

AREA CHAIR: PHILIP M. NAPOLI, PROFESSOR

The Master of Business Administration in Communications and Media Management Program consists of 69 credits. A Master of Science Program in Communications and Media Management, consisting of 39 credits, is also offered (see page 23). The Communications and Media Management concentration is one of the first of its kind in a business school. The concentration is designed for students pursuing careers in the communication, information, media and entertainment industries. It is also intended to provide a

thorough grounding in all facets of organizational communication for professionals in all business fields. The Communications and Media Management faculty includes leading scholars and industry professionals who bring cutting-edge research and experiences to the classroom. Programs sponsored by the Fordham Center for Communications bring prominent communications and media figures to campus for special lectures and symposia.

MBA IN COMMUNICATIONS AND MEDIA MANAGEMENT

PROGRAM PREREQUISITES (three courses, nine credits)

- BE 6220 Managerial Economics (see page 32)
- DG 6810 Mathematical Methods for Business (see page 45)
- DG 6820 Statistics (see page 45)

MBA CORE BUSINESS COURSES (required) (eight courses, 24 credits)

- AC 6111 Fundamentals of Accounting (see page 18)
- BL 6310 Business Law I (see page 50)
- FN 6411 The Financial Environment (see page 29)
(Prerequisite AC 6111)
- IS 6910 Management Information Systems (see page 39)
- MG 6613 Fundamentals of Management (see page 43)
(Prerequisites BE 6220 & DG 6820)
- MK 6710 Marketing Management (see page 47)
(Prerequisite BE 6220)
- MG 6627 Operations Management (see page 43)
(Prerequisite MG 6613)
- MG 7660 Business Policy (see page 44)
(Prerequisites all core courses)
MG 7660 Business Policy, the capstone course of the MBA, should be taken as close to the end of the program as possible and only after the other core courses have been completed. Because of its integral importance to the program, this course will not be waived.

CONCENTRATION (five courses, 15 credits)

Students typically organize their course work along three recommended tracks: (1) Media and Entertainment Industries; (2) Media Management; or (3) Management and Corporate Communication. An integration of courses in tracks 1 and 2 is encouraged. All students take the required course, CM 7500 Media and Communication Industries, and four additional courses. Those wishing to further customize their programs need approval from their advisor and the area chair.

1. Media & Entertainment Industries

- CM 7500 Media and Communication Industries
Plus four of the following:
- CM 7502 The Entertainment Industry
- CM 7510 Broadcast Management
- CM 7543 Newspapers, Magazines and their Electronic Ventures
- CM 7554 New Media and Mass Communications
- CM 7556 New Media and Communication Law
- CM 759X Special Topics in Communications and Media Management
(Broadband Revolution, Economics of Media Industries, Global/International Communications, Managing Across Media, The Music Business and Regulation of Electronic Media)

2. Media Management

- CM 7500 Media and Communication Industries
Plus four of the following:
- CM 7504 The Book Publishing Industry
- CM 7510 Broadcast Management
- CM 7511 The Television Industry
- CM 7514 Broadcast and Cable Marketing and Advertising Sales
- CM 7543 Newspapers, Magazines and their Electronic Ventures
- CM 7556 New Media and Communication Law
- CM 759X Special Topics in Media Management and Entertainment Industries
(Business and the Media, The Business of Sports Television, Sports Media and Promotional Communication, Managing Across Media and The Music Industry)

3. Management Communication

- CM 7500 Media and Communication Industries
Plus four of the following:
- CM 7525 Cross-Cultural Communication and Negotiation
- CM 7531 Communicating Corporate Image and Responsibility
- CM 7533 Persuasion in Public Relations
- CM 7537 Coping With Global Corporate Crisis
- CM 7550 Management Communication
- CM 759X Special Topics in Communications and Media Management
(Motivation and Influence in Communication and Persuasion in Communication)

MS IN COMMUNICATIONS AND MEDIA MANAGEMENT

The Master of Science in Communications and Media Management is a 39-credit program. This program is designed specifically to meet the professional needs of:

- Individuals currently working in the media and entertainment industries, especially those in creative and content areas who need additional, high-level professional training in business administration and in media management.
- Business and other professionals interested in specialized work in the media and entertainment industries.
- Managers working in the diverse financial services sector who are interested in obtaining an extensive understanding of the media and entertainment industries.
- College graduates interested in securing comprehensive professional training prior to embarking on careers in the media and entertainment industries.

