

UNIVERSITY OF MUMBAI
No. UG/89 of 2013-14

CIRCULAR:-

The Principals of affiliated Colleges in Arts and the Heads of Recognized Institutions concerned are hereby informed that the recommendation made by the Faculty of Arts at its meeting held on 16th March, 2013 has been accepted by the Academic Council at its meeting held on 29th April, 2013 **vide** item No. 4.64 and subsequently approved by the Management Council at its meeting held on 20th June, 2013, 21st June, 2013 & 11th July, 2013 **vide** item No.14 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) and 55 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6080 and 6081 and Regulations 8723, 8724, and 8725 and syllabus as per Credit Based Semester and Grading System for M.A. Programme in Entertainment, Media and Advertising is introduced, which is available on the University's web site (www.mu.ac.in) and that the same has been brought into force with effect from the academic year 2013-14.

MUMBAI – 400 032
30th December, 2013

REGISTRAR

To,

The Principals of affiliated Colleges in Arts and the Heads of Recognized Institutions concerned.

A.C/4.64/29/04/2013

M.C/14/20/06/2013, 21/06/2013 &11/07/2013

No. UG/89-A of 2013-14 MUMBAI-400 032 30th December, 2013

Copy forwarded with Compliments for information to:-

- 1) The Dean, Faculty of Arts.
- 2) The Director, Board of College and University Development.
- 3) The Professor-cum-Director, Institute of Distance & Open Learning (IDOL)
- 4) The Co-Ordinator, University Computerization Centre.
- 5) The Controller of Examinations.

Sd/-
Deputy Registrar
Under Graduate Studies

UNIVERSITY OF MUMBAI



**Master of Arts
(Entertainment, Media & Advertising)**

(Introduced as per Credit Based Semester and Grading System w.e.f.2013-14)

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Objectives

Master of Arts (Entertainment, Media & Advertising)

1. To prepare students in the managerial aspects of Film Television & New Media, as required by the present media environment all across globe.
2. To empower the students in the managerial & basic production aspects of the media business with due emphasis on latest business practices, along with marketing and branding management of various media products and associated services.
3. To develop creative temperament and mindset needed in the content production & management segment of media industry.
4. To inculcate competencies thereby enabling to undertake professional work.
5. To provide an active industry interface by way of co-learning.
6. To take the students through the entire pipe line of managerial process with regards to the content creation for various media pads, monetization on various media pads, providing the students an insight in to the correlation that exists between content creation and associated commercial aspects of media business.

Ordinances & Regulations

1. General Guidelines

“Credit” (C) is the weight age assigned to a course in terms of the workload of the learner.

*This has a reference to the ‘Workload’ of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like writing a literature review, conducting surveys and content analysis, elocution, taking writing tests of a nature suggested in the syllabus, making video audio content, conducting seminars and presenting abstracts and presenting papers etc.

Assignment of Credits

- **Assignment of Credits is as per University of Mumbai rules and regulations for Faculty of Arts**
- **Duration : 2years=4Semesters**

3. Faculty Adviser: (only in case of electives)

- The Department/College through which a student seeks admission shall appoint an Adviser for each course each semester from amongst the members of the faculty concerned. The advisor shall advise the student about the course to be taken and record them and his/ her progress on the Course Card. The Card shall carry such entries as may be specified by Regulations.
- Registration of courses is the sole responsibility of a student. No student shall be allowed to do a course without registration and no student shall be entitled to any credits in the course unless he/ she has been formally registered for the course

Credit requirements:

As per University of Mumbai rules and regulations for Faculty of Arts

R 8723

Passing standard for Examination:

There will be a semester end examination at the end of each semester. The theory examination of each semester exam course will be of 60 marks and of minimum 2 hours duration. To pass the theory paper the student is required to get 24 marks out of 60 in the theory paper and 16 out of 40 in the term work.

Continuous Internal Assessment review of literature, writing test, survey, analysis of content, poster presentation, power point presentation, elocution, publishing of abstract and presenting of a research paper at a national conference, seminar, producing audio visual teaching aids, translation, open book test, domain knowledge test, starting and maintaining a Blog etc will be an integral part of each course and 40 marks will be assigned to it.

Additional Examinations

Internal Assessment:

As per University of Mumbai rules and regulations for Faculty of Arts

SEMESTER END EXAM:

As per University of Mumbai rules and regulations for Faculty of Arts

O 6081 Eligibility criteria:

Students who have passed a bachelor’s course from any discipline / faculty of a recognized (by UGC-DE Council or any other competent body appointed for the said purpose by the due authority) university in India, or the degree from any foreign university, which has been approved by UGC/Association of Indian Universities and is considered equivalent and at par with Indian Degrees. In case of more applications are received than the sanctioned strength then Merit-With entrance test will be the criteria for selection. Reservations as per University rules will be applicable.

Admission Procedure:

As per University of Mumbai rules and regulations for Faculty of Arts

Evaluation of project / Internship:

The Evaluation of project / internship will be based on the quality of the report and student’s performance in a viva-voce, divided as 50% for internship report and the rest 50% for viva-voce. The viva-voce will be conducted along with external examiners. The total marks for Project/Internship will be 100 marks.

R 8724 Fee Structure & Student intake capacity

The fees for the course will be Rs 96, 000/- for the entire course inclusive of tuition fees

Note:

The breakup per semester will be as follows

Rs 24,000/- per semester

Admission fees – 1000/-

Tuition fees – 16000/-

Library Fees – 1000/-

Computer Lab fees – 6000/-

Additional Refundable Security deposit of Rs 10,000/- will be charged to the students and will be refunded to them post the completion of the course provided there is no loss to either equipments & library material.

R 8725 Student In-take capacity: 60 students

11. Course Structure:

Two -day Orientation Programme							
Semester I - 24 Credits							
Subject Code	Subject Name	L	P	Total Credits	Scheme of Exams		
					Internal Assessment	End Semester Exam	Total Marks
EMA 01	Overview - Entertainment Media & Advertising	3	1	4	40	60	100
EMA 02	Overview-Broadcast Media	3	1	4	40	60	100
EMA 03	Management- Film	2	2	4	40	60	100
EMA 04	Management – Animation, VFX and Gaming	3	1	4	40	60	100
EMA 05	Management- Events & Live media	2	2	4	40	60	100
EMA 06	Radio – Overview, production & business	3	1	4	40	60	100
Total Credits				24			
Semester II - 24 Credits							
EMA 07	Marketing Management	3	1	4	40	60	100
EMA 08	Communication Skills & personality development	3	1	4	40	60	100
EMA 09	Principles of Management	3	1	4	40	60	100
EMA 10	Integrated Marketing Communications	3	1	4	40	60	100
EMA 11	Entrepreneurship & Innovation	3	1	4	40	60	100
EMA 12	Basics of Finance & Accounting	3	1	4	40	60	100
Total Credits				24			
INTERNSHIP 2 MONTHS							
Specialization – Film & TV Broadcast							
SEMESTER III - 24 Credits							
Subject Code	Subject Name	L	P	Total Credits	Scheme of Exams		
					Internal Assessment	End Semester Exam	Total Marks
EMA 13	Film Industry - Trends and Technology	3	1	4	40	60	100
EMA 14	Film Production & Content pipeline	2	2	4	40	60	100
EMA 15	Film Distribution	2	2	4	40	60	100
EMA 16	Film Marketing	2	2	4	40	60	100
EMA 17	Film Appreciation & Criticism	2	2	4	40	60	100
EMA 18	Field Assignment / Internship report	0	0	4	40	60	100
Total Credits				24			
Internship for 2 months							
Semester IV– 24 Credits							
EMA 19	Broadcast Business Management	3	1	4	40	60	100
EMA 20	Television & Radio Production & programming: Fiction, Non- Fiction, Documentary	3	1	4	40	60	100

EMA 21	Television & Radio Production & programming: News & Specialized Events	2	2	4	40	60	100
EMA 22	The Business Plan and Partnerships	2	2	4	40	60	100
EMA 23	Business Negotiation Skills	3	1	4	40	60	100
EMA 24	Final Project Report	0	0	4	40	60	100
Total Credits				24			
Specialization- Advertising & Marketing Communications - Semester III – 24 Credits							
Subject Code	Subject Name	L	P	Total Credits	Scheme of Exams		
					Internal Assessment	End Semester Exam	Total Marks
EMA 25	Advertising & Strategic Brand Management	3	1	4	40	60	100
EMA 26	Market Research methodologies (Quantitative & Qualitative)	3	1	4	40	60	100
EMA 27	Advertising Agency Structure & Management	3	1	4	40	60	100
EMA 28	Public Relations & Corporate Communications	3	1	4	40	60	100
EMA 29	An Orientation in New Media Technologies	3	1	4	40	60	100
EMA 30	Field Assignment / Internship report	0	0	4	40	60	100
Total Credits				24			
Semester IV – 24 Credits							
EMA 31	Account Planning & Management	2	2	4	40	60	100
EMA 23	Digital and Social Media Advertising	2	2	4	40	60	100
EMA 33	Consumer Behavior	3	1	4	40	60	100
EMA 34	Media Planning & Buying	2	2	4	40	60	100
EMA 35	IPTV & Mobile marketing	3	1	4	40	60	100
EMA 36	Final Project Report	0	0	4	40	60	100
Total Credits				24			
Total Course Credits				96			

12. Detailed Curriculum

SEMESTER –I

EMA 01 – Overview of Media, Entertainment & Advertising

Objectives:

To make understand the dynamics in the Media, Entertainment and advertising | To explain the dynamics of content delivery |To make understand the basics of monetization from various sources |An overview of gaming and animation industry

Unit I Size of M&E industry- Indian & Global: Key Figs and Trends of the industry, Key players/companies operating in each segment, Spread across value chain of major entertainment conglomerates | **Unit II Indian and Global Film Industry:** Market Size, growth rate, international trends, etc, Product Life Cycle for filmed entertainment: Music release, theatrical release, home video rights, DTH, New Media (VOD, IPTV), mobile rights, satellite, cable and terrestrial telecast, merchandising and licensing rights, overseas release, sequels, etc | **Unit III Dynamics of each content delivery platform for filmed entertainment:** Film Distribution, Home Video, Music Sales (physical and digital), Satellite telecast, overseas distribution, New Media and online download rights, Merchandising rights. Revenue sharing models and agreements, revenue earning potential, flow of revenue across value chain and share of revenue contribution of each platform in the total revenue collection of a film. | **Unit IV Case studies and examples:** Blockbuster hit and flop films and their performance on each content delivery platform, reasons behind the films performance, etc. Potential of regional cinema in India and its dynamics; International studio models and its adaptation in India; Career opportunities in filmed entertainment space, Piracy: Value and volume, copyright, IPR protection measures like DRM, govt laws, regulations and acts to counter piracy, other private bodies involved in vigilance for copyright protection. | **Unit V Indian and Global gaming Industry**

Market Size, growth rate, international trends, major international gaming studios, etc., Evolution of gaming: 8 bit to console gaming. Gaming platforms: PC, console, online gaming, mobile gaming, multi player gaming and their potential. Platforms and Product Life Cycle for gaming entertainment: PC, Console games (Playstation, X-box, Nintendo, others), sequels, etc. Film based Indian and International gaming franchises: Sales performance, successful case studies, etc. Career opportunities in gaming space. | **Unit VI Indian and Global Animation** Industry Market Size, growth rate, international trends, major international animation studios, etc., Indian and International franchises: A comparative study. Dynamics of Indian Animation Industry: Revenue generated from exploitation of each content delivery platform. Case studies of International and Indian successful animation films: Spiderman, Batman, Krish, Hanuman and many more. Merchandising and Licensing: Sales Potential, case studies of International and Indian properties. Career opportunities in animation space. | **Unit VII Industry size and growth rate for satellite broadcasting:** Major channels and their programming genres viz; GEC, Sports, Kids, Music, news, etc. Understanding concepts of reach, viewership and TRPs, their effect on advertising rates, current ad spot rates of various channels, prime time rates v/s ROS rates, etc., Content acquisition and production models of various channels, including licensing of international reality show formats. | **Unit VIII Understanding dynamics of revenue streams of satellite channels i.e subscription v/s advertising revenues:** Digitisation – Advantages & Govt. Mandate/Ruling. Future trend - Concept of embedded advertising. Resource requirements for various types of channels depending on their content strategy. Career opportunities in satellite broadcasting space. | **Unit IX Size of advertising Indian and Global advertising industry:** Interdependence between advertising and entertainment industry in the entire ecosystem, Understanding role of advertising agencies. Top advertising agencies and their campaigns. Share of traditional and digital advertising platforms in the total revenue pie.

