

УДК 070:005:[378.147-027.22

## CASE STUDY IN MASS MEDIA STUDIES

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This article is devoted to the problem of case study in journalism education and mass media studies. Some problem of methodology of media management studies are described like case study.

The research is focused on the tasks for media management course as main source of knowledge for students about media management, marketing, target audience of media, human resource strategies, leading and motivation skills.

*Key words:* case study, media management studies and methodology, practical tasks for students, mass-media education, mass-media, media management skills.

The research of elements of media management studies is actual because students of mass media faculties had no imagination at all about how media works. For practice periods and doing by learning student learn and practice copywriting strategies. But mass media deals not only with content. In other words knowledge of media management not only about content, production and distribution but also about audience and audience behavior [5; p.xi].

As media management tutor author was quite surprise with only several textbooks with not always relevant content for media management course and existing of no collections of the tasks and cases describing media practices to discuss during media management studies.

Scholars have collection of tasks for pupils on different subjects as math, literature, English, chemistry, biology ext. But there are no collections of tasks for mass media studies and media management especially.

There are amount of discussions about journalism education. It is well known fact that editors should reeducate graduate students in newsroom and each media manager or editor in chief sure that students have less knowledge and skills for being journalists and having job in mass media.

In fact, great problem is in the balance of theoretical knowledge and practical skills. Another aspect of journalism is writing skills which can be taught rather hard. Being journalist does not mean have an education in journalism or media field. Discussion about balance of theoretical knowledge and practical skills is also about main types of journalism studies: learning by learning and learning by doing.

Students for years of education in University can receive equal amount of knowledge if they work for 3 month in any media [2, с. 33]. So there is battle between systems of education: to learn all about everything or to know all about one subject.

Oleg Khomenok shares opinion that management of regional media is poor, but with rare exceptions. He tells us that there are not effective media management educational programs and courses for media managers in Ukraine [3, с.18]. Great problem for journalism education is lack of textbooks for students. In some cases they use textbook with old knowledge or book composing by foreign authors [1, с. 2-30].

In the list of textbook that can be used by students and media managers and can be find in the libraries are:

- Voroshilov V. Economy Of Journalism, 1999;
- Gurevich S. Media Economy, 2001;
- Vartanova H. Media Economy Of Foreing Countries, 2002;
- Fink K. Strategic Management Of Newspaper, 2009;
- Aris A. Media Management, 2010;
- Modern Media Management: The Ways Of Denationalization Of Ukrainian Press, 2007;
- Albarran A. Management Of Electronic And Digital Media, 2009.

We also should not forget about rare articles that deals with media management as a source of information. So we have no doubt about the reason of weak management in ukrainian media and why media managers still can not earn money with they media and need donations. The reason is that there are no program for media managers and no literature and textbook to study media management. In fact only some aspects of media life are described in media management textbook.

This year online course «Media management in period of transformation» appears due to initiative of Institute of Local Press And Information (<https://thomsonfoundation.edcastcloud.com/learn/summer-2017-5382>) and donations of EU. This is little attempt to help media managers to cope with problems in period of transformation. But this is not enough as all knowledge about media management lost their actuality too fast and need updating. It can be easy to rewrite or transform cases by using informational technologies (IT) like mobile applications or web sites. Technologies provide students with interactive educational materials and make journalism education dynamic and effective and this is topic for another research. It will be perfect to create real electronic and interactive site or application in mass media studies purposes.

Journalist should work not only with information but also be good in organization, controlling, planning daily duties, problem-solving, time management, motivation. Of course, education can help students to fit all the requirements in mass media industry. Media management study is organic part of education for journalist as mini MBA program or its analogue. So it will be clear to use method of case study for media management studies.

Practice of case study is rather successful and allowable in educational process all over the world. In cases situations in mass media are describing and problems that media managers faced with. Such cases give an opportunity for students to develop wide range of skills: analytical thinking, communication, leadership, teamwork, presentation, listen and hear. By using case study students got new and additional knowledge and fixed them by actions. As Confucius and Xunzi said: «I hear and I forget. I see and I remember. I do and I understand».

Skills that students receive during case study are useful not only for alumnus of business schools as case study method was first implemented and used in business schools and Master Business Administration programs in the beginning of the XX century. First time collection of the cases appeared in report of Harvard Business School at 1925 year. This method of study was so effective that students spend much time on it.