The media and entertainment industries require educated managers and leaders with extensive business expertise and competence. Increasingly, these industries are converging, and key industry leaders have expressed a need for individuals with both business and economic proficiencies, as well as knowledge of specific characteristics, practices and nuances of media industries, ranging from book, magazine, and newspaper publishing to electronic and digital media. The ability of individuals attracted to these industries (often from content, editorial or marketing backgrounds) to navigate the new market-oriented environment is severely limited by a lack of specific training in media management. While many such individuals do not wish to pursue a traditional MBA degree, they do need additional knowledge and skills that are offered distinctively in a graduate business school environment.

This program was designed to provide a core of substantive graduate business administration courses incorporating the common body of knowledge required by the AACSB International, the Association to Advance Collegiate Schools of Business (of which Fordham is an accredited member), to individuals seeking advanced training at a business school.

Students with prior academic training in business administration may have some or all of the prerequisites waived.

PROGRAM PREREQUISITES (three courses, 9 credits)

- **Managerial Economics** (microeconomics; equivalent of BE 6220)
- **Mathematical Methods for Business** (equivalent of DG 6810)
- **Statistics** (equivalent of DG 6820)

REQUIRED CORE COURSES (four courses, 12 credits)

- CM 7500 Media and Communication Industries
- CM 759X Special Topics in Communications and Media Management
- MG 6613 Fundamentals of Management
- MK 6710 Marketing Management

Plus four courses in the student's area of concentration:

MEDIA MANAGEMENT COURSES (four courses, 12 credits)

- CM 7502 The Entertainment Industry
- CM 7503 The Motion Picture Industry
- CM 7504 The Book Publishing Industry
- CM 7510 Broadcast Management
- CM 7511 The Television Industry
- CM 7514 Broadcast and Cable Marketing and Advertising Sales
- CM 7518 Business and Legal Aspects of Cable TV
- CM 7531 Communicating Corporate Image and Responsibility
- CM 7537 Coping with Global Corporate Crisis
- CM 7543 Newspapers, Magazines and their Electronic Ventures
- CM 7554 New Media and Mass Communications
- CM 7556 Law of Traditional and New Media
(also offered as BL 7325)
- CM 7558 Business and the Mass Media
- CM 759X Special Topics in Communications and Media Management
(Managing Across Media, The Television Industry, The Music Industry, The Broadband Industry)

ELECTIVES (two courses, six credits)

- AC 7105 Financial Accounting Theory
- BL 7322 International Business Law
- FN 7421 Principles of Modern Finance
- IS 7901 E-Business Strategies and Applications
- MG 7600 Anatomy of Decisions
- MG 7610 Leadership and Change
- MG 7635 International Dimensions of Business
- MK 7719 E-Marketing
- MK 7720 Consumer Behavior
- MK 7730 Marketing Research
- MK 7750 International Marketing
- MK 7755 Advertising and Media Planning
- MK 7765 Sales Management
- MK 7790 Product Management

Communications Courses

Each course carries three (3) credits unless otherwise indicated.

CM 7500 Media and Communication Industries

Surveys traditional and new media industries, assessing information, entertainment, opinion and marketing/advertising functions. Considers legal, technological and economic issues. Focuses on books, newspapers, magazines, radio, television, cable and digital media.

ELECTRONIC BUSINESS COURSE.

CM 7502 The Entertainment Industry

Provides a general survey of the U.S. entertainment industry, concentrating on film and video, recorded music, radio and television, Broadway, the Internet, publishing and the arts. Examines their impact on business, the public and government.

INTERNATIONAL BUSINESS COURSE.

ELECTRONIC BUSINESS COURSE.

CM 7503 The Motion Picture Industry

Examines the motion picture industry comprehensively, including such concerns as its structure; the creative process (i.e., the director and producer as managers); financial issues; film production; film marketing, distribution and exhibition; and economic theories related to predicting the success of films. Includes case studies of current industry issues and problems, along with readings.

ELECTRONIC BUSINESS COURSE.

CM 7504 The Book Publishing Industry

Investigates book publishing in the context of converging media and digital applications, reflecting international and domestic ownership.

CM 7509 Regulation of Electronic Industries

This course introduces students to the regulation of electronic media industries. Topics include the principles that have traditionally guided government, the dynamics of the policymaking process and regulatory issues and controversies surrounding new media technologies. The impact of policy on media business is explored.

