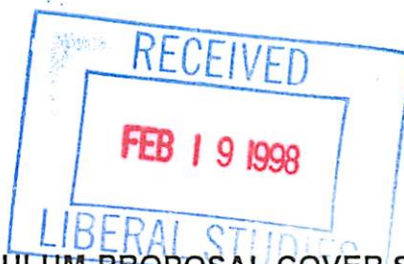


LSC Use Only
Number: _____
Submission Date: _____
Action-Date: _____



UWUCC USE Only
Number: 97-52KK
Submission Date: _____
Action-Date: _____

CURRICULUM PROPOSAL COVER SHEET
University-Wide Undergraduate Curriculum Committee

I. CONTACT

Contact Person Richard Lamberski Phone x3771

Department Communications Media

II. PROPOSAL TYPE (Check All Appropriate Lines)

COURSE Media Management
Suggested 20 character title

New Course* CM 470 Media Management
Course Number and Full Title

_____ **Course Revision** _____
Course Number and Full Title

_____ **Liberal Studies Approval +** _____
for new or existing course Course Number and Full Title

_____ **Course Deletion** _____
Course Number and Full Title

_____ **Number and/or Title Change** _____
Old Number and/or Full Old Title

_____ **New Number and/or Full New Title**

_____ **Course or Catalog Description Change** _____
Course Number and Full Title

_____ **PROGRAM:** _____ **Major** _____ **Minor** _____ **Track**

_____ **New Program*** _____
Program Name

_____ **Program Revision*** _____
Program Name

_____ **Program Deletion*** _____
Program Name

_____ **Title Change** _____
Old Program Name

_____ **New Program Name**

III. Approvals (signatures and date)

B. Budmison 12/15/97
Department Curriculum Committee

Richard Lamberski 12/15/97
Department Chair

[Signature] 2/18/98
College Curriculum Committee

[Signature] 2/18/98
College Dean

+ Director of Liberal Studies (where applicable)

*Provost (where applicable)

Part II. Description of the Curriculum Change

1. Syllabus of Record

I. Catalog Description

CM 470 – Media Management

3 credits
3 lecture hours
0 lab hours
(3c-0l-3sh)

Prerequisites: CM 150, any CM W course, and junior or senior standing

The course presents the theory and practice of media management. Areas covered will include problem-solving, documenting and reporting, career systems, budgeting, personnel, ownership, unionization, market analysis, and special topics as directly related to communications media industries. Students will conduct case study research related to their career direction.

II. Course Objectives

At the conclusion of the course, the students will be able to:

- understand the primary activities and roles of a media manager;
- interpret the foundations of behavioral science as it relates to human development and organizational practice in media organizations;
- review current practices of personnel selection and career planning in various media organizations;
- obtain a knowledge of current issues in media training and motivational systems;
- review leadership roles in performance auditing, center development, marketing, and program/product evaluation;
- inventory and assess personal characteristics associated with staff career development within communications services;
- understand a variety of problem-solving functions and image building techniques;
- determine the influence of group norms and organizational environment for developing communication;
- review the patterns of typical management problems associated with an orderly development of communication services, programs, and products; and
- understand the principles and unique applications of budgeting and staffing within media organizations.

III. Course Outline

The course uses 3 concurrent strategies. First, media management themes are presented in the course. Second, exemplary management case studies are presented on video or by guest media managers. Third, students do extensive case study research in their chosen area of media application.

