

INDIAN INSTITUTE OF MASS COMMUNICATION
Department of Media Business Studies (MA MBS)
MA in Media Business Studies (MA- MBS) as per NEP, 2020
Programme Structure
(Effective from Academic Session:2024-2025)

MA Programme in Media Business Studies (MA- MBS)

Strategic Intent Enunciation: Vision and Mission

Vision: Media Business Studies (MBS) programme’s vision is to cultivate a new generation of visionary media industry managers and leaders equipped with the knowledge, skills, and innovative mindset to navigate the rapidly evolving landscape of media business who excel in strategic thinking and ethical decision-making. Through rigorous academic inquiry, hands-on learning experiences, and industry partnerships, MBS programme aims to empower students to drive positive change, foster creative excellence, and shape the future of media enterprises worldwide.

Mission: The mission of MBS programme is to provide a comprehensive and interdisciplinary education in media business management, blending theoretical knowledge with practical skills and real-world experience to empower individuals to drive innovation, shape industry trends, and contribute positively to the global media landscape. Through innovative curriculum design, experiential learning opportunities, and industry engagement initiatives, we are committed to creating a dynamic learning environment that fosters creativity, critical thinking, and collaboration among students, faculty, and industry professionals and prepare the learners to succeed in diverse leadership roles within the media industry

Conceptual Framework

Media and Entertainment (M&E) Industry is a vibrant and rapidly growing industry in India. Indian M&E sector grew over 8% in 2023 to cross INR 2.3 trillion. In this multi-media-multi-window era scenario, there are myriad professional opportunities available in this sector. At the same time, media organizations are looking for adept professionals who understand media operations while possessing strong managerial and leadership skills to navigate this creative yet complex industry. The Media Business Studies (MA MBS) Programme shall address the changing dynamics of the M&E industry, prepare managers who aspire to serve this sector with knowledge and expertise relevant to this sector.

Through a rigorous curriculum, practical applications, and industry collaborations, the MBS programme will provide insights into building and leading creative teams, fostering and driving innovation and managing diverse personalities in a creative environment. The students will also explore the principles and practices that successful media organizations adopt. The programme will focus on aspects of management, strategic intent, product development, marketing,

technological leaps, mergers and acquisitions, emerging business models, and more, as they relate to the M&E sector.

The students will gain insights into effective communication, problem-solving skills, decision-making, concepts and processes of management, business dynamics, information technology, managerial economics, consumer behaviour, marketing management, financial concepts and investments, strategies, resource allocation, analytical skills, business and team dynamics and much more. They will also be ready to engage in thought-provoking discussions, collaborate with organizations and expand their horizons. Effective management of media businesses also involves understanding content creation, production, content strategies, intellectual property rights, licensing, distribution channels and optimization of content for various platforms. This course will offer a global perspective, covering international media markets, cultural sensitivities, and strategies for expanding media businesses across different regions.

Some students might aspire to start their own media ventures. The MBS programme will offer entrepreneurial insights, from business planning and funding to marketing strategies and risk management. Media businesses are transitioning to digital platforms. It will also help students navigate the challenges and opportunities presented by this shift, including digital marketing, data analytics, social media strategies, and emerging technologies like artificial intelligence, augmented reality and virtual reality. MBS will emphasize on ethical considerations, responsible content creation, and addressing issues like fake news, media bias, and privacy concerns. Last but not the least, it will provide networking opportunities through interactions with industry professionals. By the end of this programme, the students will not only understand the core concepts of media business but also be ready to apply them in practical and innovative ways.

The course shall follow the broad guidelines of National Education Policy, 2020.

Programme Objectives and Learning Outcomes

1. **Programme Objective:** To equip the learners with a comprehensive understanding of media industry dynamics including its systems, structure, and challenges.
 - **Learning Outcome:** The learners will gain insights into the structure, trends, and challenges of the media industry, including traditional and digital media platforms.
2. **Programme Objective:** To make the learners understand fundamental principles of media business and to develop managerial skills essential for effective leadership and decision-making in media organizations.
 - **Learning Outcome:** The learners will develop skills in strategic planning and management dynamics specific to media organizations, including market analysis, competitive positioning, and strategic decision-making.
3. **Programme Objective:** The learners will develop effective communication and teamwork skills crucial for successful business operations.

- **Learning Outcome:** To make the learners understand how to identify, analyze, and engage target audiences across various media channels, and learn strategies for building and retaining audience loyalty.
- 4. **Programme Objective:** To equip the learners with strategic thinking and analytical abilities necessary for making informed decisions in media business contexts.
- **Learning Outcome:** Learn about financial concepts and tools relevant to media businesses, such as budgeting, revenue forecasting, cost management, and financial reporting.
- 5. **Programme Objective:** To help the learners identify strategies for adapting to dynamic market trends and technological advancements.
- **Learning Outcome:** Learners will stay updated on emerging technologies and trends shaping the media industry, such as artificial intelligence, virtual reality, and mobile platforms, and their implications for media business.
- 6. **Programme Objective:** To explore various business functions such as marketing, finance, operations, and human resources.
- **Learning Outcome:** Learners will explore content creation processes, distribution channels, and rights management within the media industry, including digital content production and distribution.
- 7. **Programme Objective:** To examine ethical considerations, social responsibilities, and regulatory frameworks in business decision-making.
- **Learning Outcome:** Learners will understand legal and ethical issues relevant to media businesses, such as intellectual property rights, privacy regulations, defamation laws, and ethical considerations in content creation and distribution.
- 8. **Programme Objective:** To foster critical thinking, strategic analysis, and problem-solving abilities among the learners to address challenges unique to the media sector.
- **Learning Outcome:** Learners will develop an entrepreneurial mindset and explore opportunities for innovation within the media industry, including start-up ventures, new business models, and product/service development.
- 9. **Programme Objective:** To foster creativity, innovation, and entrepreneurial mindset among students to drive growth and sustainability in media enterprises.
- **Learning Outcome:** Learners will gain knowledge of marketing principles and branding strategies tailored to media products and services, including advertising, promotions, and audience development tactics.
- 10. **Programme Objective:** To analyze real-world case studies media business dynamics and decision-making skills.
- **Learning Outcome:** The learners will gain insights into the structure, trends, and challenges of the media industry, including traditional and digital media platforms.

