Universidad de Navarra

***Media Management (Gr. Com.Audiov)***

*Teaching guide 2026-27*

# INTRODUCTION

- **Course description:** This course introduces issues in the management of media companies, in a context of integrated and sustainable marketing strategies in dynamic and disruptive markets. It is designed to provide understanding the underlying economic forces at work in different types of media, explanations of motivations and pressures on managers, elements of media markets, issues involving audiences, consumers and advertisers, disruption caused by technology and social changes, issues in innovation in media, and the characteristics and activities of media entrepreneurship.
- **Degree**: Degree in Audiovisual Communication and Journalism.
- **Module in the Degree Program**:
- Degree in Audiovisual Communication: Module IV. Production-Management. Subject 1. Economic and business context.
- Degree in Journalism: Module IV. Management of news content. Subject 2. Communication Structure and Markets.
- **Number of credits:** 6 ECTS
- **Year**: 4º, second term
- **Type of course:** Requiered
- **Instructors**: Pablo Frauca. Coordinator: Mercedes Medina
- **Language**: English
- **Room, lecture schedule**: Wednesday, 17:30-19:15 Room 13 and Thursday, 17:30-19.15 Room 2

# LEARNING OUTCOMES (Competencies)

**Degree in Audiovisual Communication**

1. KNOWLEDGE

RA2 - Knowing and assessing the impact of audiovisual communication in its multiple dimensions: social, cultural, historical, economic, business, legal, scientific, deontological and technological.

RA24 - Knowing the basic principles of direction and management of audiovisual communication companies (production, distribution and exhibition/dissemination).

2. SKILLS

RA11 - Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

RA12 - Expressing thoughts and ideas in speech and writing in an accurate, orderly, creative fashion, in the field of commercial and institutional communication.

RA14 - Apply teamwork and leadership skills aimed at responsible decision-making and problem-solving.

3. COMPETENCIES

RA19 - Students should be able to gather and interpret relevant data (normally within their field of study) in order to make judgments that encompass consideration of social, scientific and ethical topics

RA20 - Students have developed the learning skills necessary to undertake further studies with a high degree of autonomy.

RA28 - Analyse audiovisual formats in the context of the structure and markets of audiovisual communication.

**Degree in Journalism**

1. KNOWLEDGE

RA2 - Understanding and valuing communication in history, economics and business, law, ethics and technology.

RA8 - Describing the media market from content production to consumer habits.

RA9 – Being familiar with the structures and operations of media companies: their organizational models, management strategies, and systems of content production and distribution.

2. SKILLS

RA11 - Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

RA12 - Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

RA13 - Expressing thoughts and ideas in speech and writing in an accurate, orderly, creative fashion in order to make information available to society.

RA21 - Detecting and correcting mistakes made in the creative and organizational processes of editing, development and production of information products.

3. COMPETENCIES

RA22 - Students should be able to gather and interpret relevant data (normally within their field of study) in order to make judgments that encompass consideration of social, scientific and ethical topics.

RA23 - Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

RA28 - Identifying the ethical foundations of the journalistic endeavor and applying them to professional reality.

# PROGRAM

**Chapter 1. Media management intro**

1.1 Business objective

1.2 The nature of the Audiovisual Market

1.3 The economics of television (Article of the WSJ) By Joe Flint

Readings (Please read prior to class): Article available here

1.4 Strategic Management in the Media Industry

**Chapter 2. Corporate Governance in News Organizations**

Universidad de Navarra

2.1 Governance basic concepts

2.2 Capital and Control: Forms of Newspaper Ownership

2.3 Corporate Governance: Critical for a Sustainable Future in Journalism

2.4 What is a media company today? Rethinking theoretical and empirical definitions

Denise Voci, Matthias Karmasin, Pamela Nölleke-Przybylski, Klaus-Dieter Altmeppen, Johanna Möller & M. Bjørn von Rimscha

