

Mass Communication Administration Methods  
JOUR 7100-M50, Fall 2011  
Online

Instructor: Dr. Redmond  
Email: jredmond@memphis.edu Office:  
Online only Office hours: By appointment

## **COURSE SPECIFIC REQUIREMENTS**

### **CATALOGUE/COURSE DESCRIPTION:**

Administration of advertising, news, and public relations enterprises; systems analysis exploration of classic management principles in organization, assessment of environment, planning and strategy, budgeting, staffing, decision-making, and other functions in advertising, news, and public relations.

### **PROFESSIONAL VALUES AND COMPETENCIES FOR (NAME OF COURSE):**

- **Demonstrate an understanding of the diversity of groups in a global society in relationship to communications.**
- **Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity**
- **Think critically, creatively and independently**

### **PREREQUISITE:**

None

### **TEXTBOOKS:**

(Required) Redmond, J., & Trager, R. (2004). Balancing on the wire: The art of managing media organizations (2<sup>nd</sup> ed.). Cincinnati: Atomic Dog Publishing [ISBN: 1-59260-062-X]. Book is posted for your convenience on the class website in chapter PDFs, at no cost.

(Required) Eliot, R. S. (1989). Is it worth dying for: How to make stress work for you not against you. New York: Bantam Doubleday Dell [Make sure you get this ISBN: 0-55334-426-9 – Avail: [www.amazon.com](http://www.amazon.com) new paperback \$11.17 or for Kindle version]

(Required) Jansen, J. (2003). I don't know what I want, but I know it's not this: A step-by step guide to finding gratifying work. New York, NY: Penguin [Make sure you get this ISBN: 0-14-200248-8, paperback, Jan 28, 2003. Avail: [www.amazon.com](http://www.amazon.com) new paperback \$10.20 or for Kindle version]

(Required) Publication manual of the American Psychological Association (6<sup>th</sup> ed.). (2010). Washington, DC: American Psychological Association. This is required in at least one other course in the journalism MA program so it would be best to get it if you don't already have it. Don't rely on various web pages purporting to have the APA style. They have numerous errors. Get the style book and do your research paper correctly. Your final paper grade depends on you doing it correctly.

**HOW PROFESSIONAL VALUES AND COMPETENCIES WILL BE MET:  
Cognitive Objectives To Be Mastered (Ability To Explain, Analyze, Understand,  
Think Critically):**

- Understand the historical development of key management theories including classical, post 1960s socio-cultural developments such as Theory Z, TQM, and other models, as well as fundamental structural/functional approaches to organizational design.
- Explain the key differences in varying management styles to include authoritarian, libertarian, and consensus building approaches.
- Explain and understand the evolution of motivational approaches from Maslow through Bandura and the way in which humans in organizations engage with various motivational stimuli, particularly as it affects creative workers.
- Understand and think critically about the context of machine and professional organizations and the way media organizations often combine structure/functionality of industrial factories with professional independence in content development and production

**Performance Standards To Be Met (Demonstrable Skills, Abilities, Techniques,  
Applied Competencies):**

- Graduate seminar discussion participation, to include presentations on assigned topics and/or readings.
- Topic paper development including individual research into specified managerial topics regarding the application of theories and approaches in the management literature to media organizations.
- Tests, quizzes, and other assessments as needed

**HOW ASSESSMENT OF STUDENT LEARNING WILL BE MET FOR (NAME  
OF COURSE):**

Weekly quizzes, discussion board participation, major topic paper (See grading section below)

**CLASSROOM FORMAT:**

**Online asynchronous**

**GRADING:**

Discussion board participation . . . . .30%  
Quizzes . . . . .40%  
Topic paper . . . . .30%

**COURSE REQUIREMENTS:**

**READING ASSIGNMENTS:** You will read three books. The Redmond/Trager text is an overview of key media management concepts. The Eliot book is a stress

management text. The Jansen book focuses on building and managing a successful career in today's environment.

