PDF-ENG%2Fcontent&metadata=eyJlcnJvck1lc3NhZ2UiOiJZb3UgbXVzdCBiZSByZWdpc3RlcmVkIGFzIGEgUHJlbWl1bSBFZHVjYXRvciBvbiB0aGlzIHdlYiBzaXRlIHRvIHNlZSBFZHVjYXRvciBDb3BpZXMgYW5kIEZyZWUgVHJpYWxzLiBOb3QgcmVnaXN0ZXJlZD8gQXBwbHkgbm93LiBBY2Nlc3MgZXhwaXJlZD8gUmVhdXRob3JpemUgbm93LiJ9).

**In-class Case Study:** *Row, Row, Row Your Boat*: Rating the Media Companies

**Week 14 Nov.10, 12,** *Review*

**Week 15 Nov.17,** *The Years Ahead: How to Succeed in Business By Really Trying (or maybe, How to Retire at 55)*. Your personal guide to professional accomplishment.

**Final Paper due by noon., Thursday, Nov. 19th**