UTA Media Management Curriculum 2013 – 2015
December 2012

University of Tampere
School of Communication, Media & Theatre (CMT)

This document is one of two components for curriculum 3.0. The other document is a PPT file that pictures the concept, structure and schedule. This curriculum was approved by the Faculty of the School of Communication, Media and Theatre in February / March 2013. It will ground studies for the third cohort of media management studies that begins in autumn 2013.

The Master’s programme in Media Management benefits students and faculty by emphasising the importance of management in media studies and media in management studies. Curriculum coursework is keyed to four interdependent arenas that comprise the context of management practice in media industries: policy, economy, organisation and content. The curriculum emphasises four dimensions that are characteristic of daily work as media managers: strategic thinking, decision-making, change management and media development. These are thematic, cutting across coursework.

The programme builds and strengthens the competence of middle management in media firms, specifically in the context of journalism (broadly construed). Collaboration with managers in Finnish media industries is essential and prioritised in two respects: 1) guest lectures and student mentorships, and 2) R&D input that is incorporated in each successive iteration of the curriculum.

This is a two-year M.A. programme. Students must successfully complete 120 ECTS to graduate. Half of the total is accrued in coursework organised in thematic modules: Media & society; Media organisation; Media economics; Audiences & products; Research methods; Management in practice; and Elective studies. The University provides the two methods courses. The student and his or her advisor consult in choosing the 5 ECTS of elective coursework. This is handled on an individual basis. Most often our students select elective coursework offered by other Schools inside the UTA organisation, but it is possible for students to take an elective offered by another university in Finland. The other 50 ECTS is devoted to producing the thesis and related seminar work.

There are three developments in version 3.0 of the MM curriculum. 1) A new course about digital transformation will be offered on an exchange basis with the Tampere University of Technology (TUT), taught by Prof. Artur Lugmyer. Prof. Lowe will enrol select Master’s degree students from his roster across various courses in curriculum 3.0 to complete the exchange. 2) A new course about how people perceive and use media today will be offered. This will be taught mainly by Skype interface by expert faculty located abroad, and with domestic experts as guest lecturers. Prof. Lowe will provide Skype lectures in exchange for those
participating from abroad. 3) More coursework will be subject to wider enrolment (i.e. outside the MM programme per se). Curriculum 3.0 continues the successful elements that were introduced in 2.0, the mentorship course (Management Practicum) and visits to Finnish media firms for professional seminars (Company Visitation Programme).

Across coursework students are encouraged to develop a range of necessary practical skills as components of assigned requirements. These especially involve time management, decision-making, team work and project management.

An overview of the programme, its curriculum structure and the two-year study schedule is shown in the attached Powerpoint file (MM Curriculum 3.0 slides). The modules and courses are described in this document. Aspects that are new in version 3.0 appear in red font. Aspects that continue with some changes for refinement appear in blue font. All that continues without revision appears in black font.

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**Course Descriptions**

**COURSE TITLE:** Media Theory & Policy for Managers  
**CREDITS:** 5 ECTS  
**PROPOSED CODE:** TIEDMEJOS1  
**EVALUATION:** 1-5  
**ORGANISATION RESPONSIBLE:** School of Communication, Media & Theatre  
**LANGUAGE OF INSTRUCTION:** English  
**PERSON IN CHARGE:** Gregory Ferrell Lowe

**OBJECTIVES:** Students develop deeper understanding of media theory as a basis for coursework in the programme, with specific application to themes, dynamics and developments that are characteristic of media policy in the European Union, contrasted especially with media policy in the United States. Lectures emphasise why media theory and policy matter in the practical work of managing a media company (private commercial) or institution (public service), and explain how the roles and duties of managers at different levels of a media organisation are affected by policy and described by theory.

**CONTENT:** After completing the course the student will understand:

- Continuity and change in the European media policy framework
- Comparative similarities and differences in the USA and elsewhere
- Normative theories explaining what media are expected to do and to be
- How and why media policy and theory are of practical importance

**MODES OF STUDY:** A reading course with lectures.
TEACHING METHODS: Lectures (12 hours). The course is taught by Prof. Lowe, with two invited guest lectures to address areas of specialist importance. Students are tested on their knowledge of assigned readings and lecture material. Students are divided into teams that must research an agreed case to illustrate why and how media policy and theory are important in management practice. The teams are required to make presentations of the results.

