New York University  
Stern School of Business  
Entertainment and Media Industries  
(Summer 2014)  

| Professor Sunder Narayanan | MKTG-UB.0040.001  
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| Office Hours: By appointment |

**Course Description**

This course is designed to provide you with a framework for understanding the industry dynamics in several major sectors within the entertainment industry. In addition, the course will also explore recent trends in these sectors and their implications for all elements of the industry value chain. Specifically, this course will help you:

1. Analyze and identify opportunities in key sectors of the entertainment industry.
2. Understand the basic economics, concepts, terms, measurements, and principles that apply to marketing in the entertainment industry.
3. Appreciate recent trends within the industry such as globalization, convergence and cross-media synergies.
4. Understand the strategies followed by some key global media conglomerates.

These objectives will be achieved through a combination of lectures, readings, discussions, and case analysis.

**Course Material**

1. *(Required).* Cases available for downloading after purchase at the Harvard Business School website. Links available on NYU Classes.
2. *(Recommended).* Media Today (MT), 4th edition, by Joseph Turow, Routledge. This book gives a very good overview of the business of entertainment industries. It’s a worthwhile reading if you plan on working in this industry. You can access it online for free at the following link (you may need to login with your net ID): http://site.ebrary.com/lib/nyulibrary/docDetail.action?docID=10462570

**Course Evaluation**

1. Class attendance and participation 20%  
2. Group Case Presentation 20%  
3. Exam 60%
Class Schedule

<table>
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<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings and Assignments</th>
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<td>May 27</td>
<td>The Media Business</td>
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<td>The Film Industry</td>
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<td>May 29</td>
<td>Television, Radio, and Music</td>
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<td>Jun 3</td>
<td>Print Publishing</td>
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<td>Jun 5</td>
<td>Case Discussions</td>
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<td>Jun 12</td>
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**Exam (60%)**

The exam will be open book and notes and will be based on the assigned readings and class discussions. Details on the exams will be provided later. If you miss the exam for a valid, documented medical reason (on a doctor’s letterhead indicating the date and time of the injury or illness), then a make-up exam will be given on the scheduled final exam date. Please plan on staying during the final exam period if you happen to miss the exam. The exam will not be given on an earlier date.

**Class Attendance and Participation (20%)**

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. Please go over the readings prior to class. Lectures will not duplicate reading material: they will supplement and embellish the readings, and offer alternate viewpoints. Attendance will be taken for each class session and will be a factor in determining your class participation points. Laptops, cell phones, smartphones 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.

**Group Case Presentation (20%)**

Each group will be assigned one of the cases for a group analysis and class presentation. Your group is required to analyze the case and make a 25-30 minute presentation (excluding Q&A) in class on the date assigned for the case. All members of the group are required to take part in the presentation. The case for your group will be assigned by the sixth week of the semester. A comprehensive analysis of the case is expected. You are required to do external research to obtain and use outside information on the firm and the industry while preparing your case analysis, and specifically present your research in your presentation (typically 75% of your presentation should be based on the case information, and the remaining 25% should be based on your independent research). Slides for all groups are due on the first day of the presentation, regardless of when your group actually presents.

Some Guidelines for Case Analysis: Although each case is different, your own case analysis skills will develop more effectively if you approach each with a similar framework. The following framework is offered as a method of approach. Please modify the framework to suit the particular situation facing your firm. You may use outside information on the firm and the industry while preparing your case analysis as long as you reference the sources.
1. **Objectives and Decisions**: What objectives is management trying to achieve? These often take the form of growth, market share, profit, or cash goals. Do these make sense, given your analysis? What are the key decisions that have to be made by the focal decision maker? Often you will isolate relatively minor decisions; push your analysis so that you can identify the full decision scope.

2. **Environmental Analysis**: What are the key imperatives and/or changes taking place outside of the industry that affect both your firm and its competitors? Examine the economic, technological, social, regulatory, political, and legal environments.

3. **Industry and Competitor Analysis**: What is happening in the industry? What is the state of competition between existing competitors? To what extent are new firms entering the market? What is the level of competition from products made with different technologies? What are the strengths and weaknesses of our competitors? What are their strategies? Will their strategies change? If so, how? What strategies might we expect from entrants?

4. **Market and Customer Analysis**: Who are our customers? What sets of benefits do they require? What do you know about the market size, growth, presence/evolution of market segments? What markets for other products forms impinge upon the market you are considering?

5. **Firm and Economic Analysis**: What are the firm’s strengths and weaknesses? What strategies have they pursued in the past? How successful have they been? What does the economic analysis show? Given the set of decisions and objectives facing the decision maker, what is the nature of the job in economic terms?

6. **Alternatives and Recommended Action Plan**: What are the two or three major courses of action that could be followed to reach the firm’s objectives? For each that you identify, you should lay out pros and cons. Which alternative would you recommend?

**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](http://www.stern.nyu.edu/uc/codeofconduct). 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](http://www.stern.nyu.edu/uc/codeofconduct) for more information.

**Grading**

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty has agreed that for elective courses the individual instructor or department is responsible for determining reasonable grading guidelines. The grading for this course will be as follows: approximately 40% of the class will get A or A-. The rest of the class can expect to get a grade in the B-range (B+, B, or B-), unless their unsatisfactory performance warrants a grade lower than a B-.
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 for more information.