

# MME *Record*

Newsletter of the Media Management and Economics Division of AEJMC

Summer 2002

Number 38

## MME survey shows support for posting papers on Internet

By Louisa Ha, Bowling Green State University

As a follow-up to the discussion of the feasibility of MME division's sponsorship of a journal, an e-mail survey was sent to all MME members who were on the MME listserv in April 2002. The editor of the *International Journal on Media Management (JMM)* also sent the survey to its editorial board members. A total of 35 completed questionnaires were collected (31 from the MME list, 4 from the JMM editorial board), yielding a response rate of 25%.

Respondents are skewed toward active researchers in media management and economics. About 91% are currently working on research related to the subject. On average, respondents published 2.3

research articles and one book chapter in the past 3 years. Most of them (65%) are of senior academic ranks. Almost three quarters of the respondents work in public universities, with the majority of them having graduate programs in media.

Sponsorship of journals by MME is quite a controversial subject among respondents. A slight majority (58.8%) support the idea of sponsoring an online journal by the MME Division. There is much less support (38%) for sponsoring a paper journal. The idea of putting division competition papers online received the most support from respondents (74%).

The survey also provides a general picture of how media man-

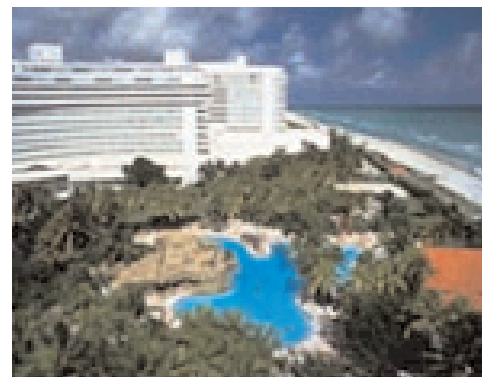
agement and economics as a subject area is taught in universities and colleges. About one-fifth of the respondents do not have any media management and economics-related courses in their universities. On average, respondents teach two different courses in these areas. The most common course name is Media Management. Several universities separate media management courses by media type, such as newspaper or broadcast.

In assessing the market potential for a media management and economics journal, respondents were asked the criteria they used to submit a high quality manuscript. Among the criteria, "prestige of the" (Survey, Cont. p. 2)

## Catch the Wave

Make plans to join AEJMC this August as we hold our first convention at a beach resort property. The convention will be held at the world famous Fontainebleau Hilton Resort and Towers in Miami Beach. Amid the sun, surf and sand, the program will offer more than 100 teaching and PF&R panels and more than 450 original research papers. And when you go into convention overload, miles of beach will be right outside your backdoor. To make your hotel reservations at The Fontainebleau Hilton call 1-800-548-8886 by **July 5**. Identify yourself as attending the AEJMC Convention in order to access our special rates. All convention delegates are expected to register for the convention. Early bird registration rates are available if postmarked by **July 8**.

**2002 AEJMC Convention,  
August 7-10**



*The Fontainebleau Hilton and Towers, Miami Beach, Florida*

journal in the field” was ranked as the most important criterion by 54% of the respondents; “specialized interest in the area” ranked as the most important criterion by 29%. Three other criteria, “large readership”; “high acceptance rate”; and “international readership” had few respondents ranking them as the first or second most important.

The Journal of Media Economics was selected as the top-ranked journal as an outlet for submitting a high quality manuscript on media management and economics by 31 percent of the respondents. Other desirable outlets were Journalism and Mass Communication Quarterly (20%) and the Journal of Broadcasting and Electronic Media (17%). Newer journals on media management, such as the International Journal on Media Management, had much less preference as a submission outlet. About 54 percent would not consider it as an outlet.

The ranking of journals as a reference source for literature research on media management and economics generally mirrors the pattern of submission preference ranking. JME was ranked by most respondents (44%) as the top ranked reference source, followed by JMCQ (20%). However, JOBEM was less mentioned (8.8%) as a top-ranked reference source than the JMM (11.8%). The other journals respondents consult are mostly communication-related journals and economics journals. Few respondents used business and marketing journals.

The decisions of respondents on where to submit journals have a lot to do with their institutions’ view of the journals, as nearly 84 percent reported this as either somewhat or very important. As many of the respondents’ institutions view online journals are of less value than paper journals (56%) or even no value (14.7%), it is understandable that not many respondents see online journals as a preferred choice for quality manuscript submission. Only about 40% of respondents say they will submit a manuscript that makes an important contribution to media management and economics research to an online journal in their top two choices.