Readings (Please read prior to class): Article available here

**Chapter 3. People Management**

3.1 The essence of people management

3.2 Motivation in the Workplace

3.3 Leadership vs. Management - What it means to make a difference (Vídeo)

3.4 Business Case: Siemmens

**Chapter 4. Basic financial literacy**

4.1 Income statement

4.2 Balance sheet

4.3 Cash Flow statement

4.4 Main financial ratios

**Chapter 5. Main strategic business tools**

5.1 Canvas business model

5.2 SWOT

5.3 BCG Matrix

5.4 PESTEL analysis

5.5 Porter five forces

5.6 Business Case: Amazon in 2024

**Chapter 6. Information and decision making**

6.1 Key Aspects of Decision Making

6.2 Understanding External Business Factors

6.3 Sector and internal analysis

**Chapter 7. Audiences and consumers**

7.1 Understanding audiences

7.2 Audience Measures in Media

7.3 Traditional Media Measurement

7.4 Digital Media Measurement

**Chapter 8. Marketing**

8.1 Marketing essentials

8.2 Growth strategies

8.3 Managing marketing investment

8.4 Media vs. Consumer Goods Marketing

8.5 Marketing Functions in a Media Company

8.6 Media Brand Positioning, Promotion, Content Distribution & Monetization

8.7 Business Case: Fred Seibert's Television Branding Revolution

**Chapter 9. Media Advertising Selling**

9.1 Media sales main concepts

9.2 Internal roles and responsibilities

9.3 The media channels

9.4 Campaigns Media Buying

9.5 TV Ad Sales

9.6 Digital Advertising Sales

9.7 Tools & Strategies for Media Advertisingng

9.8 Advertising KPI

**Chapter 10. Innovation and change**

10.1 Methods of Innovation

10.2 Company Innovation

10.3 Innovation and Change in Media Firms

10.4 Business case: Lion King

**Chapter 11. Entrepreneurship**

11.1 Basics of entrepreneurship

11.2 Corporate Entrepreneurship

11.3 Intro to scaling and sprints: From Idea to Impact

11,4 Film: The Pixar Story

## EDUCATIONAL ACTIVITIES

- Theoretical face-to-face classes: 40 hours

- Practical face-to-face classes: 30 hours
- Individual and group work: 30 hours
- Personal study: 48 hours
- Tutorials: 0 hours
- Exam: 2 hours

# ASSESSMENT

### ORDINARY CALL

- **10% Assistance and participation**
- **70% final exam. Minimum grade to pass the course, 5 on a scale of 10**
- **20% finance analysis and strategic plan of an existing media company. Minimum grade to pass the course, 5 on a scale of 10**

### EXTRAORDINARY CALL

Anyone who does not achieve the minimum grade on the exam or on the project can re-submit the work or retake the exam in the Convocatoria extraordinaria. Any of the two parts already passed will not have to be repeated.

**Plagiarism, cheating:**

As is indicated in the standards of evaluation of the University, cases of plagiarism, cheating and other irregularities, such as copying during an exam, will receive academic sanction which, in this case, will be to receive a grade of "suspension" (suspenso) in this course.

**The classroom environment**

- The classroom environment should be conducive to learning. Any use of computers or other devices should be for activities related to the work in the class. Any activity that creates a distraction from an environment conducive to learning is prohibited, including entering into social networks, sending text messages, or watching videos.

# CONTACT

Tutoring shcedule: To be scheduled with the teacher at the request of the student by mail

**Please, contact prof. Pablo Frauca**

# BIBLIOGRAPHY AND RESOURCES

Mercedes Medina. (2021 - 4ª edición). Estructura y gestión de empresas audiovisuales. Pamplona: Eunsa. Find it in the library printed version Find it in the Library electronic version

Chapter 19. Audiovisual business management

Chapter 20. Information and decision-making

Chapter 21. People Managment

Chapter 22. Internal organization

Universidad de Navarra

Robert G. Picard (2011). *The Economics and Financing of Media Companies*, 2nd edition. NY: Fordham University Press. Find it in the Library

Chapter 3. Distribution and Retail Sales of Media

Chapter 6. Audiences and Consumers

Chapter 7. Media, Advertisers, and Advertising

Chapter 8. Innovation and change

Robert G. Picard and Steven S. Wildman, Eds. (2015). Handbook of the Economics of Media. Cheltenham: Edward Elgar Publishing. L. 22.282 Find it in the Library

Chapter 7, Economics of print media *Robert Picard*

Chapter 8, The economics of television *Robert Picard & Barwise*

Chapter 15, Economics and economic impact of copyright *Ruth Towse*