

B9201 - Managing New Media

John Carey

Course Description

This course treats a broad range of management issues associated with understanding the new media environment and launching new media services. Topics include: consumer and business adoption patterns for new media; forecasting and business planning; strengths and limitations of market trials for new technology; how corporate cultures affect new media ventures; marketing strategies; content and brand issues; the PC vs. TV debate; revenue sources and growth patterns; lessons from the introduction of earlier media; and marketplace obstacles. The course will include case studies of digital television, Web services and revenue sources, direct broadcast satellites, new cable services, electronic banking, and interactive media, among others. Each case study will treat the history of the technology or service, the current landscape and scenarios for future development.

There are no prerequisites for the course, although knowledge of the new media industries is helpful. Students from other schools and disciplines, e.g., communications, journalism, and law are welcome. Students will be encouraged to participate actively in the course, which will be run in a seminar style.

B 9201 Managing New Media - Course Requirements

There are three course requirements:

1. A research paper (15-20 pages, double spaced) on a topic related to new media. The paper may take many forms, e.g., a case study, a market analysis to support the introduction of a new media service or technology, a financial analysis about some aspect of the new media environment, etc. The topic must be approved.

Requirements and due dates associated with the paper:

June 7	One page proposal about your topic
July 12	3-5 page progress report
Aug 9	Last day of class - papers due

2. A written exam that covers assigned readings and class lectures. This will be a take-home exam. Students will receive the exam on July 19. It will be due on July 26. The exam will cover readings and lectures through that point in the semester.

3. Active class participation. You are expected to participate in class discussions about topics related to new media.

Note: There is no final exam

Grading will be based upon:	Course Paper	60%
	Exam	20%
	Class Participation	20%

Other Housekeeping Information

There are no class on May 31 or July 5

Office Hours: I will be available before class (location TBD) and after class as well as at other hours by appointment. If you need to contact me, you can reach me by e-mail - JTCarey@AOL.Com or by telephone 914 693 2535

B 9201 Managing New Media -- Reading List

Philip Agre and Marc Rotenberg, *Technology and Privacy: The New Landscape*. Cambridge, MA: MIT Press, 1997.

Alison Alexander, James Owers and Roger Carveth (ed.), *Media Economics: Theory and Practice* (2nd Edition). Mahwah, NJ: Lawrence Erlbaum Associates, 1998.

Ken Auletta, *The Highwaymen: Warriors of the Information Superhighway*. New York: Random House, 1997.

Robert Bellamy and James Walker, *Television and the Remote Control*. New York, The Guilford Press, 1996.

Joel Brinkley, *Defining Vision: The Battle For The Future of Television*. New York: Harcourt Brace, 1997.

Raymond Burke, "Virtual Shopping: Breakthrough In Marketing Research," in *HBR*, Mar-Apr 1996, pp. 120-131, (Reprint N. 96204).

Clayton Christensen, *The Innovator's Dilemma: When New Technologies Cause Great Firms To Fail*. Cambridge, MA: Harvard Business School Press, 1997.

John Deighton, "The Future of Interactive Marketing," in *HBR*, Non-Dec. 1996, pp. 151-166 (Reprint N. 96607).

Ruby Roy Dholakia et al (Eds.), *New Infotainment Technologies In The Home: Demand Side Perspectives*. Mahwah, New Jersey: Lawrence Erlbaum Associates, 1996.

Bruce Egan, *Information Superhighways Revisited: The Economics of Multimedia*. Norwood, MA: Artech House, 1996.

Roger Fidler, *Mediamorphosis: Understanding New Media*. Thousand Oaks, CA: Pine Forge Press, 1997.

Darcy Gerbarg (ed.), *The Economics, Technology and Content of Digital TV*. Norwell, MA: Kluwer Academic Publishers, 1998.

Vijay Mahajan, Eitan Muller, and Frank Bass, "New Product Diffusion Models in Marketing: A Review and Direction for Research." *Jouranl of Marketing*, Volume 54 (January 1990), pp 1-26.

Lynn Margherio, Dave Henry, Sandra Cook and Sabrina Montes, *The Emerging Digital Economy*. Washington, DC: US Department of Commerce, 1998. (Available at: <http://www.ecommerce.gov>)

W. Russell Neuman, *The Future of the Mass Audience*. New York: Cambridge University Press, 1991.

A. Michael Noll, *Highway of Dreams*. Mahwah, NJ: Lawrence Erlbaum Associates, 1996.

John Pavlik, *New Media and the Information Superhighway*. Boston: Allyn and Bacon, 1996.

John Pavlik and Everette Dennis (eds.) *Demystifying Media Technology*. Mountain View, CA: Mayfield Publishing Co., 1993.

John Pierce and A. Michael Noll, *Signals: The Science of Telecommunications*. New York: Scientific American Library, 1990.

Byron Reeves and Clifford Nass, *The Media Equation*. New York: Cambridge University Press, 1996.

Everett Rogers, *Diffusion of Innovations (Fourth Edition)*. New York: The Free Press, 1995.

Carl Shapiro and Hal Varian, *Information Rules: A Strategic Guide To The Network Economy*. Cambridge, MA: Harvard University Business School Press, 1998.

Debra Spar and Jeffrey Bussgang, "The Net," in *HBR*, May-June 1996, pp. 125-133 (Reprint N. 96309)

Christopher Sterling and Timothy Haight, *The Mass Media: Aspen Institute Guide To Communication Industry Trends*. NY: Praeger Publishers, 1978.

Veronis, Suhler and Associates, *The 1998 Communications Industry Forecast*. NY: Veronis and Suhler 1998.

Veronis, Suhler and Associates, *The 1998 Communications Industry Report*. NY: Veronis and Suhler, 1998.

Harold Vogel, *Entertainment Industry Economics (Fourth Edition)*. New York: Cambridge University Press, 1998.

Michael Wolf, *The Entertainment Economy: How Mega-Media Forces Are Transforming Our Lives*. New York: Random House, 1999.

Useful Trade Publications

Broadcasting & Cable

Cablevision

Cable World

Interactive Week

Internet World

Multichannel News

Telephony

The Industry Standard

Useful Web Sites

WWW.MSNBC.Com (Commerce Section)

WWW.NYTimes.Com (CyberTimes and Circuits Sections)

WWW.Hotwired.Com

WWW.FirstMonday.dk/issues/index.html

WWW.Statmarket.Com (Web industry statistics)

WWW.NUA.ie/surveys/ (Web survey data)

WWW.Mediainfo.Com (Editor and Publisher - see Steve Outing Column)

WWW.Cableworld.Com (Cable World Magazine online)

WWW.TheStandard.Com (The Industry Standard Magazine online)

John Carey - Brief Bio

John Carey is Director of Greystone Communications, a telecommunications research and management consulting firm that he founded in 1980. He conducts planning and marketing studies of new telecommunication services and assists companies in launching new media ventures. Clients have included American Express, Arepa.Com, AT&T, Bell Atlantic, Cablevision, Continental Cablevision, Fidelity Investments, General Electric, Loral Space Systems, Meyer Broadcasting, NBC, The New York Times, NTIA, NYNEX, Ogilvy and Mather, PBS, Prodigy, Rogers Cablesystems, Telus Corp., Union Carbide, WGBH TV, WNET TV, and XM Satellite Radio, among others.

He is also an Affiliated Research Fellow at the Columbia Institute For Tele-Information and during 1997-98 was a fellow at the Media Studies Center in New York. He holds a Ph.D. from the Annenberg School for Communications at the University of Pennsylvania and is the author of more than 50 publications on new media and the adoption of communication technologies in the consumer and business markets.