Syllabus for

**Media Management for Strategic Communication: Profits, People, and Power**

JMC:5269:OEXW

Tuesdays 5:30 – 9:00 pm Central Time
Summer Session 2015

*Instructor and Contacts:*
Charles Munro, Instructor
- **Phone:** (319) 862-1739.
  
  Note: This phone number is available for students to call at any time day or night. (Leave voicemail if I am unavailable when you call. I check messages frequently.)
- **E-mail:** charles-munro@uiowa.edu.
- **Campus office:** E328 Adler Journalism Building

Online course administered by the UI Division of Continuing Education
- **Phone:** (319) 335-2575 or (800) 272-6430
- **Technical support:** (319) 335-3925

*Periodical (Required):*
  This is a special $1/week student rate for 15 weeks.

*Periodicals and journals (Recommended):*
- Industry publications such as *Television Week, Communicator, Advertising Age, PR Week, Business Week,* and *Media Ethics.* Many of these are available are available through the UI library “Libguide.” Check for links on the course ICON site.

*Technical requirements for an online class:*
- **Equipment:** USB headsets, a wired (Ethernet) connection to high speed broadband Internet
- **Preparation for class session:** log into the virtual classroom, set audio levels and check to see your webcam is enabled. Also be sure you have all add-ons for Adobe Connect, the virtual class software. You will need a reliable connection (Ethernet preferred).

*Course description:*
Most journalism and strategic communication courses teach you about the best application of journalistic or persuasive communication. Few expose students to the economics and management of competitive businesses. I have designed this course to develop your understanding of how modern-day businesses succeed or fail. Since this is a course offered by a journalism school, you will find that a good grounding in the fundamentals of journalism will be particularly useful. However, this course is primarily about how companies in the media and technology industries are managed. These companies operate in the public glare and offer rich opportunities for critical observation, which will be what drives our course sessions.
Course goal:
The goal of the course is to help you develop personal approaches to achieve success in careers related to strategic communication.
- by building an understanding of actors, processes, institutions, and best practices toward managing in media through individual research and analyzing case studies, and
- by encouraging you to explore theories, concepts, structures, and economics both individually and in breakout teams, and
- by working on ways to solve “real world” media challenges, and
- by participating in class discussions firmly grounded in personal observation of media practices, and
- by keeping up on the very latest in the competitive business environment.

My hope is that by the end of this course you will view media industries in an enlightened and critical manner as you build your professional career in the years ahead.

Who should take this course?
This course is geared to students planning a career in commercial or non-profit businesses in such fields as politics, public service, business administration, marketing, public relations, and journalism. It is also for students who may wish to start their own businesses in the future.

I intended for you to reap the following benefits from this course:
- Becoming enlightened on the management best practices and how to apply them
- Understanding management perspective toward the organization for which you work
- Understanding what’s in store for you if you are considering but not yet not decided whether to take on the responsibility of management.

Instructor approach:
My approach will draw on my experience as a manager of and consultant to media companies domestically and internationally of 40 years and in 12 years of teaching at the university level. My experience has shown me that the techniques, issues, and approaches we will cover are common to managing in all kinds of media organizations.

Earning your course grade:
You earn your grade by scoring as close to 1,000 points as you can through a mix of quizzes, a portfolio, an oral presentation, and a final exam. Possible points are in parentheses:

- REVIEW QUIZZES (100)*
  [*Graded as percentage of correct responses]

- DISCOVERY PORTFOLIO (200)
  - EIGHT WEEKLY DISCOVERIES POSTED
  - PARTICIPATE WEEKLY DISCUSSION RESPONSES

- CASE STUDY (200)
  - HOT TOPIC SURVEY
  - WRITTEN REPORT

- ORAL PRESENTATION (200)

- FINAL EXAM (300)
**Losing course points.**
Since this is a graduate-level course with only 10 sessions, you are expected to attend and engage in class discussions. “Attendance and/or “participation” are not individually graded; however, I reserve the right to serve notice that I will subtract points from your final course grade for failure to attend or engage in class activities.

**Collaboration:**
You be working collaboratively with classmates throughout the term, except that quizzes and exams are to be taken individually with no collaboration!

