

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

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**COURSE DESCRIPTION**

This course looks at the business of media management and telecommunications with a primary

focus 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 media business strategy; specifically, Strategic Planning, the Internet and Electronic Commerce, and Transnational Media and Telecommunications.

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.

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 Meetings:

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Session 1. **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***

Session 2. **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

Session 3. **Broadcast Television Management II.**  Broadcast Management and Programming

Syndication   
 Program Platforms and Distribution

Program Scheduling Strategies

* Compatibility Principle
* Audience Flow
* Counterprogramming

Broadcast Sales and Audience Research

Changes in the Network/Affiliate Relationship

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

Session 4. **Cable Television I.**

Cable Television Overview

Network Design Historic Beginnings John Walson and CATV

* Case Study: HBO and Cable Networking
* Case Study: ESPN and Sports Programming

The Cable Television Industry Structure

Cable Operator

Program Supplier

Cable Television Franchise

The Franchise Renewal Process

Cable Television Influence: Creating a Multichannel Universe

Session 5. **Cable Television II.**

Business and Programming Strategies  
 Understanding Program Tiers

Basic Cable

Expanded Basic

Pay Cable Television  
 Customer Service Issues

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***

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End of Part I.

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**Exam I.**

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Session 6. **Over-The-Top Videostreaming Services**

Multichannel Television Program Distribution

Broadband Delivery

Videostreaming Over-the-Top Video Services

* Case Study: Netflix
* Case Study: Amazon Prime
* Case Study: Disney Plus
* Case Study: HBO Max.

Television Everywhere

Digital Lifestyle

Immediacy

Mobility

Personalization

Session 7. **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

***Introducing WestCom Project Assignments***

Session 8 **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***

Session 9. **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***

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End of Part II.

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**Exam II.**

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Session 10. **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

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**WESTCOM PROJECTS DUE**

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Session 11. **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

Artificial Intelligence and Global Inventory Management

Cloud Based Solutions

Consumer-to-Consumer EC

The Sharing Economy

* Case Study: Vacation Rental by Owner
* Case Study: Uber

Session 12. **The Internet, Electronic Commerce And Social Media II.**

Internet Marketing

Micromarketing and Personalization

Key Word Search Advertising

* Case Study: Google

Social Media

Five Communication Goals of Social Media

* Case Studies: Facebook, Instagram, Linked-In

Session 13. **Media Innovation and Technology Management**

The Principle of Creative Destruction, Schumpeter

Innovation: Sustaining vs. Disruptive Technologies

Product Innovation

* Case Study: Apple iPhone

Business Process Innovation

* Case study: Waze

Business Model Innovation

* Case Study: Airbnb

Blue Ocean Strategy

Value Innovation

Boundary Spanning Revisited

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End of Part III.

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**Exam III.**

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**Evaluation:**

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

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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