EVALUATION CRITERIA: Participation in the lectures with a team-produced research paper and presentation (3 ECTS). Readings and lecture notes that culminate in an examination (2 ECTS).

STUDY MATERIALS: Contemporary readings from academic journals and books, trade press sources, international news magazines, and on-line reports. Featured readings include selections from:


COURSE TITLE: **Challenges & Development in the Digital Environment**
CREDITS: 5 ECTS
PROPOSED CODE: TIEDMEJOS2
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: Tampere University of Technology
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Artur Lugmayr

OBJECTIVES: Students will learn about what the dynamics, trends and characteristics of the transition to a digital media environment. Lectures address the transformation process from interdependent perspectives to help students develop personal insight that is relevant for managers with regard to changes and continuities in the organisation and operation of media companies in different
fields (e.g. newspapers, TV, new media), how audiences and users handle media in a digital environment, and contemporary standards in production processes. Coursework emphasise ‘design thinking’ as a tool for analysing, managing and development media services in a complex and less predictable digital environment.

CONTENT: After completing the course students will understand:

- Characteristics and dynamics of digital transformation in media industries
- Designing thinking as a managerial tool for analysis and development
- The impact of digitisation on legacy platforms and companies
- Emerging opportunities and acknowledged challenges in digital markets
- Production processes and products in legacy media compared with the same in social media, game platforms, and ambient media

MODES OF STUDY: Lectures, readings and team-based project.

TEACHING METHODS: Lectures (15 hours), readings and team-based assignment (15 hours).

EVALUATION CRITERIA: Class attendance (1 ECTS), written examination on lectures and readings (2 ECTS), and a team-based project (2ECTS).

STUDY MATERIALS: A packet of contemporary readings from academic journals and books, trade press sources, international news magazines, and on-line sources.

COURSE TITLE: Management of Media Organisations
CREDITS: 5 ECTS
PROPOSED CODE: TIEDMEJOS3
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: School of Communication, Media & Theatre
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Gregory Ferrell Lowe

OBJECTIVES: Students learn about management in media organisations from the perspective of how internal and external dependencies shape strategy formulation, competitive relations, product development, and development dynamics. Special emphasis is placed on emerging characteristics in organisational structure, international influences and markets, and demands for change management. The course lays a foundation for future studies, furnishing students with an essential understanding of diverse management roles, responsibilities and functions at various levels within a media company. Most elements addressed in lectures and readings are developed in depth and detail in advanced courses later in the sequence.

CONTENT: After completing the course the student will understand:
The essential work of media managers at different levels in organisations
Variable relations and implications of a market multiplicity (political, open, popular and professional)
Strategic thinking as the cornerstone of media management work
Challenges and dynamics in managing change processes
The roles and functions of managers in organisational development

MODES OF STUDY: Lectures, readings and team-based assignment.

TEACHING METHODS: Lectures (21 hours), readings and team-based assignment (7 hours).

EVALUATION CRITERIA: Class attendance (1 ECTS), written examination on lectures and readings (2 ECTS), and presentation of team results in researching a case example agreed with the instructor (2ECTS).

STUDY MATERIALS: A packet of contemporary readings from academic journals and books, trade press sources, international news magazines, and on-line reports.

COURSE TITLE: **Strategy & Marketing**
CREDITS: 5 ECTS
PROPOSED CODE: MEJOS4
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: School of Management
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Hannu Saarijärvi
LECTURERS: Hannu Saarijärvi & Klaus af Ursin

OBJECTIVES: Students learn the essentials of strategic thinking with special emphasis on marketing's and its many-sided nature. The course examines the field of strategic management as a process in which various marketing strategies play a major role.

CONTENT: After completing the course the student will understand:

- Diverse perspectives on strategic thinking
- The strategic nature of marketing
- Principles of strategic marketing
- Principles of strategic planning
- Essential marketing models and approaches

MODES OF STUDY: Lectures (25 hours), readings and class attendance.

TEACHING METHODS: Lectures and readings, tested separately. The testing in
literature comes after the lectures.

EVALUATION CRITERIA: Attendance and active participation in lectures (2 ECTS), submitting an essay on the lectures and assigned essays on study materials (3 ECTS).

STUDY MATERIALS: A packet of contemporary readings from academic journals and books.

