

Mass Media Management
JMC 321
ID 00520

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Prerequisites: -
Course Status: required
Credits: 1.5
Language of teaching: English
Classes: Mon from 18:25 am through 19:40 am
Consultations: (by appointment)



There is a terrific disadvantage in not having the abrasive quality of the press applied to you daily. Even though we never like it, and even though we wish they didn't write it, and even though we disapprove, there isn't any doubt that we could not do the job at all in a free society without a very, very active press.

John F. Kennedy (1917-1963)
Thirty-fifth President of the USA

Course Description

This course is the study of the principles and practices of media management. It provides students with an overview of the decision making processes in operations, finance, human resource management, program content, planning, marketing, research, and government regulation of media industries. Students will examine management issues and decisions in the media organizations with a focus on the developing convergence between old and new media, analogue and electronic vehicles, old and new media. Today, media organizations (companies) face rapid and fundamental changes in all aspects of their operations, including the skills for their staff, the consumers' behavior in purchasing and viewing their products, the ways governments and regulators seek to maintain some level of control over exponentially expanding content. In this new digital, interactive, highly competitive and global media world, managers should lead with a thorough understanding of the impact of technological developments on the ways in which the industry is changing and seek out and take advantage of opportunities as they maintain high ethical standards and build public trust in the media.

The course's method of using case studies helps students learn the importance and application of theory and research in real-life media settings. "Case study ... is ideal for students and management because it takes into account flexibility, individuality, and creativity as students face realistic problems and opportunities mirrored in the professional world. It provides practice in role playing, leadership, communication, and decision making with consequences. All are valuable intellectual and professional exercises. Students are encouraged to distinguish among acts, activities, actors, meanings, relationships, and settings of importance. By recognizing the components individually and collectively students can see the options and choices more clearly. Discussion and debate are hard to avoid when examining cases, and as students recognize themselves and their peers as part of the issues surrounding media study, they will become more adept at finding their own place within the media workforce," said Ardyth Broadrick Sohn in the second edition of the *Media Management: A Casebook Approach*.

Course Objectives:

Upon completion of the course, you should be able to:

1. Understand the organizational and economic structures of major media industries.
2. Analyze major management and programming issues faces by media managers in a variety of media.
3. Understand the operating principles and environments of media organizations.
4. Explain legal, ethical and regulatory challenges for broadcast media industries in the U.S., Kyrgyzstan and other countries.

Class Format:

We will have group discussion, lecture and class projects. It is expected that much of your learning occurs outside of class time. It means that you should be prepared for in-class assignments and projects and also be aware of current issues in media management through following (print, broadcast and online) local and international news, media industry publications, and other sources of information. Reading the textbook is required. You should be ready to discuss the materials in the assigned readings in the class period. This is to prepare you for the “real” world.

My expectations of you are that you will perform as you would in a professional environment – courteous, respectful, thoughtful, thorough and punctual. The grade you earn will depend much on your attitude, your work ethic, your smarts, and your willingness to think outside the box.

Group Project: Research Paper

Students will form a group of three to work on a research paper that examines a management issue related to one or more types of media companies. Research subjects must pre-approved by the instructor through a 250-500-word proposal. The groups will present the paper in a 10-minute presentation, followed by a Q&A session, at the end of semester. Group members will confidentially evaluate each other’s contribution to the project and participation in the group work.

Research Paper

- The paper should be at least 12 pages, double spaced in APA format.
- All sources in the paper must be duly cited, including those from which get ideas, use analysis, get background, etc.
- Use primary as well as secondary sources: i.e., interview someone in the industry in the area related to your paper’s topic.
- The paper should deal with an issue relevant to media companies and include the following sections:
 - Title page: title, group members’ names, course, date.
 - Introduction.
 - Statement of the problem.
 - Background/ historical development.
 - Literature review.
 - Analysis: describe different viewpoints and your rationale for recommending a particular course of action or approach.
 - Conclusion.
 - References.
- Proofread and edit your final draft several times to catch typos, spelling, grammar, and citation mistakes and to tighten the material. Make sure that you have a logical progression

in your arguments and that you tie sections and ideas together. Start with an outline and work from there to complete each section.