The class schedule guide to managing your time for the semester, at the end of this syllabus, is set up with readings from different texts each week. They tend to complement one another. Make sure you complete all readings, quizzes, and discussion board participation as assigned each week. All quizzes and discussion boards are set up based on the readings shown in the class schedule. Note that "class weeks" are Friday through the next Thursday. That is to help you sync this course with your other courses, most of which are on other days than Thursday. So your quizzes have to be completed on Thursdays, your "class days" for this course if we were meeting live in a journalism building classroom.

**SPECIAL READINGS/TOPIC PAPER:** You will have one major research and writing assignment. Your professor will assign the topics to you as a CEO would assign a project. Your paper must conform to the following. You will be required to turn in a 3-5 page **first draft no later than Oct. 27<sup>th</sup> @ midnight** for feedback on formatting and content for your final paper. The **final paper is due no later than Nov 23<sup>rd</sup> @ midnight**.

1. The paper must generally focus on literature published since 2000, summarize the contemporary debate, and be no longer than 10 pages, plus references.
2. You are encouraged to find some references in a physical library, not just from online databases. While databases are handy, they primarily focus on newspapers, magazines, and more popular journals. As such they do not have everything. Generally missing from them are lengthy publications of great value to the researcher such as books and collections of essays and discussions. Two examples are the *Handbook of Media Management and Economics*, and the *New Handbook of Organizational Communication*. If you can get into a reasonable good sized library, particularly one at a college or university near you, your research efforts will truly benefit.
  - You may access the online databases at UM. Go to the UM home page.
  - Click on the left menu item, "Libraries." On the libraries page, click on the left menu item, "Resources." Click on the link to "Periodicals & Databases." Click on "All Databases A-Z." Select your database. You will have to log in with your UM username and password to access most of the databases.
  - The following three electronic databases will get you most of what you need: ABI Inform, LexisNexis Academic, Wilson Omnifile Mega Full Text. Wilson is one of the best.
3. You must email your final paper to your professor by the day indicated on the class schedule. Papers must be submitted in Microsoft Word format. If you have some other word processing program coordinate that with your professor so it can be translated for markup in Microsoft Word.

4. Formatting must conform to the Publication Manual of the American Psychological Association, (6th ed.), also known as the APA manual.

**DISCUSSION BOARD POSTS:** You will be responsible for engaging with the class discussion boards posted on the course website. Topics will be open for each assigned reading each class week (Friday-Thursday). They will open on Friday mornings at 8 a.m. and close at midnight the following Thursday. They will only be open for the class week the readings are assigned to keep you on the readings schedule attached at the end of this syllabus. Separate “Forums” are set up for each assigned book, with individual “topics” for each assigned reading indicated in the “Class Schedule” at the end of this syllabus. Your first assigned topic is to post a brief biography of yourself to familiarize yourself with the discussion board tool. That is due no later than midnight Sept. 1<sup>st</sup> (Central Daylight Time).

1. You are required to post comments, observations, and reflections, and participate in the discussion topics and discussion threads that evolve with other students in the course, for every assigned reading in the course. The discussion boards are meant to provide a knowledge building dialogue among students similar to the interchange they would otherwise have in a live classroom.
2. Your grade will be determined by your consistency, quantity, quality, and depth of your involvement. The software tracks whether you post messages in each forum, and whether you read all posts. Grades will be reduced if you do not post and read the posts of others in each assignment. So do not simply check the last post in a thread. Read them all individually. Irrelevant posts will be deleted by your professor.
3. Forum topics will remain open for only the class week when readings are assigned. Thus, you can work at your own pace during the week of each set of assignments. You have maximum flexibility in this learning model with only weekly Thursday deadlines to keep you on schedule. However, be aware that you should always check for new posts you have not read, up until the close of each topic on Thursday night, so you can interact in the discussions. It is vital that all students engage with the others “discussing” each of the course assignments.
4. It is recommended you check the discussion boards daily during each week. You are expected to build on the discussions, not just check them once and post a single comment. Learning is greatly enhanced by going back over concepts and debating them, or clarifying them, with your fellow students through the discussion board learning model. You must involve yourself in the discussions.