COURSE TITLE: **Organisation Change Dynamics in Value Networks**
CREDITS: 5 ECTS
PROPOSED CODE: MEJOS5
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: School of Management
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Klaus af Ursin
LECTURERS: Klaus af Ursin and guest lecturers from the media industry

OBJECTIVES: Students will learn essential principles in leadership theory and build a necessary understanding about change dynamics in the context of demands for organisational renewal. Human resource management is (HRM) in media companies is an important element, and emphasis is especially focused on building, developing and renewing value networks (partnerships, alliances, etc).

CONTENT: After completing the course the student will understand:

- Leadership in management work, especially participative approaches
- Change dynamics
- Characteristic challenges in managing organisational renewal
- Complexity theory and cultural theory
- HR management

MODES OF STUDY: Lectures on leadership and management (20 hours) and HR management (5 hours). Assigned readings about leadership and change management (5 hours).

TEACHING METHODS: Lectures and readings, tested separately. The testing in literature comes after the lectures. There is one day of guest lectures from senior managers in the industry, providing experience-based knowledge about leadership and change management in practice.

EVALUATION CRITERIA: Attendance and active participation in lectures (2 ECTS), submitting an essay on the lectures and assigned essays on study materials (3 ECTS).
STUDY MATERIALS: A packet of contemporary readings from academic journals and books.

COURSE TITLE: The Structure and Economy of Media Industries
CREDITS: 5 ECTS
PROPOSED CODE: TIEDMEJOS6
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: School of Communication, Media & Theatre
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Gregory Ferrell Lowe
INSTRUCTOR: Robert. G. Picard (docent)

OBJECTIVES: Students learn how media industries have been structured as markets historically, and how they are structured today. Lectures clarify essential terms, sketch the establishment and evolution of key sectors (newspaper, magazine, television, cinema, telephony, etc). Attention focuses especially on 1) their contributions to national economies, 2) media’s varied roles in market economies, 3) how media differ economically from other industries, and 4) the impact and dynamics of globalisation and digitalisation as key factors driving change today.

CONTENT: After completing the course the student will understand:

- Market structure of diverse media industries in historic and current forms
- Theories of the firm
- Business models and copyright issues
- The place and contributions of media industries in GDP over time
- Economic factors impacting the way media are organised and operated

MODES OF STUDY: A reading course with lecture from visiting UTA Docent Prof. Robert G. Picard, Director of Research for the Reuter’s Institute for the Study of Journalism at Oxford University in the UK.

TEACHING METHODS: Lecture (18 hours) and readings leading to an essay examination.

EVALUATION CRITERIA: Attendance and active participation in the lectures (3 ECTS) and an essay examination (2 ECTS).

STUDY MATERIALS: Historic and contemporary readings in media economics, especially including the following:


COURSE TITLE: The Media Firm as a Financial Organisation
CREDITS: 5 ECTS
PROPOSED CODE: MEJOS8
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: School of Management
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Lili and John Kihn

OBJECTIVES: Students learn the principles and requirements for successfully managing the financial health of a media firm. This is approached as an interdependent process linking financial planning, budgeting and controlling. Students are expected to understand the essential terminology in financial budgeting and controlling, how to interpret financial data, and how to use financial information in planning strategic development.

CONTENT: After completing the course the student will understand:

- Budgeting as a tool for strategy design and implementation
- Budgeting and controlling processes, and essential terminology
- How to work with financial instruments (spreadsheets, accounts, etc)
- Implications of financing and economics for managing a media firm
- Change and development as a financial issue

MODES OF STUDY: Lectures (15 hours), assigned readings and practical exercises (10 hours).

TEACHING METHODS: Lectures, readings and practical exercises.

EVALUATION CRITERIA: Full attendance/Participation (bonus points), practical assignment results (2 ECTS), and final exam on readings (3 ECTS).

STUDY MATERIALS: Assigned articles and book chapters relevant to the subject matter. Students must complete a diagnostic examination before coursework begins. This is necessary for the instructor to establish the threshold
understanding possessed by students in order to develop lecture material and assign readings at the appropriate level. The book used for the diagnostic test is:


The book used for the final exam is:


**COURSE TITLE:** Perceptions & Use of Media  
**CREDITS:** 5 ECTS  
**PROPOSED CODE:** TIEDMEJOS7  
**EVALUATION:** 1-5  
**ORGANISATION RESPONSIBLE:** School of Communications, Media & Theatre  
**LANGUAGE OF INSTRUCTION:** English  
**PERSON IN CHARGE:** Gregory Ferrell Lowe  
**INSTRUCTORS:** Various by Skype, including Prof. Philip Napoli at Fordham University in the USA, Annette Hill at Lund University in Sweden, and Kim Schroder at Roskilde University in Denmark. Other guest lectures are from Finland, including Erik Bäckman at Miltton Oy, former Yle Head of Audience Insight.

