

Instructor

Dr. Ronen Shay

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Phone: 585-385-7293

Office Location: William A. Fay Building, Room 209

Office Hours: Mondays & Wednesdays 10am - 11am, Fridays 2:30pm – 4:30pm, or by appointment

Meetings

COMM 349-01 meets on MWF 12:20pm – 1:15pm:

Basil Hall, Room 209

Website

Check our Blackboard site via mySJFC regularly for course materials and announcements.

<https://cas.sjfc.edu/>

Course Description:

Students will learn the basic economic principles that underlie media operations such as firm organization and industry structure, interpret how those characteristics affect business operations, and evaluate how those business issues affect the performance of media firms. This course teaches students how to apply traditional strategic management models, frameworks, and typologies such as Porter's Five Forces, value chains, and the BCG matrix. Innovation-driven approaches that address how to create blue ocean strategies and benefit from disruptive technologies will also be addressed.

Required Texts

Chan-Olmsted. *Competitive Strategy for Media Firms*. Routledge, 2005. ISBN: 0805862110

Christensen. *The Innovator's Dilemma: The Revolutionary Book that will Change the way you do Business*. Harper Business, 2011. ISBN: 0060521996

Kim & Mauborgne. *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review Press, 2005. ISBN: 1591396190

Departmental Learning Goals for this Class:

- Students will keep abreast of current developments in the media industries from one or more perspectives: cultural, technological, economic, historical, and ethical.
- Students will develop both quantitative and qualitative analytical and research skills to analyze and solve media industry problems.

Course Specific Learning Goals:

- Students will develop an understanding of basic economic concepts as applied to media industries, the relationship between media industries, and the challenges posed by new media.
- Students will be able to conduct a strategic analysis of the performance of existing telecommunication organizations using theoretically supported analysis techniques such as value chains and product life cycle models.
- Students will understand the fundamental concepts of Strategic and Brand Management, and how Chan-Olmsted's theories are supported by real-world companies like Disney and Marvel.
- Students will understand the fundamental concepts of The Blue Ocean Strategy, and how Kim & Mauborgne's theories are supported by real-world companies like Nintendo.
- Students will understand the fundamental concepts of Disruptive Innovations, and how Christensen's theories are supported by real-world companies like Netflix.
- Students will understand the importance of developing KPIs and USPs in order to assess a company's long-term ROI, and how this information is used in long-term strategic decision making and management.
- Students will be given the opportunity to develop a case study project that looks to make a contribution to telecommunication management scholarship.

Grading Scheme:

Case Brief (team)	10%
Exam 1	15%
Strategic Analysis + Presentation (team)	10%
Exam 2	15%
Final Case Study + Presentation (team)	25%
Exam 3	15%
Participation + Professionalism	10%

Assignment Descriptions:

Exams and assignments will be based on the materials from lectures, discussions, and assigned readings. Below is an overview of what to expect from each assignment. A detailed description of each assignment will be distributed in class as the semester continues.

Case Brief: The purpose of this assignment is to produce an essay style write-up that requires you to think like a telecom manager for Netflix and answer key questions on the company's performance that will reveal major takeaways and lessons that can be applied by future media managers. This will be done by: 1) reading the assigned case study; 2) developing preliminary

answers to the assigned questions; and 3) producing a multi-section report that provides the answers to the questions, but does so in a way that if an executive was reading your write-up, they would not have to read the entire case study first.

The instructor reserves the right to not give all group members the same grade, should an individual's attendance, participation, professionalism, or assignment feedback forms demonstrate they did not make an equal contribution.

Strategic Analysis + Presentation: The purpose of this assignment is to actually use the models, frameworks, and typologies discussed in class to strategically analyze a company's performance, and based on your analysis create an action plan for how the company should move forward. This will be done by: 1) selecting a media company OR a media market for analysis (e.g., Nintendo the company; or the U.S. videogame market; 2) selecting at least two models, frameworks, or typologies that you will present on and use to analyze your company via the creation of infographics; and 3) producing a multi-slide PowerPoint deck/presentation that will have an explanation of the techniques used, your applied analysis, and an action plan.