Recommended Readings:

- The Insider's Guide to Independent Film Distribution by Stacey Parks
- The Complete Independent Movie Marketing Handbook by Mark Steven Bosko
- Marketing to Moviegoers: A Handbook of Strategies and Tactics by Robert Marich
- Movie Marketing: Opening the Picture and Giving It Legs by Tiiu Lukk
- Marketing & Selling Your Film Around the World: A Guide for Independent Filmmakers by John Durie, Annika Pham & Neil Watson
- Indian Media Business- Vanita Khandekar

EMA 02-BROADCAST - AN OVERVIEW

Objectives:

Enabling the student to understand the business dynamics of the broadcasting space from an overall business and market perspective in a given social framework | To learn about the various market practices in the broadcast media space | To learn about the various broadcast mediums like radio, television and the internet

UNIT 1- HISTORY OF BROADCAST: Evolution of Broadcasting Medium - International and Indian broadcasting history, Latest Trends and Technologies, Indian Broadcasting Market Overview; Overview of rapid socio-technological changes affecting the broadcast media - Socio – Economic Changes, Socio – Technological Changes, Sensing Business Opportunities | **UNIT 2 –BROADCAST LAWS, REGULATIONS AND SOCIAL IMPLICATION:** Legal Framework - Legal frameworks existing in India, Regulation and various acts pertaining to broadcasting, Up - linking & Down -linking laws; Content Parlance - Content regulation, censorship, and defamation, Copyright, Prohibited content, Governing bodies (TRAI and TDSAT) for entertainment, The ethical framework of International vs. Indian broadcasting and social implications, Case Study on “Media –Judiciary and governance” | **UNIT 3: MARKET RESEARCH & FINANCIAL ANALYSIS:** Market Analysis – An Overview: Understanding viewership pattern, TRPS, GRPS, Reach, Share, Frequency and Demographics, Understanding Market break up and Sensing the Market changes, Market and Financial Research - Pre production research, Research for marketing plans, Current trends in market analysis national/ international cases, monitoring, Financial analysis of broadcasting companies | **UNIT 4: BROADCAST- ORGANIZATIONAL STRUCTURE IN CONTEXT TO SOCIO-TECHNOLOGICAL CHANGES:** Organizational Structure - Broadcast-Evolving Organizational Structure , Case Studies on Existing Organizational Structure; Organizational Management - Management styles in Broadcasting Environment, Human resources and Talent Management, Staffing structure in broadcasting channels, Jobs, roles and responsibilities | **UNIT 5 – CREATIVE BASICS FOR BROADCAST:** Touch of Creativity in Management - Sensing innovations and out of box thinking, Packaging the content, quality control and checks , Content syndication and rights attachment, Broadcast Properties – Basic Understanding, Creative Inputs to the traditional broadcasting mediums, TV/radio spots, trailers, Advertising, pitch kits, Programming formats

TEXTBOOKS:

1. The business of Broadcast - Leonard Mogel, (Chapter 1, 3, 4)
2. The Business of Television - Howard J Blumenthal (Chapter 2, 8, 10)
3. The media and Modernity by John Thompson- chapter 1 & 4
4. Special Note: “Case studies of the history of national and international of Broadcast companies”
5. American Broadcasting By Lawrence Wilson Lichty, Malachi C. Topping
6. Television and radio in the United Kingdom By Burton Paulu
7. Pop culture India! By Asha Kasbekar
8. FICCI – FRAMES Yearbooks and Journals 2009
9. Media Law and Ethics: Readings in Communication Regulation edited by Kiran Prasad, Published by B.R. Publishing Corporation, BRPC India- (Chapter 1 &6)

10. Outsourcing to India: Cross Border Legal Issues by Aparna Viswanathan - (Chapter 2 & 3)
11. Entertainment Industry Economics: A Guide for Financial Analysis- Harold I.Vogel (Chapter 2, 3, 5)
12. The new handbook of organizational communication By Fredric M. Jablin, Linda Putnam
13. Gender, race, and class in media By Gail Dines, Jean McMahon Humez
14. Electronic Media Management (Chapter 1, 3) By Peter K. Pringle, Michael F. Starr
15. Media Management By George Sylvie, Jan Wicks, LeBlanc, C. Ann Hollifield, Jan LeBlanc Wicks, Stephen Lacy, Broadrick Sohn,
16. Business Behavior & Management Structure (Reference Book) By A. L. Minkes, C. S. Nuttall
17. Human Resource Management (Reference Book) By Robert L. Mathis, John Harold Jackson
18. Managing Creativity & Innovation by Business Essentials Harvard (Chapter 7)
19. Creativity in TV and Cable Managing & Producing by William G. Covington
20. Managing Innovation, Design & Creativity by Bettina Von Stamm

EMA – 03 Management: Film

Objectives:

To make understand the dynamics of film industry | To learn about the production process of films | To understand marketing promotions for films | To understand the distribution management for films | To learn talent management

Unit I Film Industry Overview: Indian Film Industry : Size and Growth, Film Content Creation, Storyboarding | **Unit II Film Production : Process and Camera:** Introduction to Film Technology, Camera and Lighting Fundamentals | **Unit III Film Production: Editing:** Studio Management and Process, Studio Dynamic and Static Editing | **Unit IV Film Promotion and Marketing:** Film Marketing Management: Functions and Policies, Film Promotion Methodologies | **Unit V Merchandising and the Film Industry:** Merchandizing Planning and Production, Case Study : Sivaji | **Unit VI Distribution Management:** Film Rights, Film Auctions and Underwriting, Managing Theatres, District-Wise Distribution : Policies and Practices | **Unit VII Talent Spotting, Management and Casting:** Artist and Repertoire Management, Casting and Talent Promotion : Role of Agencies

TEXT BOOKS

1. TEACH YOURSELF : FILM STUDIES -BUCKLAND W
2. INSIDERS GUIDE TO FILM FINANCE- ALBERSTAT P.
3. PRODUCERS BUSINESS HANDBOOK 2 ED -LEE J. D.

EMA 04 -OVERVIEW: ANIMATION,VFX& GAMING

Objectives:

To understand the business of animation and gaming industries | To know about the interconnectivity in animation and gaming | To understand the process of VFX and usage | To learn about the possible avenues of revenues in the industry

Unit I Introduction to Animation, VFX and Gaming Processes: Animation Process and Pipelines, 2D and 3D drawing : Illustrative Tutorials, Storyboarding and Content Creation, VFX in Cinema : Tutorial, Gaming Tutorial | Unit II Costing for Animation, VFX and Gaming Industries : Case Studies; Pixar, Pent media, Avatar, God of War, World of Warcraft | Unit III Challenges of New Media: Metrics and Calibration, Infringements and Cross-Media Analysis, Reach vs cost of delivery | Unit IV New Media Business Promotions: Overview; Interconnectivity between mediums, Cross Media penetration, Merchandising and brand connections

Text Books

- TO INFINITY AND BEYONDS: THE STORY OF PIXAR ANIMATION STUDIOS KAREN PAIK
- VISUAL EFFECTS PRODUCER: UNDERSTANDING THE ART AND BUSINESS OF VFX - CHARLES FINANCE
- ANIMATION BUSINESS HANDBOOK KAREN RAUGUST
- ANIMATION FROM SCRIPT TO SCREEN SHAMUS CULHANE

EMA - 05 Management: Events and Live Media

Objectives:

To understand the dynamics and various intricacies in event management and live media | To learn to create and manage events | To learn about inventory management in events

Unit I Fundamentals of Event Management: Event Creation, Understanding Event Briefs, Event Content Management | **Unit II Supplier Management:** Roles, definitions and event suppliers, Negotiations and Conflict Management | **Unit III Creative visualization and packing:** From Idea to Execution: Event Inventories, Practical Exercise and Case Study | **Unit IV Event Inventories:** Event Content Heads and Inventory Mapping, Process-to-Process Measurement and Tracking | **Unit V Planning and Budgeting:** Event Planning and Plan Worksheets, Budgeting and Pricing Events, Corporate Event Pricing, Post Event Evaluations, Event Metrics, Product-Based Event Evaluations, New Methodologies in Event Measurement , Response Monitoring

TEXT BOOK

SUCCESSFUL EVENT MANAGEMENT 2/ED- SHONE A

EMA 06- RADIO - OVERVIEW, PRODUCTION AND BUSINESS

Objectives:

To learn about radio business and management | To understand the programming of radio channels | To go through the entire process of radio content development | To learn about monetization on radio channels

Unit I International Radio Broadcasting Trends: Basics of operations and Management, International Business models, Programming for individual markets, Format trends which have direct implications for developing markets | Unit II Radio-Legal Framework and Societal Awareness: Regulation: Defamation, Copyright, Prohibited content, Changes in Government policies in India, Airwaves as Public Property, Legal & Technical issues: case Studies | Unit III Radio-Content Creation & Technology in Changing Times: Radio in India - emerging trends, The Radio Spectrum- Understanding Bandwidth issues. News, Features, Live Shows (dial INS, events, interviews, et al) film promotion. AM & FM & World Space -Reach, Profiling & Programming. | Unit IV Radio Business: Business basics, Selling Space on Radio, Revenue streams for radio, Programming for business, Sales pitch

TEXT BOOKS:

- The business of Broadcast - Leonard Mogel,
- Western broadcasting at the dawn of the 21st century By Leen Haenens, Frieda Saeys
- Media management By Andrej Vizjak, Max Josef Ringlstetter
- Media Law and Ethics: Readings in Communication Regulation edited by Kiran Prasad, Published by B.R. Publishing Corporation, BRPC (India) - (Chapter 1 & 6)
- The Media and Modernity by John Thompson - (Chapter 5)
- Programming for TV, radio, and the Internet By Philippe Perebinosoff, Brian Gross, Lynne
- S. Gross, Edwin T. Vane
- Radio Advertising: The Authoritative Handbook (NTC Business Books) - Chapter 1,4, 5,7,9,11.