**Determining your final grade:**
At the end of the course I will add up all your points and assign your final letter grade based upon this scale:

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<th>From</th>
<th>To</th>
<th>Grade</th>
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<td>1000</td>
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**Class format:**
Managers must be clear, focused thinkers able to comprehend issues quickly and discuss them succinctly. Discussion will be an important feature of the course. I expect students to read and bring in “Weekly Discoveries” to spark thoughtful discussion of issues. Some readings and scenarios are intended to be thought provoking. So read critically, take notes, ask questions, and share your thoughts with the class. If you are finding reading assignments too time burdensome, please see me. (See also “Accommodations” below.)

**The Iowa Dozen:**
This course is designed to address learning standards developed by the School of Journalism and Mass Communication to assure that each of our graduates meets standards acceptable to the Accrediting Council for Education in Journalism and Mass Communication. We refer to those standards as The Iowa Dozen.

We learn to...
1. Write correctly, clearly and well.
2. Conduct research and gather information responsibly.
3. Edit and evaluate carefully.
4. Use media technologies thoughtfully.
5. Apply statistical concepts accurately.

We value...
6. Free speech and First Amendment principles for all individuals and groups.
7. A diverse global community.
8. Creativity and independence.

We explore...
10. Theories and concepts.
11. The history, structure and economy of media institutions
12. The role of media in shaping cultures.

This course is designed to help you explore the final three items of The Iowa Dozen but during the term we will also address in varying degrees many of the other nine.

Rules and Policies:
This course is subject to rules and policies established by the UI College of Liberal Arts and Sciences. I have excerpted several of the more important ones on the next page. Please take a moment to review them. If you have questions, please ask.

Communicating with the instructor:
You should feel free to communicate with me at outside of class about course content, procedures, standards, or to discuss matters of personal concern. I do not want a student ever to feel constrained, intimidated, or in any way discouraged from using any of the following means to reach me.

- Remain online after class session. I will not log out until I have addressed all student issues.
- Schedule an appointment for a personal call at my direct number or by email. See the first page of this syllabus for contact details. Please do not leave voicemail messages at the university phone extension listed for me.

If you feel I have not resolved your complaint or concern, you should then feel free to contact Dr. David Ryfe, Director of the School of Journalism and Mass Communication, in person at E305 AJB by arranging an appointment with SJMC Administrator, Rebecca Kick, at 319 335-3390.
Administrative Home
The College of Liberal Arts and Sciences is the administrative home of this course and governs matters such as the add/drop deadlines, the second-grade-only option, and other related issues. Different colleges may have different policies. Questions may be addressed to 120 Schaeffer Hall, or see the CLAS Student Academic Handbook.

Electronic Communication
University policy specifies that students are responsible for all official correspondences sent to their University of Iowa e-mail address (@uiowa.edu). Faculty and students should use this account for correspondences. (Operations Manual, III.15.2. Scroll down to k.11.)

Accommodations
A student seeking academic accommodations should first register with Student Disability Services and then meet privately with the course instructor to make particular arrangements. See www.uiowa.edu/~sds/ for more information.

Academic Fraud
Plagiarism and any other activities when students present work that is not their own are academic fraud. Academic fraud is a serious matter and is reported to the departmental DEO and to the Associate Dean for Undergraduate Programs and Curriculum. Instructors and DEOs decide on appropriate consequences at the departmental level while the Associate Dean enforces additional consequences at the collegiate level. See the CLAS Academic Fraud section of the Student Academic Handbook.

CLAS Final Examination Policies
Final exams may be offered only during finals week. No exams of any kind are allowed during the last week of classes. Students should not ask their instructor to reschedule a final exam since the College does not permit rescheduling of a final exam once the semester has begun. Questions should be addressed to the Associate Dean for Undergraduate Programs and Curriculum.

Making a Suggestion or a Complaint
Students with a suggestion or complaint should first visit the instructor, then the course supervisor, and then the departmental DEO. Complaints must be made within six months of the incident. See the CLAS Student Academic Handbook.

Understanding Sexual Harassment
Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. See the UI Comprehensive Guide on Sexual Harassment for assistance, definitions, and the full University policy.

[UI “Severe Weather Policy omitted because this is an online class.”]
Course plan

*Media Management for Strategic Communication*

JMC:5269:OEXW

Check the course ICON site frequently. *You are responsible for changes announced in class or posted on ICON*. Key submissions are highlighted.