CM 7510 Broadcast Management

Focuses on the principal responsibilities and concerns of local and network television managers, including staffing, programming, promotion, research and regulation. Also discusses radio operations. Network management includes the study of affiliate relations, new technologies, and national and spot sales.

CM 7511 The Television Industry

Assesses television as a business, including its structure, economics, regulation and technology. Components include broadcast network television, cable, syndication, direct broadcast satellite and emerging interactive technologies.

CM 7514 Broadcast and Cable Marketing and Advertising Sales

Provides an understanding of major changes in and future directions of the ad-supported electronic media environment during the past decade in both air and cable. Guest speakers include senior executives from the television networks, cable, syndication services, radio and television stations and advertising agencies specializing in broadcast sales.

The course also deals with the nature of programming as it affects sales.

CM 7518 Business and Legal Aspects of Cable TV

Overviews the cable television industry, including an analysis of legal, political, consumer and business issues. Examines the future of the industry, including the international market for cable programming and the likelihood of a cable television network throughout Europe and Asia. Analyzes and compares various alternate technologies, such as DBS, SMAT and TVRO.

CM 7525 Cross-Cultural Communications and Negotiations

Explores how cultural differences and international settings affect business communication and negotiation—key skills for managers who seek to get solutions accepted and implemented. The dimension of culture is used to increase the student-managers' self-awareness and reflection and to build flexibility in their conceptual understandings and skills. Emphasizes specific strategies, styles and techniques that help the negotiator/communicator.

GLOBAL SUSTAINABILITY COURSE.

INTERNATIONAL BUSINESS COURSE.

CM 7528 Communication, Negotiation and Conflict Resolution

Negotiation and conflict resolution are part of the everyday life of managers, yet few managers know how to approach negotiation and conflict resolution in systematic ways. This course develops students' appreciation of different negotiation models and exposes them to game theory and cognitive theory approaches. Applying these concepts will help students to enhance organizational and personal effectiveness, make better deals, improve working relationships and break through stalemates and deadlocks. Selected readings will be supplemented by hands-on exercises in a highly interactive learning environment. Concepts and exercises increase in sophistication and complexity as the course progresses. The course is appropriate for both those new to negotiation and conflict resolution and those with prior experience.

CM 7531 Communicating Corporate Image and Responsibility

Demonstrates the value of pragmatic public relations activities through basic principles, case studies and guest speakers. Examines how inept communications and resulting public perceptions can create or deepen corporate crises. Stresses criteria for selecting outside counsel, establishing relationships with the media and communicating with employees and stockholders.

ALSO OFFERED AS MK 7782.

GLOBAL SUSTAINABILITY COURSE.

CM 7532 Public Relations Research

Surveys and offers a practicum on strategies and methods of assessing corporate communications programs and activities. The course uses quantitative and qualitative approaches to determine communication effectiveness, drawing on survey research, content analysis and historical, cultural and economic analysis.

CM 7533 Persuasion in Public Relations

Focuses on insights and skills necessary to persuade individuals and groups, including techniques for discerning and influencing public opinion. Students hone individual persuasive skills, drawing on insights from social psychology and motivation research and work on practical business situations, from conveying a CEO's vision for a firm to providing a credible response to a communications problem.

CM 7534 Leadership with Public Relations

Examines the use of public relations strategies to replace or augment more traditional communications efforts. Agency publicists and company representatives discuss this trend. Case studies illustrate how techniques such as video press releases, expert spokespeople and inventive news pegs are used as part of an overall communications plan.

CM 7537 Coping with Global Corporate Crisis

Explores the experiences of both instructor and guest speakers in managing public battles, including strategies, flash points, media relations, chains of causality and often-critical personalities. Crises include product poisonings, tanker groundings, nuclear accidents and other disasters that come without warning.

INTERNATIONAL BUSINESS COURSE.

CM 7541 Managing Newspapers and Their Electronic Ventures

Provides firsthand experience through case studies, visiting speakers and a major research project. Studies today's winners, losers and special cases. Explores the move of newspaper companies into the next generation of information utilities that deliver news, opinion and advertising electronically.

CM 7542 Magazine Management

Studies America's multitude of magazines, ranging from small company publications to general circulation giants reaching tens of millions of homes, in terms of their composition and their approach to readership. Examines the business of publishing and explores opportunities for management roles in the industry.

