

# Media Work

## 2007/ 2008

*“Media companies are learning how to accelerate the flow of media content across delivery channels to expand revenue opportunities, broaden markets and reinforce viewer commitments. Consumers are learning how to use these different media technologies to bring the flow of media more fully under their control and to interact with other users. They are fighting for the right to participate more fully in their culture, to control the flow of media in their lives and to talk back to mass market content. Sometimes, these two forces reinforce each other, creating closer, more rewarding, relations between media producers and consumers.”*

- Henry Jenkins (2004) -

*“This race to become the most liquid media marketplace has just started, and the winners are not yet obvious.”*

- The Economist (2006) -

*“a growing army of media professionals, producers and others work in this expanding sector of the economy, many of them in freelance, temporary, subcontracted and underpaid (and sometimes unpaid) positions [...] They are also often at the forefront of processes of organisational change including new flexible work regimes, reflexive corporate cultures, and the introduction of digital technologies, multimedia production and multiskilled practices.”*

- Simon Cottle (2003) -

*“Working in the digital media industry is not as much fun as it is made out to be.”*

- Tiziana Terranova (2000) -

Class:	Graduate Program of Indiana University Bloomington
Class meetings:	Biweekly
Enrollment:	15
Instructor:	Mark Deuze (mdeuze); <a href="http://deuze.blogspot.com">http://deuze.blogspot.com</a>
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## **Course Description**

This course is one of the foundational courses of the graduate program at the Department of Telecommunications, and is the core course for the MS program.

The world of media is changing rapidly, or so it seems: audiences for mass entertainment are dwindling, teenagers are more likely to blog than to ever read a newspaper, and job cuts in the US media industries are rampant as the production work gets outsourced internationally. Yet at the same time more media gets produced and consumed all the time. Every year we spend more time watching TV and movies, playing computer and video games, listening to music, following the daily news. Surely this must be a golden age for the media business?

This course explores this fascinating paradox by going deep inside the organizations across all the media industries (including journalism, advertising, marketing and public relations, film, radio, TV, music and recording, computer and video games) that produce culture for our global economy. Our focus is on understanding and analyzing the most current paradigms and key debates within these industries regarding financing, management, production, marketing and distribution of content and experiences.

This course expects students not just to understand and master the past and present of the ways media organizations function and media careers are made. A significant part of the grading in this course will be based on your ability to come up with new and innovative ways to think about future strategies for media professionals and organizations. The literature for this course focuses on academic and trade readings in the area of media production and management, including works on design, the management of creativity and innovation, legal and financial aspects, the economics of production and use, labor issues and work rules, ethics, and organizational communication.

In combining theories about media work, learning research methods for understanding media organizations, and developing conceptual strategies for media industries, students will learn all aspects of theory and practice regarding the way media are made.

## **Required Readings**

This class will use a combination of a key book (“Media Work”, published by Polity Press in 2007) and key readings from academic peer-reviewed journals in a wide variety of disciplines, as well as profession-specific journals. All articles will be made available in PDF format through Oncourse and/or Library E-Reserves. The book is available through the Indiana University Bookstore.

## Additional Readings

For those interested in greater detail about the various media, cultural and creative industries, issues related to media management and economics, and the creative process in general I suggest checking out the *Amazon Listmania!* list on "Working In The Media", available at URL: <http://tinyurl.com/5tvvbn>.

## Class Meetings

This is a course intended delve deep into the issues, debates, constraints and challenges facing professionals and audiences in the day-to-day operations of media industries. You are expected to adopt multiple perspectives in your analysis of media work: of the seasoned professional or enthusiast newcomer, the manager or director, the marketing strategist or creative artist, the content-generating user as well as the passive consumer. Course lectures will include PowerPoint presentations, videos, and brief classroom exercises. Students are expected to subscribe to industry newsletters and blogs (through RSS feeds) as well as be prepared to introduce case studies and other examples to the class relevant to the issues under debate that day. As we will be with a relatively small group, a lot of what you get out of this course will depend on what you bring to the discussions and presentations at class meetings.