<table>
<thead>
<tr>
<th>Week</th>
<th>Tue</th>
<th>Topics</th>
<th>Assignments for next class</th>
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</thead>
</table>
| 1    | 6/2 | Introduction and setup Adobe Connect
Discuss:
- Rules, Practices, Procedures on ICON
- Syllabus and Weekly Discoveries
Complete ICON Survey
Topics:
- Understanding Stock Market Sectors
- Profits
- Powerful Managers
- The Constancy of Change
| Research stock market sectors list at: [www.investorguide.com/sector_list.cgi](http://www.investorguide.com/sector_list.cgi).
Start researching areas of interest for hot topic survey in *Wall Street Journal*
Read: “First Time Manager, Chapter 1” to discuss next week (ICON>Content>Scenarios)
Read: “Maybe Management Isn’t Your Style” (Content>Readings) |
| 2    | 6/9 | Management is a Process
Review Quiz 1/Weekly Discoveries
Topics:
- Business of Media Axioms/Concepts
- Change and Oblivion
- Time Poverty
- The Power of Consumers
| Research 3-4 hot topics to discuss with me next week
Read “Who Owns What Media”
- [http://www.cjr.org/resources](http://www.cjr.org/resources)
Read: “The Hidden Talent of Steve Jobs” |
| 3    | 6/16| Corporations and Players
Review Quiz 2/Weekly Discoveries
Topics:
- Who Owns What?
- Fiduciary Responsibility
- Structure of Public Company
- Why Companies Change Shape and Size
| Submit: Hot Topic Survey and prepare hot topic presentation for case study |
| 4    | 6/23| Marketplaces and Competition
Review Quiz 3/Weekly Discoveries
Topics:
- Sales vs. Marketing
| Present: Hot Topic (90 seconds), solicit ideas from class, approve case study topic
Research: Case Study and see “Case...” |
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<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic</th>
<th>Read/Submit</th>
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<tr>
<td>5</td>
<td>6/30</td>
<td>Managing a Brand</td>
<td>Study Example</td>
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<td><strong>Managing People in Tough Times</strong></td>
<td>Read: “Characteristics of a Functional Team at Work”</td>
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<td>Review Quiz 4/Weekly Discoveries</td>
<td>Read: “Lessons from the Cockpit”</td>
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<td>Topics:</td>
<td>Read: “Espousing Equality, Embracing Hierarchy”</td>
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<td>Setting Accountabilities</td>
<td>Read: “Is Holacracy Succeeding At Zappos?”</td>
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<td>Layoffs, Unions, and Other Tough Tasks</td>
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<td>Aligning Resources</td>
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<td>Managing Morale vs. Behavior</td>
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<td>6</td>
<td>7/7</td>
<td>Leadership, Ethics, Teamwork</td>
<td>Submit: CASE STUDY to ICON Dropbox</td>
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<td>Review Quiz 5/Weekly Discoveries</td>
<td>Read: “Embracing Failure”</td>
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<td>Topics:</td>
<td>Read “How to Get a Job at Google”</td>
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<td>Crisis Management</td>
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<td>Ethics: “Doing the Right Thing”</td>
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<td>Conflict</td>
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<td>Company Culture</td>
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<td>Teamwork vs. Hierarchy</td>
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<td>7</td>
<td>7/14</td>
<td>Research and Planning</td>
<td>Read Case Study feedback</td>
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<td>Review Quiz 6/Weekly Discoveries</td>
<td>Sign up for Oral Presentation and to be a discussant and a coach for classmates’ presentations.</td>
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<td>Topics:</td>
<td>Read “Instructions for Presenting Oral Reports”</td>
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<td>Strategic Thinking and Process</td>
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<td>Building a Strategic Marketing Plan</td>
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<td>Personal Planning</td>
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<td>Entrepreneurship, Business Planning</td>
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<td>Failing Successfully</td>
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<td>8</td>
<td>7/21</td>
<td>Financial Management</td>
<td>Submit: Oral Presentation PowerPoints (Discussions&gt;Oral Presentation PowerPoints)</td>
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<td>Review Quiz 7/Weekly Discoveries</td>
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<td>Numbers vs. Spin</td>
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<td>Company reports</td>
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<td>9</td>
<td>7/28</td>
<td>ORAL PRESENTATIONS II</td>
<td>Read: “Final Exam Study Guide”</td>
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<td>Review Quiz 8/Weekly Discoveries</td>
<td>Begin Discovery Portfolio (ICON)</td>
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<td>10</td>
<td>8/4</td>
<td>FINAL EXAM</td>
<td>Submit Discovery Portfolio to ICON Dropbox</td>
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<td>The exam will be posted on “ICON Quizzes”</td>
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<td>to be taken online individually and submitted by the designed end time.</td>
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