
COMMUNICATIONS MANAGEMENT

Communications Faculty

Mary Ann Flannery, S.C.	Chair; Media Ethics
Mary E. Beadle	Ethics; Global Communications
Douglas R. Bruce	Research Methods; Communications Theory
Karen Gygli	Theater Production
Keith Nagy	Theater Management
Alan R. Stephenson	Media Management

School of Business Faculty

Thomas Conklin	Organizational Behavior and Leadership and Managerial Skills
J. Benjamin Forbes	Leadership and Managerial Skills
Nathan S. Hartman	Organizational Behavior; Human Resource Management
Paul R. Murphy	Marketing
Jonathan E. Smith	Leadership Management Skills
Edward C. Tomlinson	Organizational Behavior; Human Resources

The Communications Department offers an interdisciplinary program leading to a Master of Arts degree in Communications Management. Combining advanced course work in communications with selected, related course work in the Boler School of Business, this program develops a student's knowledge of, and competence in, the management process. The curriculum of study is designed to foster awareness of ethical theories and of the processes involved in making ethical decisions within the work environment.

The Communications Management master's degree assists students to attain the knowledge and analytical skills appropriate either to roles of leadership in the professions or to further graduate study. The program offers specialization in three major areas of communications: Public Relations, Television, or Theater and Performing Arts.

Admission Requirements

Master's in Communications Management

Admission to the Communications Management Program depends on several factors:

- Favorable evaluation of the applicant's undergraduate record
- Scores attained on the general Graduate Record Examination (GRE)
- Two letters of recommendation from undergraduate professors or professionals in the field
- A GPA in the undergraduate major of 3.0
- A written statement on plans and goals related to the program.

Applications will be reviewed by the department's graduate committee using the guidelines in *Bulletin*. While the ideal candidate should have an undergraduate degree in communications, students from other disciplines are encouraged to apply.

Candidates must have completed 15 hours of approved communications courses before full admission to the program. Work experience will be considered. Course prerequisites must be met before starting the master's program. The program can be completed on a part-time basis

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Course Programs

According to their career goals, students may choose between two approaches to the degree, Plans A and B. Plan A, which emphasizes research and includes a thesis requirement, is most appropriate for those considering further course work at the doctoral level. Plan B, which combines course work with either a research essay or a creative project, may be more appropriate to students whose M.A. will be their final degree. The selection of Plan B does not exclude students from subsequent doctoral study. Both plans require a comprehensive examination.

PLAN A: 33 Hours. *27 hours plus 6 hours thesis and a comprehensive exam.*

Communication Courses - 18 Hours*

CO 510 Research Methods**
CO 520 Ethics and Media**
CO 530 Seminar in Communication Law and Policy
CO 550 Development of Communication Theory

M.B.A. Courses - 9 Hours*

MK 521 Marketing
MN 550 Management Skills*** (Must be taken before
MN 588)
MN 588 Strategic Human Resource Management

Plus one of the following three CO sequences:

Public Relations Sequence

CO 515 Media Strategy
CO 585 Seminar in Public Relations and Media
Management

Television Sequence

CO 525 Advanced Media Production
CO 580 Seminar in Electronic Media Management

Theater Sequence

CO 535 Seminar in Advanced Pre-Production and
Performing Arts Direction
CO 575 Live Theater and Performing Arts Venue
Management

CO 599 Thesis: 6 hours approved

PLAN B: 33 Hours. *30 hours plus 3 hours of a research essay or creative project and a comprehensive exam.*

Communications Courses - 21 Hours*

CO 510 Research Methods**
CO 520 Ethics and Media**
CO 530 Seminar in Communication Law and Policy
CO 550 Development of Communication Theory
CO 595 Communication in the Global Marketplace **or**
one additional approved M.B.A. course

M.B.A. Courses - 9 Hours*

MK 521 Marketing (Prerequisite MN 531)
MN 550 Management Skills*** (Must be taken before
MN 588)
MN 588 Strategic Human Resource Management

Plus one of the following three CO sequences:

Public Relations Sequence

CO 515 Media Strategy
CO 585 Seminar in Public Relations and Media
Management

Television Sequence

CO 525 Advanced Media Production
CO 580 Seminar in Electronic Media Management

Theater Sequence

CO 535 Seminar in Advanced Pre-Production and
Performing Arts Direction
CO 575 Live Theater and Performing Arts Venue
Management

CO 598 Essay or Project in Communication Management: 3 hours

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* Courses may have prerequisites.

** CO 510 and CO 520 must be taken in the first year of the program.

***MN 531 or equivalent is a prerequisite for MN 550. It can be used as the “one additional approved MBA course” in Plan B.

At the time of acceptance, each student is assigned to a department advisor. The choice of courses, selection of subject for research paper or thesis, and the reading preparation for the comprehensive examination are made under the advisor’s direction.