Mass media are more than business and place for points of view. Important indicators for this business are number of audience, rating, possibilities for advertisements. In case then there is no interesting content result is less audience, low rating and no advert announcements. Nowadays, Mass media are considered an indispensable tool in human life.

We truly believe that one day each outstanding journalist may turn to the manager of media or owner of the media due to development of career or establishing own media. So media management knowledge about planning, organization, managing, controlling and skills will be in need at that moment and for marketing and audience research.

It is clear that in business true decisions is nonsense. The copy of leader strategies is absolutely bad way that not lead to success. In media management there is not one true way and using case study can lead to excellent results in students groups.

Case is special task for students which was designed on real or invent facts and situations of media business. Main goal of cases in media management is to introduce students with features of media and some aspects of managing different media. It may be story about creating and development of media organization. Case can consist of theoretical thesis, ways of decisions, describe problems, and show the way how company cope with problems. Case propose students to make some decisions, to find to best way in problem solving or find out the alternative with discussing advantages and disadvantages of each decision. And after that let them know about real decision and its influence on media. The most easiest type of task in media management case can be the list of actions if you were the head of this media.

There are many ways of implementation of case study in journalism education. Students of Mass Media Faculties can solve and discuss them in classroom. Cases can be part of home or research work. Also cases can be solved in group of student or by individuals.

Such tasks for students are urgent in need as education of journalist is rather theoretical than practical with several exceptions. Case study lead students to face some problems the media managers solve every day in imitate environment. During case study students try to solve real problem they can meet in mass media. It is great opportunity of analysis, problem solving and decision making for them.

Case imitate everyday activity of mass media, journalists and media managers. In case students can cope with different problems as marketing and new media projects, target audience, human resources and motivation, change of the strategy, conflicts, media product management and even ethic problems. Cases is part of preparation for their future work and give an opportunity for development of interpersonal and soft skills (leadership, presentation, argumentation, debate, take the criticism, solve conflicts and problems).

There are many useful and interesting examples for cases in media business. Just look for this media corporation: BBC, CNN, News Corporation, DeAgostini. What useful information can be learned thanks their stories? Biography of media magnates (style of management, innovations, way of building their media empire) is also a great source of

information for media managers. Though case study we can pay students attention to history of famous magazines as Vogue, Burda, Time, Forbes, Cosmopolitan, Playboy, Seventeen.

Case study allows students to understand principles of media management and form communication skills that are necessary in media management. Also students can get acquainted with every day life of different media.

Of course it is easy to take ready media case, but the situation on media market is not stable, so cases should be changed and rewritten. Media management have feature. First of all it is nature duality of media: business and social information.

There are few cases about media management. For example, Annet Aris devoted her time to case about Facebook and opportunities and treatments for mass media.

Seems logical to use cases about Blitz-Inform Publishing (from 1992, [www.blitz.kiev.ua](http://www.blitz.kiev.ua)) and its activity: Business, Nataly, Accounting magazines, own printing house and pack factory. From this story students know about business press in Ukraine, about additional business and ways of donations, ways of distributions of magazines, reports and transparency of the board of directors.

If students look on activity of Telegraaf Media Group (Netherlands) in Ukraine they will face with marketing, promotion and product management. Students can practice in SWOT-analysis and marketing-mix for mass media (magazines «Glance», «What's On», «Domus Desing», «Gourmet Guide»). Students can compare management in main office and in ukrainian office.

Case about DeAgostini shows universal idea about audience as it is the leading partwork publisher. Famous DeAgostini collections based on fanaticism and fetishism. Company create collections of magazines on different topics, little encyclopedia issues so students can propose topics for partwork after careful study and national market research.

About changing of media environment can tell case about The Cable News Network (CNN). Ted Turner initiate the CNN, news all the time channel. By this example students can understand challenges and new concept for mass media products. They can also analyze the Turner's style of management and leadership.

Ethical and social corporate responsibility it is story about The New York Times Company.

It is rather interesting to research the phenomenon of reality shows and its adaptation on market like «The Hell's Kitchen», «X-Factor», «Dancing with the stars» or some aspects of adaptation of media to the local market.

Cases about universities newspapers and magazines can also be researched with all aspects of media as deadlines, planning, working with volumes of information, news, illustrations.

