Globalization of Entertainment & Media

Spring 2014

Course Description

This is an elective course in the Business of EMT minor. In the basic EMI course, the entertainment and media industries in the United States were covered. In this course, the focus will be on countries outside the US. The course will provide students with a framework for understanding the EMT industry in foreign countries. The course will specifically focus on the socio-cultural, political, legal, technological, and economic factors that affect the industry in various countries; the industry and competitive dynamics in these countries, and firm strategies, both domestic and international. Since all countries are not equally important in all sectors of the EMT industry outside the United States, the course will selectively focus on countries in Asia, Europe, the Pacific Rim, the Middle East, Latin America, and Africa, and, within these countries, selectively focus on important sectors of the entertainment industry such as movies, television, radio, music, cable, live entertainment, gaming, theater, sports, and theme parks and their development in the major countries worldwide. The topics will be covered through a combination of lectures, discussions, case analysis, and a group project.

US companies in the EMT industry currently acquire a significant portion of their revenues in international markets. These markets are also expected to grow faster than the US markets in future years and are likely to become more important for US corporations in their quest for growth and profits. Consequently, an understanding of the global marketplace is crucial for US firms. Therefore, this course will be valuable also for students who intend to work in the EMT industry within the United States after graduation.
Required Material

A digital custom ebook, consisting of

1. Chapters 2, and 3 from Hill, C.W.L., International Business 9E [Hill in syllabus.]
2. Chapters 3 and 8 from Thompson, A.A, Gamble, J & Strickland III, A.J. Crafting and Executing Strategy [TGS in syllabus]

The instructions for downloading the ebook are below
Go to http://create.mcgraw-hill.com/shop/
Search for and select book by
ISBN: 9781308058948
Title: GLOBALIZATION OF ENTERTAINMENT

Case pack available for downloading after purchase at the following link:
https://cb.hbsp.harvard.edu/cbmp/access/23390563

Additional readings posted on Blackboard
Additional case to be purchased from HBS for the case exam (link to be provided later).

Course Evaluation

1. Class attendance and participation 10%
2. Case exam 35%
3. Readings Exam 35%
4. Group project 20%

Class Attendance and Participation (10%)

Every session of the course will involve interaction in the form of class discussion. I expect each one of you to come to class on time and be prepared to contribute to all class sessions. Attendance will be taken for each class session and will be a factor in determining your class participation points. Laptops, cell phones, and other electronic devices are a disturbance to both students and professors. All electronic devices must be turned off prior to the start of each class meeting.

Case Exam (35%)
The open-case exam will take place in class on the date mentioned in the class schedule. The case for the exam will be made available for purchase in the prior week and the exam will consist of short-answer type questions. More details on the exam will be provided in class.

Readings Exam (35%)
The exam on the readings will take place in class on the date mentioned in the class schedule. The exam will be a combination of multiple-choice and/or short-answer type questions. More details on the exam will be provided in class.
Group Project (20%)

Overview

Groups of 5-6 students should analyze any sector of the media and entertainment industry in any foreign region. You can define the region broadly to include several countries (e.g., Central America, or the Middle East), or just focus on one country. It might make sense to combine several countries into a region if (1) there are sufficient similarities across the countries, (2) the countries are contiguous, and (3) each of the individual countries is too small for a meaningful analysis by itself. As far as the industry sector is concerned, you can either select a traditional E&M sector (such as television or magazines), or select a non-traditional entertainment sector. In general, I will be quite flexible about your industry selection as long as you can convince me that it pertains to the entertainment industry. You need to get your region and industry sector approved by me before you start working on the project.

Your project report should show an understanding of the material covered in the course, as well as significant original scholarship and research involving secondary data sources (please confer with the reference librarian at Bobst for library sources). Each group will make a 20-minute presentation in class on its project findings. There is no need to turn in a written report of your project. Instead, please turn in a copy of your presentation slides on the first day of the presentation. The slides that you turn in should contain detailed accompanying notes, and would typically contain more material than an abridged version that you might present to the class (given the time constraints).