## Media Industry News

<i>Industry Reports/Market Analysis</i>	
Media Info Center	<a href="http://www.mediainfocenter.org">http://www.mediainfocenter.org</a>
<i>Headlines/Newsletters</i>	
IWantMedia Headlines	<a href="http://www.iwantmedia.com">http://www.iwantmedia.com</a>
Mediaweek Daily Briefing	<a href="http://www.mediaweek.com">http://www.mediaweek.com</a>
Benton Foundation Headlines	<a href="http://www.benton.org/headlines">http://www.benton.org/headlines</a>
MediaBuyerPlanner Daily	<a href="http://www.mediabuyerplanner.com">http://www.mediabuyerplanner.com</a>
iMedia Connection News	<a href="http://imediacconnection.com/news">http://imediacconnection.com/news</a>
<i>Blogs/RSS Feeds</i>	
Jack Myers Report	<a href="http://jackmyersmediabusinessreport.com">http://jackmyersmediabusinessreport.com</a>
Mediabistro Media News	<a href="http://www.mediabistro.com">http://www.mediabistro.com</a>
Corante Media Hub	<a href="http://media.corante.com">http://media.corante.com</a>
Polymeme/Media	<a href="http://polymeme.com/media">http://polymeme.com/media</a>
Jim Romanesko's Media News	<a href="http://www.poynter.org/column.asp?id=45">http://www.poynter.org/column.asp?id=45</a>
MIT Convergence Culture Consortium	<a href="http://www.convergenceculture.org/weblog">http://www.convergenceculture.org/weblog</a>

## Assignments and Papers

Your work in this class is based on three key elements:

- first, your participation in the class. This will be measured by a combination of your active contributions to class discussions and presentations, and by the quality of the materials (examples,

discussion topics, case studies, news analysis) you will bring to each class.

- The second element is a theoretical literature review paper that you will submit in one draft and one final version during the semester. This paper will cover all the relevant class readings plus a number of additional readings related to a particular topic this class covers.
- The third and most significant element of this course is your final individual project paper. In this work, you draft a manifesto of your own vision and idea(s) regarding working, managing, or studying the media industry. This project paper will have practical as well as theoretical components, and can be used as the starting point for thesis work, an individual research program, or as a business and strategy plan for your own media organization and career objectives.

Specific requirements for each of these assignments and papers will be discussed during the first week of class.

### **Grading & Evaluation**

Participation/Media News Analysis	30%
Literature Review Paper	30%
Final Strategy Document	40%

### **Course Policies**

To ensure that the administration of the course is fair to everyone, please note the following course policies.

Attendance: Attendance is mandatory. If you miss more than two classes without a valid reason, you are expected to withdraw or drop the class.

Oncourse: It is essential that you check Oncourse, the online site for classes, on a regular basis. E-mail messages announcing changes and modifications to the syllabus will be sent to you via Oncourse mail only.

Deadlines: No compromises – deadlines are deadlines. Late work is unacceptable. If you cannot make a deadline (or a class), discuss your reasons with me in person at least 24 hours in advance, and provide documentation.

Professional Behavior in the Classroom: Professional behavior is expected: Be on time, turn your cell phones off, and use your laptops for notes.

Withdrawals: The last day to withdraw with an automatic grade of “W” is mid-way through the semester: Wednesday 29 October.

# Media Work Course Schedule

## First Half

<b>Date</b>	<b>Wk</b>	<b>#</b>	<b>Topic</b>	<b>Class Readings &amp; Remarks</b>
02.09	1	1	<i>Introduction</i>	Syllabus
04.09		2	<i>Overview; Course Outline</i>	Preface to “ <i>Media Work</i> ” (hereafter: MW)
09.09	2	3	<i>Media &amp; Social Theory (I): Society and Visibility</i>	Terje Rasmussen; John Thompson
11.09		4	<i>Media &amp; Social Theory (II): Media and the Network Society</i>	Manuel Castells; Gustavo Cardoso
16.09	3	5	<i>Media &amp; Social Theory (III): Living a Media Life</i>	John Urry; Scott Lash
18.09		6	<i>Media &amp; Social Theory (IV): Liquid Life, Work, and Media</i>	MW Ch1
23.09	4	7	<i>The New Cultural Economy and the Creative Class</i>	Allen Scott; Richard Florida
25.09		8	<i>Media Industry News</i>	
30.09	5	9	<i>Media as Cultural and/or Creative Industries</i>	David Hesmondhalgh; Andy Pratt; Terry Flew
02.10		10	<i>Media Work and Convergence Culture</i>	MW Ch2; Henry Jenkins; Yochai Benkler
07.10	6	11	<i>Media Professions in a Digital Age</i>	MW Ch3; International Labor Organization 2004
09.10		12	<i>Media Industry News</i>	
14.10	7	13	<i>Media Organizations and the Production of Culture</i>	Richard Peterson & Narasimhan Anand; Paul DiMaggio
16.10		14	<i>Media Industry News</i>	

