MANAGEMENT OF MEDIA ORGANISATIONS

Autumn 2011 Syllabus
School of Communication, Media & Theatre
The University of Tampere

This is the introductory course for the Media Management Programme. It is required for all graduate students pursuing an M.A. degree in this field, and can be recommended by an adviser for Ph.D. students.

Course code: MEJOS3
Course credits: 5 ECTS

Instructor: Gregory Ferrell Lowe, Ph.D.
Professor of Media Management
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Lectures: Tue. 13.9 from 13.30 – 16.30
Tue. 20.9; 4.10; & 11.10 from 12.30 – 15.30
Tue. 8.11 & 15.11 from 09.00 – 12.00
Tue. 13.12 from 10.00 – 15.00

Location: LS C8 in the Main Building

Final Exam: Sat. 10.12 from 10.00 – 14.00 at D10a in the Main Building.

Slides from the lectures will be posted at the following URL web address: www.uta.fi/cmt/en/studies/masters_programmes/media_management/index.html.

Pre-Requisites

The maximum enrolment for this course is 30 students. Two criteria determine eligibility:

1. The candidate must have a major (preferably) or minor in a field of studies aligned with the focus of the course (e.g. media, journalism, economics, business administration, public administration, or some specialty aspect of these fields).

2. The candidate must have already completed 25 ECTS (i.e. the basic studies) in his or her field.

This year 12 places are reserved for graduate students in the Media Management Programme. Thus, 18 seats are available. If more candidates than this want to enrol, priority is given in the following order:

- Master's degree students in related fields.
- Undergraduate seniors with an aligned major who must graduate in 2012, especially Erasmus exchange students.
Course Summary

Professionals in the media industry are often unfamiliar with the business and management aspects of a firm because their work is primarily in content creation. Every professional needs to understand essential management functions because this has a strong bearing on work life and the financial aspects of company life. This course helps students develop understanding of essential aspects of management and organisational dynamics (strategy, structure, assets, processes, personnel). Coursework situates the media firm in a market and society context to emphasise the importance of relationships that determine opportunities, orientation and operations.

Lectures provide an understanding of management fundamentals. Case examples encourage practical insight and are mainly taken from the trade press, newspapers, magazines and online sources. In two class periods we welcome guest lecturers with practical experience in the field.

The class will be organised in teams with a collective assignment. Fulfilling the assignment will require research and analysis, collaboration, delegation of responsibilities, time management, and peer review – all characteristic of management work today. Students are also challenged to develop their skills in preparing an effective Team Presentation. A Personal Research paper requires individual study in dimensions the team agrees are important to look at, and each student will have an area of personal responsibility to contribute.

This is an international graduate studies programme. All lectures, papers, presentations, and discussions are conducted in English.

Inputs Determining the Personal Grade

20% Attendance: Class attendance is mandatory. One absence due to illness or serious incident incurs no penalty, provided the student has validation. Attendance for all seven periods earns a perfect score of 5 for this input. One non-validated absence or a second absence if the first was validated results in a 3. Two non-validated absences result in a 0. Three non-validated absences results in a failing grade for the course. Problems that will lower the grade include: tardiness for class, not paying attention, inappropriate communication during lectures (talking, SMS, doing email, passing notes), and being disrespectful of lecturers or classmates.

60% Personal Research Paper + Team Presentation & Peer Evaluation:

The class will be divided into four teams. Each will be assigned a module of the Value Transformation heuristic:

- Corporate Management and the Political Market
- Strategic Management and the Open Market
- Business Management and the Popular Market
- Operational Management and the Professional Market
The Personal Research Paper is the result of research and analysis personally contributed to the team project. The team must decide what is important for research and who will take responsibility for which aspects.

Collective results will be given as a Team Presentation. The members of each team must figure out how to organise, structure and delegate the work so that it is fair to every member and everything is completed on time at good quality.

Each student will assess the performance of self and members of the team. The average of all evaluations for each student will be factored.

This input is calculated as the average of the three elements combined (i.e. 20% for each)

20% Final Exam: The following should be read and considered in preparation for the final examination. Two reading packets are on reserve at the School of Communication, Media & Theatre (room C209 in the Main Building).


This will be an essay exam and is proctored by the university on Saturday, December 10th from 10:00 – 14:00 in lecture hall D10a of the Main Building.

A five-point scale is used for all grading: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor, 1 = unsatisfactory.

Course Structure

Sept 13 Lecture 1: Corporate Management and the Political Market
- Introduction to the course and review of the syllabus
- Divide the class into four teams
- The Value Transformation heuristic
- Case: From PSB to PSM in Europe
Subject-based Material:


Case-based Material:


Sept 20 Lecture 2: Business Management and the Popular Market

- Unique characteristics of media products
- What is a media company today?
- The customer is king, not content

Subject-based Material:


Case-based Material:

The Social Media Revolution
http://www.youtube.com/watch?v=sIFYPQjYhv8


Oct 4 Lecture 3: Strategic Management and The Open Market

- Approaches to strategic management
- Competitive strategy and industry lifecycle
- Case: The newspaper industry in crisis and development
Subject-based Material:


Case-based Material:


Oct 11 Lecture 4: Operational Management and the Professional Market

- Understanding corporate structure
- Managing creativity for innovation
- Challenges and strategies in managing people
- Guest lecturer from HR department at Alma Media (TBA)

Subject-based Material:


Case-based Material: No readings: presentation of case HR Alma Media by (TBA).

Nov 8 Lecture 5: The Media Firm as a Financial Organisation

- Industrial Organisation theory
- The theory of the Niche
- Costs and constraint
- Guest lecturer: Ms. Sari Virta, Ph.D. student in media management
Subject-based Material:


Case-based Material: No readings: presentation of case Särma by Ms. Virta

Nov 15 Lecture 6: Value Chains and the Business Model
- Value chains in comparative media industries
- Emerging business models in media development
- Planning and company development

Subject-based Material:


Case-based Material: None – general examples to illustrate

Dec 10 FINAL EXAM: Saturday from 10.00 – 14.00 at lecture hall D10a in the Main Building. It will not require more than two hours, but you should plan to begin at 10.00.

Dec 13 Presentations and Discussion

DUE: Term Paper & Team Presentations