Programme Plan

The MA-MBS course is an 88 credit programme spread over four semesters. These courses are divided with different nomenclature i.e. Discipline Based Core Courses (DBCC), Discipline Based Core Elective Courses (DBCE), Open Elective Interdisciplinary Courses (OEIC) and Mandatory Non-Credit Elective Courses (MNEC) and will be offered in each semester. A student has to select five courses (papers) of 22 credits in each semester.

Theory and Practical: The theory and practical component will vary from paper to paper with a maximum limit of be of 50 marks each. There will be five theory units in every paper.

LPT: There will be 60 hours of teaching for a 4 credit paper.

Description of different tiers of courses

- **Discipline Based Core Course (DBCC)** is designed as a foundational course woven around the core idea of the programme and which is mandatory for all the students of the Master's programme in Media Business Management. This will be a core requirement to complete the course.
- **Discipline Based Core Elective Course (DBCE)** is designed as an elective to support the foundational course aimed to offer more options to students to explore and expand the domain knowledge and understanding in a specific area, emerged from the foundational knowledge. The students will get options to choose the courses from a basket of DBCE offered in different semesters.
- **Open Elective (Interdisciplinary) Course (OEIC):** This is an interdisciplinary elective course, designed to offer exposure to related disciplines or domain knowledge. The students will get opportunity to choose from the bouquet of Open Elective courses offered by the department or independently by the faculty and other departments/disciplines as per their choice in different semesters. The students can also choose an Open Elective (a course of 4 credits) from SWAYAM portal. As recommended by NEP, 2020 and UGC, this course will encourage and promote blended mode of learning among the students of the programme. A student can pursue SWAYAM Approved Courses (one Open Elective in semester 1, 2 and 3 each) subject to prior consultation and approval from the Course Director of the Department of Media Business Studies, IIMC. Since courses from SWAYAM are flexible and may tend to change, hence students may opt/select/choose courses when it is available on SWAYAM platform.
- **Mandatory Elective Non-Credit Course (MENC)** is designed to add value to the course and also to impart necessary skills and holistic education among the students. This course is of non-credit nature but mandatory to complete successfully for the award of the Master's degree. It is only for satisfactory completion without any gradation.

Internship- Students have to pursue mandatory internship during the summer break between 2nd semester (End of 1st year) and 3rd semester (beginning of 2nd year).

Dissertation: Students will have to write a dissertation in the last semester.(6 credits) The viva for the same will be held for 2 credits in the fourth semester.

Teaching Pedagogy:

Lectures and presentations
Case studies and group discussions
Guest lectures by industry experts
Field visits to media organizations
Research projects and presentations
Writing Policy and Research papers

Evaluation and Assessment:

Mid-term and final examinations
Case study analyses and presentations
Research papers or projects
Class participation and contributions
Quiz
Viva

Admission criteria:

Minimum eligibility: Graduation in any discipline with at-least 55% marks

Selection process: The academic session 2024-25, admission to MA MBS programme will be done on the basis of CUET-PG score in Mass Communication & Journalism (85% weightage) (COQP17) Mass Communication and Journalism (PG Paper), and interview (15% weightage).

Proposed seats: The number of seats will be 40 plus 20 % Supernumerary quota per course. The supernumerary seats (over and above the sanctioned seats)- will comprise of the following:

- Wards of Kashmiri Migrants and Kashmiri Pandits/ Kashmiri Hindu Families (Non-Migrant) living in Kashmir valley;
- Widows/ wards of the defence personnel killed/ disabled in action or during peace time;
- Defence service personnel (with 10 years experience)
- Industry professionals (with 10 years experience)
- Other bodies prescribed by the Govt of India (with 10 years experience)
- International applicants

Exit/ Lateral Entry:

The course will offer sufficient choices and flexible options to the students. The MA-MBS will have exit and lateral entry options too. As suggested by the NEP-2020, the MA-MBS will offer a Post-Graduate Diploma in Media Business Studies to a student who after successfully completing the Semester-I and Semester- II wants to exit the course for whatsoever reason. Such students will get an opportunity to re-join the course within five years and complete the course to get a Masters degree. Similarly, it will also offer opportunity to join the course through lateral entry (not more than 20 percent of total seats) in the third semester to pursue the Master's programme in Media Business Management. **Lateral entry will be decided by the equivalence committee.**

Proposed fees: The fees of the said courses will be Rs 60000/- per semester.

Fee for international students is proposed to be \$4000 per semester. (As per norms)

Placement:

IIMC will facilitate and help students in finding placement in legacy media houses, digital media platforms, management and communication industry, Advertising, PR and corporate and government sector, development sector and NGOs and encourage students to start their own entrepreneurial ventures.

**Detailed Semester-wise Plan
Semester- 1**

Discipline Based Core Course (DBCC)			
Course code	Course Title	Credit	
MA-MBS CC101	Understanding Media and Entertainment Industry: Segments, Systems and Structures	4	All three courses are mandatory
MA-MBS CC102	Media Economics and Business Dynamics	4	
MA-MBS CC103	Strategic Communication in Business	4	
	Elective Basket –I (DBCE)	4	
	Elective Basket –II (OEIC)	4	
	Elective Basket –III (MENC)	2	
	Total Credit	22	

- ❖ Apart from the three mandatory DBCC courses a student can select/chose one course each from the DBCE-I, OEIC-II and MENC-III basket given below.