Group Presentations

- The length should be no longer than ten minutes. Consider how best to organize presentation so that all group members participate and you don't exceed the time limit. Rehearse to make sure it goes smoothly. Practice using PowerPoint or other presentation tools and technology.
- Develop strong body of the presentation with main points and a solid introduction. The introduction should get your audience's attention with questions, quotations, interesting statements, and preview the key points and concepts.
- Each slide should not have too much information on it, fonts should not be too small, and it should be easy to read. Check spelling and grammar. Keep formatting professional – colors muted, backgrounds clean.
- Include transitions. Alert the audience that a new point will be made.
- Develop a strong conclusion. Review main points, tie them back to the introduction, repeat your concept, and end with something memorable (but relevant) like a question, quote, or startling statement.
- Open for questions.

Case Studies

You will be required to prepare several case studies during the course. The case studies will be provided to you during lectures and seminar classes. You will have to provide short answers to the questions accompanying the cases. Most of these case studies should not be longer than one page. The case will be discussed in class, and, at the discretion of the instructor, your answers will be collected and graded.

Required Textbook & Readings:

1. Thomas, J. (2009) Media Management Manual. A Handbook for Television and Radio Practitioners in Countries-in-Transition. New Delhi: UNESCO House.
2. The course reader.

Highly recommended:

1. Broadcasting and Cable Magazine: <http://www.broadcastingcable.com>

Resources:

Library of the American University – Central Asia
National Library
Internet, World Wide Web, international e-mail contacts
Database EBSCO

Grading:

Mid-term exam	250 points
Group project	250 points
Case studies, quizzes	100 points
Class participation	100 points
Final Exam	300 points
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Total points:	1,000 points

Exams:	55%
Project:	25%
Assignments:	10%
Participation:	10%

By Percentages:

A = 100 to 90; **B** = 89 to 80; **C** = 79 to 70; **D** = 69 to 60; **F** = didn't try hard enough.

Note: I reserve right to award a + or – to the grade based on attitude and performance. Final grades are NOT negotiable. It is your responsibility to keep up with your grades during the semester.

Grading Standards:

Your assignments will be graded on:

- **Content**
- **Creativity**
- **Organization**
- **Grammar**

A = Outstanding. This grade is for work of professional caliber (publishable/usable). The writing is clear and well organized; it requires virtually no editing. It is complete and leaves no significant questions unanswered. The work is turned in by or before deadline, needing no changes before submission to clients or editors.

B = Good. This grade is for work that could be raised to professional standards without extensive alteration. Writing and execution is grammatically correct but may lack the thought and depth of "A" work. The main questions are answered but may miss the proper emphasis, best sources, or creativity in thought. The work is turned in by deadline and needs minor revisions in such areas as reorganizing, rewriting, reformatting or providing more or better sources. "B" work doesn't necessarily have anything wrong, but it could be better.

C = Adequate. This grade is for work that indicates a problem at least in one area, such as research, strategy or organization. It does not measure up to professional quality but could be saved by revision. Work is incomplete by deadline and/or needs more than minor revision before submission to a client or supervisor. The paper may have weak ideas, concepts or presentation. In summary, the work is an adequate first draft but isn't yet ready to show a client or supervisor.

D = Unacceptable performance. This grade is for work that is clearly unacceptable even in a classroom setting. The work is unorganized, confusing and sloppy. The conceptual underpinnings are flawed and indicate poor research or strategic judgment. Work may miss the deadline.

F = Failing. This grade is for work that is not completed in a professional, timely way. For whatever reason, it has the appearance that the student did not take the assignment seriously. Such performance is often the result of personal or time-management problems.

(Borrowed/revised from C. Marsh et al.)

