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

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**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**

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**Class Meeting Times: Week of:**

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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.**

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Feb. 11. **EXAM I.**

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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***

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Mar. 4-8 **SPRING BREAK**

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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.**

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Mar. 18 **EXAM II.**

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Mar. 25 **WESTCOM PROJECTS DUE**

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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.**

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

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**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

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**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

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