

EWMBA 296
Corporate Strategy in Telecommunications and Media

Dr. Reza Moazzami

Class Schedule

Day: Saturday
Time: 1:00 – 4:00 PM
Location: C330 Cheit Hall
Office Hours: By appointment
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Course Description:

EWMBA 296 is intended to be the ‘capstone’ strategy and general management course for students interested in pursuing careers in the global telecommunications and media industry.

Learning Objectives:

- View the telecommunications and media industry through the eyes of the general manager/CEO (whether a start-up or an industry giant).
- Identify and evaluate market entry strategies for new products and services.
- Understand how to evaluate strategic options and their consequences.
- Understand the perspectives of various industry players and be able to anticipate how they are likely to behave under various circumstances.

In particular, we want to understand:

- What are the economics of production and distribution of telecommunications/media services? How are the economics changing?
- What role do network effects and standards have on adoption of new products and services?
- How are products and services marketed and distributed?
- What are potential ways to price new products/services and what are the tradeoffs/consequences?
- How do firms compete and what are the sources of competitive advantage?
- What are the key regulatory and public policy issues facing the telecommunications/media industry and how do they impact the individual entrepreneur/innovator?

Technology, competition and user expectations are transforming the global telecommunications and media industries. New technologies are enabling novel means of delivering services and threatening traditional business models. It is now easier and cheaper than ever for an entrepreneurial team (whether in a startup or an established company) to develop and mass distribute innovative new products and services. Yet, it is more difficult than ever to build a large scale sustainable business around these innovations. The strategic choices made regarding how an innovation is introduced into the market and the nature of the innovator's role in relation to the rest of the ecosystem matter.

The course is fundamentally about strategy and general management but we will draw from a variety of disciplines including public policy, law, marketing, economics, finance, and engineering to identify the key issues, analyze the potential options and understand the consequences of the decisions made by management. We will examine both successful and not so successful situations to understand the opportunities and challenges in creating viable businesses in the 21st century telecommunications and media industry.

Course material is presented through a series of case studies, class discussions, and first-hand accounts from guest speakers.

Requirements:

A letter grade will be assigned based on the following:

Briefs (Six briefs, 10% each)	60%
<u>Participation</u>	<u>40%</u>
Total	100%

Each student is expected to submit a minimum of six briefs to the class email list on six distinct topics. A brief should be ~800–1000 words, not including figures/exhibits/links/references.

Eligible briefs can be responses to questions from multiple sources:

- questions accompanying each class session's reading assignment (there will usually be multiple topics or sets of questions, with each set eligible for its own brief)
- questions posted by the instructor to the class email list and designated as eligible for briefs
- questions posed by other students to the class email list which are designated by the instructor as eligible for briefs

Tentative Course Schedule:

AUGUST 18	INTRODUCTION
AUGUST 25	TECHNOLOGY AND STANDARDS
SEPTEMBER 8	NETWORK OPERATOR BUSINESS MODELS AND COMPETITIVE STRATEGY I: FIBER NETWORKS
SEPTEMBER 15	NETWORK OPERATOR BUSINESS MODELS AND COMPETITIVE STRATEGY II: WIRELESS NETWORKS
SEPTEMBER 22	PRICING STRATEGY
SEPTEMBER 29	NETWORK EFFECTS AND BUSINESS MODEL DESIGN
OCTOBER 6	ECONOMICS OF CONTENT PRODUCTION AND DISTRIBUTION I: MUSIC
OCTOBER 13	ECONOMICS OF CONTENT PRODUCTION AND DISTRIBUTION II: FILM & TV
OCTOBER 20	ECONOMICS OF CONTENT PRODUCTION AND DISTRIBUTION II: FILM & TV
OCTOBER 27	DEVICE PLATFORMS AND BUSINESS MODELS
NOVEMBER 3	STRATEGIES FOR INCUMBENTS: COMPETING IN THE BROADBAND ERA
NOVEMBER 10	STRATEGIES FOR NEW ENTRANTS I: NETFLIX AND THE NEW AGGREGATORS
NOVEMBER 17	STRATEGIES FOR NEW ENTRANTS II: APP DEVELOPERS
DECEMBER 1	TBA