As a respondent stated, the harsh economics of paper journal publishing have made it very difficult for the division to sponsor a new paper journal.

Several respondents worry that there are not enough quality manuscripts in the field to support another journal. Sponsoring an existing journal may be a feasible method to promote research in the field. Only one U.S.-based journal specializes on the subject, JME, which is published by a commercial publisher with no academic organizational support, unlike JOBEM or JMCQ whose readership is secured by the membership of BEA or AEJMC.

As one respondent noted, although JME says it also publishes articles on media management, most of its articles are about media economics. The International Journal on Media Management is

already sponsored by the Net Academy of Media Management in Switzerland, so it would be difficult to sponsor an existing journal.

The results of this study indicate the need for the division to push AEJMC’s Research Committee or Council of Divisions to establish standards and guidelines on online posting of division papers and the copyright issues with respect to AEJMC journals. The current AEJMC paper archive listserv is both incomplete in its paper collection and not in a visual-friendly format. It will

be much better if each division takes care of its own papers on its web site. AEJMC should also take the lead in evaluating the scholarly value of online journals in the field so that various universities or individuals can use it for tenure and promotion purposes.

There are pros and cons for the division to sponsor any journal and the author would like to leave this discussion for the MME listserv or the AEJMC business meeting. Eight AEJMC divisions already have their own journals and they have the largest memberships. Sponsorship of a journal can attract more members and provide leadership in the field for the division. Nevertheless, it also means more work for the division’s executive board and requires their commitment to provide leadership in research in the field.

Author’s Note: The author would like to thank Ann Hollifield for her input to the survey questionnaire, Bozena Mierzejewska of JMM and all of the participants of the survey.

If you would like more information about this survey, please contact Louisa Ha at the following e-mail address:  
louisah@bgnnet.bgsu.edu

# MME slots for Miami include crime, disaster and culture

**Tuesday, August 6**

**10 am – 5 pm**

“Covering Crime: A Multi-Dimensional Workshop”  
RTVJ, MME, Law, & Newspaper Divisions

**Wednesday, August 7**

**10 – 11:30 am**

“Managing Disasters:  
Organizational and  
Professional Issues that  
Arise When the Worst  
Happens” (MME/RTVJ)

Moderator: Gracie  
Lawson-Borders, Southern  
Methodist

Panelists: Bryan Norcross,  
Director of Meteorology,  
WFOR-TV, Miami;  
Caroline Pyevich, Tulsa;  
Joyce Reed, Vice President  
Strategic Operations,  
KWTW, Oklahoma City;  
Roger Simpson, Director,  
DART Center, Washington

**11:45 am – 1:15 pm**

“On the Airwaves”

Moderator: Greg Newton,  
Ohio University

“Measuring Radio Program Diversity in the Era of  
Consolidation,” Todd Chambers, Texas Tech; “Must-  
Carry: An Economic Consideration,” Namkee Park,  
Southern California; “Free Riders and Pretenders:  
Media Industry Organizations and Collective Action,”  
Jennifer Meadows, Cal State, Chico, and August Grant,  
Focus25 Research & Consulting; “Competition and/or  
Coexistence? The Relationship between Local  
Television Stations and Their Websites at the Macro  
and Micro Levels,” Tae-Il Yoon and Glen T. Cameron,  
- Missouri; \* **3rd Place Open**

Discussant: Ken Smith, Wyoming

**1:30 – 3 pm** “Managing a Diverse Work Environment”

Moderator: Mary Alice Shaver, Michigan State

Panelists: Roberto Suarez, Former Publisher, *El Nuevo  
Herald*, President, *The Miami Herald*;

Jerry Rushin, Vice President, General Manager,  
WEDR-WHQT, Miami;

Sabrina Crow, Publisher, *Latin Trade*;

Dan Shaver, Michigan State.

**Thursday, August 8**

**11:45 am – 1:15 pm**

“Are the Demands of Wall Street Trumping the Needs  
of Main Street? What Can Journalists and Educators  
Do?” (MME/Newspaper)

Moderator: John McManus, Director, gradethenews.org

Panelists: Philip Meyer,  
North Carolina;  
James Naughton, Poynter;  
Stephen Lacy, Michigan  
State.

