**Media Management and Telecommunications - Com. 4480**

**Richard A. Gershon, Ph.D.**

**Western Michigan University**

**School of Communication, Sprau Tower, Rm. 324**

**Kalamazoo, MI 49008**

**Tel. (269) 387-3182 (Office)**

**Fax. (269) 387-3990**

**Email:** [**Richard.Gershon@wmich.edu**](mailto:Richard.Gershon@wmich.edu)

**Web Site:** [**http://www.rgershon.com**](http://www.rgershon.com)

**Class Meeting Time: M/W 3:30-4:45PM**

**Office Hours: Mon. 1:30-3:00PM**

**COURSE DESCRIPTION**

This course looks at the business of media management with a special emphasis given

to industry structure, communication technology as well as strategy decision-making. Advancements in technology, most notably the Internet and digital media arts, are changing many of our basic assumptions regarding information, news and entertainment content. Special attention is given to five sectors of the media and telecommunications field,

including: 1) Broadcast Television, 2) Cable Television, 3) Over-The-Top Video Streaming Services, 4) Cellular Telephony and 5) The Internet and Electronic Commerce.

The second part of this course examines a number of management and planning issues

related to the training of today's media and telecommunications professional. They include: Strategic Planning, Financial Analysis, Innovation and Design and Media Marketing.

One of the important learning objectives of this course is to learn how to focus on all

aspects of a product supply chain and consumer experience. The goal is to better understand the close working relationship between product development, manufacturing, marketing, customer service, transportation and delivery. A second goal of the course

is to learn how to troubleshoot when problems arise. A real defining moment for any manager is when he/she is faced with the unexpected challenge and how well a person is able to adapt and demonstrate good problem solving skills.

This course meets all requirements for a Proficiency 2, Baccalaureate level writing course

at Western Michigan University. Students will be asked to analyze the management and organization of an assigned company which will involve the development of a 12-14 page published report.

**COURSE OUTLINE**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Class Meeting Times: Week of:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Jan. 7 **MEDIA and TELECOMMUNICATIONS ECONOMICS I. Principles of Market Structure, Supply and Pricing**

The Media and Telecommunications Industry Structure

Elements of Market Structure

Principles of Supply and Pricing

Production Distribution

Exchange Efficiency

***Discussion Topic (DT): Professionalism***

Jan. 14. **BROADCAST TELEVISION MANAGEMENT I.**

The Business of Broadcasting

Demographic Considerations

The Broadcast Industry Structure

Television Networks

Program Distributors

Network Affiliates

Independent Television Stations

Public Broadcasting

The Advertisers

Case Study: Fox Television

Jan. 21. **BROADCAST TELEVISION MANAGEMENT II.**  Broadcast Management and Programming

Syndication

Program Scheduling Strategies

Compatibility Principle

Audience Flow

Special Event Programming

Counterprogramming

Broadcast Sales and Audience Research

Nielsen Ratings

Changes in the Network/Affiliate Relationship

***Discussion Topic (DT): Time Management***

Jan. 28. **CABLE TELEVISION I.**

Cable Television Overview

Network Design Historic Beginnings John Walson and CATV

Case Study: HBO and Cable Networking

The Cable Television Industry Structure

Cable Operator

Program Supplier

Cable Television Franchise

The Franchise Renewal Process

Cable Television Influence

Feb. 4 **CABLE TELEVISION II.**

Business and Programming Strategies

Basic Cable

Expanded Basic

Pay Cable Television

Broadband Delivery

Enhanced Information Services

High-Speed Internet Access

High-Definition Television

Video on Demand

Video Streaming Services

Smart Homes

Cable Television and the Future

***Discussion Topic (DT): Leadership***

**End of Unit I.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Feb. 11. **EXAM I.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Feb. 11 **VIDEOSTREAMING (Over-the-Top) SERVICES**

Multichannel Television Program Distribution

Broadband Delivery

Videostreaming Over-the-Top Video Services

Netflix

Television Everywhere

Digital Lifestyle

Mobility

Personalization

Feb. 18 **MEDIA MANAGEMENT & STRATEGIC PLANNING I.**

What is Strategic Planning?