CM 7543 Newspapers, Magazines and Their Electronic Ventures

Looks at the interface and operations of two traditional print media industries as well as their modern digital forms. Covers both corporate and entrepreneurial approaches.

ELECTRONIC BUSINESS COURSE.

CM 7550 Management Communication

Explores the set of communication concepts, strategies and skills needed to achieve organizational objectives and fulfill management responsibilities. By integrating analytical frameworks and practical skills, students learn to anticipate and address challenges they are likely to face as business professionals and to communicate effectively and ethically.

CM 7554 New Media and Mass Communications

Examines new communications technologies using guest speakers, videotapes and case studies. Surveys cable, video, satellite transmission, digital television, Internet media and other new and emerging forms of information transmission, with particular emphasis on their interaction and impact on society and business.

ELECTRONIC BUSINESS COURSE.

CM 7556 Law of Traditional and New Media

Analyzes the legal parameters and constraints on freedom of expression that govern traditional and new communications technologies, focusing on the Internet. Probes the various constitutional, statutory and regulatory protections accorded the Internet and more traditional media, such as print, broadcast and cable, as well as governmental attempts to regulate certain aspects of them. Topics include modern First Amendment interpretation, defamation, privacy, commercial speech, indecency/obscenity, contracts, intellectual property and e-commerce.

ALSO OFFERED AS BL 7325.

ELECTRONIC BUSINESS COURSE.

CM 7558 Business and the Media

Reviews the impact of newspapers, broadcasting, business publications and other media on American business and explores how corporations deal with the press. Topics include crisis control, issue and advocacy advertising, the legal protection of commercial speech and investigative reporting. Guest lectures and case studies of business crises provide a practical understanding of the interrelationship of business, the press and the public. Also examines the business news media — print, electronic and digital.

CM 7561 Corporate Power and the Public

Evaluates the gap between awareness of social issues and corporate action by examining the interplay of public responsibility, personal integrity and competitive pressure in the context of a free enterprise system.

CM 759X Special Topics in Communications and Media Management

These courses are offered from time to time to permit faculty and students to explore topics of special interest. The specific topic and prerequisites are announced when the course is offered.

CM 759X Special Topic: Economics of Media Industries

Introduces central economic concepts and characteristics that distinguish media industries from other businesses and industries. Recognizing the converging nature of media technologies and increasingly blurred boundaries between specific media industry segments, this course focuses on economic principles and concepts that have relevance across multiple forms of media — electronic and print, broadband and digital.

CM 759X Special Topic: Sports Media & Promotional Communication

Examines the unique "off-the-field" sports industry in relation to the fields of broadcasting, advertising, sponsorship and public relations. These industries greatly impact how sports games and events are presented and how they are consumed. The course looks at various sports and various forms of media and public relations, advertising and sponsorship strategies. The course also analyzes the sports audience and how these consumers might be different from others.

CM 759X Special Topic: Managing Across Media

Investigates common management and leadership needs of media industries, covering publishing, electronic media and digital media. ENTREPRENEURSHIP COURSE.

CM 759X Special Topic: The Music Business

This course provides an introduction to the music industry from an analysis of demographic trends to the signing of new performers; from the terms of artist contracts to copyright and royalty issues. The full range of marketing and distribution topics is discussed, including advertising and promotion, pricing, packaging and financial consequences. Both U.S. and international marketing are examined. Special emphasis is placed on today's new media and the role of the Internet in the future promotion of recorded music.

CM 759X Special Topic: Persuasion and Influence in Communication

Business professionals have long known that the ability to influence is a critical business skill. Persuasion has also replaced reliance upon authority when leading a workforce. Developing long-term relationships with clients is becoming more highly valued than simply closing a piece of business with a prospect. Persuasion theory and new insights from the field of psychology drive this course, with a focus on articulating and implementing communication strategies. Additional foci of study are one-on-one interactions and group leadership skills, all within the context of attitude and behavior change.

CM 759T Special Topics: Communication with High-Level Executives and Leaders in Multi-Cultural Contexts

The objective of this course is to enable students to develop analytic and communication skills in realistic contexts that managers are likely to encounter in global business. The course is designed around a series of interviews conducted by the instructor with major world leaders (Nelson Mandela, Benjamin Netanyahu, Benazir Bhutto, Bill Clinton and others). Students will observe and critically analyze the communication content in the interviews and will participate in individual and group role play simulations to actively develop speaking and negotiating skills.