ADDITIONAL READING:

- FICCI Frames Yearbooks and Journals
- American Broadcasting- By Lawrence Wilson Lichty, Malachi C. Topping
- Radio reader By Michele Hilmcs, Jason LovigHo
- Television and radio in the United Kingdom By Burton Paulu
- Outsourcing to India : Cross Border Legal Issues by Aparna Viswanathan
- Face of Radio - David Relr - National Association of Broadcasters (NA B) - all chapters
- Interviewing for Radio - Jim Beaman - chapters 2,5,8,9
- Communications and Culture by James Carey
- Broadcast & Media Technology Source Book produced by The Global Media Alliance on behalf of the IABM (International Association of Broadcasting Manufacturers)
- Fifty Years of Reporting South Asia edited by John Elliot, Bernard Imhasiy & Simon Denver
- India's unending Journey by Mark Tully
- Divide and Quite by Mark Tully
- No Full stops in India by Mark Tully
- The Media Reader: Continuity and Transformation' edited by Mackay, II and O'Sullivan
- Mediating Communication: What Happens? by Meyrowttz, Joshua
- Questioning The Media edited by Downing, J., Mohammadi, A., and Srberny-Mohammadi, A

WEB REFERENCES

- www.allindiaradio.org
- www.indiaradiobulletin.com
- <http://www.infoplease.com/ipea/A0151956.html>
- (interesting link for milestones in eth history of Broadcast Radio & TV)
- <http://www.c21media.net/>
- (for latest media updates from across the world)

Semester-II**EMA – 07 MARKETING MANAGEMENT****Objectives:**

To introduce the concept of marketing management | To educate about the importance of marketing in today's world | To help understand the various tools needed for marketing management | To learn about the marketing plan and market research | To help get insight into consumer consumption behavior | To understand IMC and its importance

Unit I Introduction to Marketing: Definitions and Functions of Marketing, Fundamental Marketing Concepts and Tools | **Unit II Consumer Frameworks:** Customer Orientation, Buyer Behaviour Frameworks, Analyzing Customer Markets | **Unit III Marketing Metrics:** Planning Inventories, Research and Forecasting, Using Marketing Metrics to Analyze New Markets, New Product Development and Setting Product Strategies – Case Study: Launching Apple's iphone | **Unit IV Marketing Functions: Product and Physical Distribution:** Diffusion and Product Research, Channels of Distribution, Vendor Management, Wholesaling, Retailing and Logistics | **Unit V Marketing Functions: Pricing:** Pricing - Penetration Vs Skimming, Numerical Analyses of Pricing Using MS Excel **Unit VI Brand Equity and**

Brand Management: Introduction to Brand Management - Brand Identity, Brand Management: Creating Brand Positioning, Case Study: World Space - Positioning a Radio Channel, Brand Management: Dealing with Positioning – Case Study: NDTV and MSN: Co-Marketing | **Unit VII Understanding Strategy:** Marketing Strategy: Analyzing Business Markets, Marketing Strategy: Understanding Segmentation and Positioning | **Unit VIII Introduction to Advertising:** Introduction to Integrated Marketing Communications, Advertising, Sales Promotions, Publicity | **Unit IX Direct Marketing Strategy:** Direct Marketing Strategy, Interactive Marketing | **Unit X Global Marketing Strategy:** Deciding Whether to Market Globally, Deciding Which Markets to Enter, Global Marketing Programme | **Unit XI Introduction to the concept of IMC:** Introduction & Familiarization, Definition of Promotion & Promotion Mix, Tools of Promotion Mix, IMC Planning Process, Creative Strategy, Media Strategy

TEXT BOOK:

- o 'Marketing Management', Philip Kotler and Kevin Lane Keller, 12th Edition, Prentice Hall of India Pvt Ltd
- o Marketing Management- Ramaswamy & Namakumari

ADDITIONAL REFERENCES:

- o Strategic Marketing Management, David Aaker
- o Strategic Brand Management, Kevin Keller, Prentice Hall India Edition
- o Journal of Marketing, Aug 2001 – Aug 2007
- o Journal of Consumer Research, Aug 2001 – Aug 2007

LIST OF TUTORIALS:

- o Developing New Product Ideas
- o Repositioning Plan

EMA 08 Communication Skills and Personality development

Objectives:

To develop the communication skills | To bring clarity of thought and communication | To apply the principles of better communications while presenting for a project, work or in day to day life | To develop and enhance the image of the learner | To understand the importance of Verbal and non-verbal communication

Unit I – Fundamentals of Communication: Developing reading & writing skills (Marathi, Hindi and English), Editing & Summarizing (Marathi, Hindi and English), Oral Communication (Marathi, Hindi and English), Thinking | **Unit II – Enhanced Communication Skills Development:** Enhancing communication skills – verbal, Enhancing communication skills - non verbal, Body type- posture- body language- reading, Analyzing body language- signals and meanings | **Unit III – Psychology of communication:** Gestures- expressions - facial language- eye contact- shake hands- sitting posture, Maintaining comfort distance from people-mirroring, Dressing sense - corporate dressing- formal, semi formal, casual, dressing for various occasions & events, Understanding personalities- auditory/ visuals / kinesthetic ,eye movement, facial expressions, emotions, smile | **Unit IV – Personality Development:** Verbal communication -voice training- speech- clarity-grammar speed- volume- enunciation- pronunciation -ends of sentences - humour- pauses, Stress management, breathing pattern, mind psyching, right attitude, understanding your limitations and strengths, Table manners & etiquettes correct use of spoons, fork, knife, etc, Choosing the right accessories i.e shoes, handbags, jewellery, etc

Textbooks:

1. Crucial Conversations: Tools for Talking When Stakes are High , by Kerry Patterson
2. Men Are from Mars, Women Are from Venus: The Classic Guide to Understanding the Opposite Sex , by John Gray
3. Presenting to Win: The Art of Telling Your Story , by Jerry Weissman

Reference Books:

1. Verbal Judo: The Gentle Art of Persuasion , by George J. Thompson
2. Write to the Top: Writing for Corporate Success , by Deborah Dumaine

EMA – 09 PRINCIPLES OF MANAGEMENT

Objectives:

To understand the concept and importance of management | To understand the various schools of Management thought | To learn about management planning and implying them in daily life | To understand the social, ethical and psychological aspects of management

Unit I Concept and Importance of Management: Definition, Nature and Scope, Roles and Principles, Evolution of Management | **Unit II Different Schools of Management thought:** Different Schools of Management thought, Management functions and skills, Case studies on contemporary Management Theory | **Unit III Management Planning:** Concept, Nature and Importance, Planning types and Steps, Corporate and Functional Planning, Strategic and Operational Planning, Problems and Prospects of Planning, Planning premises and forecasting, decision making | **Unit IV Fundamentals of Organizing:** Forms of Organization Structure, Design of Organization Structure, Example of an Organisational Structure of MNC, Authority and Responsibility, Responsibility and owning the responsibility in an organization, Conflict and coordination | **Unit V Fundamentals of Staffing:** Recruitment, Training and

Performance Appraisal- Case Study on Performance Management | **Unit VI Psychological Aspects of Management:** Motivation Theories, Leadership, Communication, Fundamentals of Directing, Controlling, Operational Control Techniques | **Unit VII Social & Ethical Aspects of Management:** Social Responsibility of Managers, Business Ethics, Ethics, Morality and values, Culture and Ethics - Relationship between Ethics and Corporate Excellence | **Unit VII Social and Economic Responsibilities of Business:** Role Legislation and other bodies in enforcing ethical behavior in business

TEXT BOOKS:

- Management- Text and Cases by V S P Rao and V Hari Krishna
- Fundamentals of Management by Stephen P. Robbins and David A. Decenzo
- Fundamentals of Management by Griffin

SPECIAL NOTES:

- The Indian CEO: An Endangered Species
- Managerial skills
- Contemporary Management Theory: Case Studies
- The marquee Garment Retailer
- Punjab Machine Tools Corporation
- Recruitment policy of a MNC
- Performance Management of MNCs
- Culture and Ethics
- Social and Economic Responsibilities of Business
- Overview: Management and Advertising

ADDITIONAL REFERENCES:

- Principles of Management - II Edition By P.C. Tripathi & P.N. Reddy

LIST OF TUTORIALS:

- Designing an Organizational structure
- Responsibility and Performance in a Job
- Recruitment policy of an MNC
- Ethics in business and Corporate Excellence
- Revenue model of an Advertising Agency

EMA - 10 INTEGRATED MARKETING COMMUNICATIONS

Objectives:

To understand the intricacies involved in IMC | To understand the IMC tools | To learn the process for developing effective IMC mix | To understand the correlation between the advertising tools and design in IMC

Unit I The Communications Process – Theory and Concepts: Introduction to Communication, Elements in the communication process, Basic models of communication, Mass communications: Introduction & models | Unit II Marketing Communications in Context: Overview, Marketing Communications’ place in strategic marketing, Integrated Marketing Communications - Definition, Plan, Components of IMC, Corporate Image and Brand Management, Consumer Buyer Behaviour, B-2-B Buyer Behaviour, Promotions Opportunity Analysis | Unit III IMC Advertising Tools, Advertising, Definition and types, Role of advertising in the IMC process, Planning and research - Campaign management, Communication market analysis, Communications and advertising objectives, Budget, Media selection, Creative brief | Unit IV Advertising Design: Advertising theories, Advertising appeals, Message strategies, Executional frameworks, ad creation - Advertising effectiveness | Unit V Advertising Media Selection: Media Strategy, Media planning, Media mix - Media selection | Unit VI OOH/ EVENTS/ PROMOTIONS AS COMMUNICATION TOOLS : OOH, Introduction to OOH, Types of OOH Media, How/ when/ why it should be used, How can the medium be used effectively, Events, Introduction, Types of events, Key elements of an event, How do you events effectively, Promotions, Types of promotions, How to come up with a promo idea, How do you execute the promo idea effectively

TEXT BOOKS:

- Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow and Donald Baack, Second Edition, Prentice Hall of India.
- Marketing Communications Management, Concepts & Theories, Cases and practices, Paul Copley, Elsevier

SPECIAL NOTES:

- Communications – Introductions and Models
- Mass Communications – Introduction and Models

LIST OF TUTORIALS:

- Creative ad campaign planning
- Presentations on individual media like print, TV, radio, internet, films, rural media, outdoor, etc.

EMA – 11 Entrepreneurship & Innovation

Objectives:

To understand about developing new business ideas and measure the feasibility of them | To induce entrepreneurship spirit at a very young age | To learn about the various business related laws

Unit I Business Creation: Business Plans and Ideation: Entrepreneurship Routes, Case Studies : Steve Jobs, Warren Bennis, Introduction to Company Creation, Processes of Registration and Incorporation, Company Law, Introduction to Company Law, Registration Procedures and Exceptions, Company Procedure and Ethics | **Unit II Media Law, Copyright and Intellectual Property:** IPR Laws, Copyright Agreements : Short-Term vs. Long-Term Agreements, Media Law and Infringements : Case Studies, Statutory and non-statutory bodies formed to fight piracy | **Unit III Contracts and Negotiations & Conflict Resolutions:** Negotiations and Bargaining : Role Play Exercise, Research Methodology for Business Planning | **Unit IV Scouting for business opportunities:** Investor Pitch Exercises, Business Plan Formulation and Redesign, Financial Projections for Businesses | **Unit V Innovation:** Types of innovation:- product, process, etc, Innovation matrix, Case Studies of successful and failed innovations, Project in Entrepreneurship

Reference books:

- The 4-Hour Workweek by Timothy Ferriss
- The Fire Starter Sessions by Danielle LaPorte
- The \$100 Startup by Chris Guillebeau
- Enchantment by Guy Kawasaki
- Finding Your Way in a Wild New World by Martha Beck
- From Resource Allocation To Strategy by Joseph Bower
- How To Win Friends And Influence People by Dale Carnegie
- The Zigzag Principle by Rich Christiansen
- The Innovator's Dilemma by Clayton Christensen

EMA – 12 Basics of Finance and Accounting**Objectives:**

To understand about corporate finance and the nuances of finances | To understand the basics of economic theory | To learn various accounting terms and usage | To learn accounting and balance sheet preparing

Unit I Principles of Corporate Finance: Introduction to Financial Terms and Concepts, Present Value of Future Returns, Internal Rate of Return and Discounted Cash Flow Methods, Financial Projections, Introduction to Futures and Capital Markets, Financial Instruments | **Unit II Basic Micro-Economic Theory:** Demand-Supply, Introduction to Micro-Economic Theory, Rent, Interest and Wages, Dynamics of Competition: Understanding Equilibrium, Oligopolistic Markets | **Unit III Pricing Media Properties for Different Media:** Television Pricing, Print Media Pricing, Animation Pricing | **Unit IV Introduction to Accounting and: Cost Accounting Fundamentals:** Trial Balances, Ledgers and Journal Entries, Accounting Rules, Cost Accounting Definitions and terms, Cost Accounting Tutorial using Tally | **Unit V Balance Sheet and Profitability Analysis:** Understanding Schedule VIII, Profit and Loss Statement Analysis, Financial Ratios

TEXT BOOKS:

- Double Entry Book Keeping, Part I, T S Grewal
- Principles of Microeconomics: International Edition with MyEconLab CourseCompass with E-Book Student Access Code Card, Karl Case, Ray Fair, Pearson Prentice Hall, Anthony O'Brien
- Corporate Finance, Ross, Westerfield and Jaffe, 7th Edition, Tata McGraw Hill

