ENTERTAINMENT & MEDIA INDUSTRIES

INSTRUCTOR DETAILS -

Email: marty.yudkovitz@disney.com

Phone: (212) 456-6366

Office Hours: Available 30 minutes before and after class outside of classroom

COURSE MEETINGS -

Meeting time(s): Wednesdays, 2 – 3:15pm

Location: TBD

COURSE DESCRIPTION AND LEARNING GOALS -

A course to study the business dynamics that drive each of the major sectors of the media industry - television (broadcast, cable, local, premium), print/publishing, film, radio/music, advertising, global distribution and the internet, with emphasis on digital convergence and the transformative influence the digital revolution is having on all media sectors.

The course will focus on key media business topics, including corporate strategy, marketing, brand building, conglomerates and integration, government regulation, comparative business models, corporate innovation methods and, most importantly, disruptive transformation at key points in the development of the industry (including, but not limited to, today’s enormous digital disruption, innovation and resulting transformation).

The role disruptive transformation has played in the history and current day conduct of the media business will serve as a recurring theme of the course. The strategic approaches considered and taken in the face of such disruption at critical times in the development of each sector will be analyzed and will form the basis for a discussion of the current state of all media sectors and the strategic choices currently confronted because of the influence and innovative opportunity presented by the internet.

This course will cover recent and historic trends, concepts, models and strategies in media and the implications for all elements of the industry value chain. This will help establish a framework for understanding the business dynamics of the entertainment, media and technology industries and their intersecting points, as well as the basic business concepts, economics and principles that apply to the media industry.
COURSE OBJECTIVES -

- To learn the basic business concepts, economics and terms and principles that apply to the entertainment industry.
- To analyze the activities and strategies of the leading entertainment and media conglomerates.
- To become familiar with key strategic and marketing issues that cut across all the sectors of the entertainment industry.
- To become familiar with the business impact of digital across all aspects of the industry.

REQUIRED COURSE MATERIALS -


Magazine: Hollywood Reporter or Variety

COURSE OUTLINE -

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<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>READINGS &amp; ASSIGNMENTS</th>
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<tr>
<td>1/29</td>
<td>The Media Business</td>
<td>Chapter 2 (pp 35-60)</td>
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<td>The Media Business</td>
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<td>2/19</td>
<td>Movie Industry</td>
<td>1st Written Magazine Report Due Chapter 12 (pp 410-436)</td>
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<td>Television Industry</td>
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<td>Television Industry</td>
<td>TBD</td>
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<td>3/12</td>
<td>Advertising</td>
<td>Chapter 15 (pp 528-547) / 2nd Written Magazine Report Due</td>
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<td>The Internet</td>
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<td>Music &amp; Radio</td>
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<td>Chapter 11 (pp 388-399)</td>
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<td>Print &amp; Publishing</td>
<td>Chapter 8 (pp 277-284)</td>
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<td>Chapter 9 (pp 304-318) / 3rd Written Magazine Report Due</td>
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<th>Date</th>
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<td>4/16</td>
<td>Summary Lecture</td>
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<td>4/23</td>
<td>Project Presentations</td>
<td>Group Project Term Paper Due</td>
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<td>5/7</td>
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<td>5/14</td>
<td>Final Exam</td>
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ASSESSMENT COMPONENTS -

- Class Attendance/Participation – 15%
- Short Paper Assignments – 10%, 10%, 10%
- Group Project / Presentation – 25%
- Final Exam – 30%

MAGAZINE ARTICLES AND ASSIGNMENTS -

You will locate a copy of the entertainment industry trade magazine, The Hollywood Reporter or Variety – known as the bibles of the film, television, cable and theater industries. Please write no more than a one-page (3-5 paragraph) analysis using an article that has appeared in your magazine copy as an example of a change, trend or business dynamic in the media industry that has been covered in class. Further explanation of this assignment will be provided in the first course session.

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<tr>
<th>Case or Assignment</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Hollywood Reporter / Variety</td>
<td>February 19, 2014</td>
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<tr>
<td>Hollywood Reporter / Variety</td>
<td>March 12, 2014</td>
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<td>Hollywood Reporter / Variety</td>
<td>April 9, 2014</td>
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TEAM TERM PAPER AND PRESENTATION -

The term paper and presentation is a group project, with 5 – 7 students in each group (depending on class size). The members of each team will collectively be responsible for the Term Paper and Presentation. The key objective is to analyze a media company and its competitors in one of the sectors.
and show how that company applies the business principles covered in class and how its strategies or objectives differ from the other companies in its sector. The objective is to focus on the company’s business practices and strategies, not its consumer products.