**OBJECTIVES:** Students learn about how people are using media goods and services today, and how that is both the same and different in the historic context. Lectures also highlight changing perceptions of media, emphasising what that implies for meeting expectations and accommodating variation in preferences. Coursework encourages developing more nuanced understandings in a comparative framework that offers contrasts between legacy media and new media, audiences and users in key segments (e.g. younger versus older, men versus women), and in different countries (i.e. international comparison).

**CONTENT:** After completing the course students will understand:

- Essential knowledge about audience research today
- How audiences of various kinds in different locations perceive and use media content and services
- Characteristic change in the way media are managed by audiences
- Implications for managers of media firms

**MODES OF STUDY:** Lectures (18 hours), assigned readings, and a team-based project to analyse how two different segments perceive and use media in their respective domains.

**TEACHING METHODS:** Lecture, readings and team-based project. About half of the total lecture material will be delivered via Skype interface with expert colleagues
abroad. The rest will be delivered in the classroom either by Lowe or by invited domestic experts.

EVALUATION CRITERIA: Class attendance (1 ECTS), readings and term paper (2 ECTS), team-based project (2 ECTS).

STUDY MATERIALS: A packet of contemporary readings from academic journals and books, trade press sources, international news magazines, and on-line reports. The following are of particular importance:

COURSE TITLE: **Content Management & Development**
CREDITS: 5 ECTS
PROPOSED CODE: TIEDMEJOS10
EVALUATION: 1-5
ORGANISATION RESPONSIBLE: School of Communications, Media & Theatre
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Gregory Ferrell Lowe
INSTRUCTORS: Lowe and Sari Virta

OBJECTIVES: Students learn essential theory and characteristic practice in the areas of building and managing a creative organisation, innovation management, principles of project management, and customer relationship management. The course establishes a necessary foundation for developing media products and services for competitive success in today’s complex, rapidly changing, and highly uncertain media markets.

CONTENT: After completing the course students will understand:

- Characteristics and dynamics of the creative organisation framework
- Innovation management theory
- Product development from a customer-centred perspective
- Project management process and characteristic requirements
- Fundamentals of customer relationship management (CRM)

MODES OF STUDY: Lectures (18 hours), assigned readings, and a team-based project to propose a new media product to a group of media professionals in a competitive situation.

TEACHING METHODS: Lecture, readings and team-based project.

EVALUATION CRITERIA: Class attendance (1 ECTS), readings and term paper (2 ECTS), project pitch in a 'Dragon's Den' format (2 ECTS).

STUDY MATERIALS: A packet of contemporary readings from academic journals and books, trade press sources, international news magazines, and on-line reports. The following are of particular importance:


**COURSE TITLE:** **Management Practicum**  
**CREDITS:** 4 ECTS  
**PROPOSED CODE:** TIEDMEJOS9  
**EVALUATION:** Pass / Fail  
**ORGANISATION RESPONSIBLE:** School of Communication, Media & Theatre  
**LANGUAGE OF INSTRUCTION:** Variable (see below)  
**PERSON IN CHARGE:** Gregory Ferrell Lowe

**OBJECTIVES:** Students will secure agreement with a manager in a media firm either in Finland or their home country to engage as a mentor. The language depends on the student’s choice – it need not be conducted in English, although materials submitted for evaluation must be in English. The particular arrangements are negotiated in each individual case between the student and the mentor, but are subject to approval by Lowe.

**CONTENT:** After completing the course the student will understand:

- Practical dynamics of management work in a media company today
- How management theory works in practice
- What is unique about being a manager in media industries
- Areas requiring personal development for career success

**MODES OF STUDY:** A practicum organised with the mentor and involving various tasks assigned by him or her to the student, along with an agreed amount of visitation time for interviews, discussion, and participant observation.