I. Environmental Scanning

External Factors

Internal Factors

Understanding Core Competency

Organizational Culture

II. Strategy Formulation

Corporate Growth Strategies

Competitive Business Strategies

Mergers and Acquisitions

Boundary Spanning

Case Study: The Walt Disney Company

***Pass Out WestCom Project Assignments***

Feb. 25 **MEDIA MANAGEMENT & STRATEGIC PLANNING II.**

III. Strategy Implementation

Setting Strategy into Motion

Designing an Action Plan

Developing and Approving a Final Budget

Monitoring and Control

IV. Evaluation and Control

Identifying Goal Completion

***Research Methods: History and Organizational Structure***

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Mar. 4-8 **SPRING BREAK**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Mar. 11 **TRANSNATIONAL MEDIA and TELECOMMUNICATIONS**

Transnational Media Defined

The Purpose of a Global Media Strategy

Foreign Direct Investment

Foreign Market Penetration

Natural Resources and Proprietary Assets

Production and Distribution Efficiencies

Overcoming Regulatory Barriers to Entry

Risks Associated with Foreign Direct Investment

TNMC and Nation States

Cultural Trespass

Transnational Media Today

***Research Methods: Finance and Business Strategy***

**End of Unit II.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Mar. 18 **EXAM II.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Mar. 25 **WESTCOM PROJECTS DUE**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Mar. 25 **TELEPHONY: Voice Communication and Information Carriage**

Media/Telecommunications Economics

Public Utilities

Natural Monopolies – Defining Features

Common Carrier Services

Principle of Universal Service

Cross-Subsidization

Principles of Free Market Trade

Telecommunications and Deregulation

Deregulation and the Breakup of AT&T

AT&T’s Divestiture Consequences

Telephony Strategic Challenges:

Case Studies: AT&T and Verizon

Cellular Telephony

Network Design and Smartphones

Apr. 1 **THE INTERNET, ELECTRONIC COMMERCE AND SOCIAL MEDIA I.**

Electronic Commerce

Business-to-Consumer EC

Case Study: Amazon.com

Business-to-Business EC

Just-in-Time Manufacturing

Global Inventory Management

Case Study: Dell Computers

Consumer-to-Consumer EC

Case Study: Vacation Rental by Owner

The Sharing Economy

Apr. 8 **THE INTERNET, ELECTRONIC COMMERCE AND SOCIAL MEDIA II.**

Internet Marketing

Micromarketing and Personalization

Key Word Search Advertising

Case Study: Google

Social Media

Seven Communication Goals of Social Media

Case Study: Facebook

Apr. 15 **MEDIA INNOVATION and TECHNOLOGY MANAGEMENT**

The Principle of Creative Destruction, Schumpeter

Innovation: Sustaining vs. Disruptive Technologies

Product Innovation

Case Study: Apple

Business Process Innovation

Case study: Netflix

Business Model Innovation

Case Study: Amazon.com

Blue Ocean Strategy

Value Innovation

Boundary Spanning Revisited

**End of Unit III.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Apr 22 **EXAM III. 2:45-4:45PM.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Required Readings & Materials:**

* The main set of readings will be available directly on-line via the Course website at:  
  <https://www.rgershon.com/media-manangement-and-telecommunications>
* **Com. 4480 Course Pack** which includes course Power Points slides and notes

that are available for purchase at the WMU campus bookstore.

**Evaluation:**

There are three exams and one major project assignment that are each worth 25% of your   
final grade.

**Attendance**:

Very simply. Attendance makes a difference... You are permitted two excused absences –

no questions asked. Any additional missed classes may result in a lowering of your final grade. Please use your excused absences carefully for personal and professional commitments. Missed classes become especially important later in the semester for purposes of gauging one’s overall performance. Students will not be permitted to regularly miss class and show up expressly for the purpose of taking exams. If you try to do so, you will not be permitted to take the exam.

Secondly, smartphones are not to be used during class time. No exceptions. I look forward

to working with you in the coming semester.

Richard A. Gershon

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Grading Scale:**

93-100A 70-75 C

87- 92 B/A 65-69 D/C

82- 86 B 60-64 D

76- 81 C/B -59 E

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_