The entertainment and media industry is made up of more than 10 sectors. We will cover several of them in this class in great detail from an institutional perspective. In addition, we will examine sources of subsidiary revenue, including merchandising, licensing and branded integration.

In order for us to understand the industry better, we need to analyze the companies, their components and the importance of these within the sectors in which they operate.

TERM PAPER TEAM WRITTEN ASSIGNMENT: Due April 23, 2014

The written component of the team project will be a 15-20 page paper, double-spaced with bibliography (please not just web listings) and any exhibits or graphs you want to include.

The paper will be graded on the basis of content, clarity, grammar, spelling, organization, and analytical and innovative thinking. Where material has been excerpted, footnotes must be used.

Five to seven members (maximum) allowed for each team. The general categories from which companies will be selected are listed below. Each team will select one important and/or interesting company to analyze. If you choose a large conglomerate, you will focus your paper on just 2 or 3 divisions of the company, with only an overview of the entire company for context. There are many single product companies in the media and entertainment industries.

You will have some time during the first three classes to shift between teams and then maintain that position through the balance of the term.

TEAM / SECTORS -

FEATURE FILM ANIMATION
BROADCAST TV & LOCAL DIRECT TO HOME SATELLITE TV
BASIC CABLE PUBLISHING/NEWSPAPERS/MAGAZINES
CABLE PREMIUM DIGITAL MEDIA CONTENT
SPORTS CABLE MUSIC DISTRIBUTERS
TERM PAPER STRUCTURE -

The table of contents for every term paper must include a brief background on the sector, select one important company in the sector for development, what are the core competencies of the company, strength and weaknesses, list and examine the competition (major three or four companies in the sector), its growth potential, its digital prospects, its challenges, distinctive aspects of its management leadership team, if any, and a recent successful business move or recent unsuccessful one. How your company differentiates itself from its competitors should be a key focus in all sections of the paper.

Here is a purely illustrative way to organize the paper:

1-2 pages – executive summary

2 pages on the background of the sector

3 pages on the company selected for analysis and how it is distinctive

2 pages on top/leading competitors (no more than four companies) in the sector

1 page on any distinctive aspects of the executives or top players in the leading companies

3 pages on the strengths, weaknesses, growth potential and challenges facing the company and/or sector

1 page on the impact of technology within the company

2 pages future trends

Plus charts, graphs, bibliography

TEAM PRESENTATIONS -

The Team Presentation will be a PowerPoint, significantly condensed version of the Term Paper. Because it is presented to the class and time will be very limited (approximately 20 minutes each), key concepts will need to be synthesized and simplified and presented in a way that captures the essence of the key differentiating points about the company. Each group must take a position on the company’s strategy and growth potential over the next 3-5 years and defend that position but also point out challenges. Some of the key questions to be addressed include:

- What are the major strength and weakness of the company?
- What are the key differences between the company and its major competitors?
- What are the key sources of growth for the company?
- How has the company positioned itself to grow over the next few years? Do you think its strategy will be successful or not and why?

Every member of the team must present a section of the group presentation and each member will be graded on a combination of the group presentation and the presentation of his/her individual section.

FINAL EXAM –

The final exam will consist of multiple choice questions, short fill-in-the-blank questions and short (1-2 paragraph) essay questions, in roughly equal parts. It will consist exclusively of relatively basic matters expressly presented and discussed in class and the textbook. There will be a review of these topics prior to the Exam.

GROUP PROJECTS -

Guidelines for Group Projects

Business activities involve group effort. Consequently, learning how to work effectively in a group is a critical part of your business education.

Every member is expected to carry an equal share of the group’s workload. As such, it is in your interest to be involved in all aspects of the project. Even if you divide the work rather that work on each piece together, you are still responsible for each part. The group project will be graded as a whole: Its different components will not be graded separately.

It is recommended that each group establish ground rules early in the process to facilitate your joint work including a problem-solving process for handling conflicts. In the infrequent case where you believe that a group member is not carrying out his or her fair share of work, you are urged not to permit problems to develop to a point where they become serious. If you cannot resolve conflicts internally after your best efforts, they should be brought to my attention and I will work with you to find a resolution.

GUIDELINES FOR WRITTEN ASSIGNMENT -

All papers are to be typed, double-spaced. Normal margins.

It is recommended that you present your work in a polished and professional manner.

Please take time to organize your work so that it is clear and concise. Your opening statement should be an introduction which states what your objective is and what you’re going to discuss. The main body should present your findings in a logical and straight-forward way. Summarize your findings or recommendations at the end in a conclusion. Break up your work into subheadings.
MAJOR TIP - Make sure that your work is proofread and edited. You should ask a friend, colleague, or co-worker to help you with this. Your final draft should be free of errors in spelling, punctuation, and grammar; having someone else proofread is the most effective way to do this. But this counts in grading and has been a frequent cause for points off.