Elective Basket-I			
Discipline Based Core Elective Course (DBCE)			
Course Code	Course Title	Credit	Opt in
MA-MBS CE 104	Political Economy of Media	4	Any one in First Semester
MA-MBS CE 105	Fundamentals of Reporting and Editing: Print, Broadcast and Digital	4	
MA-MBS CE 106	Content Creation, Production and Distribution	4	
MA-MBS CE 107	Communication Design and Brand packaging	4	

Elective Basket-II			
Open Elective (Interdisciplinary) Course (OEIC*)			
Course Code	Course Title	Credit	Option
MA-MBS OE 108	Mergers and Acquisitions in	4	Any one in

	Media		First Semester
MA-MBS OE 109	Modern Media Business Organisations	4	
MA-MBS OE 110	To be offered by the other Dept. or faculty Indian Knowledge Systems (IKS) in Communication	4	
MA-MBS OE 111	To be offered by the other Dept. or faculty Fundamentals of Governance	4	
MA-MBS OE 112	To be offered by the other Dept. or faculty Fact Checking & Verification	4	
MA-MBS OE 113	To be offered by the other Dept. or faculty Development Communication	4	
MA-MBS-SWAYAM- 114	In open elective, a student can also pursue SWAYAM Approved Courses (one Open Elective in semester 1) (4 credits) subject to prior consultation and approval from the Course Director of the Department of Media Business Studies, IIMC. The course can be related to media business studies, business dynamics and management, emerging technology or allied field. Since courses from SWAYAM are flexible and may tend to change, hence students may choose courses when it is available on SWAYAM platform	4	

Elective Basket-III			
Mandatory Elective Non-Credit Course(MENC**)			
Course Code	Course Title	Credit	Opt In
MA-MBS ME 115	Presentation Skills	2	Any one in First

MA-MBS ME 116	Effective Writing	2	Semester
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SEMESTER-II

Discipline Based Core Course (DBCC)			
Course Code	Course Title	Credit	
MA-MBS CC 201	Marketing Strategies and Brand Building	4	All three courses are mandatory
MA-MBSCC 202	Handling Finance, Business Accounting and Statistics	4	
MA-MBS CC 203	Organisational Behaviour, HR and Employment Laws	4	
	Elective Basket-III(DBCE)	4	
	Elective Basket-III(OEIC)	4	
	Elective Basket-IV(MENC)	2	
	Credit	22	

- ❖ Apart from the three mandatory DBCC courses a student can select/chose one course each from the DBCE-I, OEIC-II and MENC-III basket given below.

Elective Basket-IV			
Discipline Based Core Elective Course(DBCE)			
Course Code	Course Title	Credit	Opt in
MA-MBS CE 204	Integrated Marketing Communication	4	Any one in Second Semester
MA-MBS CE 205	Strategic PR and Image Building	4	
MA-MBS CE 206	Advertising and Revenue Generation	4	
MA-MBS CE 207	Corporate Communication and Event Management	4	

Elective Basket-V			
Open Elective Interdisciplinary Course (OEIC)			
Course Code	Course Title	Credit	Opt in
MA-MBS OE 208	Media Operations and Projects	4	Any one in Second
MA-MBS OE 209	Digital Marketing	4	

MA-MBS OE 210	Customer Relations Management	4	Semester
MA-MBS OE 211	To be offered by the other Dept. or faculty Political Communication	4	
MA-MBS OE 212	To be offered by the other Dept. or faculty Gender Technology and Development	4	
MA-MBS OE 213	To be offered by the other Dept. or faculty Printing and Publishing Management	4	
MA-MBS OE 214	To be offered by the other Dept. or faculty Visual Cultures, Practices & Documentation in the Digital Age	4	
MA-MBS-SWAYAM 215	In open elective, a student can also pursue SWAYAM Approved Courses (one Open Elective in semester 1) (4 credits) subject to prior consultation and approval from the Course Director of the Department of Media Business Studies, IIMC. The course can be related to media business studies, business dynamics and management, emerging technology or allied field. Since courses from SWAYAM are flexible and may tend to change, hence students may choose courses when it is available on SWAYAM platform	4	

Elective Based- VI			
Mandatory Elective Non-Credit Course (MENC**)			
Course Code	Course Title	Credit	Opt in
MA-MBS ME 216	Indian Media Trailblazers: Case Studies	2	Any one in Second Semester

MA-MBS ME 217	Solution based Journalism	2	
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Internship- Students have to pursue mandatory internship (4 to 6 weeks) during the summer break between 2nd semester (End of 1st year) and 3rd semester (beginning of 2nd year).

SEMESTER-III

Discipline based Core Course (DBCC)			
Course Code	Course Title	Credit	
MA-MBS CC 301	Media Market Trends and Consumer Behaviour	4	All three courses are mandatory
MA-MBS CC 302	Media Laws, Ethics and Regulations in India	4	
MA-MBS CC 303	Media, Communication and Business Research	4	
	Elective Basket-VII(DBCE)	4	
	Elective Basket-VIII(OEIC)	4	
	Elective Basket-IV(MENC)	2	
	Credit	22	

Elective Basket-VII			
Discipline Based Core Elective Course (DBCE)			
Course Code	Course Title	Credit	Opt in
MA-MBS CE 304	Media Business Analytics	4	Any one in Third Semester
MA-MBS CE 305	Digital Media and Emerging Technologies	4	
MA-MBS CE 306	International Media Markets	4	
MA-MBS CE 307	Intellectual property rights and licensing	4	

Elective Basket-VIII			
Open Elective Interdisciplinary Course (OEIC)			
Course Code	Course Title	Credit	Opt in