ADDITIONAL REFERENCES:

- 'Corporate Finance: Core Principles and Applications', Westerfield, Ross, Jaffe and Jordan

LIST OF TUTORIALS:

- Financial Analysis
- Stock Watch

Specialization- Film & Television Broadcast**SEMESTER III****EMA – 13 FILM INDUSTRY - TRENDS AND TECHNOLOGY****Objectives:**

To understand the dynamics of the film industry | To know about the latest technological development in the film industry | To understand the evolving the hardware as well as software | To understand the dynamics of animation industry

Unit I Film & Entertainment an Overview: Growth of film international and national perspective i.e Hollywood, World Cinema , Bollywood, Indian regional cinema, Opportunities globally need to tap these opportunities, Business of cinema, genres in cinema | Audience demand for variety in cinema, Trends of cinema in India, Emergence of additional content monetizing avenues like merchandising, gaming, theme parks, etc . Case study Disney, Hanuman, Krish, 3 idiots, Ghajini, Ra – one. | **Unit II Evolving Technology:** Changes in technology (and reverse); digital revolution - Content dictating form, Technologies related to film Distribution & Exhibition -an

overview, Editing and its importance to business of cinema. Understanding formats: 35mm / 16mm / HD / Super 16 /, Stock & Processing, Crewing & Technology - an overview, Post Production Techniques & Systems, VFX and Sound - an overview, technological requirements, Cost management as per the scale of the film. | **Unit III Film Software:** Introduction to Scheduling & Budgeting Software (Movie Magic/Gorilla), Introduction to Screenwriting Software — Screenwriter, Final Draft Compatibility between the Screenwriting Software, Other film related software for production, distribution | **Unit IV The Animation Industry — An overview:** The trends in animation industry, Prospects and markets, Production planning for animation, Problems and cost implications, Development of animation in India, Animation- success stories

TEXTBOOKS:

- Producing and Directing the Short Film & Video by David K. Irving & Peter W. Rea
- All You Need to Know About the Movie and TV Business: Fifth Edition, by Scott Trost (Author), Gail Resnik (Author)
- Film Technology in Post Production, Second Edition Dominic Case
- Movie Magic Screenwriter User’s Manual for Windows, Macintosh y Kevin Hindley (1, 2, 4)
- Script Breakdown & Scheduling Software; Tutorial Manual (for IBM Compatibles).
- Movie Magic; by Screenplay Systems (Whole manual) FINAL DRAFT VERSION 8
- UPGRADE TUTORIAL MANUAL
- Digital Storytelling - Carolyn Handler Miller (Chapters 10)
- Inspired 3D short film production By Jeremy Cantor, Pepe Valencia, Bill Kroyer,
- Michael Ford, Kyle Clark

ADDITIONAL READING:

- Restoration of Motion Picture Film By Paul Read, Mark-Paul Meyer, Gamma Group
- From Word to Image: Storyboarding and the Filmmaking Process by Marcie Begleiter
- Salaam bollywood - Bhawana Somaaya Personal view of Indian film industry entire book for overall view,
- History of Cinema :A humorous easy to read book with illustration on world cinema]
- A work that unites Ray’s analysis & commentary of cinema from Kurosawa to John ford - Truffaut A must read book for every student,
- FICCI hand Book 2008- 2009

SPECIAL NOTES:

“Growth of film industry, trends, national and international, technological changes”

“The trends of animation in India”

EMA – 14 FILM PRODUCTION AND CONTENT PIPELINE
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Objectives:

To educate about the basics involved in a media project management | To educate about the basic project production workflow and management | To educate about the role of a project manager | To help understand the details involving a new business project or proposal

Unit I Building the Script: Ideation, Research & development, Concept & Treatment note, Story, Screenplay and Dialogues to tap national and international markets, Importance of script in the business arena today | **Unit II Pre Production:** Based on script, planning the cast and crew, Location, Reki and the design of the film Scheduling & Budgeting, Script Breakdowns, Planning the film production | **Unit III Production:** Organizing the production: The various departments of Camera, Sound and Art, Talent — Direction & Management, Budgeting, Cash Flow management, MIS & Budget Control, Overall production management | **Unit IV Shooting and Crisis Management:** Day to day shooting planning, Budget planning, cross checks, Executive producer hiring, Crisis management, Alternate planning in case of cancellations, Proper recording | **Unit V Post Production:** Edits -Picture & Sound, Processing, Mixing & Special Effects, Negative Cutting, Optical, DI and the Final Negative

TEXT BOOKS:

- The Producers Business Handbook by our Dean John Lee Jr.
- Producing and Directing the Short Film & Video by David K. Irving & Peter W. Rea
- Film production management By Bastian Cleve
- Writing the Killer Treatment: Selling Your Story Without A Script by Michael Halperin
- Writing Treatments That Sell: How to Create and Market Your Story Ideas to the Motion Picture and TV
- HOLLYWOOD ECONOMIST- EPSTEIN EDWARD
- FILMMAKERS & FINANCING BUSINESS PLANS FOR INDEPENDENTS 6/ED-LEVISON LOUISE
- FILM PRODUCTION MANAGEMENT -CLEVE B

ADDITIONAL READING:

- Producing and Directing the Short Film & Video by David K.Irving & Peter W.Rea (Chapter 2)
- Writing for Emotional Impact: Advanced Dramatic Techniques to Attract, Engage, and Fascinate the Reader from Beginning to End by Karl Iglesias
- Industry, 2nd Ed. by Kenneth Atchity & Chi-Li Wong
- The Screenwriter’s Bible: A Complete Guide to Writing, Formatting, and Selling Your Script 4th Edition by David Trottier
- Screen craft Series (Vols. Direction; Production Design)

SPECIAL NOTES:

- Key elements a business Manager should know on production
- How to handle sudden situations at a shooting and work around budgets

EMA 15- FILM DISTRIBUTION

Objectives:

To understand the dynamics of motion picture distribution | To understand the various channels of distribution | To understand about various revenue streams arising out of motion picture distribution

Unit I Rights on a Negative and the Revenue Streams: A quick overview of the different Film Negative Rights, Scope of exploitation across various platforms, Revenue models, Nationally and internationally | **Unit II Domestic Distribution:** Historical Overview, Territories & Strategy, Theatre selection, multiplex strategy, Single screen strategy, Advances, agreements, Multiplexes & Single screens - Rules and Regulations and Exemption, Trade Bodies and Arbitration, Trade Unions, Film City | **Unit III Computing Collections:** Sub-distribution, DCRs, reporting structure, Billing, accounting, sharing, Taxation, Computing Gross and Net Collections, Derivative products, Creating spin-off opportunities, Idea to commercialization | **Unit IV International Distribution:** Historical Overview, Territories in a Segmented Market, Derivative products, Creating spin-off opportunities, Idea to commercialization, Film Festivals and Film Markets, The International Sales Agent | **Unit V Distribution Agreements:** MG, Outright, Lease - Hire, Scope of agreements as per the business, Importance of understanding legalities for a business manager

TEXTBOOKS:

- The Producers Business Handbook by our Dean John Lee Jr. (Focal Press7) Risky Business - Mark Litwak
- The Feature Film Distribution Deal: A Critical Analysis of the Single Most Important Film Industry Agreement by

ADDITIONAL READING:

- Producing, Financing, and Distributing Film: A Comprehensive Legal and Business Guide (Kindle Edition) Donald C. Farber, Paul A. Baumgarten , Mark Fleischer
- A Guide for Financial Analysis by Harold L. Vogel
- The Pocket Lawyer for Filmmakers: A Legal Toolkit for Independent Producers (Paperback) by Thomas A. Crowell

SPECIAL NOTES:

- Film Monetization in the Indian Scenario, with ref to film negative rights and other streams
- "An overview of distribution environment in India":
- "Samples of Distribution agreements for a better understanding"
- "Problems and prospects of International Distribution for Indian Films" Special Note: Understanding the dynamics of India- Key to positioning
- Special Notes: An understanding of film marketing tools: Samples of Indian vs International films'
- Budget break up of a big blockbuster film: case study

EMA 16 - FILM MARKETING

Objectives:

To understand the dynamics of motion picture marketing | To understand the various channels of marketing | To get first hand glimpse at motion picture marketing and publicity design

Unit I Importance of Film Marketing: Growing importance of marketing of film national and internationally, Understanding the markets for film, Marketing for various sectors, Understanding the socio demographics nationally for film marketing | **Unit II Positioning of Film in the Market:** Target audience-TG, Importance of understanding TG for film marketing, Market research, screenings, Monitoring the marketing according to the TG. Planning the campaign for the TG, Importance of timing in for marketing and releasing, Coordination of marketing plan | **Unit III Film Marketing Tools:** Importance of creativity for a film marketing campaign, Key marketing tools required, In theatre, outdoor, Coordination of various teams for execution of marketing | **Unit IV Film Marketing Budgets:** Importance of budget planning for film marketing, Budget break up, Marketing budget v/s business of a film, Budget control, Cost effective marketing, Cross promotional marketing

TEXTBOOKS:

- Marketing & Selling Your Film Around the World: A Guide for Independent Filmmakers (Paperback) by John Durie, Annika Pham, Neil Watson
- The Biz: The Basic Business, Legal, and Financial Aspects of the Film Industry (Paperback)
- by Schuyler M. Moore(chapter 9, 11, 12) Marketing & Selling Your Film Around the World: A Guide for Independent Filmmakers (Paperback) by John Durie, Annika Pham , Neil Watson
- Managing Creativity and Innovation (Harvard Business Essentials by Business Essentials Harvard (Author)

- Marketing to Moviegoers: A Handbook of Strategies Used by Major Studios and Independents (Kindle Edition) by Robert Marich

ADDITIONAL READING:

- Our films, their films — Satyajit Ray The Complete Independent Movie Marketing Handbook by Mark Steven Bosko
- Marketing 'The Da Vinci Code' ICMR-Centre for Management Research-Marketing Case Studies Men behind the scene-everybody wants a hit- Derek Bose. Mantras for success on Bollywood

EMA – 17 Film Theory – Appreciation & Criticism

Objectives:

To learn the history of cinema | To understand the basics of various movements in cinema | To learn about world cinema and their prominent masters | To understand the studio system | To Learn Indian cinema in association with world cinema

Unit I – Understanding Cinema: Genres of Films, Cultural significance in relation to Film, world cinema and world view, Film Screening | **Unit II –Understanding story telling techniques of Cinema Masters:** Important elements of storytelling of cinema masters, How the plot has been developed, how the characterization has been done, the ups and downs | **Unit III –World Cinema-Study of Iconic Film Directors and their styles:** Study of Satyajit Ray, V Shantaram, Ingmar Bergman, George Lucas, Fredrico Fellini, Steven Spielberg, Majid Majidi, Akira Kurosava, etc. | **Unit IV –Introduction to various theories of Films & Important Movements:** Apparatus theory, Auteur theory, Feminist film theory, Formalist film theory, Realism Movement, Neo Realism movement

Textbooks:

1. Film As Film: Understanding And Judging Movies by Victor F. Perkins
2. Understanding the Film: An Introduction to Film Appreciation, Student Edition by Jan Bone, Ron Johnson
3. Theory of Film: The Redemption of Physical Reality; By Siegfried Kracauer
4. Screen Education: From Film Appreciation to Media Studies; By Terry Bolas
5. Asian Film Journeys: Selection from Cinemaya By Rashmi Doraiswamy, Latika Padgaonkar
6. How Movies Work By Bruce F. Kawin
7. Film Study: An Analytical Bibliography, Volume 1 By Frank Manchel
8. The World Viewed: Reflections on the Ontology of Film By Stanley Cavell
9. A Short History of Film By Wheeler W. Dixon, Gwendolyn Audrey Foster

EMA – 18 INTERNSHIP REPORT

Objectives:

To acquire experience in the professional environment | To work in a real environment | To get first hand feel at handling live projects and understand the business world | To create industry ready professionals

The Students will have to work on field in either media related company, channels or NGO. They will have to work with above mentioned agencies for 2 Months. Individual colleges / concerned faculty will assist students to get above work experience. In rare case where such media related company, channels or NGO may not be available in the near vicinity, the college / concerned faculty can assign project to student with the intention to help student acquire professional experience & market intelligence.