**TEACHING METHODS:** Lectures (2 hours), visitation and tasks assigned by the mentor and approved by Lowe (18 hours), analytical report on personal lessons learned with a presentation in team format where students provide the results of collaborative analysis to identify similarities (generalisable results) and distinctions (significant differences).
EVALUATION CRITERIA: Mentor evaluation of the student (1 ECTS), the individual reports on lessons learned (2 ECTS) and team presentation (1 ECTS).

STUDY MATERIALS: As assigned by respective mentors to individual students. May include books and articles from academic or trade press sources, internal company documents, and participation in company or industry seminars.

COURSE TITLE: **Company Visitation Programme**
CREDITS: 1 ECTS
PROPOSED CODE: TIEDMEJOS11
EVALUATION: Pass / Fail
ORGANISATION RESPONSIBLE: School of Communication, Media & Theatre
LANGUAGE OF INSTRUCTION: English
PERSON IN CHARGE: Gregory Ferrell Lowe

OBJECTIVES: Students gain insight from the field about how managers work, and how they understand their company’s position and that work. Topics are arranged by Lowe in consultation with the individual or individuals that she agreed to the visitation. Topics could include, for example, strategy and development, contemporary challenges and problems to be solved, organisational structures and work cultures, managing particular areas of operations, etc. These media companies are located in Finland and could include large corporations (e.g. Alma Media, Otava, Sanoma Group, YLE) and smaller firms (e.g. Blue Media, Broadcasters, Uusi Suomi).

CONTENT: After completing the course the student will understand:

- Variation and the rationale explaining differences in media organisations
- General requirements and expectations of managers across levels
- How development objectives are achieved in media firms
- Complexity of managing a community of employees in work cultures

MODES OF STUDY: Visitation to select companies in Finland, organised by Lowe in consultation with representatives of those companies with presentations and discussions. Analytical exercises leading to a final report on lessons learned.

TEACHING METHODS: Visitations (4 X 3 hours each = 12 hours) and an analytical report on lessons learned.

EVALUATION CRITERIA: Presence and participation in the visitations and evaluation and the analytical reports.

STUDY MATERIALS: Information and materials provided by each company to be read in advance of visitation.
COURSE TITLE: **Thesis Seminar: Contemporary Issues**  
CREDITS: 10 ECTS  
PROPOSED CODE: TIEDMEJOS12  
EVALUATION: 1-5  
ORGANISATION RESPONSIBLE: School of Communication, Media & Theatre  
LANGUAGE OF INSTRUCTION: English  
PERSON IN CHARGE: Gregory Ferrell Lowe

OBJECTIVES: In the first year of the thesis-related module, students learn about theory and practice in varied areas that are relevant to the management of media organisations. The focus is on developing deeper understandings about contemporary trends and issues that have implications for their future of the industry as well as their career ambitions. In the second year the course is focused on supporting students in the development of thesis projects.

CONTENT: Course content is continually evolving because the assigned readings are keyed to the rapidly changing and developing the state of knowledge in this field. In the second year the content is based on what individual students are doing in respective thesis projects.

MODES OF STUDY: Readings, critical discussion, lecture notes, field research, collaborative exercises. Spans the first full year of master’s studies, and culminates in one-on-one interpersonal meetings and briefings for each student’s thesis supervisor.

TEACHING METHODS: Lecture, field assignments, critical reflection, presentations.

EVALUATION CRITERIA: Attendance (1 ECTS), readings, essays and presentations (5 ECTS), and individual thesis-related work (4 ECTS).

STUDY MATERIALS: The books and other materials evolve. In this course to date the following have been assigned:


COURSE TITLE: **Master’s Thesis**  
CREDITS: 40 ECTS  
PROPOSED CODE: TIEDMEJOS15  
EVALUATION: Aprobatur - Laudatur  
ORGANISATION RESPONSIBLE: Both Schools  
LANGUAGE OF INSTRUCTION: English  
PERSON IN CHARGE: Gregory Ferrell Lowe  

OBJECTIVES: Students will complete their theses.

**Joint Studies:**

Quantitative Methods – 5 ECTS  
Qualitative Methods – 5 ECTS  
Scientific Writing – 3 ECTS  
Basic Orientation – 2 ECTS  

The master’s degree programme in media management produces coursework in collaboration with the School of Management and other schools within UTA as joint studies offerings. The orientation and writing courses are organised by the University.