COURSE DESCRIPTIONS

CO 510. RESEARCH METHODS IN COMMUNICATION 3 cr. Prerequisite: One semester of statistics. Introduction to major principles, strategies, and techniques in media research, including the principles of scientific inquiry, both quantitative and qualitative (i.e., descriptive statistics and ethnographic research). Includes hypothesis construction, research design, data collection, sampling techniques and interpretation of results. Students plan and undertake a research project.

CO 515. MEDIA STRATEGY AND PLANNING 3 cr. Prerequisite: CO 315, CO 225 or equivalent. Critical assessment of the scholarly research for a campaign to influence or change public opinion or behavior. Analysis of research methods (visual, written or oral), technology (multimedia, Internet, etc.), and the measurement and evaluation of results. Investigation of management issues and application of theory to crisis situations.

CO 520. ETHICS AND MEDIA 3 cr. Comprehensive study of social ethics from consequentialism and duty-based theories to individualistic and collectivistic theories, and the use of these theories as they apply to daily decisions in media management.

CO 525. ADVANCED MEDIA PRODUCTION 3 cr. Prerequisite: CO 319 or equivalent. Critical analysis of aesthetic decisions and skills in the planning and production of television programs from initial research, through writing, to final completion. Focuses on the theoretical and scientific knowledge necessary for the development of professional-level programs.

CO 530. SEMINAR IN COMMUNICATION LAW AND POLICY 3 cr. Analysis of case studies, media law and government policy as they relate to the communication industry. Ethical implications will be discussed.

CO 535. SEMINAR IN ADVANCED PRE-PRODUCTION AND PERFORMING ARTS DIRECTION 3 cr. This course presents a more advanced examination of the process of assembling and producing a theater or performance arts experience. Students will research and develop knowledge of the basic phases, including pre-production, script analysis and selection, obtaining appropriate rights, casting and rehearsal, performance control and post production and wrap up. In addition, theories on the process and role of the director will be analyzed and discussed.

CO 550. DEVELOPMENT OF COMMUNICATION THEORY 3 cr. Traces the history of theories and models developed to describe, explain and predict what people do when they communicate. The course follows the development of communication from the classical era to the present.

CO 575. LIVE THEATER AND PERFORMING ARTS VENUE MANAGEMENT 3 cr. Practical principles and procedures of the backstage management process, from pre-production to post production. Includes advanced topics such as budgeting, marketing, venue management, analysis and understanding of the role of leadership.

CO 580. SEMINAR IN ELECTRONIC MEDIA ADMINISTRATION 3 cr. Prerequisite: CO 425. Intensive study of the management process and current theories as applied to mass media organization. Investigates budgeting, financial reporting, personnel selection/training, strategic planning, communication, governmental, and community relations.

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CO 585. SEMINAR IN PUBLIC RELATIONS MANAGEMENT 3 cr. Prerequisite: CO 515, or permission of the instructor. Examines the interaction and relationships of professional public relations activity in the media, the social structure and economy through selected readings in theories of social communication and psychology. Emphasis is placed on the management of the public relations function.

CO 595. COMMUNICATION IN THE GLOBAL MARKETPLACE 3 cr. Prerequisites: CO 510, 520. Introduction to, analysis of, and guided research in the technical, legal and cultural issues associated with electronic and print media. Emphasis on understanding the corporate cultures of Europe, Japan and developing countries.

CO 597. INDEPENDENT STUDY IN COMMUNICATIONS MANAGEMENT 1-3 cr. Individualized work in the study of communications management. Topic subject to the approval of the advisor and the director of the department's graduate program.

CO 598. RESEARCH ESSAY OR PROJECT IN COMMUNICATIONS MANAGEMENT 3 cr. upon approval. Demonstration of the ability to plan, develop, and carry out a research essay or project of significance in the field of communication management. The form is subject to the approval of the advisor and the director of the department's graduate program.

CO 599. MASTER'S THESIS 6 cr. upon approval. Demonstration of capacity for advanced research and independent thought through preparation and defense of a substantial written document. Thesis proposal and final document must be approved by thesis committee.

MK 521. PRINCIPLES OF MARKETING 3 cr. Study of various phases of marketing upon which sound marketing programs are based. Product planning, distribution policies, promotional policies, and pricing. Marketing planning and control. Related marketing problems of concern to business management.

MN 531. ORGANIZATIONAL BEHAVIOR 3 cr. Intensive survey of selected theoretical and empirical studies from the behavioral sciences relevant to the structure and processes of organization. Consideration of formal and informal organizations, the individual, group dynamics, communication, leadership, motivation, and organizational design, development, and change.

MN 550. MANAGEMENT SKILLS 3 cr. Prerequisite: MN 531 or equivalent. Comprehensive assessment of the student's management and leadership skills, followed by individual feedback and classroom discussion and exercises. Develops skill awareness and career management.

MN 588. STRATEGIC HUMAN RESOURCE MANAGEMENT (MN 584) 3 cr. Prerequisite: MN 531, MN 550. Strategic Human Resource leadership: how organizations achieve success through human resource management. Topics may include manpower planning, training, performance appraisals, and compensation systems. Case methodology will be involved.