## Media Work Course Schedule Second Half

21.10	8	15	<i>Media Management (I): The Challenge of Culture, Creativity, and Innovation</i>	Lucy Küng; Edgar Schein; Emmanuel Ogbonna & Lloyd Harris
23.10		16	<i>Media Management (II): The Challenge of the Transnational</i>	Amelia Arsenault & Manuel Castells; Susan Christopherson; Sylvia Chan-Olmsted & Byeng-Hee Chang
28.10	9	17	<i>Media Industries: PR, Advertising &amp; Marketing</i>	MW Ch4; Gernot Grabher; Sean Nixon
30.10		18	<i>Media Industry News</i>	Advertising/PR/Marketing
04.11	10	19	<i>Media Industries: Journalism</i>	MW Ch5; Kenneth Killebrew; Ann Hollifield; ILO 2006
06.11		20	<i>Media Industry News</i>	Journalism
11.11	11	21	<i>Media Industries: Television/Motion Pictures</i>	MW Ch6; Allen Scott; Helen Blair; Neil Coe & Jennifer Johns
13.11		22	<i>Media Industry News</i>	Film/TV
18.11	12	23	<i>Media Industries: Game Design and Development</i>	MW Ch7; Mia Consalvo; Greig de Peuter & Nick Dyer-Witheford; Jennifer Johns
20.11		24	<i>Media Industry News</i>	Computer and Video Games
25.11	13	25	<i>Individual Meetings</i>	No class
27.11		26	<i>Thanksgiving Recess</i>	No class
02.12	14	27	<i>Media Industries: Music and Recording</i>	Keith Negus; Jonathan Gander & Alison Rieple; Valerie Vaccaro & Deborah Cohn
04.12		28	<i>Media Industry News</i>	Music and Recording Industry
09.12	15	29	<i>Media Organizations, Work, and Management</i>	MW Ch8
11.12		30	<i>Course Grades &amp; Evaluation</i>	

## Reading List

- Arsenault, Amelia, Castells, Manuel (2008) The Structure and Dynamics of Global Multi-Media Business Networks. *International Journal of Communication* 2, pp.707-748.
- Benkler, Yochai (2002) Coase's Penguin, or, Linux and The Nature of the Firm. *The Yale Law Review* 112(3), pp.369-446.
- Blair, Helen, Culkin, Nigel, Randle, Keith (2003) From London to Los Angeles: a comparison of local labour market processes in the US and UK film industries. *International Journal of Human Resource Management* 14(4), pp.619-633.
- Cardoso, Gustavo (2006) *The media in the network society: browsing, news, filters, and citizenship*. Lisboa, Portugal: CIES.
- Castells, Manuel (2000) Materials for an exploratory theory of the network society. *British Journal of Sociology* 51(1), pp.5-24.
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- Christopherson, Susan (2006) Behind the scenes: How transnational firms are constructing a new international division of labor in media work. *Geoforum* 37, pp.739-751.
- Coe, Neil, Johns, Jennifer (2004) Beyond production clusters: towards a critical political economy of networks in the film and television industries. In: Scott, Allen, Power, D. (eds.) *The cultural industries and the production of culture*, pp. 188-204. London: Routledge.
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- Deuze, Mark (2007) *Media Work*. Polity Press.
- DiMaggio, Paul (2000) The production of scientific change: Richard Peterson and the institutional turn in cultural sociology. *Poetics* 28(1), pp.107-136.
- Flew, Terry (2007) Cultural and Creative Industries. In: G. Hearn, D. Rooney and D. Wright (eds.), *Knowledge Policy: Foresight for the 21st Century*. Edward Elgar Press, Aldershot UK.
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- Grabher, Gernot (2002) The project ecology of advertising: tasks, talents and teams. *Regional Studies* 36(3), pp.245-262.
- Henry Jenkins (2004) The cultural logic of media convergence. *International Journal of Cultural Studies* 7(1), pp.33-43.
- Hesmondhalgh, David (2007). Cultural and Creative Industries. In: Tony Bennett and John Frow (eds) (2007) *Handbook of Cultural Analysis*. Oxford and Malden, MA: Blackwell.

- Hollifield, Ann C. (2006) News Media Performance in Hypercompetitive Markets: An Extended Model of Effects. *International Journal of Media Management* 8(12), pp.60-69.
- International Federation of Journalists (2006) *The changing nature of work: a global survey and case study of atypical work in the media industry*. URL: <http://www.ifj.org/pdfs/ILOReport070606.pdf>.
- International Labour Organization (2004) *The future of work and quality in the Information Society: The media, culture, graphical sector*. URL: <http://www.ilo.org/public/english/dialogue/sector/techmeet/tmmcgs04/tmmcgs-r.pdf>.
- Johns, Jennifer (2006) Video game production networks: value capture, power relations and embeddedness. *Journal of Economic Geography* 6(2), pp.151-180.
- Killebrew, Kenneth (2002). Culture, Creativity and Convergence: Managing Journalists in a Changing Information Workplace. *International Journal of Media Management* 5(1), pp.39-46.
- Kung, Lucy (2000) Exploring the link between culture and strategy in media organisations: the cases of the BBC and CNN. *International Journal of Media Management* 2(2), pp.100-109.
- Lash, Scott (2001). Technological Forms of Life. *Theory Culture Society* 18(1), pp.105-120.
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