**3:15 pm – 4:45 pm**

“Segmenting the Spanish-  
Language Media Market”  
(MME/PR)

Moderator: Patricia A.  
Curtin, North Carolina

Panelists: Juanita Darling,  
North Carolina, Former  
Central American Bureau  
Chief, *Los Angeles Times*;  
Adriana Grillet, Vice  
President of Promotions,  
Affiliate Relations &  
Community Affairs,  
*Radio Unica*;

Daniel Shoer-Roth, Business Reporter, Spanish-  
language Media and Market, *El Nuevo Herald*;  
Gonzalo R. Soruco, Miami

**5 – 6:30 pm**

“MME's Best of the Best”

Moderator: John Bodle, Middle Tennessee State

“Diversification Strategy of Global Media Conglomer-  
ates: Examining Its Patterns and Drivers,” Sylvia Chan-  
Olmsted, and Byeng-Hee Chang, Florida, **1st Place**

**Open**; “A Case-Study Analysis of Divestiture Deter-  
minants & Strategies of Major Media Firms, 1996-  
2000,” Daphne Landers, Florida, **2nd Place Open**;

“Business Models of Online News Organizations;  
Endgame for Global Media Dominance?” Frederick  
Schiff and Jefferson Baskin, University of Houston, **1st  
Place Student**; “Don't I Know You? Understanding  
and Serving Audiences for Special-Interest Publica-  
tions,” Allison Morgan, Middle Tennessee State, **2nd  
Place Student**

Discussant: Philip Napoli, Fordham

**6:45 – 8:15 pm**

MME Business Meeting



**Friday, August 9**

**7 - 8 am**

MME Executive Board Meeting  
 Moderator: Sylvia Chan-Olmsted, Florida

**8:15 – 9:45 am**

“The Economics of New Audience Measurement Technologies” (MME/Advertising)

Panelists: Dick Spooner, Founder and Executive Vice President, ADcom, Deerfield Beach, FL;  
 Ken Wollenberg, Senior Vice President, Strategic and Business Development, Nielsen Media Research, New York City;

Betty Frazier, Research Manager, WTVJ, Miami;  
 Beth Barnes, Syracuse

Discussant: Philip M. Napoli, Fordham

**11:45 am – 1:15 pm**

Scholar to Scholar

“The Emerging Broadband Television Market: Assessing the Strategic Differences Between Cable Television and Telephone Firms,” Sylvia Chan-Olmsted and Jae-Won Kang, Florida; “Switching Radio Stations While Driving: Magnitude, Motivation and Measurement Issues,” Walter McDowell, Miami and Steven Dick, Southern Illinois-Carbondale

Discussant: David Coulson, Nevada-Reno

**1:30 – 3 pm**

“Evaluating Media Coverage of ‘America’s New War’” (MME, RTVJ, Comm Theory, Cultural Studies)

Moderator: Mary Lynn Young, British Columbia

Panelists: Bob Jensen, Texas at Austin;  
 Radhika Parameswaran, Indiana-Bloomington;  
 Neil Brown, Managing Editor/Vice President, *St. Petersburg Times*;

Michael Grinfeld, Missouri

**5 – 6:30 pm**

“The Effects of Media on the Economy” (MME/Com Tech & Policy)

Moderator: Sally McMilliam, Tennessee;

Panelists: Ben Bates, Tennessee; C. Ann Hollifield, Georgia; Tudor Vlad, Georgia; Kevin Gale, Editor, *South Florida Business Journal*, Miami

**Saturday, August 10**

**8:15 – 9:45 am**

“Newspaper Frenzy”

Moderator: Angela Powers, Northern Illinois

“Managing Innovation: Newspapers and the Development of Online Editions,” Shashank Saksena and C. Ann Hollifield, Georgia;

“Anatomy of a Death Spiral: Newspapers and Their Credibility,” Phillip Meyer and Yuan Zhang, North Carolina at Chapel Hill; “Ownership and Barriers to Entry in Non-metropolitan Newspaper Markets,” Stephen Lacy, Michigan State, David C. Coulson, Nevada-Reno and Hugh J. Martin, Georgia; “Change and Stability in the Newspaper Industry’s Journalistic Labor Market,” Lee B. Becker, Tudor Vlad and Hugh J. Martin, Georgia