- Week #1 (3 class hours)
Managing in the Electronic Media
An Overview of Electronic Media in Society
Radio
Television
Telecommunications
- Week #2 (3 class hours)
Theories of Management
Management as a Process
Approaches to Management
Management and the Electronic Media
- Week #3 (3 class hours)
Financial Management in Media Organizations
What is Financial Management
Budgeting
Monitoring Financial Performance
Financial Analysis
Reporting Financial Performance
- Week #4 (3 class hours)
Managing Personnel in Media Organizations
Personnel Management
Working with Personnel
Legal Issues in Personnel Management
EEO Policies and FCC Regulations in Personnel Management
- Week #5 (3 class hours)
Understanding Media Markets and Audiences
Defining the Market
Market Structure
Audience Research and Analysis
Using Audience Data
- Week #6 (3 class hours)
Programming Strategy and Distribution
The Program Director
Radio Programming
Television Programming
Cable Programming
Mid-Term Test
- Weeks #7 & 8 (6 class hours)
Selling and Marketing of Media Organizations
The Four P's of Marketing
Personnel in Electronic Media Marketing
Marketing Strategies
Sales versus Marketing
National Advertising
Cooperative Advertising
Sales Terminology
Promotions as a Form of Marketing
Evaluating Marketing Efforts

Week #9 (3 class hours)

Strategic Alliances

- Convergence in the Electronic Media
- Strategic Alliances in the Electronic Media
- Mergers and Acquisitions
- Implications for Management

Week #10 (3 class hours)

Regulatory Influences and Electronic Media Management

- The Federal Government: Role of the FCC
- FCC Regulatory Policies
- Other Federal Departments and Agencies
- Informal Regulatory Influences

Week #11 (3 class hours)

Media Relations/Promotions and Media Management

- The Importance of Promoting a Station
- The Public and the Media Facility
- Maintaining an Identity in the Market
- Dealing with Controversial Public Issues

Weeks #12 & 13 (6 class hours)

Ethics and Media Management

- What is Ethics
- Ethical Norms Used in Moral Decision Making
- Ethical Codes and Mission Statements
- Ethical Issues in Media Management
- Implementing Ethics
- Case Studies in Media Ethics

Week #14 (3 class hours)

Management in the Twenty-first Century

- Forces Affecting Electronic Media Management
- Electronic Media Management in the Twenty-first Century

Final Examination as scheduled

IV. Evaluation Methods

Examinations (2 X100 points) = 200 points (34 % of total grade)

In-class exercises and participation = 100 points (16% of total grade)

Research Paper = 100 points (16% of total grade)

Case Study Papers (3X50 points) = 150 (25% of total grade)

Video Programs = 50 points (9% of total grade)

Grading Scale: Final grades will be assigned on the following percentage scale

90-100%	=	A
80-89%	=	B
70-79%	=	C
60-69%	=	D
below 60%	=	F

Examinations - two 100 point examinations, one mid-term and one final, will cover terminology, definitions, and basic concepts presented in lectures, video program sessions, and assigned readings.

In-class exercises and participation - several in-class exercises will be completed, requiring small group interaction and in-class participation. A vital part of this course is the inclusion of senior professionals from the field of communications management as guest speakers. A participation grade for these presentations is included in the course participation grade.

Research Paper - The student will be select a topic of interest, highly related to media management, to write a research paper based on a review of the literature and summary of the findings. An abstract will be prepared and distributed to the class. This is a semester long assignment with high expectations for the student's final product. Paper guidelines will be provided.

Case Studies - The student will be required to complete three individual case studies, for which guidelines and questions will be distributed.

Video Programs - Videotaped programs will be used to supplement the course with the presentation of historical events, concepts, examples, and reflections related to the management of communications organizations. A participation grade will be awarded for these programs and students will be told, in advance, of these special televised events.

V. Required textbooks, supplemental books and readings

Albarran, Alan B. (1997). Management of Electronic Media. Belmont, CA: Wadsworth Publishing Company.

VI. Special resource requirements

None

VII. Bibliography

Aburdene, Patricia & Naisbitt, J. (1991). Megatrends 2000. Avon Books, New York.

Botkin, Jim & Davis, S. (1994). The Monster Under the Bed. Simon & Schuster, New York.

Brown, James A & Quaal, W. L. (1992). Broadcast Management. 3rd Edition. Hastings House Publishers, New York.

Byers, Peggy B. (1997). Organizational Communication: Theory and Behavior. Allyn & Bacon, New York.