SEMESTER IV

EMA 19 - Broadcast Business Management

OBJECTIVES

To enable the student in understanding the dynamics of the Broadcast Business, Programming and Management space | To understand the television and radio production and content management | To learn about the dynamics of television and radio distribution | To understand the concept of content acquisition

Unit I Television Production Management: Studio Introductions, Camera and Lighting, Television Process Pipelines | **Unit II Television Promotion and Sales:** Creating television properties : syndicated vs. owned content , Telemetries Creation and Revenue Forecasting , News Content Creation and Revenue Forecasting | **Unit III Radio Production Management:** Radio Studio Management, Charts and Listenership Reviews, Live and call-in shows : Overview | **Unit IV Radio Sponsorships:** Radio Revenue Overview, Go-Promotion Case Study : Radio One | **Unit V Business Plans & Strategies:** Development of Business Plans for a Broadcasting channel, Script to Screen Business Process, Revenue Streams for a Broadcasting channel | **Unit VI Content Acquisition Process:** Segregation of the content, Methods and Mechanism of Content Acquisition, Content syndication and regulations in India and International | **Unit VII Financial Analysis of broadcasting process:** Business planning, basic taxation , Business and financial models, Media Buying and Media Audit | **Unit VIII BROADCAST CHANNELS- EMERGING BUSINESS TRENDS:** Analogue & Digital Television, DTH, Internet Television, Mobile Television (DVBH), IPTV | **Unit IX Channel Segmentation and Management:** General Entertainment Channels, Boutique, Niche & News Channels, Channel Management - A brief overview | **Unit X Market Overview and Production Schemes:** An overview of the growth in India, Production Flowchart, Designing a FPC, Defining Niches. Profiling a Channel , Costing and Scheduling | **Unit XI BROADCAST DISTRIBUTION:** Trends and Technology in Broadcasting, Broadcast Management Systems (Backend Management), Play out systems, Content management in Broadcasting and new technologies available | **Unit XII Distribution dynamics in Broadcasting:** Distribution theory and various new platforms , Cable Operators, MSOs and Head Ends in the sky , Distribution dynamics in India and Foreign countries, Revenue Sharing

Mechanism and Methods in various types of distribution, SWOT Analysis of Digital Distribution Platform and Analogue Distribution | **Unit XII Future of Television Broadcasting:** Terrestrial TV- Its growth and Future, Analyzing the Trends and Sensing the Opportunities in Broadcasting Environment | **Unit XIII BRAND MANAGEMENT, MARKETING & PROMOTIONS:** Branding – An Understanding, Promotion of a Broadcasting channel

TEXTBOOKS

1. Entertainment Industry Economics: A Guide for Financial Analysis by Harold L. Vogel
2. Media Management by Andrej Vizjak, Max Josef Ringlstetter
3. FICCI Reports of 2008, 2009 and 2010 (Broadcasting Section of each)
4. Electronic Media Management (Chapter 2) by Peter K. Pringle, Michael F. Starr
5. The Business of Television – Howard J Blumenthal, Oliver R. Goodenough (part 1 and part 2)
6. The New Rules of Marketing & PR by David Meerman Scott (Chapter 15)
7. B2B Brand Management by Phillip Kotler (Chapter 3)
8. Building Strong Brands by David A. Aaker
9. “Emphasis on case studies India and international in Broadcast Designing Brand Identity: A Complete Guide to Creating, Building, and Maintaining Strong Brands by Alina Wheeler (Chapter 3 & case studies)

EMA - 20 TELEVISION & RADIO PRODUCTION AND PROGRAMMING-(FICTION, NON-FICTION, DOCUMENTARY

Objectives:

To understand the various elements of programming in the broadcast space | To understand the dynamics of Fiction, Non-Fiction and Documentary programming | To learn the dynamics of niche content

Unit I Elements of Programming - Fiction, Non Fiction: Narrative Styles— Importance of creativity, FICTIONAL - Frequency of shows vis-a-vis business implications (Daily, weekly). National and regional level programming. Production formats. Characterization within the storyline , NON -FICTION: challenges and opportunities Varied Approach - formal shows - Original formats vs Acquired formats, Reality shows. Scripting for nonfiction, Role of Anchor vs Voice Over. Global trends in news and documentary | **Unit II The Production: - Fiction, Non Fiction:** An overview of production processes, fiction, non-fiction and documentaries, Develop production management, operating and creative skills for fiction -Story & Script , Multiple Tracks, - Monitoring, Crewing, Casting , Sets & Outdoors, Scheduling & Budgeting , Unions - Rates, Rules & Regulation , Post Production| **Unit III Documentary - Overview :** TV and radio Documentaries, Types of Documentaries, Funding for documentaries, Business of documentary films | **Unit IV Documentary Production and Processes :** Pre Production (research, sourcing case studies / stories, finding locations for production), budgeting & scheduling, Planning contingencies, Risk assessment & management and Crewing. Production for picture and sound (sync and ambience). Post production (budgeting, scheduling and execution) | **Unit V Production of content in areas of lifestyle, biographies, audio books, health & fitness, edutainment, etc:** Increasing demand for content in above genres, Revenue generation potential, Case Studies: Shipa Shetty’s yoga, Bipasha’s workout videos, SRK biography.

TEXT BOOKS:

- Television - the book and the classroom by Cole John Y
- Programming for TV, Radio & The Internet, Second Edition: Strategy, Development & Evaluation by Lynne Gross (Author). Brian Gross (Author), Philippe Perebinosoff (Author)
- Television Production Handbook (Hardcover) by Herbert Zettl
- The business of Television - Howard J Blumenthal, Oliver R. Goodenough
- Making Documentary Films and Videos By Barry Hampe
- Documentary storytelling By Sheila Curran Bernard
- Writing, Directing, and Producing Documentary Films and Videos, Fourth Edition by Alan Rosenthal —

ADDITIONAL READING:

- Cross-cultural Filmmaking By Ilisa Barbash, Lucien Taylor
- TV disrupted - Shelly Palmer Transition from network to net: TV Read all for overview of new competitive landscape.
- TV programme making- Colin Harl everything you need to know to get Starlet,
- Public TV in digital era- Petros Iosifidis techno challenges + new strategies See ch: 2 in part 2-various countries and their applications.
- FICCI FRAMES Yearbooks & Journals
- The Crocodile Hunter : the incredible life and adventures of Steve & Terry Irwin
- The Journalism Quarterly published by the American Association of Schools and Departments of Journalism

SPECIAL NOTES:

- “Case study of non fictional program”
- “A comparative framework of Indian vs. International new reporting and management”

WEB REFERENCES:

- www.tamindia.com
- <http://www.infoplease.com/ipea/AOJ51956.html>
- (Interesting link for milestones in the history of Broadcast Radio & TV)
- <http://www.c21media.net/>
- (For latest media updates from across the world)

- www.allindiaradio.org
- www.indiaradiobulletin.com
- http://www.infoplease.com/ipea/A_0151956.html
- (interesting link for milestones in eth history of Broadcast Radio & TV)
- <http://www.c21media.net/>

EMA - 21 TELEVISION & RADIO PRODUCTION AND PROGRAMMING (NEWS, SPECIALIZED EVENTS)

Objectives:

To understand the various elements of programming in the broadcast space for news and specialized events | To understand the dynamics of news room management | To learn the dynamics of live and special events and coverage

Unit I News: An Overview: The development of the long form TV special report, Comparisons between Indian news and International news, Trends in news, The ethical framework of International vs. Indian broadcasting - Its effect on public, extent of government regulations on reporting, The standards that need to be complied. Elections/WAR / CRISIS / NATURAL CALAMITY REPORTAGE, GUIDELINES FOR Reporter on Location. Crisis management from reporting. | **Unit II News Room Management:** The News Production Flowchart, Connecting the PCR, The OB Vans and any other feeds. Editorial - The Nerve Centre of the News Room. News gathering & the role of the Assignment Desk. OB Vans & communication facility in times of emergency, Newsroom and Back end support Special Broadcasting: Sports | **Unit III Live events (cricket, tennis, track & field fetal) with multi camera set ups:** The rise of IPL and film personalities, Production logistics & Budgets, Sponsors and on air sponsors, Branding Opportunities | **Unit IV Special Broadcasting: National and world Events:** Spot Rates & FCTs, National events (Republic Day Parade in Delhi, India). The Oscars, Grammys, Miss World pageants, et al, Reportage. OB Vans. Permissions. Production Logistics & Budgets for special events, Business models and role of Brands.

TEXT BOOKS:

- The business of Television — Howard J Blumenthal, Oliver R. Goodcnough
- The Broadcast Journalism Handbook by Robert Thompson -
- State of War by James Risen, published by Simon & Schuster
- Special note by Faculty: “The key guidelines of crisis reporting”
- Basic radio journalism By Paul Chantler, Peter Stewart
- Editing for Today’s Newsroom By Carl Sessions Stepp

ADDITIONAL READING: BBC Producer’s Manual

- Newsroom Management By Robert H. Giles
- TV disrupted - Shelly Palmer Transition from network to net: TV Read all for overview of new competitive landscape.
- TV programme making- Colin Harl everything you need to know to get Starlet. Note: Chapter 3 (writing) Ch:8 (shooting) Ch 19(work as freelance)
- Public TV in digital era- Petros losifidis techno challenges + new strategies Sec ch: 2 in part 2-various countries and their applications.
- FICCI FRAMES Yearbooks & Journals
- The Crocodile Hunter: the incredible life and adventures of Steve & Terry Irwin
- The Journalism Quarterly published by the American Association of Schools and Departments of Journalism

SPECIAL NOTES:

- “Framework of production of word events. Its effect on TRP: case studies”
- “A comparative framework of Indian v/s International new reporting and management”
- “The growth of sports coverage in India... Case studies with special ref to IPL”

EMA - 22 THE BUSINESS PLAN AND PARTNERSHIPS

Objectives:

To understand the need of a business plan | To understand the pitching process | To learn and develop skills for pitching and collaborations | To learns the various production trends in the industry

Unit I Collaborations and Co-Productions: International co productions, Production incentives, Contracts - Co Production Agreements, Trends of co productions in India | **Unit II Financing Independent Films:** Loans-Negative rights as collateral, Promissory Notes & Guarantees Borrowing against Pre Sale Agreements, Investor Financing, Advances from Distributor, Finders & Finders Fees, Production Incentives | **Unit III The Film Proposal:** Pitch,

Projections – ROIs, Gross & Net profits, Alternate Revenue Streams, The business plan, Key elements for a film proposal

TEXT BOOKS:

- Risky Business - Mark Litwak (chapter 1, 2)
- Producing, Financing, and Distributing Film: A Comprehensive Legal and Business Guide (Paperback) by Donald C. Farber Paul A. Baumgarten , Mark Fleischer (chapter 6) The Insider’s Guide to Film Finance, by Philip Alber (chapter 2)
- The Art of Funding Your Film: Alternative Financing Concepts (chapter 6, 8, 9),by Carole Lee Dean The Producers Business Handbook by our Dean John Lee Jr. (10))

ADDITIONAL READING:

- Bankroll: A New Approach for Financing Feature Films by Tom Malloy
- Financing The Independent Film

EMA 23 - Business negotiation Skills

OBJECTIVES

To understand the very nature and characteristics of negotiation | To understand the process of negotiation | To learn and enhance Negotiation Skills

Unit I Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. | **Unit II** Negotiation Sub processes: Perception, Cognition and Emotion, Communication: What is communicated during negotiation and how people communicate in a Negotiation. | **Unit III** Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA., Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415). | **Unit IV** International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation:Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197). |

TEXTBOOKS

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1st Ed.)
3. Rao S.L. - Negotiation Made Simple (Excel Books, 1st Ed.)