**QUIZZES:** There are quizzes for each assigned reading (a total of 27, so most weeks you will have a quiz on the main text reading, and at least one other quiz on a supplementary reading). Quizzes will be open only on Thursdays of each week as a security measure. They will be open from 8 a.m. until midnight Thursdays. You will only have one attempt at each assigned readings quiz, and they are timed to insure you have studied the readings prior to taking them. You will not have time to look up answers, so study the material well before attempting a quiz.

1. Be sure to do the practice quiz on the course website as many times as you wish to get comfortable with the interface. The practice quiz will remain open all semester if you want to practice on it from time-to-time. However, you must do the practice quiz at least once by midnight Sep. 1<sup>st</sup> (Central Daylight time).
2. You are allowed only one attempt to take each quiz and the time limit will be approximately one minute per question, except for essay questions. A clock will show on your screen to let you know the time remaining. If you do not click on the “save” button on a quiz, before the time runs out, you will get a zero for that quiz. Quizzes are meant to be taken closed-book, and the time limit will prevent otherwise. If you attempt to look up answers to quiz questions there is no way you will be able to finish a quiz in the allotted time. Read, study, and take the quiz when you have thoroughly reviewed the material. The quizzes are challenging.
3. Additionally, for each test taker the questions and answers are re-ordered to eliminate any possibility of cheating. So you can work at your own pace, but consulting with one another on quizzes is both a waste of time and fruitless.
4. The Redmond/Trager quizzes typically have 10 questions. There is a quiz for every chapter. The quizzes from the Eliot and Jansen books typically have 3 to five questions and each quiz will cover one of the reading assignments indicated in the class schedule at the end of this syllabus. If you do not complete a quiz during the assigned week it will be graded as zero.

### TENTATIVE TIMETABLE:

#### JOUR 7100 – M50 Class Schedule – V. 1

All dates are by class week, starting Friday morning and ending the following Thursday night when weekly discussion topics and quizzes must be completed. This is an arduous college course requiring steady pacing to absorb the material and perform well. You must comply with the specific dates noted.

Class week of	Topic/ Assignment	Pages
Aug 25–Sep 1	<b>Familiarize with course web page. Complete practice quiz discussion board biography before Sep. 1st.</b>	
Sep 2–Sep 8	Redmond-Trager Introduction. Overview of course & activities.	pp. 1-9
Sep 9–Sep 15	Redmond-Trager Chapter 1	pp. 11-38
Sep 13–Sep 22	Redmond-Trager Chapter 2 Eliot (Intro - Chap 4) Kindle version lines	pp. 39-64 pp. 1-66 33-1084
Sep 23–Sep 29	Redmond-Trager Chapter 3 Eliot (Chaps 5-7) Kindle version lines	pp. 65-87 pp. 67-120 1085-1849
Sep 30–Oct 6	Redmond-Trager Chapter 4 Eliot (Chaps 8-12) Kindle version lines	pp. 89-109 pp. 121-208 1850-3147
Oct 7–Oct 13	Redmond-Trager Chapter 5	pp. 111-139

	Eliot (Chap 13 & epilogue) Kindle version lines	pp. 209-235 3148-3556
Oct 14–Oct 20	Redmond-Trager Chapter 6 Redmond-Trager Chapter 7 Jansen (Front matter - Chap 3) Kindle version lines	pp. 141-170 pp. 171-200 pp. vii-40 32-725
<b>Oct 21–Oct 27</b>	<b>Topic paper draft due no later than midnight Oct 27</b> Redmond-Trager Chapter 8 Jansen (Chap 4) Kindle version lines	pp. 201-234 pp. 41-58 726-1056
Oct 28–Nov 3	Redmond-Trager Chapter 9 Redmond-Trager Chapter 10 Jansen (Chap 5) Kindle version lines	pp. 237-266 pp. 267-282 pp. 59-83 1057-1419
Nov 4–Nov 10	Redmond-Trager Ch. 11 Redmond-Trager Ch. 12 Jansen (Chap 6) Kindle version lines	pp. 283-312 pp. 313-348 pp. 84-98 1420-1651
Nov 11–Nov 17	Redmond-Trager Chapter 13 Redmond-Trager Chapter 14 Jansen (Chaps 7-8) Kindle version lines	pp. 349-366 pp. 367-396 pp. 99-140 1652-2274
<b>Nov 23</b>	<b>Topic paper due by email no later than 6 p.m. Central US</b> Note that due to Thanksgiving break, the readings below are ter than normal, but you have two weeks to get them done spanning the holiday period	
Nov 18–Dec 1	Redmond-Trager Chapter 15 Jansen (Chaps 9-10) Kindle version lines Jansen (Chap 11-Afterword) Kindle version lines	pp. 367-396 pp. 141-197 2275-3193 pp.198-240 3194-3842
<b>Dec 7</b>	<b>Course closes - All work must be completed before midnight</b>	