The instructor reserves the right to not give all group members the same grade, should an individual's attendance, participation, professionalism, or assignment feedback forms demonstrate they did not make an equal contribution. When a team is not presenting they are expected to be actively listening to the presentations being delivered in a professional and courteous manner. The behavior of individual students in the audience will be noted and taken into account when determining their participation + professionalism grade.

Exams: There will be three exams administered over the course of the semester. The content on the exams will be drawn from lecture and classroom activities, as well as reading assignments.

Final Case Study + Presentation: The final assignment of this class is to complete a case study on a media/telecom company of your choosing. The project should be 1) well researched; 2) well written; and 3) convincing. The document you submit should be of sufficient quality that it could be presented to the management team of the company you are studying. While assignment one had you answer key questions on a company's performance that revealed major takeaways and lessons learned that can be applied by future media managers, **this time you will come up with the questions that need to be answered.** While assignment one provided you with the necessary evidence to answer the questions, **this time you will conduct your own original research and find your own original evidence to answer your questions.** Finally, much like assignment two, you will also be required to use the models, frameworks, and typologies discussed in class to strategically analyze your company's performance, and based on your analysis create an action plan for how the company should move forward. Once your case study

is prepared, you will create a persuasive PowerPoint presentation that “pitches” your research to company leadership (i.e., your instructor).

The instructor reserves the right to not give all group members the same grade, should an individual’s attendance, participation, professionalism, or assignment feedback forms demonstrate they did not make an equal contribution. When a team is not presenting they are expected to be actively listening to the presentations being delivered in a professional and courteous manner. The behavior of individual students in the audience will be noted and taken into account when determining their participation + professionalism grade.

Participation + Professionalism: All members of this class are required to participate by taking part in discussions, asking/answering questions, and by responding to the lecture material. Participation will be assessed based on attendance, contribution to group assignments, in-class activities/use of in-class group time, and most importantly your involvement in class discussions that should arise during lectures. Being in attendance while withdrawn in your technology or while being disruptive to your peers and instructor, will not be graded the same as being in attendance and participating.

As this is a business oriented class the classroom should be viewed as a simulated work environment. Accordingly, students are required to demonstrate respect and professionalism in all course related activities. Professionalism will be assessed based on appropriate technology use, behavior as an audience member, respect towards your peers and instructor, and proper email/course communication etiquette in all verbal, written, and non-verbal sharing of ideas.

Academic Integrity: All students, regardless of level or school, are responsible for following the St. John Fisher College Academic Integrity Policy in addition to any other individual school’s or program’s academic expectations and/or professional standards. Every student is expected to demonstrate academic integrity in all academic pursuits at all times. If a student suspects that another student has violated the Academic Integrity Policy, he or she should contact the instructor for that course and provide support for that suspicion. Any finding of responsibility and associated sanctions for a violation of the Academic Integrity Policy is retained per the College records policy.

All students are expected to be familiar with the details of the Academic Honesty Policy (available via <http://catalog.sjfc.edu/undergraduate/2016-2017/academic-information/integrity.dot>). The policy specifies a number of behaviors (including cheating and plagiarism), that are in violation of this code and the possible sanctions (including failure of the entire course). Ultimately, you are responsible for completing your own course activities and ensuring you produce original work, both when working individually and as a team. It is your



responsibility to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor of this class.

Attendance: Students should understand that class attendance will be taken into consideration in calculating your final grade. The content addressed in this class encompasses a lot of interactive concepts, and so much of what can be learned is a direct result of attending lecture, participating in group and sole authored assignments, and your involvement in any class discussion that should arise.