Czech-Beckerman, Elizabeth S. (1991). Managing Electronic Media. Focal Press, Boston.

Ellet, William (1997). A Critical Guide to Management Training Media. Harvard Business School Publishing.

Fuller, Jim (1997). Managing Performance Improvement Projects. Jossey-Bass, San Francisco.

- Fayeski, Diane (1993) Corporate Communication Management: The renaissance communicator in information-age organizations. Focal Press, Boston.
- Lavine, John M. & Wackman, D. B. (1988). Managing Media Organizations. Longman Publishing Company, White Plains, NY.
- Neher, William W. (1997). Organizational Communication: Challenges of change, diversity, and continuity. Allyn & Bacon, New York.
- Pringle, Peter K., Starr, M. F., & McCavitt, W.E. (1995) Electronic Media Management. Focal Press, Boston.
- Scholtes, Peter R. (1991). The Team Handbook. Jonier Associates, Madison, WI.
- Sherman, Barry L. (1987). Telecommunications Management: The broadcast & cable industry. McGraw-Hill Book Company, New York.
- Shockley-Zalabak, P. (1988). Fundamentals of Organizational Communication. Longman, White Plains, NY..
- Silbiger, Steven. (1993). The Ten Day MBA. William Morrow and Company, New York.
- Slevin, Dennis P., (1989). The Whole Manager: How to increase your professional and personal effectiveness. American Management Association, New York.
- Smith, Martin R. (1992). Contrarian Management. American Management Association, New York.
- Willis, Jim & Willis, D.B. (1993) New Directions in Media Management. Allyn and Bacon, New York.
- Witherspoon, Patricia D. (1997). Communication Leadership: An organizational perspective. Allyn & Bacon, New York.

Course Analysis Questionnaire

Section A: Details of the Course

- A1 This course will be one of several electives for CM majors and minors. It should be taken in the student's junior or senior year, near the completion of the program.
- A2 This course replaces CM 435 Organizational Development in Communications Media and CM 456 Broadcast Management, which are being deleted from the program. This course does not require changes in the content of existing courses or requirements for other programs.
- A3 Elements of this course have been offered previously, as noted in A2. These courses were typically taught once a year. Thirty to forty students were enrolled per class.
- A4 This course is not intended to be dual-level.
- A5 This course will not be offered for variable credit.
- A6 Similar courses are offered at the following institutions:
Clarion University - Media Program Design for Organizations
Duquesne University - Media Management and Economics
Ithaca College - Management of Corporate Communications
Penn State University - Introduction to Broadcast/Cable Management
- A7 The content of this course is not required by any accrediting agency. Recommendations from the department's self-study included the possible combination of the two existing management courses, CM 435 and 456.

Section B: Interdisciplinary Implications

- B1 This course will typically be taught by one instructor, a member of the Department of Communications Media.
- B2 The following courses are currently taught at IUP and may have some similar content:
JN 423 Management in Mass Communications
MG 300 Human Resource Management
MG 310 Principles of Management
MG 311 Human Behavior in Organizations
- CM 470 is designed to be specific to the field of communications media. Resources used, strategies presented, and product and service implications are specific to the profession. See attached letters from interested departments.
- B3 Seats for Continuing Education students will be available as needed.

Section C: Implementation

- C1 Faculty resources are adequate. This course will be offered every year, one section per semester, to replace courses being deleted in the overall curriculum revision and is being accommodated in the faculty rotation plan provided.
- C2 Current resources are adequate to teach this course. No new resources are required.
- C3 No resources are funded by a grant.
- C4 It is expected one section of this course will be offered every year.. There are no seasonal restrictions on the offering of this course.
- C5 One section of this course will be offered each time.
- C6 Thirty to forty students will be accommodated in each section to permit evaluation of research papers and writing assignments.
- C7 No professional societies indicate enrollment limitations.

Section D: Miscellaneous

Not applicable