



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:** Required
- **Instructors:** Antonio Virgili (avirgilir@external.unav.es). Coordinator: Mercedes Medina (mmedina@unav.es)
- **Language:** English
- **Room, lecture schedule:** Monday, 12-14 Room 9 and Tuesday, 8-10 Room 13

COMPETENCES

Degree in Audiovisual Communication

1. BASIC COMPETENCES

CB3 - 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

CB4 - Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

CB5 - Students have developed the learning skills necessary to undertake further studies with a high degree of autonomy.

2. GENERAL COMPETENCES

CG1 - Expressing thoughts and ideas in speech and writing in an accurate, orderly, creative fashion, in the field of commercial and institutional communication.

GC3 - Knowing and assessing the impact of audiovisual communication in its multiple dimensions: social, cultural, historical, economic, business, legal, scientific, deontological and technological.



Universidad
de Navarra

GC5 - Apply teamwork and leadership skills aimed at responsible decision-making and problem-solving.

3. SPECIFIC COMPETENCES

CE10 - Knowing the basic principles of direction and management of audiovisual communication companies (production, distribution and exhibition/dissemination).

CE11 - Analyse audiovisual formats in the context of the structure and markets of audiovisual communication.

Degree in Journalism

1. BASIC COMPETENCES

CB2 - 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.

CB3 - 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.

CB4 - Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

CB5 - Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

2. GENERAL COMPETENCES

CG1 - Expressing thoughts and ideas in speech and writing in an accurate, orderly, creative fashion in order to make information available to society.

CG3 - Understanding and valuing communication in history, economics and business, law, ethics and technology.

3. SPECIFIC COMPETENCES

CE9 - Identifying the ethical foundations of the journalistic endeavor and applying them to professional reality.

CE11 - Describing the media market from content production to consumer habits.

CE12 - Being familiar with the structures and operations of media companies: their organizational models, management strategies, and systems of content production and distribution.

E20 - Detecting and correcting mistakes made in the creative and organizational processes of editing, development and production of information products.

PROGRAM

Lecture List and Readings (please go to Reference Books to find them)

It's no longer the same business.



Universidad
de Navarra

1. Introduction to media economics, management history and paradigms

Readings (Please read prior to class):

Alan B. Albarran, 2018. "Media Management and Economics Research: A Historical Review," in Alan Albarran, Bozena Mierzejewska, Jaemin Jung. 2018. *Handbook of Media Management and Economics*, 2nd ed. London: Routledge.

Robert G. Picard. 2018. "The Rise and Expansion of Research in Media Economics," *Communication & Society*, 31(4):113-119. Available at: <http://www.comunicacionsociedad.com/documentos/pdf/20181031124421.pdf>

2. Theories of the firm as a basis for understanding behavior and the choices of media companies

Readings (Please read prior to class):

Robert G. Picard and Aldo van Weezel. 2008. "Capital and Control: Consequences of Different Forms of Newspaper Ownership," *International Journal on Media Management*, 10(1):22-31. Available at: <http://www.robertpicard.net/PDFFiles/capitalandcontrol.pdf>

3. Business model theory and application.

Readings (Please read prior to class):

Mikko Villi and Robert G. Picard, "Transformation and Innovation of Media Business Models," pp. 121-131 in Mark Deuze and Mirjam Prenger, eds. *Making Media: Production, Practices, and Professions*. Amsterdam: Amsterdam University Press, 2019. Available at: https://www.academia.edu/38051165/Transformation_and_Innovation_of_Media_Business_Models

Principles and models of Internet and digital economics

4. The economics of print media and broadcasting

Readings (Please read prior to class)

Chapters 7 and 8 in Robert G. Picard and Steven S. Wildman, Eds. (2015). *Handbook of the Economics of Media*. Cheltenham: Edward Elgar Publishing

5. Harnessing and managing technology

Readings (Please read prior to class):

Nic Newman, Journalism, Media and Technology Trends and Predictions 2019, Reuters Institute, University of Oxford. Available at: <http://www.digitalnewsreport.org/publications/2019/journalism-media-technology-trends-predictions-2019/>

Copyright and its role in protecting media value

Readings (Please read prior to class):

Ruth Towse. 2015. "Economics and economic impact of copyright," in Robert G. Picard and Steven S. Wildman, Eds. *Handbook of the Economics of Media*. Cheltenham: Edward Elgar Publishing

6. Innovating digital value chains and configurations



Universidad de Navarra

Readings (Please read prior to class):

Robert G. Picard. 2015. "The humanisation of media? Social media and the reformation of communication," *Communication Research and Practice*, 1(1), pp.32-41. Available at: http://www.robertpicard.net/files/The_humanisation_of_media.pdf

Philip M. Napoli & Axel Roepnack. 2018. "Big Data and Media Management," in Alan Albarran, Bozena Mierzejewska, Jaemin Jung. 2018. *Handbook of Media Management and Economics*, 2nd ed. London: Routledge.