LIST OF VIDEOS:

- “The Red Sun” – Feature Film
- “Wall Street” – Feature Film
- “Proof of Life” – Feature Film

ADDITIONAL REFERENCES:

- Bargaining for Advantage by Richard Shell
- The Mind and the Heart of the Negotiator by Leigh Thompson
- Global Negotiations: A Practical Guide by Claude Cellich

EMA – 24 FINAL PROJECT REPORT

Objectives:

To work in a real environment | To get first hand feel at handling live projects and understand the business world | To create industry ready professionals

The Students will be encouraged to take a live business project as part of their curriculum. This will not only make the student an industry ready professional but also reduce the gap of bookish knowledge vs actual market knowledge. This will also enable entrepreneurship abilities in them

Specialization- Advertising & Marketing Communications

SEMESTER-III

EMA -25 ADVERTISING & STRATEGIC BRAND MANAGEMENT

Objectives:

To understand the relationship between advertising and strategic brand management | To know how advertising works and various advertising strategies | To learn brand building concept and various attributes associated with it | To learn to plan and execute advertising campaigns | To learn about various brand building strategies

Unit I Advertising Strategy Fundamentals: Advertising Ideas, Tools and Frameworks | **Unit II Print Campaign Strategies:** Tools in Print Campaigns, Ideas and Fundamentals, Tagline and Its Importance | **Unit III TV and Interactive Strategies:** Television Media and its Properties , Ambient Advertising , The Interactive Domain | **Unit IV Radio Advertising:** Jingle Making process, Radio Announcements, RJ announcements | **Unit V Campaign Execution:** Integration, Execution of Campaign and Inventories , Making Good Pitches | **Unit VI Overview: Management and Advertising:** Unique characteristics of Advertising Agencies ,Law and Ethics ,Intellectual Property | **Unit VII Introduction to Brand Management:** Definitions – Brands and Brand Management – Brand Positioning | **Unit VIII Brand equity:** Definitions – applications – customer-based equity,Integrated Marketing

Communications and Brand Equity, Measuring Brand Equity, Brand Equity Measures – Sources of Brand Equity – Different Valuation Techniques | **Unit IX Branding Strategies:** Types of Brand Strategies – Naming Brands – Brand Extensions, Brands Across Geographies

TEXT BOOKS:

- Strategic Brand Management by Kevin L. Keller

SPECIAL NOTES:

- Special Note - Case Study : Brand Orange in India
- Special Note - Case Study: Brand Harry Potter
- Special Note - Case Study: L'Oreal In India
- Special Note - Case Study : Raymond
- Special Note - Case Study: Mentos in India

ADDITIONAL REFERENCES:

- Managing Brand Equity, David Aaker
- Kellogg's Marketing Faculty Branding Guide
- Brand Gap, Martin Neumeier
- Best Practice Cases in Branding, 3rd Edition, Kevin Keller

EMA – 26 MARKET RESEARCH METHODOLOGIES (QUANTITATIVE & QUALITATIVE)

Objectives:

To get a better understanding of market dynamics and the forces that govern them, To understand research methodologies – qualitative vs quantitative, To understand in detail the research process, To learn to analyze data and derive conclusions

Unit I Research Process: Introduction to Market Research , Types of research, Research Design formulation , Error and sources of error , Exploratory research design , Secondary data , Objectives, primary vs. secondary data , Advantages and disadvantages of secondary data , Criteria for evaluation of secondary data , Classification and sources of secondary data , Exploratory research design , Qualitative research , Focus group interviews , Depth interviews , Projective techniques , Latest qualitative research techniques in marketing and advertising | **Unit II Descriptive Research Design:** Sampling ,Process and techniques , Descriptive design [survey and observation], Measurement and scaling, Questionnaire and form design. | **Unit III Casual Research Design:** Experimental research, Objectives , Concept of causality, Validity in experimentation , Extraneous variables , Classification of experimental designs (pre-experimental, true experimental, quasi-experimental and statistical), Limitations of experimental designs | **Unit IV Analysis and Conclusion:** Anova, Correlation, Regression , Factor Analysis, Cluster Analysis and Discriminant Analysis, Multidimensional Scaling and Conjoint Analysis, Importance of insights, The importance of insight in a campaign , Some successful campaigns based on good insights

TEXT BOOKS:

- Marketing Research: An Applied Orientation by Naresh K. Malhotra

ADDITIONAL REFERENCES:

- Research for Marketing Decisions by Paul E. Green, Donald S. Tull and Gerald Albaum

SPECIAL NOTES:

- Using laddering to understand and leverage a brand's equity
- Interpreting consumer perceptions of advertising: An application of the Zaltman Metaphor Elicitation Technique
- External Validity of Experimental Research

LIST OF TUTORIALS:

- Qualitative Project Presentations
- Quantitative Project Report Submission

EMA – 27 Advertising Agency Structure and Management

Objectives:

To understand the structure of an advertising agency | To learn about the various departments and their working | To get to know about various types of agency | To understand agency revenue generation sources

Unit I Introduction: Structure of and ad agency, Types of advertising agencies, Internal structure and functions | **Unit II Functions and role of various departments:** Client servicing, Media Planning, Art, Copy, Events, Legal, Accounts | **Unit III Agency Finances:** Revenue models, Commission , Retainer ship fees | **Unit IV Pitching process and Agency evaluation techniques:** The Pitch process, Referrals, Evaluation techniques, Managing the work, Setting up an agency, Building up clientele

Reference Books:

1. Purple Cow: Transform Your Business by Being Remarkable by Seth Godin
2. Truth, Lies & Advertising: The Art of Account Planning by Jon Steel

3. Positioning: The Battle For Your Mind by Al Ries and Jack Trout
4. How to Write an Inspired Creative Brief by Howard Ibach
5. A Technique for Producing Ideas by James Webb Young
6. Lateral Thinking: Creativity Step by Step by Edward de Bono
7. Caffeine for the Creative Mind by Stefan Mumaw and Wendy Lee Oldfield
8. Zag – Marty Neumeier
9. ReWork – Jason Fried and David H. Hansson
10. My Life in Advertising and Scientific Advertising – Claude Hopkins
11. The Tipping Point – Malcolm Gladwell
12. The Brand Gap
13. Engage: The Complete Guide for Brands and Businesses to Succeed – Brian Solis

EMA - 28 PUBLIC RELATIONS AND CORPORATE COMMUNICATIONS

Objectives:

To understand the nature and scope of public relations and management | To understand the necessity of PR and corporate communications | To learn the various PR strategies – implementation & execution | To make understand the dynamics of PR and corporate communications to make ready for the industry

Unit I Nature and Scope of PR: Introduction, Definition, nature and scope , Differences and similarities between PR, Corporate Communications & Integrated Marketing Communications , Purpose of PR, Handling problems and opportunities , Internal and external publics. | **Unit II Employee Relations and Employee Communications:** Benefits of employee relations , Role of internal PR , Rules of effective employee relations , Internal communications , Use of technology [pros and cons] , Communication difficulties with key internal publics , Importance of localized information , Top-down vs bottom-up corporate communication tactics , Value of first line leader communication with key employee publics , Relative cost effectiveness of traditional mediated employee communication tactics | **Unit III Community Relations:** PR and social responsibility , Importance of external stakeholders , Stages in community relations , Messages and channels appropriate to key external audiences , Value of community goodwill, Measuring costs and benefits associated with corporate community relations programs | **Unit IV Media Relations:** Benefits , Time-tested strategies , New strategies [surgical media strategy & contingency approach) , Differences: traditional and new methods of social and cultural communication, New media penetration and its impact, Press releases and press conferences. | **Unit V Investor Relations and Customer Relations:** Financial Public relations and functions, Key customers as critical corporate external stakeholders, ‘Ally development’ plans and tactics, Cost effectiveness of corporate customer relations functions, Typical tactics [trade shows & site visits] | **Unit VI Public Issue Campaigns & Debates: Issue Management & Crisis Management:** Issue Management: Four stages/types of issues, Jim Grunig’s Issue Anticipation model , Strategies and types of publics involved in issues, Crisis Management: definition of a crisis , Strategies for crisis management , Pre-planning - Need for in-depth crisis training for teams | **Unit VII Fundamentals of Corporate Communications:** Introduction , Corporate communications, A management function , Characteristics - Vocabulary Audience, Key publics - Theory and practice perspectives | **Unit VIII Historical & Theoretical Perspective:** The birth of corporate communications management, Global and Indian Perspective, Changing concepts , Understanding stakeholder management , Identity and corporate communications, Reputation and corporate communications. | **Unit IX Communications Strategy and Organization of Communications:** Different schools of thoughts, Processes and practice of strategy making , Challenges and issues on corporate communications strategy development , Traditional and contemporary perspectives on communications’ organizations, Vertical and horizontal structures | **Unit X Communications Practitioners: Theory and Practice -** Roles and practices of communications practitioners , Code of ethics | **Unit XI Prospect and Corporate Communications Technology:** Challenges ahead , Technology driven changes in corporate communication practices , Costs and benefits of corporate intranet and Internet, Based communication programs and tactics , Web sites, Changing relationships between external media representatives and internal media relations specialists , Impact of technology on employee communication programs , Electronic media impacting corporate decision-making

TEXT BOOKS:

- The Handbook of Strategic Public Relations & Integrated Communications: Clarke L Caywood
- Public Relations Practices: Managerial Case Studies and Problems, Allen H. Center and Patrick Jackson, Prentice Hall India. Corporate Communications: Theory and Practice by Joep P Cornelissen
- The Handbook of Strategic Public Relations & Integrated Communications: Caywood, C.

ADDITIONAL REFERENCES:

- Public Relations Handbook by Alison Theaker
- Corporate Communication, Paul Argenti

LIST OF TUTORIALS:

- Case Studies
- Group Presentations

EMA - 29 AN ORIENTATION IN NEW MEDIA TECHNOLOGIES

Objectives:

To understand the new trends and technological advancement in the new media space | To develop programming strategies in the new media space | To learn to use the new medium in advertising | To understand various online platforms and technologies

Unit I Trends in New and Interactive Media: Brief history, Growth in interactive media, Developments Internationally in interactive media, Social Media Face book-LinkedIn- Interactive video , TV, Mobile and Gaming, India's foray in to the new media, Opportunities and prospects | Unit II Creative Programming Technologies-A Basic Understanding: Narrative style and Storytelling , Narrative style and form , Applied script writing , Brainstorming concepts , Screen design layouts , The interactive nature of digital applications , Various technologies available | Unit III Online Platforms and Technologies: Wireless, Mobile and Broadband platforms: evolving trends and status, Interactive DVD products, Convergence | Unit IV Business opportunities for the advertising industry: Interactive Marketing: Taking Entertainment to the Digital Age, Dynamic ways of marketing on new media, Creation of content for the new media platforms beyond the main campaign, Basis for selection of service providers , Measurement of their performance, ROI to monitor the campaigns, Cross promotional marketing opportunities on New and interactive media, Digital Asset Management Systems, Online asset management solutions such as knowledge management , Collaborative and content management tools , Protecting content

TEXT BOOKS:

- Building Interactive Worlds in 3D — Virtual Sets and Pre Visualization for Games, Films & Web (1,8) - Marc Gautier
- Interactive design for the Web and the New Media- by Nicholas V. Iuppa chapter 2, 3
- Gaming lives in the twenty-first century : literate connections / edited by Cynthia L. Selfe and Gail E. Hawisher ; associate editor, Derek Van Ittersum ; foreword by James Paul Gee
- Text: Interactive Design for the Web and New media- Nicholas V. Iuppa (Chapter 6- 8)
- Digital story telling - Carolyn Handler Miller (Chapter 11-21) : Interactive Marketing: The Future Present (NTC Business Books) by Edward Forrest (Section 2)
- Digital Creativity: A Reader by Colin Beardon, Lone Malmberg
- Digital Content Creation by Rac Earnshaw

SPECIAL NOTES:

- Growth and development of New and Interactive Media in India
- "Evolution of Digital Media and its impact on the Media Space"
- "Case studies of entertainment companies that used the new media for successful campaigns."