Should you accrue more than 4 absences at any point in the semester (i.e., 5 or more), you will receive an FA (failure due to excessive absence). Students should understand that absences 1-4 will still be taken into consideration in calculating your final grade. Having a legitimate reason for being absent does not permit you to exceed 4 absences.

Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with the St. John Fisher College Attendance Policy that can be found at: <http://catalog.sjfc.edu/undergraduate/2016-2017/academic-information/courses/attendance.dot>

College Policy Concerning Students with Disabilities: In compliance with St. John Fisher College policy and applicable laws, appropriate academic accommodations are available to students with disabilities. All requests for accommodations must be supported by appropriate documentation/diagnosis and determined reasonable by St. John Fisher College. Students with documented disabilities (physical, learning, psychological) who may need academic accommodations are advised to refer to the Disability Services website <http://home.sjfc.edu/AcademicAffairs/Disabilities/DisabilityOverview.asp> Questions should be directed to the Coordinator of Disability Services in the Disability Services Office and Test Center, Kearny 300. Late notification will delay requested accommodations.

College Policy toward Research of Human Subjects: Learning about the research process includes learning about the protection of the rights of human subjects (participants). Students in courses which include the collection of data from human subjects must comply with Institutional Review Board policies and procedures which protect the rights of human subjects. This protection includes informed consent, as well as measures to promote the confidentiality of the data which is collected. Students involved with course related data collection should speak with course faculty to learn about Institutional Review Board policies relevant to the course project. Copies of the St. John Fisher Institutional Review Board Policies and Procedures are available in the Office of Academic Affairs, in the Kearney Building room 202, or on the IRB web page at <http://home.sjfc.edu/institutionalreviewboard>.

Course Evaluations: Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations as per the Online Course Evaluation Process located at <http://www.sjfc.edu/campus-services/ed-tech/online/evaluation.dot>. Evaluations are typically opened at the end of the term, and students will be made aware of the specific times in which they can be completed. Results will only be made available to faculty members, department chairs, the dean, and the provost after final grades have been submitted.

Grading:

A 93-100%	C 73-76.99
A- 90-92.99	C- 70-72.99
B+ 87-89.99	D+ 67-69.99
B 83-86.99	D 63-66.99
B- 80-82.99	D- 60-62.99
C+ 77-79.99	F Below 60

Grading in this course is consistent with the St. John Fisher College grading policies that can be found at: <http://catalog.sjfc.edu/undergraduate/2016-2017/academic-information/grading/>

Health, Wellness, Safety and Security: The Health and Wellness Center provides medical, mental health services, and wellness education to students.

Contact information for the Health and Wellness Center:

<http://www.sjfc.edu/campus-services/wellness/about/>

(585) 385-8280

healthcenter@sjfc.edu

The Safety and Security Department operates 24 hours a day and 365 days a year with the goal to provide a safe and secure environment for students, faculty, staff, and visitors to live, work and study.

Contact information for the Safety and Security Department:

<http://www.sjfc.edu/campus-services/safety/>

Non-emergency number: (585) 385-8025

Emergency number: (585) 385-8111

Late Assignments: Assignments are due at the beginning of class on the date specified on the syllabus. Late assignments will be accepted within 24 hours of the end of class period in which the assignment is due, with a 10% penalty for the individual student on a solo assignment, or for all group members on a group assignment. Assignments turned in after this 24-hour period will

not be accepted. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with the St. John Fisher College Attendance Policy that can be found at: <http://catalog.sjfc.edu/undergraduate/2016-2017/academic-information/courses/attendance.dot>

Lecture: I will not repeat material missed by absent students. It is the responsibility of the students who fail to attend class to get notes from their classmates. Such second-hand exposure seldom provides a fully satisfactory substitute for class attendance. Missing class will not serve as an excuse for failing to submit assigned work on time.