MA-MBS OE 308	To be offered by other faculty Business, Government, Culture and Society	4	Any one in Third Semester
MA-MBS OE 309	To be offered by other faculty Business Ethics and Corporate Governance	4	
MA-MBS OE 310	To be offered by other faculty Media and Information Literacy	4	
MA-MBS OE 311	To be offered by other faculty Media, Civil Society, Markets and Movements	4	
MA- MBS OE 312	To be offered by other faculty Dealing with Data	4	
MA- MBS OE 313	To be offered by other faculty Media Advocacy	4	
MA-MBS OE 314	To be offered by other faculty International Communication	4	
MA-MBS OE 315	To be offered by other faculty Discourse Studies	4	
MA-MBS-SWAYAM 316	In open elective, a student can also pursue SWAYAM Approved Courses (one Open Elective in semester 1) (4 credits) subject to prior consultation and approval from the Course Director of the Department of Media Business Studies, IIMC.	4	

	The course can be related to media business studies, business dynamics and management, emerging technology or allied field.		
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Elective Based- VI			
Mandatory Elective Non-Credit Course (MENC**)			
Course Code	Course Title	Credit	Opt in
MA-MBS ME 317	Managing Social Media Platforms and website designing	2	Any one in Second Semester
MA-MBS ME 318	Cyber Security and Data Privacy	2	

SEMESTER-IV

DISCIPLINE BASED CORE COURSE		
Course Code	Course Title	Credit
MA-MBS CC 401	Media Entrepreneurship and Innovation	4
MA-MBS CC 402	Developing Business Plans	4
MA-MBS CC 403	Dissertation +Viva	6+2
	Elective Basket-VIII(DBCC)	4
	Elective Basket-IV(MENC)	2
	Credit	22

Elective Basket- IX			
DBCC			
Course Code	Course Title	Credit	Opt in
MA-MBS CC 404	Effective Leadership and Team Building	4	Any one in Fourth Semester
MA-MBS CC 405	Risk and Crisis Management	4	

Elective Based- VI			
Mandatory Elective Non-Credit Course (MENC**)			
Course Code	Course Title	Credit	Opt in
MA-MBS ME 406	Analyzing Annual Reports	2	Any one in Second Semester
MA-MBS ME 407	Critical Thinking and Decision Making	2	

Semester-I

MA MBS DBCC CC101

Paper 1: Understanding Media and Entertainment Industry Landscape: Segments, Systems and Structures

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

- To explain the historical evolution and development stages of the Indian Media & Entertainment (M&E) industry.
- To identify and describe the major sectors and key players within the Indian M&E industry, including legacy media, digital portals, and emerging platforms.
- To analyze the socio-economic and cultural impacts of the M&E industry on Indian society.
- To evaluate the major trends shaping the Indian M&E industry landscape, such as technological advancements, changing consumer preferences, and market disruptions.
- To classify and differentiate between various segments and verticals within the M&E sectors and to assess the growth, development, and current status of different M&E sectors in India.
- To analyze the organizational structures, production processes, and revenue models of media companies operating in different M&E sectors.
- To evaluate audience engagement strategies, content consumption patterns, and technological convergence trends within the Indian M&E industry.
- Critically examine the regulatory frameworks, policy issues, and governance structures governing the Indian M&E industry, considering issues of media censorship, freedom of expression, and industry self-regulation.

Unit 1: Introduction to Media and Entertainment (M&E) Industry Landscape

- Overview of key concepts and terminology
- Historical evolution and development of Indian M&E Industry: Pre-Independence, Post-independence, Post liberalization, Post- millennium, and Post-digitization.
- Indian Media Organisations: Legacy media and digital portals
- Key sectors and major players
- Seismic shifts in Indian M&E
- Socio-economic impact, cultural impact and its significance
- Major trends shaping the industry landscape
- Issues and challenges in M&E industry

Segments and Verticals of M&E Sectors

- Traditional means of communication: folk art, theatre, literature texts
- Textual – print, online news, Publishing
- Audio – radio, music, audio OTT and Podcast/ recording industry
- Video – TV, video OTT, short video, social
- Experiential – Online gaming and interactive media, film and cinemas, live events, OOH
- Animation and VFX
- Digital Mediums, streaming Platforms and Social Media

Unit 2: Introduction to Media Systems and Industry Structures

- Media systems: definition, scope and functions
- Historical evolution of media industries
- Types of media structures (commercial, public, state sponsored)
- Key concepts and theoretical frameworks
- Functions and roles of media in society
- Evolution of media technologies and communication networks
- Comparative analysis of media systems models: liberal, democratic, authoritarian

Unit 3: Overview of media industries: Genesis, growth, development and trends

- **Print media landscape in India**-Growth of the Print Media, National and Regional Newspapers, magazines, circulation, advertising, Revenue generation, audience engagement, cost effectiveness, socio-economic impact, Challenges and opportunities in newspaper and magazine publishing.
- **Broadcast and Digital Landscape**
Radio- Growth of radio industry in India, Radio platforms: AM, FM, Community radio
Radio broadcasting landscape and challenges, Podcasts, Music Industry
- **Television**- Growth of television industry in India, Cable and satellite television, DTH, DTH packages, Value added services, Content creation, distribution, and monetization, Public broadcasters, Private channels
- **Digital**-Rise of digital media platforms, Digital transformation and streaming platforms, Multi-platform approach, subscription to digital content, Social media, OTT platforms, and content consumption trends, Live streaming, shorts, influencer marketing, Piracy, copyright protection, Multi-platform approach, subscription to digital content
- **Online Gaming**-Gaming industry overview and market dynamics, Freemium, in-app purchases, collaborations, Digital disruption and the future of print media
- **Filmed Entertainment: Bollywood and Beyond**- Evolution of Indian cinema, Early age (1913-1947), Golden age (1947-1970s), Parallel cinema (1970 onwards), Bollywood vs. regional cinema, Film financing: government initiatives, film grants, traditional sources- studios, private investors. Pre-production, Production, Post-production, Distribution: multiplex, single screen, OTT