Your report should broadly follow the following structure:

I strongly recommend that you choose one decision maker and target your analysis and proposals to that person.

1. **Introduction**
2. **Environmental Analysis**: Examine the economic, technological, social, regulatory, political, and legal environments in your industry sector in the country.
3. **Industry and Competitor Analysis**: Examine the structure of the industry (whether monopoly, oligopoly, or pure competition), the different players operating in the industry (domestic and international), the economics of the industry, the core competencies of the main players, and the nature of competition in the industry. You can also perform a Porter’s 5 forces analysis if appropriate. You should also examine the consumer culture, consumption patterns, and trends in the industry.
4. **Industry Future**: Given your analysis, what does the future hold for the industry sector? Do they face special challenges (either from within or outside the country)? What opportunities exist for the industry players? How can the players overcome their challenges and leverage their core competencies to create future growth and profitability?
5. **Conclusions and Summary**: Should include some general learning for the rest of us who are interested in the overall domain, but not necessarily on your specific topic.
Academic Integrity

Integrity is critical to the learning process and to all that we do here at NYU Stern. All students are expected to abide by the NYU Stern Student Code of Conduct. A student’s responsibilities include, but are not limited to:

- A duty to acknowledge the work and efforts of others when submitting work as one’s own. Ideas, data, direct quotations, paraphrasing, creative expression, or any other incorporation of the work of others must be clearly referenced.
- A duty to exercise the utmost integrity when preparing for and completing examinations, including an obligation to report any observed violations.

Please see www.stern.nyu.edu/uc/codeofconduct for more information.

Grading

At NYU Stern we seek to teach challenging courses that allow students to demonstrate differential 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 35-40% 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

In line with Grading Guidelines for the NYU Stern Undergraduate College, the process of assigning of grades is intended be one of unbiased evaluation. This means that students are encouraged to respect the integrity and authority of the professor’s grading system and discouraged from pursuing arbitrary challenges to it.

If you feel that an inadvertent error has been made in the grading of an individual assignment or in assessing an overall course grade, a request to have that the grade be re-evaluated may be submitted in writing to your TF within 7 days of receiving the grade, including a brief written statement of why you believe that an error in grading was made.

Students with Disabilities

Students whose class performance may be affected due to a disability should notify me early in the semester so that arrangements can be made, in consultation with
the Henry and Lucy Moses Center for Students with Disabilities, to accommodate their needs. Please see [www.nyu.edu/csd](http://www.nyu.edu/csd) for more information.

**Non-Stern students**

All non-Stern students taking Stern classes are automatically assigned a Stern email account. If you are a non-Stern student, then it is **very important that you activate your Stern email account** immediately in case you have not already done so. This account will give you access to Stern email, Stern computer stations, and Stern only resources (like web sites, network drives, etc.). Initial Stern passwords can be set at [http://start.stern.nyu.edu](http://start.stern.nyu.edu).

If you prefer to use another email account to read your Stern Email, you can log on to the "SIMON" web site [http://simon.stern.nyu.edu](http://simon.stern.nyu.edu) and "forward" your Stern email to your other account.

If you need further assistance please contact the Stern Student Helpdesk in KMEC UC-120 or refer to the following links:

- **Stern How-To Guides:**
  [http://www.stern.nyu.edu/it/guides/index.html](http://www.stern.nyu.edu/it/guides/index.html)
- **SIMON:** Stern Intranet Mail Account Manager link for Mail forwarding
  [http://www.stern.nyu.edu/it/guides/simon.html](http://www.stern.nyu.edu/it/guides/simon.html)

