

**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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