ADDITIONAL REFERENCES:

- Gaming lives in the twenty-first century: literate connections / edited by Cynthia L. Selfe and Gail E. Hawisher; associate editor, Derek Van Ittersum ; foreword by James Paul Gee
- Agile virtual enterprises [electronic resource] : implementation and management support / Maria Manucla Cunha, Goran D. Putnik
- *Handbook of computer game studies / edited by Joost Raessens and Jeffrey Goldstein
- *Encyclopedia of virtual communities and technologies / Subhasish Dasgupta
- Source - <http://www.lib.jmu.edu/smad/interactivcweb.aspx>

EMA – 30 INTERNSHIP REPORT

Objectives:

To acquire experience in the professional environment | To work in a real environment | To get first hand feel at handling live projects and understand the business world | To create industry ready professionals

The Students will have to work on field in either media related company, channels or NGO. They will have to work with above mentioned agencies for 2 Months. Individual colleges / concerned faculty will assist students to get above work experience. In rare case where such media related company, channels or NGO may not be available in the near vicinity, the college / concerned faculty can assign project to student with the intention to help student acquire professional experience & market intelligence.

SEMESTER- IV

EMA – 31 ACCOUNT PLANNING & MANAGEMENT

Objectives:

To understand the account planning process | To understand the roles and responsibilities of and account planner / manager | To have deeper insights into the functioning of the agency and the account planning team | To understand the pitching process for clients

Unit I Introduction to Account Planning: Need for account planning, What is Account Planning, How does it work | **Unit II Defining the advertising need:** What need gap is the brand/ product fulfilling, Is there a requirement for the brand/ product, Who are the competitors and what are they doing, How successful are they | **Unit III Defining the target audience:** Profiling , Demographics as well as psychographics, Conducting observation studies, Research,

Market visits | **Unit IV What should we tell them:** How does it benefit the customer, How is it superior to the existing products | **Unit V Why should they believe us:** What is our background, What do marketers and investors feel about us, How well are other products from the same company doing | **Unit VI THE PITCH PROCESS:** What is a pitch?, The process of pitching, Preparation required, Teams involved, Coming up with a strategy, Creating a brief, Campaign idea, Campaign plan | **Unit VII ACCOUNT MANAGEMENT:** Overview and Introduction, Key Account Management Ideas and Fundamentals , Need for KAM, Customer Selection, Strategic Frameworks for customer selection and key account signing , Understanding account relationships, Relationship Management, Managing client relationships, Buyer Perspective, Client Understanding , Profitability and Financial Metrics for KAM, Strategies and planning for KAM , Process Overview - Organization

TEXT BOOKS:

- Key Account Management: The Definitive Guide by Malcolm Macdonald and Diana Woodburn

SPECIAL NOTES:

- Special Note - “Key Account Management: Who Gets the Value?”

ADDITIONAL REFERENCES:

- Key Account Management and Planning, Noel Capon
- Marketing Mavens, Noel Capon
- Consumer Behaviour, Engel, Blackwell and Miniard, Prentice Hall
- ADMAP, 2003-Present

LIST OF TUTORIALS:

- Account Sizing
- Key Account Business Plan

EMA – 32 DIGITAL , SOCIAL and INTERACTIVE MEDIA ADVERTISING

Objectives:

To understand the new developing avenues of advertising in the digital space | To learn the dynamics of social media marketing and advertising | To learn to built interactivity in advertising in the digital world | To understand the importance of digital and web advertising

Unit I Introduction to the digital world: Opportunities in the digital space, Internet reach and penetration in India, Time spent by consumers on the internet, Content generated on the internet, Top websites categories, Mobile reach and penetration in India, How mobile landscape has changed over the years, Some successful digital brands | **Unit II Strategy and Models for the New Marketing Environment:** Development of the internet , Strategy , Business models | **Unit III Marketing Planning and Buyer Behaviour:** Online marketing planning issues , Buyer behaviour , Search engine marketing , Permission and personalisation online | **Unit IV Product, Pricing and Legal Issues:** Understanding the online product , Pricing issues on the Web , Legal issues | **Unit V Web-Based Communications :** Online Communication Tools – blogs , News releases , Podcasting , Forums , Wikis , Viral buzz | **Unit VI Digi-marketing Planning :** Understanding consumers and customers , Defining goals, Creating digital platforms , Generating awareness and influence , Optimization | **Unit VII MOBILE MARKETING:** Case Studies

TEXT BOOKS:

- Online Marketing: A customer-led approach by Richard Gay, Alan Charlesworth and Rita Esen.
- Digi Marketing, The Essential Guide to New Media and Digital Marketing by Kent Wertime and Ian Fenwick
- How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly' by David Meerman Scott
- ULTIMATE GUIDE TO FACEBOOK ADVERTISING (PB) -MARSHALL P
- KILLER FACEBOOK ADS-WEINTRAUB

SPECIAL NOTES:

- Case Studies on Mobile Marketing

ADDITIONAL REFERENCES:

- Achieving Competitive Advantage through Wireless Technology' by Alex Michael and Ben Salter

LIST OF TUTORIALS:

- NIM Interface

EMA – 33 CONSUMER BEHAVIOUR

Objectives:

To understand the and analyze consumer buying behavior for account planning process | To get details about various consumer buying behavior pattern| To learn about consumer classification on basis of various factors| To learn the intricacies of needs and desires and its effect on buying pattern

Unit I Introduction: The importance of studying consumer behavior , Super segmentation in a highly cluttered business environment based on data analysis, Adopting varying communication channels for each

customer/market group, Adopting different advertising strategies for each market segment | **Unit II Psychological issues in consumer behavior:** Drive, Motivation & hedonism, Personality & self Concept, Goals, risk and uncertainty, Perception, Learning, Attitude Formation, Attitude Change | **Unit III Sociological issues in consumer behavior:** The environment, class & culture, Peer & Reference Groups, The Family | **Unit IV Decisions & their aftermath:** New & Repeat buying behaviour, Innovation, High involvement purchase behaviour, Post-Purchase behaviours, Service markets, Behavioural Segmentation, Organizational buying behaviour, Consumer behaviour & marketing Mix

TEXT BOOKS:

- o Lifestyle Market Segmentation by Ronald D. Michman

SPECIAL NOTES:

- o Special Note - Case Study: Qube – Market Development for Digital Cinema, Real Image Media Technologies
- o Special Note - Case Study: MTV Networks – Localizing Globally
- o Special Note - Case Study: Amway

ADDITIONAL REFERENCES:

- o Consumer Behaviour, Engel, Blackwell and Miniard, Prentice Hall
- o Marketing Management, Philip Kotler
- o Managing Customers as Investments, Donald Lehmann and Sunil Gupta
- o Journal of Consumer Research, Mar 2003 - Present

LIST OF TUTORIALS:

- o Customer Analysis for a Local Market

EMA – 34 MEDIA PLANNING & BUYING

Objectives:

To understand the Media Planning & buying process | To understand concepts of Reach & Frequency | To learn the various media mix and its implementation | To understand budget allocation for a media plan and fundamentals | To learn to prepare a media plan and evaluate it

Unit I Introduction to Media Planning and Selection: Media Planning Overview, Terms and concepts, Rating – HUT, PUT, PUR, Share – Rating/HUT/Share, Post Analysis, Gross Rating Points/ Target Rating Points, Impressions | **Unit II Reach and Frequency:** Optimal Vs. Ideal Reach, Media Mix: Overview, Media Frequency Mapping, GRP Calculation, Effective Reach | **Unit III Media Mix and Media Strategies:** Media Mix-Index, Media Strategies | **Unit IV Media Buying:** Objective, Negotiations, Value Addition, Analysis | **Unit V Understanding Media Audiences:** Audience Composition, Magazine Audiences, Readers Per Copy, Broadcast Day parts, Geographic Areas, | **Unit VI Media Plan Fundamentals:** Interpretation, Media Plan Fundamentals: Drawing a Media Plan, Indian Media Planning: Indian Television Rates and Policies, Indian Newsprint Rates and Policies, Handling Other Media in India (Internet and New Media - podcasting, mobile casting, dynamic media), Radio in India | **Unit VII Pricing Media Properties for Sponsorships and Programming:** Syndicate and Spot Buys, Sponsorships and Associate Sponsorships, Media Pricing for Television, Media Pricing for Radio, Media Pricing for Print Media, Pricing for Unconventional Media | **Unit VIII Media Planning:** Media Plan objective, Reach and frequency, Checklist, Media strategy | **Unit IX Media Analysis:** Understanding coverage, Cost per thousand concepts, Ratings and metrics in Print, Radio & Television, Reach and frequency for a combination of media, Market data, Competitive media expenditure analysis, Data of media audience | **Unit X Media Data, Duplications and Strategic Rules:** Metrics for media vehicles, Duplication aspect, Cross media duplication, Strategic rules of reach and frequency, Frequency patterns, Duplication within media vehicles. | **Unit XI Understanding Reach Patterns:** Types of reach patterns: blitz, wedge, reverse wedge and short fad, Reach patterns for established product, Regular purchase cycle pattern, Awareness pattern, Shifting reach - Seasonal priming pattern and combining reach | **Unit XII Basic Measurements and Calculation:** How Media vehicles are measured: Television, Radio, Print, Magazines, Internet and Out of Home How to interpret the data | **Unit XIII Media Budgets, Spends & Plan Analysis:** Allocating media budgets across various mediums based on TG analysis, readership, listenership and viewership data, Analysing data from NRS, IRS, TAM and other media monitoring agencies to evaluate above data, Finalising media spends depending upon ground realities for each target market, pre-launch and post launch phases, etc, Analysing the media plan effectiveness post advertising campaign to incorporate changes, if any, based on market feedback

TEXT BOOKS:

- o Media Planning: A Practical Guide by Jim Surmanek
- o Media planning workbook by William Goodrich and Jack Scissors
- o Advanced media planning by John R Rossitier, Peter J Danaher
- o Advertising Media planning by Jack Scissors and Roger Baron

ADDITIONAL REFERENCES:

- o “Advertising Media Planning”, Sissors and Bumba, 4th Edition.
- o NRS 2008 / IRS 2008 (CD) Essentials of media planning by Arnold M. Barban, Steven M. Cristol, Frank J Kopec
- o The media hand book a complete guide to advertising media selection by Helen E Katz

LIST OF TUTORIALS:

- Tutorial 1: Understanding Audiences
- Tutorial 2: Media Plan Report Print media planner
- Media Planner for a product

EMA – 35 IPTV & MOBILE MARKETING

Objectives:

To understand the new and emerging media like IPTV and MOBILE| To learn about the various technologies in IPTV and MOBILE | To learn the use of IPTV and MOBILE in marketing and sales promotions| To develop marketing strategies involving the new medias