## DEPARTMENT POLICIES

### EMAIL:

You must have your UM email account activated. If you are using another provider such as Google, you are required to have your UM email forwarded to that account. Go to the <http://iam.memphis.edu> website to implement forwarding of UM email. You are required to check your email daily. You are responsible for complying with any email sent to you by your professor or the University.

### CELLPHONES:

You must turn them off during class.

**ATTENDANCE:**

Class attendance is mandatory in the Department of Journalism. You may be assigned a failing grade for the semester for nonattendance, or habitual late arrival. No late work will be accepted without prior arrangements, which are acceptable to your professor. Students may not be permitted to make up any missing work unless it is for an absence due to illness or other catastrophic emergency such as a death in the family that can be documented (e.g. with a doctor's note or a copy of the newspaper obituary). This is a professional program for journalists who are expected to understand and comply with deadlines. If you have some problem making it to class on time make arrangements to fix the problem or consider taking another class. You should consider this class your "job" in the educational process and be on time just as you would elsewhere.

**CHEATING:**

In addition to university-wide policies stated in the Code of Student Rights and Responsibilities, the Department of Journalism considers making up quotes from sources, turning in substantially the same assignment for credit in two different courses, or a student receiving any assistance from others for work assigned to be done on his/her own, as acts of cheating punishable to the degree determined appropriate by the course instructor and department chair. That may include grade reductions or seeking dismissal of the student from the university.

"Your written work may be submitted to Turnitin.com, or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you may be required to submit electronic as well as hard copies of your written work, or be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com's restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the instructor may be penalized or may not be accepted at all." (Office of Legal Counsel, October 17, 2005)

**ONLINE SETEs:**

You are urged to complete the SETEs evaluation of this once your instructor has posted your grade; you can immediately see that grade, provided you completed a teacher evaluation for that class. How to access your evaluation forms: Log in using your UUID and email password; click on the gray "Student" tab; complete an evaluation for each course listed and hit the "Submit" button at the bottom of the form. It will only take a few minutes of your time. We take the evaluations very seriously and use them to improve courses and instructional quality. Your feedback is essential and will be appreciated.

**PROFESSIONAL VALUES AND COMPETENCIES FOR JOURNALISM PROGRAM:**

The Accrediting Council on Education in Journalism and Mass Communication requires that, irrespective of their particular specialization, all graduates should be aware of certain core values and competencies and be to

- understand and apply the principles and laws of freedom of speech and press, for the country in which the institution that invites ACEJMC is located, as well as receive instruction in and understand the range of systems of freedom of expression around the world, including the right to dissent, to monitor and criticize power, and to assemble and petition for redress of grievances;
- demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
- demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications.
- demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society.
- understand concepts and apply theories in the use and presentation of images and information;
- demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
- think critically, creatively and independently;
- conduct research and evaluate information by methods appropriate to the communications professions in which they work;
- write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
- critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
- apply basic numerical and statistical concepts;
- apply tools and technologies appropriate for the communications professions in which they work.

#### **ASSESSMENT OF STUDENT LEARNING FOR JOURNALISM PROGRAM:**

The Council seeks to promote student learning and encourages experimentation and innovation.

Assessment is a system of evaluation of student learning at the course or unit level (as opposed to grading at the individual level). Three criteria should guide assessment of student learning:

- Awareness: familiarity with specific information, including facts, concepts, theories, laws and regulations, processes and effects.
- Understanding: assimilation and comprehension of information, concepts, theories and ideas.
- Application: competence in relating and applying skills, information, concepts, theories and ideas to the accomplishment of tasks.