Applied Media Management In China

School of Journalism, Fudan University
London School of Economics, Sciences Po Double Degree program

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Class time: Tuesday, 9.55-11.35am
Office hours: Mon-Tues - 11.30-2pm

Course Description

The focus of this course is to provide insights into managing media in an organizational context in a China operating environment. It will assess the corporate and entrepreneurial challenges associated with juggling multiple media platforms in the dynamic, technology driven business of media. Students will be exposed to the current theory and practices of organizations and managers working in Chinese and international media sectors. They will be expected to read and assess case studies to shape strategies on how best to adapt theoretical constructs to the practical workplace and then articulate these in written assignments. Reading and assessment of case studies discussed during the course will add to the knowledge students will be expected to use in written assignments and to take into their professional lives.

Course Objectives

The broad objectives are to:

1. Gain an understanding of the management and operational practices of contemporary media organisations in Chinese and foreign contexts in China's media industry
2. Develop a practical understanding of the theory, concepts and practical approaches to managing the many components of a media organization in China
3. Identify organizational issues that media managers face within their business and adapt managerial frameworks to analyze and recommend solutions

Course Evaluation

On successful completion of the course you should be able to:

1. Employ theoretical and professional perspectives to identify problems in contemporary media organisations operating in Chinese and foreign contexts
2. Demonstrate an ability to develop appropriate managerial solutions to address strategic and operational issues
3. Present a theoretically informed argument, in writing and orally, that analyses management functions in relation to media organisations and/or media applications

The final grade for the course will consist of the following:
• In-class presentation + 2,500 word fully referenced report = 35%
• Final paper + references (4,000 words) = 50%
• Class participation and discussion = 15%

Assignments

All students are expected to attend all classes. Each absence will cost the student 5 points in the grading of his final score. Those who have 3 or more absences fail the course. Please inform the instructor in advance if you will have a justified, unavoidable absence.

In-class Presentation & Summary Report Week 5 & 6
1. Students will assess the media management challenges of a supplied or self-chosen case study or a business they are familiar with.
2. Students will prepare a 20-minute presentation which should address an aspect of the case study covering an angle relevant to the China media market.
3. Materials: PowerPoint, supplemented with handouts
4. A 2,500 word fully referenced summary to be submitted by end of Week 7.

Final Paper
1. Students will draw on the theory discussed throughout the course to produce a 4,000 word report on a media management challenge being faced by an organization or a manager of an organization in China. Submission deadline to be advised.

Essential Readings


Lecture Outline

Week 1: Introduction

- Introduction to Unit
- Introduction to China media conditions
- Overview of the unit and assignments

Week 2: Media and Comms Principles, Theory

- Introduction to media and communication management principles and theory
- Definitions and a review of industry challenges
Required Readings

Referenced Readings

**Week 3: The Strategic Environment**
- Dimensions of Change – Technology
- Dimensions of Change – Media Content
- Dimensions of Change – Time & Space
- The Challenge – Emerging Environment
- The Challenge – Need for Creativity

Required Readings

Referenced Readings

**Week 4: Finding New Markets – The Media Operating Environment**
- Media Ages
- Management
- Markets
- Technology
- Policy
- Innovation

Required Readings

Referenced Readings

Week 5: The China Media Management Environment

➢ Challenges of operating in a controlled environment

Required Readings

Week 6: Group Presentations & Reports Part 1

➢ No readings

Week 7: Group Presentations & Reports Part 2

➢ No readings

Week 8: Changing of the Guard

➢ The newspaper model
➢ The role of newspapers
➢ Revenue options
➢ Newspapers and new media

Required Readings

Referenced Readings
• Newman, N (2009) The rise of social media and its impact on mainstream journalism, Reuters Institute for the Study of Journalism
Week 9: Merging Services Media – News Agencies

➢ The news agency business
➢ The Agencies
➢ Audience influence
➢ Future and New Media

Required Readings


Referenced Readings


Week 10: The Multi-platform Environment

➢ Opportunities for managers
➢ Challenges for managers

Required Readings

• The Economist (2011) Social Media technologies allow a far wider range of people to take part in gathering, filtering and distributing news, The Economist, 7July, 2011.

Referenced Readings


Week 11: Leveraging New Media

➢ The new media environment in China
➢ Modern media as mass communication tools
➢ Political marketing to reach the public

Required Readings

**Referenced Readings**


**Week 12: Growth and Preserving Corporate Culture**

- The relationship between corporate culture and innovation
- Transparency and openness in an organization

**Required Readings**

- **[CASE]** Qumer, S.M. (2011) Facebook: Balancing Growth and Preserving Corporate Culture

**Referenced Readings**


**Week 13: Assignment preparation #1 – Workshop (group)**

- No readings

**Week 14: Assignment preparation #2 – Final Report Pitch (individual)**

- No readings

**Week 15: Overview and Summary**

- Review of unit