Class Policies

Academic Dishonesty: Academic dishonesty will not be tolerated. Following is a brief summary of what is considered academic dishonesty:

- submitting material as your own work, when it is not
- cheating in class during exam periods or aiding another student to cheat

- failing to cite the work of another in a paper or presentation – whether the student is directly quoting a source or paraphrasing
- submitting falsified medical excuses
- working on an assignment with other students without the instructor’s permission
- downloading sources from the Internet and using them as your own (whether the student has paraphrased the information or used it word for word) without citing the source.

Plagiarism, at least will result in a failing grade for the affected assignment and the submission of the affected assignment to the university’s legal counsel. For further information on the penalties please see the university’s policy on academic misconduct.

Assignments: Assignments are due at the beginning of class on the due date unless otherwise specified. No assignment (or part of an assignment) from another class will be accepted in this class. If it is discovered that a student has attempted to do this, it will result in an automatic grade of “zero” on the project. All materials submitted for this class should be new and completely original. It is the student’s responsibility to get copies of handout given in class.

Attendance and Preparation: Attendance is expected, just as it would be for a “real” job. At this stage, you should view your coursework as a prerequisite for your chosen profession. Each class attendance will earn you three points by default. You are allowed two days of “sick-vacation” leave, as it is reasonable you may need to miss two days of class for some reason during the semester. After your two freebies, you will begin losing points and must tell your instructor in advance if you cannot show up. Call or send an email – but don’t ask a friend to pass along the information. Also, please note: two tardies = one absence. I also expect you to have read the assigned material before class (textbook or readings). Students are excused for religious holidays and must apprise instructor in advance.

Reader and Participation: Students should check the course’s Reader regularly. Readings, class assignments, discussion questions and additional information will be filed there and uploaded to the course online resource. I will often hand out/ announce discussion questions in class that will pertain to the readings due to the next class and will also be filed in the Reader. The course schedule is filed in the Reader and will be updated during the semester, as will updates and other announcements. It is crucial that you check your email account during the week.

Communications: Office hours are the best time to get help on projects, to talk about careers and discuss your ideas about what we’re doing in class. Email is best for questions requiring short answers (e.g., due dates, format, etc.).

Extra Credit: Bonus (up to **25 points**) will be given for creativity, originality, and independence of thinking.

Exams: Exams will cover material from lectures, handouts, materials filed in the Reader, guest speakers, films/ videos and the text. Tests will be multiple choice, true/false, and some short answers. No hats or caps may be worn during exam periods. Students may not leave the exam room during the exam. Make-up exams are rarely given and are given at the discretion of the professor. Students **MUST** consult with the professor well in advance of the exam date and provide a legitimate and documented reason for rescheduling. (Family vacations, appearances in weddings, etc. are not considered legitimate reasons to reschedule an exam.) The final exam is cumulative.

Tentative Class Schedule:

The schedule may change at the professor's discretion. Should the schedule be changed, the professor will provide as much notice as possible.

Date	Lecture/Discussion Topic	Readings (due by date listed)
<u>Week 1</u> September 9	Course Overview and Introduction	
<u>Week 2</u> September 16	Managerial Decision Making	
<u>Week 3</u> September 23	Leadership and the Workforce	
<u>Week 4</u> September 30	Motivation	
<u>Week 5</u> October 7	Class discussion (TBD)	
<u>Week 6</u> October 14	<i>Independent Study Day (no classes)</i>	
<u>Week 7</u> October 21	The Global Structure of Media Organizations	
<u>Week 8</u> October 28	Technology and the Future. Class discussion (TBD). Exam Preview	
<u>Week 9</u> November 4	Mid-term exam	
<u>Week 10</u> November 11	Regulation and Self-Regulation	
<u>Week 11</u> November 18	Planning and Market Analysis *Group Project Due	
<u>Week 12</u> November 25	Marketing and Research	
<u>Week 13</u> December 2	Budgeting and Decision Making	

Week 14

December 9 Group Project Presentations. Exam
Preview

FINAL EXAM – Monday, December 16 @ 18:25 – 20:00