Discussant: Dane Claussen, Point Park

**10 – 11:30 am**

“Ways of Knowing: Teaching Across Cultures and Borders” (MME/Minority & Communication)

Moderator: C. Ann Hollifield, Georgia

Panelists: Lee B. Becker, Georgia; Marilyn Greenwald, Ohio; Anthony Olorunnisola, Penn State; James Rada, Howard; John Sanchez, Penn State; Stan Tickton, Norfolk State

**11:45 am – 1:15 pm**

“Let Us Entertain You”

Moderator: Sue Westcott Allesandri, Syracuse

“Many Will Play, Few Will Win: Global Strategies and Content Characteristics of Web Portals of Transnational Internet Media Corporations,” Debashis Aikat, North Carolina at Chapel Hill; “The Dual Structure of Global Networks in the Entertainment Industry: Interorganizational Linkage and Geographical Dispersion,” Bum Soo Chon and George A. Barnett, SUNY at Buffalo; “Measuring the Financial Success of Motion Pictures: A Study Integrating the Economic and Communication Theory Factors,” Bryan Greenberg, Syracuse, **3rd Place Student**;

“Digital Cinema Goes to Hollywood: The Economic Effects of Digital Technology on the Motion Picture Industry,” Siho Nam, Penn State

Discussant: Ken Killibrew, South Florida

**1:30 – 3 pm**

“Preparing Students for the Business of Media” (MME/Internship)

Moderator: Jerry Condra, SUNY at Oswego

Panelists: Michol Klabo, Internship Director, Clear Channel Communications, Miami;  
 David Landsberg, Vice-President, Advertising, Miami Herald Publishing, Miami;  
 Meylin Llampay, Paramount Domestic Sales, Miami;  
 Don Stacks, Professor and Program Director, School of Communication, Miami

# MM&E professors use imaginative learning activities

By Jerry Condra, Vice Teaching Chair

At a Wendy's in Akron, Ohio, a board game is in progress. The fast food giant is using the game to improve communication between boomer managers



and Generation X employees. From fast food to high tech, businesses are using interactive methods to train employees from counter people to executives. Not only are they much more effective than sessions where a presenter does most of the talking, they're also more fun. If that's the case, how are sales, management, and economics instructors relating to this evolution?

A mile away at the University of Akron's Fisher Institute for Personal Selling, sales students in an Interactive Learning Lab are hunched over their computers. Some are absorbed in an interactive simulated sales management problem. Others are working on their assigned "Skill Practice Exercises" and must return to an anteroom for a debriefing after their practice is complete. In Herkimer, New York, Herkimer Community College's Mary Ann Carroll is inventing a new interactive game that uses inexpensive pieces of paper rather than banks of computers. In Palermo, Italy, Gary Hawke of the University of Kansas is leading his broadcast management class on an exercise in real life business that they will never forget.

Media Management and Economics instructors are doing very well at innovating within their classrooms. A random sample of instructors found many inventive learning activities that interest and even excite today's students. Many of these exercises were new takes on familiar activities such as role-playing, games, case studies, job shadowing, interviews with professionals, and interactive training.

The late Prof. John Katich established a tradition in broadcast management classes at Kansas: Don't just talk about managing, actually manage something. Katich's successor, Gary Hawke, is carrying on that tradition. He says, "Students in the course chose to come up with a viable online project to enhance the Digital Jayhawk's Internet portal. They came up with 'The Apartment Department,' a wonderful search engine for finding apartments and roommates in Lawrence. Over about three semesters they took it from an idea to a completed project. Last Fall we sold

it to the local newspaper for about \$65,000." Each class is challenged to do something of lasting value. Hawke's management class in Italy last semester "decided to work on a beautification project for the city of Palermo. They built a rock and flower garden that would have lasting beauty to the community."

During these projects, each member of the class is in charge of a department but must report to a student general manager. Hawke says, "It gives them all a chance to experience the pitfalls of management. They learn about overcoming obstacles, delegation, etc. It gives them a real life project to work on."

At Northwest Missouri State, Jerry Donnelly's media management students are researching media conglomerates. Donnelly reports, "They are amazed to learn how big these companies are and how many media outlets are related to each other. They also learn about industry leaders and each other's conglomerates by giving class reports." Students work in groups of two and write a research paper on their findings.