- **Advertising Industry and OOH** -Advertising Industry in India, Rise of digital advertising in India, Regional advertising trends and challenges, Influencer marketing, Opportunities and challenges in a rapidly evolving landscape, Rise of OOH.
- **Growth of subscription**
- **Animation and VFX, Live events**

Unit 4

Media Organization and Management

- Organizational structures of media companies
- Production processes and workflows

Ownership and consolidation trends

Business models and revenue streams in media

Media Audience and Content Consumption

- Understanding Media audiences- characteristics and types
- Audience engagement, cost effectiveness and content distribution strategies
- Content consumption
- Personalisation algorithms, filter bubbles
- Digital platforms and Attention economy

Media Diversity and Representation

Technological Convergence, Social Media and New Media Structures

- Impact of digital technologies on media industries
- Emergence of social media and other mobile phone technologies
- Convergence of media platforms and content creation, audience behaviour
- Rise of social media platforms
- Networked media ecosystems
- User-generated content and participatory culture

Unit 5

Global Media Systems and structures

- Globalization of media industries
- Transnational media corporations and conglomerates
- Cross-border media operations
- Global media flows and cultural imperialism
- Western media domination, global media brands and their influence
- Transnational media corporations and cross-border media ownership
- Cultural implications of media globalization
- Cultural hegemony, content control
- Challenges and opportunities of media globalization

Media Regulatory Frameworks, Policy Issues and Governance

- Media regulation and governance

- Regulatory frameworks governing media industries: independent/self-regulatory bodies, government regulatory bodies- MIB, CBFC, PCI. IT Act 2000
- Types of regulations
- Government intervention vs. self-regulation in media governance
- Media censorship, freedom of expression, and democracy with respect to India
- Foreign direct investment (FDI) in Indian media
- Policy debates and challenges in media regulation
- Censorship, content regulation, and freedom of expression
- Government initiatives and industry collaborations
- Schemes and tariffs by central and state governments
- Impact of technology on regulations
- Global perspectives on media regulation

Emerging Trends and Future Directions

- Technological innovations and disruptive technologies- Artificial Intelligence, Virtual Reality, Augmented Reality, 5G network
- Shifts in media consumption patterns
- Personalized content, multi-screen consumption
- Industry responses and future prospects
- Content diversification, niche audience, interactive content
- Adapting new technology for user engagement
- Future prospects and challenges for media systems

Practical

- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the media and entertainment industry.
- Comparative study of media policy and regulation
- Assign each group a specific segment of the media and entertainment industry (e.g., broadcasting, digital media, print media, advertising). Students research and analyze their assigned segment, focusing on key players, market trends, revenue models, and audience demographics.
- Students analyze case studies of media systems from different countries or regions, including commercial, public, and state-sponsored models comparing and contrasting the structures, functions, and roles of media systems in different socio-political contexts.
- Analyze a specific media market (e.g., social media platforms, streaming services) and assess its market structure, competitive landscape, and regulatory environment
- Analysis of FICCI- EY- KPMG, PWC annual reports
- Presentations of final research projects or case analyses
- Usage of Adobe After Effects, Adobe Illustrator

Suggested Readings:

- Albarran, A. B. (2019). *The media economy*. Routledge.
- Bagdikian, B. H. (2000). *The Media Monopoly*. Beacon Press (MA).
- Banerjee, S. (2016). *Bollywood Nation: India through Its Cinema*. Penguin Random House India.
- Campbell, R., Martin, C. R., & Fabos, B. (2002). *Media & Culture*. Bedford
- Dahiya, S. (2021) *The House that Zee Built*, Rupa Publications
- Dahiya, S. (2022). *Indian Media Giants: Unveiling the Business Dynamics of Print Legacies*. Oxford University Press
- Dahiya, S. (2023). *Digital First: Entrepreneurial Journalism in India*. Oxford University Press
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- Doyle, G. (2014). *Understanding media economics*. Sage Publications.
- Gupta, A. (2017). *Indian Music Industry: Trends and Transformations*. Palgrave Macmillan.
- Gurevitch, M. (1982). *Culture Society and the Media*. Routledge.
- Hallin, D. C., & Mancini, P. (2004). *Comparing Media Systems*. Cambridge University Press.
- Havens, T., & Lotz, A. D. (2019). *Understanding media industries*. Oxford University Press.
- Hodkinson, P. (2016). *Media, Culture and Society*. SAGE.
- Holt, J., & Perren, A. (Eds.). (2011). *Media industries: History, theory, and method*. Wiley-Blackwell.
- Jain, M. (2018). *Behind the Scenes: The Making of Indian Cinema*. Oxford University Press.
- Johnson, G., Whittington, R., & Scholes, K. (2019). *Exploring corporate strategy: Text and cases*. Pearson.
- Kapoor, P. (2017). *The Big Picture: Inside India's Film Industry*. HarperCollins India.
- Katz, E., & Lazarsfeld, P. F. (2006). *Personal influence: The part played by people in the flow of mass communications*. Transaction Publishers.
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- Mukherjee, S. (2019). *Indian Television Industry: Dynamics and Challenges*. SAGE Publications.
- Pande, I. (2021). *Advertising in India: Trends and Practices*. Springer.
- Picard, R. G. (2017). *Media firms: Structures, operations, and performance*. Routledge.
- Rab, S., & Sprague, A. (2014). *Media Ownership and Control*. Bloomsbury Publishing.
- Ray, M. (2018). *Digital Media in India: Concepts, Practices, and Challenges*. Cambridge University Press India.

- Real, M. R. (1996). *Exploring Media Culture*. SAGE
- Sen, S. (2020). *Media and Society in India: Perspectives on the Globalizing Indian Media and Entertainment Industry*. Routledge.
- Shrivastava, K. (2019). *Radio in India: Evolution and Impact*. Bloomsbury India.
- Thompson, J. L. (2016). *The media and modernity: A social theory of the media*. Polity Press.
- Wasko, J. (Ed.). (2014). *A companion to television*. Wiley-Blackwell.