Exam Schedule: Exams must be taken on the assigned date. Failure to show up for an exam will result in a zero. If an emergency arises and prior to commencing the exam you realize you will not be in attendance on the date specified, you must get the instructor's permission for the absence to be authorized, and this must be discussed ahead of time with appropriate documentation provided. Should a student unexpectedly miss an exam due to illness or a family emergency without making proper arrangements ahead of time, a makeup exam will only be granted if the student provides official documentation. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with the St. John Fisher College Attendance Policy that can be found at: <http://catalog.sjfc.edu/undergraduate/2016-2017/academic-information/courses/attendance.dot>

Syllabus Changes: The instructor reserves the right to alter the syllabus or course schedule as the need arises.

Tips for Getting Good Grades:

- Review assignment requirements carefully
- Focus on quality, not just completion
- Ask questions
- Cite your work when appropriate
- Come to every class
- Complete the readings
- Participate

COMM 349 Course Schedule

WEEK	Topic	Assigned Reading	Tentative Deadlines
Week 1 Jan. 15-19 Fri. Sept. 19 @ Guest Lecture (no class)	- Course Introduction - Enter the Arena of Strategic Media Management	Chan-Olmsted Chapter 1	
Week 2 Jan. 22-26	- Enter the Arena of Strategic Media Management (cont...) - A Primer in Strategic Management for Media Firms - A Primer in Corporate and International Strategy for Media Firms	Chan-Olmsted Chapters 1, 2, 3	
Week 3 Jan. 29-Feb. 2	- A Primer in Brand Management for Media Firms - Brand Management vs. Marketing - Social Media and Mobile Branding	Chan-Olmsted Chapter 4	Case Brief due Fri. Feb. 2 nd
Week 4 Feb. 5-9	- Creating Blue Oceans - Analytical Tools & Frameworks - Exam Review	Kim & Mauborgne Part 1	
Week 5 Feb. 12-16	- Reconstruct Market Boundaries - Focus on the Big Picture - Reach Beyond Existing Demand - Get the Sequence Right - Exam 1 in class on Mon. Feb. 12 th	Kim & Mauborgne Part 2	Exam 1 Mon. Feb. 12 th
Week 6 Feb. 19-23	- Overcome Organizational Hurdles - Build Execution into Strategy - The Sustainability of Blue Oceans	Kim & Mauborgne Chapters 7 & 8	
Week 7 Feb. 26-Mar. 2	- Strategic Analysis Presentations	N/A	Strategic Analysis + Presentation due Mon. Feb. 26 th
SPRING BREAK			
Week 8 Mar. 12-16	- Strategy and Competition in the New Broadcast Industries - Strategy and Competition in the Multichannel Media Industry - Exam Review	Chan-Olmsted Chapters 5 & 6	
Week 9 Mar. 19-23	- Strategy and Competition in the Enhanced Television Market - Strategy and Competition in the Broadband Communications Market - Exam 2 in class on Mon. Mar. 19 th	Chan-Olmsted Chapters 7 & 8	Exam 2 Mon. Mar. 19 th
Week 10 Mar. 26-30 Fri. Mar. 30 is Good Friday (no class)	- Why Companies Can Fail	Christensen Part 1	

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Week 11 Apr. 2-6	- Managing Disruptive Technological Change	Christensen Chapters 5, 6, 7	
Week 12 Apr. 9-13	- Managing Disruptive Technological Change - Case Study Presentations	Christensen Chapters 8, 9, 10	Case Study + Presentation due Mon. Apr. 9 th
Week 13 Apr. 16-20	- Organizational Behavior, Leadership Theories, and Motivation - Strategy and Competition of Global Media Conglomerates - Industry Trend Conclusions	Chan-Olmsted Chapters 9, 10	
Week 14 Apr. 23-27	- Selling & Sales Management - Financial Management - Exam Review	TBD	
Exam Week COMM349-01 Wed. May. 2 nd 12pm-2:30pm	- Exam 3 during exam week, on Wed. May 2 nd	N/A	Exam 3 Wed. May. 2 nd