Ken Killebrew at South Florida uses a case study in at least one of his classes. He says, "Cases are assignments that force the student to think at a level quite a bit higher than they will likely encounter in their early days in the media. But it makes them think about the total process and gives them an opportunity to assess the overall impact of a merger." Although his cases reflect the hard-nosed decisions made by managers, he says, "I emphasize people/employees throughout the process, not just the business side. I think it's important that they understand that there is an impact on people as well as on stockholders."

Russ Mouritsen of Brigham Young University believes, "Cases are not difficult to write and the best cases are often taken from current news items. A good example might be the dilemma faced by Wendy's in promoting its restaurants since founder Dave Thomas



*Gary Hawke's class built a rock and flower garden in Palermo, Italy*

has passed on. Divide the students and have some take the position that Wendy's now has an opportunity for new and innovative advertising but the others might see it as a problem." (**Teaching**, cont. page 6)

The author of Case Studies in Media Management says, "I give students basic information about a decision-making issue and require them to justify the decision based on sound criteria. After they struggle a bit, I give them models of decision-making they can use with the case. It makes the issue relevant and memorable."

Peter Hunn of SUNY Oswego mixes a media business case with role-playing that runs for three consecutive 55-minute class sessions. On day one, he sets up a medium sized FM station, names each student to a position, and establishes harmonious working relationships. "On day two," he says, "we strengthen these relationships and have a party to celebrate a good ratings book. Following the party, I gather the managers and confide in them that I have struck a deal to sell the station and that the transaction (and their jobs) are predicated on cutting 50% of the staff. These managers are not to disclose the sale to the staff and must decide before the next class who stays and who goes. To make the exercise realistic, each staffer has a biography given to them on day one, such as a single mom with not too many skills outside her 11-year tenure at the station. Day three starts happily for the staff, but the department heads must call their 'bad news' meeting and give the employees their pink slips. The meeting is then turned over to the employees to allow them to ask questions and express concerns." Hunn's students are evaluated on how seriously they take the exercise, how well they handle their role, and a written 2-3-page memo about how it impacts their role-play character, others in the station, and the audience and advertisers.

Ken Killebrew divides his class into three groups involved in a semester-long acquisition that culminates in a paper on the exercise. Another of his favorite role-plays: "I set students up in the role of managers who then bring in an employee (another student) who they must convince to change their ways. The employee is always one of their award winning top-line workers who has a real attitude problem. It's pretty interesting as well!"

At the University of Wisconsin at Oshkosh, Judi Thorpe's sales classes are organized along the steps in a sale with a graded exercise for each step. Role playing is videotaped by other class members, students job shadow a salesperson for a day and write a paper on it, and students prepare a sales presentation tailored to the marketing needs of a real local business and presented it to Judi in class. Mary Ann Carroll at Herkimer Community College is now developing a new "role-play card game which would help students apply different persuasive techniques for overcoming objections, presenting and closing under different circumstances with various types of prospects. Students need to know how to apply what they know to the 'hand' they're dealt. I am, obviously, making the cards myself." Mary Ann also does a personality analysis on each student using the Keirsey Temperament sorter ([www.keirsey.com](http://www.keirsey.com)) to coach students on ways of being more persuasive by using their own personality strengths.

Writing the traditional research paper gets off to an enthusiastic start thanks to a new approach in Michael Ameigh's classes at SUNY Oswego. "I have students do research papers on topics of their own choosing within parameters I set," he says. "Once I agree to the topic, I do a quick online search of several academic online archives, pulling up as many as five or six brief, but highly credible, articles on the topic that I then immediately send to the student to prime the pump. They are free to use the material in their work or not. Exposure to some highly focused materials encourages them to get right into the research. It also builds a sense of connection between the student and me. They appreciate the added attention."

Although it does not teach media selling specifically, the Fisher Institute for Professional Selling at the University of Akron is ranked by Sales and Marketing Management as one of the six best sales programs in the nation. Dr. Jon Hawes, director and one of the institute's three full-time faculty members, has built a curriculum that includes that extensive training in computerized, interactive simulations of selling and sales management. Students build proficiency by practicing their selling skills in this computer laboratory and also job shadow and interview highly successful professional sales managers. Students complete three sales consulting projects each semester taken from the last page of the September, October, and November issues of Sales and Marketing Management called "What Would You Do?" Dr. Hawes selects the best student papers solving these problems and enters them in the international competition. More on the Fisher Institute can be found at <http://www3.uakron.edu/cba/fisherin/news.html>.