Semester-I

MA MBS DBCC CC102: Media Economics and Business Dynamics

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To gain a thorough understanding of fundamental economic concepts and theories as they apply to media industries and to provide an advanced examination of the intersection between business management principles and media economics
2. To understand the basic principles and functions of management and identify and analyze different management theories and approaches.
3. To understand the economic forces and market dynamics shaping the media industry and apply economic principles and concepts to analyze media market structures, competition, and pricing strategies.
4. To explore the dynamics of the media industry within the broader economic landscape, analyzing the impact of technology, globalization, and consumer behaviour on media enterprises
5. To understand the importance of business strategy and its role in achieving organizational goals and apply strategic management processes, including environmental analysis, SWOT analysis, and strategy formulation, to media businesses
6. To study the strategic management approaches tailored to media organizations, including advertising, content production, distribution, and revenue models.
7. To evaluate the impact of technological advancements on media consumption and business models.
8. To understand advertising strategies, media revenue models along with consumers' media consumption patterns.

Unit 1

Introduction to Media Economics

- Overview of key economic concepts
- Economic principles and concepts relevant to media economics
- Theoretical frameworks and approaches for analyzing media industries
- Historical development of media economics
- Evolving Markets in the media economy
- Media Market structures and competition in the media sector
- Market Power and Pricing strategies
- Media Demand and Supply analysis
- Financial Management for Media Businesses

Unit 2

Introduction to Management

- Definition and importance of management
- Evolution of management thought
- Functions of management: planning, organizing, leading, and controlling

Management Theories and Approaches

- Classical management theories: scientific management, administrative management, and bureaucratic management
- Neo classical and Behavioural management theories: human relations approach, behavioural science approach
- Modern management theories: systems theory, contingency theory, and total quality management

Unit 3 Fundamentals of Media Business

- Overview of media industry dynamics
- Importance of business management principles
- Key challenges and opportunities in media business
- Strategic management concepts and frameworks
- Organizational structure and leadership in media companies
- Strategic decision-making in media enterprises
- Key strategic Fundamental concepts
- Popular strategic management framework
- Strategic Planning in Media
- Strategic management process
- Environmental analysis and SWOT analysis
- Formulating media business strategies

Technology and Media Innovation

- Digital disruption and its impact on traditional media
- Digital transformation and its impact on media economics
- Innovations in content production, distribution, and consumption
- Platform economics and network effects
- Data monetization

Unit 4

Introduction to Business Strategy

- Definition and importance of business strategy
- Strategic management process: formulation, implementation, and evaluation
- Levels of strategy: corporate, business, and functional
- External Analysis: Industry and Competitive Analysis

Industry analysis frameworks: Porter's Five Forces, SWOT analysis

- Competitive dynamics and strategic positioning

- Strategic group analysis and competitor intelligence
- Internal Analysis: Resources and Capabilities

Resource-based view of the firm

- Core competencies and competitive advantage
- Value chain analysis and strategic assets
- Strategy Formulation: Strategic Planning and Decision-Making

Vision, mission, and strategic objectives

- Business-level and corporate-level strategies
- Growth strategies: market penetration, Product, Product line, product development, diversification, etc.
- Strategy Implementation: Organizational Structure and Leadership

Organizational design and structure

- Strategic leadership and change management
- Strategy execution and performance measurement

Unit 5

Advertising, Revenue and Business Models

- Advertising strategies
- Emerging advertising trends in media businesses
- Subscription models vs. ad-supported models
- Paywalls
- Revenue diversification and monetization strategies
- Hybrid and alternative revenue streams
- Donations, crowd funding, and other revenue sources

Consumer Aspects of the Media Economy

- Understanding media consumption patterns
- Evolving consumer behaviour
- Audience segmentation and targeting
- Behavioural economics applied to media consumption
- Audience behaviour and preferences
- The economics of attention
- Implications for media producers and advertisers

Practical: Case Studies and Application

- Analyze real-world examples of successful and unsuccessful management practices in media companies, discussing how different management theories apply.
- Analyze historical case studies of media industry developments, such as the rise of streaming services or the impact of digitalization on traditional media.
- Students compare and contrast subscription-based and ad-supported revenue models for different media platforms, discussing advantages and challenges of each.

- Presentations of final projects or case analyses

Suggested Readings:

1. Albarran, A. B. (2023). *The Media Economy*. Taylor & Francis.
2. Alexander, A., & Owers, J. (2003). *Media Economics: Theory and Practice*. Routledge.
3. Dahiya, S. (2021) *The House that Zee Built*, Rupa Publications
4. Dahiya, S. (2022). *Indian Media Giants: Unveiling the Business Dynamics of Print Legacies*. Oxford University Press
5. Dahiya, S. (2023). *Digital First: Entrepreneurial Journalism in India*. Oxford University Press
6. Doyle, G.. (2013) *Understanding Media Economics*. Sage Publication
7. Doyle, G.. *The Economics of Media and Communication*. Sage Publications
8. Jones, A. B. (2020). *Media Economics: Understanding Markets, Industries, and Concepts*. Wiley.
9. Küng, L. (2008). *Strategic Management in the Media: Theory to Practice*. Sage.
10. Parthasarthy, V., (2018) *The Indian Media Economy: Media Dynamics in South Asia*, OUP
11. Smith, J. D. (2018). *Strategic Management: Concepts and Cases*. Pearson.

