

Sam Houston State University  
Department of Mass Communication

**MCM 477: Media Management** (3 credits)  
Spring Semester 2008

- Lecturer:** Dr. Marc Edge e-mail: [mwe003@shsu.edu](mailto:mwe003@shsu.edu)
- Office:** 308B Rather phone: 294-4445
- Office Hours:** MW 3:30-4:30 p.m. TTh 5-6 p.m. or by appointment
- Class Hours:** Mondays and Wednesdays, 4:30-5:50 p.m. **Location:** 125 Rather
- Prerequisite:** MCM 388 and Junior standing
- Description:** This course surveys media management procedures, problems and responsibilities. Topics include financial problems, personnel organization, management theory, public service responsibilities, and management problems.
- Objective:** To gain factual knowledge, learn fundamental principles, generalizations, and theories, gain a broader understanding and appreciation, and develop a clearer understanding of the changing roles of mass media.
- Method:** Instruction will include lectures, presentations, class discussion, screening and discussion of videos, and assigned readings.
- Assessment:** Exams and quizzes may include true/false and multiple choice questions. Exams may also include short answer and essay questions. A term paper written in scholarly style will research a subject of particular interest to the student.
- Grading:**
- |                              |     |
|------------------------------|-----|
| Attendance and Participation | 10% |
| Midterm Exam                 | 20% |
| Quizzes                      | 20% |
| Case study group work        | 20% |
| Final Exam                   | 30% |
- Texts:** George Sylvie, *et al.*, *Media Management: A Casebook Approach*. 4th ed. (New York: Taylor & Francis), 2008.
- Ben H. Bagdkian, *The New Media Monopoly*. (Boston: Beacon Press), 2004.
- Readings:** Supplemental readings will be held on reserve at the Library or available on Blackboard.
- Midterm:** The midterm exam will be held on March 5.
- Final Exam:** The final exam will consist of take-home essay questions.

**Attendance:** Attendance and participation are mandatory and will be used as the deciding factor in grading. Students who do not provide a valid reason in advance for any unavoidable absence will not be allowed to make up any quiz or exam missed. Students with more than three unexcused absences will have their final grade lowered by 10% for each additional absence.

Only registered students may attend class. Exceptions can be made on a case-by-case basis by the professor. In all cases, visitors must not present a disruption to the class by their attendance. Students wishing to audit a class must apply to do so through the Registrar's Office.

**Note:** All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials.

Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Section 51.911 (a) (2) defines a religious holy day as: "a holy day observed by a religion whose places of worship are exempt from property taxation under Section 11.20...." A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence. University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed. For a complete listing of the university policy, see: [http://www.shsu.edu/~vaf\\_www/aps/documents/861001.pdf](http://www.shsu.edu/~vaf_www/aps/documents/861001.pdf)

It is the policy of Sam Houston State University that individuals otherwise qualified shall not be excluded, solely by reason of their disability, from participation in any academic program of the university. Further, they shall not be denied the benefits of these programs nor shall they be subjected to discrimination. Students with disabilities that might affect their academic performance are expected to visit with the Office of Services for Students with Disabilities located in the Counseling Center. They should then make arrangements with their individual instructors so that appropriate strategies can be considered and helpful procedures can be developed to ensure that participation and achievement opportunities are not impaired.

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the SHSU Counseling Center and to talk with me about how I can best help you. All disclosures of disabilities will be kept strictly confidential. NOTE: No accommodation can be made until you register with the Counseling Center . For a complete listing of the university policy, see: [http://www.shsu.edu/~vaf\\_www/aps/811006.pdf](http://www.shsu.edu/~vaf_www/aps/811006.pdf)

## Schedule of Classes

<b>Week 1</b>	<b>Topic</b>	<b>Readings</b>
January 16	Introduction	none
<b>Week 1a</b>		
January 21	**No class - Martin Luther King Day**	
January 23	Media ownership	Baker
<b>Week 2</b>		
January 28	Decision making	Sylvie, Ch. 1
January 30	Cross-media ownership	Levine, Fine
<b>Week 3</b>		
February 4	Leadership	Sylvie, Ch. 2
February 6	Video: News Wars	Bagdikian, Ch. 1
<b>Week 4</b>		
February 11	Motivation	Sylvie, Ch. 3
February 13	Video: The Corporation (Part I)	Bagdikian, Ch. 2
<b>Week 5</b>		
February 18	Global media management	Sylvie, Ch. 4
February 20	Video: The Corporation (Part II)	Bagdikian, Ch. 3
<b>Week 6</b>		
February 25	Innovation	Sylvie, Ch. 5
February 27	Video: The Corporation (Part III)	Bagdikian, Ch. 4
<b>Week 7</b>		
March 3	Law, regulation, and ethics	Sylvie, Ch.6
March 5	Midterm	

-----Spring Break-----

**Week 8**

March 17 Planning Sylvie, Ch. 7

March 19 State of the News Media 2008 Bagdikian, Ch. 5

**Week 9**

March 24 Market analysis Sylvie, Ch. 8

March 26 Stock market ownership of media firms Bagdikian, Ch. 6

**Week 10**

March 31 Marketing Sylvie, Ch. 9

April 2 Media ethics: The sad case of the *L.A. Times* Bagdikian, Ch. 7

**Week 11**

April 7 Knowledge management Sylvie, Ch. 10

April 9 One bad apple: The rise and fall of Hollinger Bagdikian, Ch. 8

**Week 12**

April 14 Extended case studies Bagdikian, Ch. 9

April 16 The lost chapters: Budgeting TBA

**Week 13**

April 21 Extended case studies Bagdikian, Ch. 10

April 23 The lost chapters: Personnel management TBA

**Week 14**

April 28 Extended case studies Bagdikian, Ch. 11

April 30 The lost chapters: Structure of media organizations Robertson

**Week 15**

May 1 Extended case studies Bagdikian, Ch. 12

May 7 Review

## Supplemental readings

### **Week 1a**

January 23                    Russell Baker, “Goodbye to Newspapers?” *New York Review of Books*, August 16, 2007. Available online at <http://www.nybooks.com/articles/20471>

### **Week 2**

January 30                    Samantha Levine, “News in the Hands of Too Few?” *U.S. News & World Report*, January 3, 2008. Available online at [http://www.usnews.com/articles/news/national/2008/01/03/news-in-the-hands-of-too-few\\_print.htm](http://www.usnews.com/articles/news/national/2008/01/03/news-in-the-hands-of-too-few_print.htm)

Jon Fine, “Those Hulking Media Failures: Why so many conglomerates are splitting up and slimming down,” *Business Week*, December 20, 2007. Available online at [http://www.businessweek.com/magazine/content/07\\_53/b4065104348891.htm?campaign\\_id=rss\\_topStories](http://www.businessweek.com/magazine/content/07_53/b4065104348891.htm?campaign_id=rss_topStories)

### **Week 14**

April 28                        Lori Robertson, “Down with Top-down,” *American Journalism Review*, August 2003. Available online at <http://www.ajr.org/Article.asp?id=3062>