It will be interesting to design case using nonfiction literature about journalists and media, for example to research style of management of Miranda Priestly from «Devils Wear Prada» (by Lauren Weisberger) and level of delegation in Runway magazine.

Researching and solving cases about media companies lead students to face media problem and develop skills for management.

We believe that description full situation in media management to students in one textbook will be not enough, but for case it is easy to do.

Media companies cannot exist without planning, target audience (readers, watchers, listeners), advertising and income. It is important to have special system for staff motivation,

to be leader, to know well about marketing and promotion strategies. Media management is compiling from many different disciplines [4; с xvii] as marketing, sociology, psychology.

Case study let students to develop and improve their skills and deeply understand the essence of media management. By the way students can find out many interesting information during case studies: facts, names of editors, media managers and journalists, definitions, rules, success stories and stories of fails. Some cases can consist from insider information and this is real interesting and useful information to study that lead to deeper understanding of processes in mass media.

Cases help students with developing analytical skills and teamwork. To succeed in media management theory is not enough, managers should have stack of skills that can be develop by cases.

Composing case is painstaking work in case if author is not part of media managers board as process of researching take too much time. Case may present the result of scientific research of its author. On the whole case study is a research strategy.

There are two main ways in composing cases: Harvard and Manchester. Harvard way shows us the case story must be of great volume and students must find the one correct decision. European way in case study let student find several alternative decisions.

This way by using case study students can apply all their knowledge and background. Each student in the group should find decision based on lectures or reading list. Period of preparation is key to success of case study.

Case can be composing with all necessary information for analysis, but also it can be composing with some gaps of information in order stimulate student to search needed information and data.

Case study deals with huge volume of data and coping with it is great skill nowadays: attention to the details, comparing facts, analysis of data. Case study in group is great way to share knowledge and experience for students. It is also can be a micromodel of board of directors so students can feel aspects of responsibility of taking wrong decision. Gap of information in cases lead student to search and develop their searching skills.

Case study covers such education goals as new information, acquaintance with mass media companies, practical value in developing analytical and soft skills.

This pilot research is the attempt of understanding the real problem in journalism education and media management studies. The analysis of books devoted to education, mass media and media management opens to us list of problem.

Some topics need to be researched for example about balance of theoretical and practical part of media management course or about effectiveness of case study for students of mass media faculties.

All types of tasks in Universities mostly deals with theoretical part of journalism education. Looking for effective methods of study we should pay attention to case studies and research all possibilities of it implementation in journalism education, mass media and media management studies. Media management cases make it possible to understand better the mass media management essence and reality. Cases deliver students with hard and soft skills (analytical, logical and critical thinking, leadership, communication skills).

Practice of case studies allows students not only to get expert knowledge and skills but also to form professional competences and responsibility. Cases about media management can be used by students, proffecianals and industry practitioners.

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## КЕЙСИ У СТУДІЮВАННІ МЕДІАМЕНДЖМЕНТУ

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Стаття присвячена використанню кейсів під час вивчення курсу «Медіаменеджмент» студентами факультетів та шкіл журналістики українських вишів. Увага сфокусована на необхідності створення кейсів, практичних завдань для студентів, адже під час дослідження та вивчення реальних або змодельованих ситуацій у регіональних чи національних медіях студенти краще розумітимуть основні проблеми, з якими може зіткнутися медіа та медіаменеджери у реальному житті.

Крім того, вирішення кейсів дозволить студентам розвивати навички комунікації, презентації, командної роботи, управління власним часом. Вирішення кейсів сприяє розвитку аналітичного та критичного мислення студентів, а це вельми необхідно для подальшої діяльності. Кейси вдало поєднують у собі нові знання та розвиток особистих якостей студентів, так званні «hard and soft skills».

Кейси використовують у бізнес-школах, проте їх вдало можна застосувати і для навчання студентів факультетів журналістики. Катастрофічна ситуація з підручниками та навчальною літературою може бути покращена завдяки кейсам. При використанні інформаційних технологій, кейсові завдання легко трансформувати, оновлювати та вносити щорічні зміни.

*Ключові слова:* кейси у медіаменеджменті, медіаменеджмент, практичні завдання для студентів, журналістська освіта, мас медіа, медіаменеджерські навички студентів.