Semester-I

MA MBS DBCC CC103: Strategic Communication in Business

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamental concepts of communication including theories and models of communication.
2. To apply theoretical frameworks to develop effective business communication strategies and to analyze the role of communication in achieving strategic organizational goals.
3. To develop business communication skills as well as elements of effective business discussions and presentations.
4. To develop advanced skills in crafting and delivering effective messages and business writing skills and designing various types of messages.
5. To explore strategic leadership communication styles and strategies and employee feedback in organizational contexts.
6. To understand communication strategies in the modern business landscape, including digital communication and intercultural communication.
7. To study ethical considerations in business messaging.
8. To critically assess case studies and real-world examples of successful business communication initiatives.

Unit 1

Fundamentals of communication

- Definition, scope, importance and process of communication
- Types of communication: verbal and non-verbal
- Levels of communication: Intra, Inter, Group, Mass, Online
- Western Theories of communication: direct effects, limited effects, cultural effects
- Indian Communication Theories and Thoughts
- Western and Indian Models of communication
- Barriers to effective communication
- Feedback and Its Significance
- Communication, Society and Media

Unit 2

Organizational and Business Communication

- Introduction to Organizational Communication: Definition, Importance and Historical Development
- Principles of effective communication
- Organizational vision and communication structures

- Business communication theories
- Communication Networks in Organizations
- Types of Networks: Formal and Informal
- Vertical vs. Horizontal Communication
- Operational Communication
- Internal Communication: Strategies and Tools
- External Communication: Stakeholder Engagement
- Art of listening
- Oral communication and professional etiquettes
- Business Communication Skills: Professional, Emotional, Behavioural and Mental
- Elements of Effective Business Discussions and Presentations
- Strategic communication planning: Planning and Execution
- Intercultural communication diversities
- Audience Analysis and Engagement
- Communication in Organizational Change: Role of Communication in Facilitating Change, Change Management Models
- Communicative Organizational Structure
- Need for motivational communication for organisational growth

Unit 3

Developing Messages and Business Writings

- Framework for developing messages
- Determining the purpose
- Analyzing the situation: stakeholder analysis and audience segmentation
- Writing skills: developing written documents
- Designing the message: business letters, emails and memos
- Neutral and positive messages
- Negative messages
- Persuasive messages

Unit 4

Strategic Leadership and Crisis communication

- Leadership communication styles and strategies
- Critical thinking
- Internal communication strategies
- Building trust and credibility through communication
- Team building and collaboration tools
- Employee feedback
- Cross-cultural communication and diversity
- Business ethics and CSR

Unit 5

Digital Communication and Strategies

- Evolution of Digital Communication: From Telegraph to Social Media
- Characteristics of Digital Communication: Interactivity, Hypertextuality, and Virtuality
- Overview of digital communication tools and platforms and Practices: Blogs, Podcasts, and Social Networks
- Social media management for business communication
- Online reputation management
- Communication and technology
- Impact on Traditional Media
- Challenges in Digital Communication
- Information Overload and Privacy Concerns
- Digital Divide and Accessibility Issues

Ethics in Business Communication

- Ethical considerations in business messaging
- Corporate social responsibility communication
- Addressing ethical dilemmas in communication

Practical

Case Studies and Application

- Analysis of real-world business communication cases
- Application of course concepts in practical scenarios
- Analyze real-life communication scenarios from various media sources and identify the types of communication, barriers, and effectiveness.
- Research and analyze communication campaigns from both Western and Indian contexts, evaluating their effectiveness and cultural relevance.
- Mock business meetings and presentations where they demonstrate effective communication skills, such as articulation, persuasion, and professionalism.
- Compile a portfolio of business writings, including business letters, emails, memos, and reports, showcasing their writing skills and ability to communicate effectively in a professional settings.
- Leadership communication simulation where they role-play as leaders facing various communication challenges, such as team conflicts, organizational change, and crisis situations. Design and execute a digital communication campaign for a real or hypothetical organization, utilizing digital tools and platforms to reach target audiences effectively.

Suggested Readings:

1. Bettinghaus, E. P. (1973). *Persuasive Communication*. Holt, Rinehart and Winston Inc.
2. Bhattacharya, K.K., Choudhury, B.L. & Rao, R.N. (2023) *Natyasastra: A Study of Continuity and Progress of Indian Communication Theorising and Praxis*, Motilal Banarasidass.
3. McQuail, D. (2005) *Mass Communication Theory*, SAGE.
4. Dwan, P. (1997). *Communication Management*. Deep & Deep Publications
5. Hargie, O., Dickson, D., & Tourish, D. (1999). *Communication in Management*. Gower Publishing, Ltd.
6. Level, D. A., & Galle, W. P. (1980, January 1). *Business Communications*. Business Publications, Incorporated.
7. Means, T. (2004). *Business Communications*, Thomson Learning (South-Western College Publishing)
8. O' Hair, D., Friedrich, G.W., Shaver, L.D., (1995) *Strategic Communication: In Business and the Professions*. (2nd Edition) Houghton Mifflin
9. O'Hair, H., O'Rourke, J., O'Hair, M. (2004). *Business Communication: a framework for success*. Thomson Learning (South-Western College Publishing)
10. Shwom, B., & Snyder, L. G. (2020). *Business Communication* (3rd ed.). O'Reilly.
11. Singhal, D.D., Mittal, V.K., Garg, N.C., Vyas, V.S. (2006). *Business Communication and Management*. Indus Valley Publications
12. Stanton, N. (2009). *Mastering Communication*. Bloomsbury Publishing.

Semester-I

Elective Basket 1- Discipline Based Core Elective Courses (DBCE)

MA-MBS CE 104: Political Economy of Media

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the political economy of media, its historical development and theoretical frameworks.
2. To analyze the implications of media ownership and concentration on diversity, quality journalism, and regulatory approaches.
3. To understand the role of media in democratic societies, media concentration, global media flows.
4. To examine the relationship between media systems and democratic governance.
5. To explore the role of media in shaping public opinion, political discourse and social change.
6. To investigate the political economy of media markets and the impact of transnational media corporations on global media governance.
7. To assess the impact of digitalization and convergence on media economics and the importance of media literacy and critical thinking in the digital age.
8. To develop critical thinking skills through case studies, comparative analysis and policy debates.