**Networking**

There are several opportunities for you to network in New York with other students with similar interests and with industry executives. Please check out STEBA at [http://pages.stern.nyu.edu/~steba/home.htm](http://pages.stern.nyu.edu/~steba/home.htm). You can also get a free membership at the Center for Communication ([http://www.cencom.org](http://www.cencom.org)), which is an organization focused on helping students understand the media industry, with industry speakers and career tips. Please utilize these and several other resources available in New York.
## Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Readings and Assignments</th>
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<tbody>
<tr>
<td>Jan 27</td>
<td>The Global Entertainment Industry</td>
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<td>Globalization and Opportunity</td>
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<td>Feb 3</td>
<td>Political Differences and the E&amp;M industries</td>
<td>Hill Chapter on Political Economy Case: BBC Worldwide</td>
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<td>Feb 10</td>
<td>Cultural Differences and the E&amp;M industries</td>
<td>Hill Chapter on Differences in Culture NYUC: Transnational Television Industry Case: Nickelodeon Latin America</td>
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<td>Feb 24</td>
<td>Introduction to Industry Analysis I</td>
<td>TGS Chapter 3 NYUC: Global Music Industry Case: MTV</td>
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<td>Mar 3</td>
<td>Introduction to Industry Analysis II</td>
<td>TGS Chapter 3 NYUC: Global Video Game Industry Case: Nintendo</td>
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<td>Mar 10</td>
<td><strong>IN CLASS CASE EXAM</strong></td>
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<td>Mar 24</td>
<td>Introduction to International Strategy I</td>
<td>TGS Chapter 8 NYUC: Global Theme Park Industry Case: Ocean Park</td>
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<td>Mar 31</td>
<td>Introduction to International Strategy II</td>
<td>TGS Chapter 8 NYUC: Global Film Industry Case: UTV and Disney</td>
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<td>Apr 7</td>
<td><strong>READINGS EXAM</strong></td>
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<td>Apr 14</td>
<td>Project Presentations (Groups 1 and 2)</td>
<td><strong>Due: Project Reports (All Groups)</strong></td>
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<td>Apr 21</td>
<td>Project Presentations (Groups 3 and 4)</td>
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<td>Apr 28</td>
<td>Project Presentations (Groups 5 and 6)</td>
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<td>May 5</td>
<td>Project Presentations (Groups 7 and 8)</td>
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<td>May 12</td>
<td>Project Presentations (Groups 9 and 10)</td>
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GLOBALIZATION OF ENTERTAINMENT & MEDIA

FINAL PROJECT PRESENTATION - EVALUATION SHEET

YOUR NAME [REQUIRED]

PRESENTATION TITLE:

PRESENTER’S NAMES:
1.
2.
3.
4.
5.
6.

CHOICE OF ISSUE/TOPIC (relevance to course/quality of reading material)
1 2 3 4 5
Lo Hi

ANALYSIS OF TOPIC (Research/Depth/Logical Structure)
1 2 3 4 5
Lo Hi

ORIGINALITY (Creative Insights/Innovative Proposals/Novel Ideas/New Learning)
1 2 3 4 5
Lo Hi

OVERALL PRESENTATION/Q&A (Clarity, Organization & Persuasiveness)
1 2 3 4 5
Lo Hi

TOTAL SCORE: /20
Sign Your Name:

_____________________

Group Project Peer Evaluation (Optional)
Globalization of the Entertainment Industry
Professor Srivatsan

On a percentage scale of 0-100, please evaluate your group members on how much contribution each one of them made to his or her share of the project work. If someone in your group did his or her share of the work (or more), then give that person a score of 100. For others, please give a score that reflects their contribution to their share (for example if someone contributed only 90% of his or her share, then give that person a score of 90, etc.). Please return this form to me before the last day of class. If you do not turn in this form, then it will be assumed that you have given a score of 100 for all your other group members. **Therefore, if you feel that all your other group members did their share of the work, you do NOT have to turn in the evaluations.** Please be honest and fair in your evaluations, in accordance with the Stern Honor Code. Also note that your evaluation of your group members may affect their grades but will not have any impact on your grade in the course.

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<tr>
<th>Group Member Names (do not include your name)</th>
<th>Contribution Score (0-100)</th>
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If you give anyone a score less than 100, then please give specific reasons below so that I can discuss it with the person concerned.