Unit I Transformation of Global Television Market – IPTV: Televisions transformation in global market in : television, cable, satellite. Audiences, content aggregators from TV over Internet and Web , TV to Interactive Video, Protocols for interaction , Interactive, Personal, IP TV: Trends of television transformation in India | Unit II An Overview of the Emerging IPTV, Technologies: Understanding of IPTV, Functionality of TRIPLE PLAY: VOD, internet access and VOIP, set of Box, IPTV based converged services interactivity and limitations, Technology Situations Driving IPTV, Developing and Distribution on IPTV, Multicasting, Mpeg 2, Mpeg 4,IP multicast, Underlying protocols of IPTV systems for connecting to a multicast stream, Brief on designing Interactive IPTV Applications | Unit III Content Quality for IPTV: Review of Content Types Distributed in IPTV Deployments, Content Identification, The Impact of IPTV Content Protection (Encryption), Quality controls importance , Summary of IPTV Standards Organisations:- Checks Methods and procedures , Why IPTV Test, Measurement and Monitoring, Maximizing the Quality of Audio Visual Content, Testing Done at Physical, Data , Link, and Network Layers - Video Quality of Experience- Additional, Considerations Relating to Video Analysis, Deep Packet Inspection (DPIX) | Unit IV Business Environment of IPTV: Monetizing IPTV: Advertising and Interaction- the market for these solutions, market drivers and inhibitors, insights about business in global and India markets, trends in the category. Business Influences - Risks and Opportunities Affecting TM&M, Pricing and Pricing Trends, Competitive Differentiation, IPTV based Converged Services, Consumer satisfaction New opens source culture, Specific client models, Opportunities in IPTV | Unit V Trends, Future of IPTV Special emphasis in India: Strategies and methods that are driving the digital entertainment, Digital Rights and Next Generation IPTV DRM, Technology forecast- Current and future legal/business issues, music, features, new motion picture, linear television, on-demand television , Scale Cost Effectively for IPTV TM&M platforms, Playing for Profit, digital interactivity and entertainment businesses, demanding new rules, different players, and bigger profits. | Unit VI Mobile - Business Enabling Technologies: Mobile and applications explored: Typical mobile devices: Mobile phones, iPods, Play Station, personal multimedia players, Mobile Technologies: voicemail, VAS, 3G & 3.5G, blackberry, other push technologies, IVRS, blast calling. Gaming, New immersive capabilities: such as 3D cameras, holographic image manipulation Networks to enable these technologies , Mobile TV: unicast 3G networks, vi max networks, broadcast Networks | Unit VII Content for Mobile Devices: Client focused content development for business, Basic underlying creative processes for delivery of content on mobile devices, Interactive Mobile content: consumption, design animation, multimedia, games, video, photographs and images, sound and music on mobile , Conceptual design and creativity for the marketing campaign, Short Form Mobile Content, Blended Mobile Video | Unit VIII Business Environment on Mobile: Business models and strategies on mobile, Cross market challenges, Advertising as a Revenue Stream, Subscriptions key to advertising- marketing campaigns to increase business-Other Revenues- Multicasting Cost Variables- mobile commerce- business verticals growth in mobile, Mobile TV Business Models | Unit IX Trends and Future Prospects of Interactive Mobile - Special emphasis on India: Entertainment industry and growth on mobile , Problems and prospects for the entertainment , Government regulations

TEXT BOOKS:

- Mobile Disruption: technologies and application - driving the mobile internet - Jeffrey L funk Chapter 3,9,10
- Mobile Media and Applications - From Concept to Cash: Successful Service Creation and Launch by Christoffer Andersson chapter 6
- Mobile Disruption: technologies and application - driving the mobile internet - Jeffrey L funk Chapter 4, 5,6
- Mobile Media and Applications - From Concept to Cash: Successful Service Creation and Launch by Christoffer Andersson chapter 2 Wireless Data Services: Technologies, Business Models, and global markets- Chelan Sharma, Yashiusa Nakamura- chapter 8, 9
- Why IPTV?: Interactivity, Technologies, Services, Johan Hjelm
- TELEVISION DISRUPTED by Shelly Palmer-
- Understanding IPTV By Gilbert Held
- IPTV and Internet video By Wes Simpson, Howard Greenfield
- Playing for Profit: How Digital Entertainment is Making Big Business Out of Child's Play -Alice LaPlante, Rich Seidrier,

ADDITIONAL REFERENCES:

1. Wireless Crash Course By Paul Bedell(Link –<http://books.google.co.in/books?id=s3LR9ZISv-4C&pg^PA362&dQ^Wireless+Data+Services#PPRLM1>)
2. BOOK: FICCI2009 Chapter 1, 'The Coming Mobile-Video Deluge. Kharif, Business Week online. October II, 2005 <http://www.businessweek.com/tcchnology/content/oct2005/>
3. Wireless Data Services: Technologies, Business Models, and global markets- Chetan Sharma, Yashiusa nakamura FICCI Report, 2007-2009
4. Monitoring & Managing for IPTV - 2008, Quarterly Technology & Content Report -January 2008 PUBLISHED BY MRG, Inc. Chapter: 2.2, 3.6, 3.8

SPECIAL NOTES:

1. An illustrative sample list of content of entertainment content on mobile in India in the recent past,
2. An overview of the business environment on mobile in India,
3. A review of the growth of interactivity on mobile for the entertainment industry: case studies. IPTV a driving force for the entertainment business: case studies
4. Case studies in Changes in the television viewing landscape,
5. A look at the Progress of IPTV in India- case studies

EMA – 36 FINAL PROJECT REPORT

Objectives:

To work in a real environment | To get first hand feel at handling live projects and understand the business world |
To create industry ready professionals

The Students will be encouraged to take a live business project as part of their curriculum. This will not only make the student an industry ready professional but also reduce the gap of bookish knowledge vs actual market knowledge. This will also enable entrepreneurship abilities in them

Evaluation Criteria for Semester III Field Assignment / Internship Report & Semester IV Final Project report:

- The Projects will be evaluated by a select panel by the University of Mumbai. The members could be from the field of media and /or faculty of literature/Sociology/Psychology/History/Journalism/communication or equivalent to there of
- The panel will be selected from the field of Film and television & Web media industry/ or faculty of literature/Sociology/Psychology/History or equivalent to there of
With and active work experience of 5 years in media or in the field of expertise and above
- The Students will be required to upload their project on a central server and the selected panelist can view the work at his / her convenience.
- The panelist will rate the work on a scale specified to them with various criteria as shown below: All the paper work related to following needs to be submitted in doc format on the server.

Field Assignment/Internship report:

Sr. No.	Criteria	Total Marks	Marks Obtained
1.	Company report /endorsement	20	
2.	Work done / Assignment handle	20	
3.	Innovation in working methodology	10	
4.	Financial report of the project	10	
	Total	60	

Final Project:

Sr. No.	Criteria	Total Marks	Marks Obtained
1.	Company report /endorsement	10	
2.	Research done	15	
3.	Innovation	15	
4.	Financial report	10	
5.	Feasibility of the project	10	
	Total	60	

- The thesis report will be evaluated by the teacher / instructor in the College and the report to be sent to the University of Mumbai and will carry 40 Marks.

Alternative system for evaluation for the above would be: The evaluator/panelist would visit the individual college campus and view the student projects / reports along with the associated paper work and assign the requisite marks.

Faculty:

For teaching these courses 3 Level of faculty is envisaged, adhering to the norms of faculty of arts of University of Mumbai:

- Regular Faculty: As per the university specification / ordinance
- Tutors / Demonstrators: These will supervise student practical work. The candidate to have a minimum of 4year of experience in field of specialization (cinematography, post production, media planning, etc.)
- Guest Faculty: Guest faculty will be actual industry professional with not less than 8 years of experience or to have published / written papers in the field of film production & media entertainment.

Overview of Media & Entertainment Industry:

The Indian Media and Entertainment (M&E) industry is expected to grow at 15 per cent compound annual growth rate (CAGR) to reach an overall value of Rs. 1457 billion by the end of 2016. The spectacular growth of demand is due to huge growing middle class and associated aspirations of the multitude. This coupled with technological breakthroughs, advancements, and policy initiatives taken by the Indian government to encourage the inflow of investment, and initiative by private global media companies will usher India in to another media revolution. In the above mentioned context, trained media professionals in all aspects of media, especially in the media business domain, will be the key driver for this industry. The industry has been forecast to outperform economic growth in each year till 2016.

As such the digital advertising industry will post the highest CAGR of 30 %, rising from its current size of Rs 15 billion to Rs 57 billion by 2016. The Television industry is projected to grow by 17% from Rs 329 billion to Rs 735 billion by 2016; Filmed Entertainment by 10% from Rs 93 billion to Rs 150 billion; Print Media by 9% from Rs 209 billion to Rs 323 billion; Radio by 21% from Rs 12 billion to Rs 30 billion; Music by 15 per cent from Rs 9 billion to Rs 18 billion; Live Entertainment by 16 % from Rs 9 billion to Rs 19 billion; and Out-of-home advertising by 10% from Rs 18 billion to Rs 29 billion.

Below are some important facts that highlight the growth in the media & entertainment industry:

- 1) *Media & Entertainment Industry in India to reach Rs 1457 billion by 2016*
- 2) *Average time spent watching television in India is 2.55 hrs / day. One of the highest in the world.*
- 3) *TV households in India- 226 million*
- 4) *More than 500 Television channels are now available in India*
- 5) *Subscriber base of cable & satellite TV to reach 155.8 million by 2015.*
- 6) *Advertising spends across all media to cross Rs 540 Billion by 2015*
- 7) *28 million households - DTH subscribers base in India*
- 8) *107 million copies of newspapers circulated daily accounting for than 20% of all dailies in the world.*
- 9) *Indian film industry is pegged at 83.3 billion INR and produces more movies than Hollywood every year*
- 10) *3 billion movie goers annually across 12,000 movie screens*
- 11) *20% films released in India are Hollywood films*
- 12) ***Mission Impossible: Ghost Protocol and The Adventures Of Tintin: The Secret Of The Unicorn released in India before they did in the U.S***
- 13) *Radio industry has clocked revenues of 10 billion INR and is growing @ 20 % CAGR.*
- 14) *Digital sales of music contributes 42% of total revenues of the music industry in India and its share will be almost 80% by 2015*
- 15) *Music related VAS forms 56% of non-voice revenues for the telecom industry*
- 16) *Marketers spent approximately INR 16.5 billion in 2010 on Out of home Advertising*
- 17) *Animation, VFX and post production industry to reach Rs 23.6 billion by 2015*
- 18) *771.2 million mobile phones , 548.7 million active mobile subscribers and 81 million internet users*
- 19) *Indian gaming industry will be worth INR 38.3 billion by 2015 with mobile gaming will contributing 45%*
- 20) *More than 35 million Indians are logged on to some kind of social network*
- 21) *India has the 2nd highest number of users of Facebook.*

(Source: FICCI KPMG Indian Media & Entertainment Industry Report 2011)

In this firmament, and in the new age of web based interactive media there is a growing need for professionals who are equipped to handle this media boom in terms of understanding media as a business that has to be grown organically, as well as understand the domain in terms of the marketing process and production technologies involved, so that they become “comprehensive media professionals” at the end of any structured training.

Employment Opportunities for students pursuing the course:

The students will have employment opportunities in the following areas/domains after completion of the course:

- 1) Marketing Management for Media & Entertainment Properties
- 2) Content and Copyright Management
- 3) Programming Management
- 4) Sales & Distribution Management
- 5) Operations Management
- 6) Promotions & Alliances Management
- 8) Talent & Celebrity Management
- 9) Sports Business Management
- 10) Client Servicing
- 11) Media Planning & Buying
- 12) Advertising account planning
- 14) Advertising and Promotion Management
- 15) Digital and Interactive Media Management

List of Experts who have been consulted for the syllabus formation

1. **Mr Naveen Nandan- Associate VP-Direct Active, Wizcraft Entertainment**
Industry professional with 15 years of experience in Advertising and Events Management domain
2. **Mr. Rohit Sharma-Founder POKKT**
Former CEO of Zapak Digital Entertainment Limited (Reliance ADAG) and an expert in gaming and mobile advertising
3. **Mr.Feroze Nadiadwala- Prominent Film Producer**

- Has produced super hit films like Herapheri and Phir Hera Pheri
4. **Mr. Nitin Shetye – MD, Arms Advertising**
Advertising Professional with 40 years of experience
 5. **Mr. Taran Adarsh**
Popular and Leading Film Critic and Entertainment Journalist
 6. **Ms Mahashweta Dubey**
Content Acquisition in charge for Sony Entertainment Television
 7. **Rishiraj Srivastav**
Assistant Manager- Dainik Bhaskar
Expert in Digital Advertising Sales
 8. **Mr. Subodh Sinha**
Educationist with 15 years of experience in academics and academic planning
 9. **Prof. Vinay Dhumale- Dean, Deviprasad Goenka Management Institute of Media Studies**
Film and Documentary Maker, Educationist and Media Consultant with 40 yrs of experience in film making
 10. **Prof. Vishal Desai – Faculty, Deviprasad Goenka Management Institute of Media Studies**
Management professional cum educationist with 12 yrs of experience in entertainment industry and academics. Has worked for Shemaroo Entertainment Ltd and Milestone Interactive Group.