Your assignment is expected to reflect your understanding and comprehension of the material covered in this course. This includes all the readings, supplementary handouts, and the lectures. Most of the detailed information concerning the various aspects of the course curriculum is contained in the extensive readings provided. Your assignment should represent the cumulative work product of this course and incorporate that information.

The assignments are due as noted on the syllabus attached. They must be delivered in the classroom by hard copy. If, for any reason, you are unable to submit it on that day, you will have to make arrangements to send to me directly. The university imposes a very tight deadline as to when the final grades are due, usually within a few days after the final. Assignments submitted to me via fax or email will not normally be accepted.

GRADING -

At NYU Stern we seek to teach challenging courses that allow students to demonstrate their mastery of the subject matter. Assigning grades that reward excellence and reflect differences in performance is important to ensuring the integrity of our curriculum.

In general, students in this elective course can expect a grading distribution where about 40% of students will receive A’s for excellent work and the remainder will receive B’s for good or very good work. In the event that a student performs only adequately or below, he or she can expect to receive a C or lower.

Note that the actual distribution for this course and your own grade will depend upon how well each of you actually performs in this course.

RE-GRADING -

The process of assigning grades is intended to be one of unbiased evaluation. Students are encouraged to respect the integrity and authority of the professor’s grading system and are discouraged from pursuing arbitrary challenges to it.

If you believe an inadvertent error has been made in the grading of an individual assignment or in assessing an overall course grade, a request to have the grade re-evaluated may be submitted. You must submit such requests in writing to me within 7 days of receiving the grade, including a brief written statement of why you believe that an error in grading has been made.
PROFESSIONAL RESPONSIBILITIES FOR THIS COURSE -

Attendance

- Class attendance is essential to your success in this course and is part of your grade. An excused absence can only be granted in cases of serious illness, family emergencies, or religious observance and must be documented. Job interviews and incompatible travel plans are considered unexcused absences. Where possible, please notify me in advance of an excused absence.

- Students are responsible for the course materials, including lectures, from the first day of this class, forward. It is the student’s obligation to bring oneself up to date on any missed coursework.

Participation

In-class contribution is a significant part of your grade and an important part of our shared learning experience. You active participation helps me to evaluate your overall performance.

You can excel in this area if you come to class on time and contribute to the course by:

- Providing strong evidence of having thought through the material.

- Advancing the discussion by contributing insightful comments and questions.

- Listening attentively in class.

- Demonstrating interest in your peers’ comments, questions, and presentations.

- Giving constructive feedback to your peers where appropriate.

Assignments

- Late assignments will either not be accepted or will incur a grade penalty unless due to documented serious illness or family emergency. Exceptions to this policy for reasons of religious observance or civic obligation will only be made available when the assignment cannot reasonably be completed prior to the due date and you make arrangements for late submission in advance.

Classroom Norms

- Arrive to class on time and stay to the end of the class period. Chronically arriving late or leaving class early is unprofessional and disruptive to the entire class. Repeated tardiness will have an impact on your grade.
• Turn off all electronic devices prior to the start of class. Laptops, cell phones and other electronic devices are a distraction to everyone.

STERN POLICIES -

General Behavior

The School expects that students will conduct themselves with respect and professionalism toward faculty, students, and others present in class and will follow the rules laid down by the instructor for classroom behavior. Students who fail to do so may be asked to leave the classroom.

Collaboration on Graded Assignments

Students may not work together on graded assignments unless the instructor gives express permission.

Course Evaluations

Course evaluations are important to us and to students who come after you. Please complete them thoughtfully.

ACADEMIC INTEGRITY -

Integrity is critical to the learning process and to all that we do here at NYU Stern. As members of our community, all students agree to abide by the NYU Stern Student Code of Conduct, which includes a commitment to:

• Exercise integrity in all aspects of one’s academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.

• Clearly acknowledge the work and efforts of others when submitting written work as one’s own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing, creative expression, or any other incorporation of the work of others should be fully referenced.

• Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community.

The entire Stern Student Code of Conduct applies to all students enrolled in Stern courses and can be found here:

Undergraduate College:  http://www.stern.nyu.edu/uc/codeofconduct
Graduate Programs:  http://w4.stern.nyu.edu/studentactivities/involved.cfm?doc_id=102505

To help ensure the integrity of our learning community, prose assignments you submit to Blackboard will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

RECORDING OF CLASSES -

Your class may be recorded for educational purposes.

STUDENTS WITH DISABILITIES -

If you have a qualified disability and will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Students with Disabilities (CSD, 998-4980, www.nyu.edu/csd) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.