7. Understanding contemporary audiences and consumers

Readings (Please read prior to class):

Chapter 6, "Audiences and Consumers" in Robert G. Picard (2011). [The Economics and Financing of Media Companies](#), 2nd edition. NY: Fordham University Press.

Section 2, *Digital News Report 2018*. Reuters Institute University of Oxford. Available at: <http://media.digitalnewsreport.org/wp-content/uploads/2018/06/digital-news-report-2018.pdf?x89475>

8. Issues in the distribution and retail value chains of media

Readings (Please read prior to class):

Chapter 3, Distribution and Retail Sales of Media, in Robert G. Picard (2011). [The Economics and Financing of Media Companies](#), 2nd edition. NY: Fordham University Press.

9. Company structures and operational implications

Readings (Please read prior to class)

[Elena Raviola and Paola Dubini. 2016. "The logic of practice in the practice of logics: practicing journalism and its relationship with business in times of technological changes," *Journal of Cultural Economy*, 9\(2\):197-213.](#)

Aldo van Weezel. 2009. "Organizational Changes in Newspaper Firms and Their Relation to Performance," *International Journal on Media Management*, 11(3-4):144-152. Available at: <https://doi.org/10.1080/14241270903278868>

10. Connecting advertisers and audiences

Readings (Please read prior to class):

Chapter 10, "Advertising in Media Management and Economics," in Alan Albarran, Bozena Mierzejewska, Jaemin Jung. 2018. *Handbook of Media Management and Economics*, 2nd ed. London: Routledge.

Chapter 7, "Media, Advertisers, and Advertising" in Robert G. Picard (2011). *The Economics and Financing of Media Companies*, 2nd edition. NY: Fordham University Press.

11. Entrepreneurship in media and creative industries

Readings (Please read prior to class):



Universidad
de Navarra

Leona Achtenhagen. 2008. Understanding Entrepreneurship in Traditional Media, *Journal of Media Business Studies*, 5(1):123-142. Available at: <https://doi.org/10.1080/16522354.2008.11073463>

Min Hang. 2018. "Media Entrepreneurship," in Alan Albarran, Bozena Mierzejewska, Jaemin Jung. 2018. *Handbook of Media Management and Economics*, 2nd ed. London: Routledge.

EDUCATIONAL ACTIVITIES

- Theoretical face-to-face classes: 40 hours
- Practical face-to-face classes: 30 hours
- Individual and group work: 30 hours
- Personal study: 50 hours

ASSESSMENT

ORDINARY CALL

- 20% homework assignments
- 50% final exam. Minimum grade to pass the course, 5 on a scale of 10
- 30% group activity, business plan, marketing plan, prototype. 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" (suspense) 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



Universidad
de Navarra

Please, contact **prof. Antonio Virgili**: avirgilir@unav.es

BIBLIOGRAPHY AND RESOURCES

Alan Albarran, Bozena Mierzejewska, Jaemin Jung. 2018. *Handbook of Media Management and Economics*, 2nd ed. London: Routledge. [Find it in the Library](#)

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

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](#)

Specific readings:

From Alan Albarran, Bozena Mierzejewska, Jaemin Jung. 2018. *Handbook of Media Management and*

***Economics*, 2nd ed. London: Routledge**

1 Media Management and Economics Research: A Historical Review, *Alan B. Albarran*

10 Advertising in Media Management and Economics, *Louisa Ha*

16 Media Entrepreneurship, *Min Hang*

26 Big Data and Media Management, *Philip M. Napoli & Axel Roepnack*

From Robert G. Picard and Steven S. Wildman, Eds. (2015). *Handbook of the Economics of Media*. Cheltenham: Edward Elgar Publishing.

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*

From Robert G. Picard (2011). *The Economics and Financing of Media Companies*, 2nd edition. NY:

Fordham University Press.

Chapter 3. Distribution and Retail Sales of Media

Chapter 6. Audiences and Consumers



Universidad
de Navarra

Chapter 7. Media, Advertisers, and Advertising