Unit 1

Introduction to Political Economy of Media

- Definition and scope of political economy
- Historical overview of political economy theories
- Inter-relationship between media, politics and economics
- Conceptual frameworks and approaches
- Marxist Approach(critique of media ownership and capitalist structures), Liberal Pluralist Approach(emphasis on free market and competition in media), Cultural Studies Approach(analysis of power relations and representation in media texts)
- Cultural Hegemony, Cultural Imperialism
- Soft power and media diplomacy
- Media's role in shaping public opinion and political agendas
- Media biasness, agenda setting, gate keeping
- Historical overview of political economy of media: colonial era, post independence, Liberalization and Globalization (1990s onwards)

Unit 2

Media Ownership and Concentration

- Ownership issues: monopoly, oligopoly, cross media ownership
- Patterns of media ownership and consolidation
- Indian and Global Media Giants
- Horizontal concentration, vertical integration, conglomeration
- Economic implications of media concentration: reduced diversity, impact on quality journalism, anti competitive practices
- Media financing and revenue generation
- Regulatory approaches to media ownership
- consolidation
- Media conglomerates and vertical integration
- Regulatory approaches to media ownership and antitrust laws
- Media plurality and independent journalism, cross media ownership, public service broadcasting
- Theoretical perspectives on media power and influence: public sphere and democratic participation
- Corporate governance in media companies
- Media framing and agenda setting
- Partisan media and ideological bias
- Corporatisation, Influence of advertisers and owners on content

Unit 3

Political influences on media content and coverage

- Political influence
- Role of media in democratic governance
- Media and political communication
- News production and framing, Media manipulation, propaganda, and agenda-setting
- Disinformation, misinformation
- Techniques of media manipulation
- Media literacy and critical consumption of news and information
- Fact-checking and verification

Media, Power, and Social Change

- Media activism and social movements
- Role of media in challenging power structures and advocating for social justice

Unit 4

Advertising, Commercialization, and Media Content

- Role of advertising in shaping media content and programming
- Commercial imperatives and journalistic practices

- Critiques of commercialization and its impact on media integrity

Media Market, Globalization and Media Flows

- Political economy of media markets
- Media consumption patterns
- Audience segmentation and media preferences
- Advertising and commercial pressures on media content
- Global media flows
- Transnational media corporations and global media governance
- Localization, hybridization and resistance

Unit 5

Political Economy of Digital Media

- Rise of digital platforms and their economic models
- Digital disruption and its impact on traditional media industries
- Impact of digitalization and convergence on media economics
- Digital platforms, data privacy and surveillance capitalism
- Role of social media in political mobilization
- Filter bubbles, echo chambers, and online polarization
- Data collection and user tracking
- Alternative media
- Data driven decision making
- Digital Activism
- Media Literacy and critical thinking

Future Trends and Directions in Political Economy of Media

- Emerging issues and challenges in media industries
- Prospects for media democratization and alternative models
- Implications for media practitioners, policymakers, and citizens

Practical

- Case studies on Indian and Global Media Giants
- Analyzing media concentrations
- Analysis of real-world cases in political economy of media
- Emerging trends and challenges in media economics and power structures
- Students create visual representations (maps, charts) illustrating the ownership structures of major media conglomerates in different regions, discussing implications for media power and influence.
- Monitor news coverage by different media outlets during a significant event.
- Presentations of final projects or case analyses

Suggested Readings:

1. Bagdikian, B. H. (2004). *The New Media Monopoly*. Beacon Press.
2. Couldry, N., & Curran, J. (2011). *Media and Society*. Sage Publications.
3. Croteau, D., & Hoynes, W. (2014). *Media/Society: Industries, Images, and Audiences*. Sage Publications.
4. Curran, J., & Seaton, J. (2010). *Power Without Responsibility: Press, Broadcasting, and the Internet in Britain*. Routledge.
5. Dahiya, S. (2021) *The House that Zee Built*, Rupa Publications
6. Dahiya, S. (2022). *Indian Media Giants: Unveiling the Business Dynamics of Print Legacies*. Oxford University Press
7. Dahiya, S. (2023). *Digital First: Entrepreneurial Journalism in India*. Oxford University Press
8. Herman, E. S., & Chomsky, N. (2002). *Manufacturing Consent: The Political Economy of the Mass Media*. Pantheon Books.
9. Hoskins, C., McFadyen, S., & Finn, A. (2015). *Media Economics: Understanding Markets, Industries, and Concepts*. Wiley-Blackwell.
10. McChesney, R. W. (2004). *The Problem of the Media: U.S. Communication Politics in the Twenty-First Century*. Monthly Review Press.
11. McChesney, R. W., & Pickard, V. (2010). *The Political Economy of Media: Enduring Issues, Emerging Dilemmas*. Monthly Review Press.
12. Ó Siochrú, S., & Girard, B. (2009). *Global Media Governance: A Beginner's Guide*. Rowman & Littlefield Publishers.
13. Schiller, H. I. (1991). *Not Yet the Post-Imperialist Era: An Essay on the Media, Multinational Corporations, and US Foreign Policy*. Ablex Publishing.

Semester-I

MA-MBS CE 105: Fundamentals of Reporting and Editing: Print, Broadcast and Digital

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the principles and values of journalism in print, broadcast and digital media
2. To develop skills in news gathering, reporting, and writing for different formats
3. To learn techniques for conducting interviews and gathering information from diverse sources
4. To apply journalistic principles to produce high-quality news stories for print and broadcast platforms
5. To exploring the role of editing in refining and enhancing journalistic content
6. To explore the significance of editing in improving and enhancing journalistic content
7. To examine ethical considerations and professional standards in photo journalism practice, concepts of visual communication and layout design.
8. To analyze case studies and real-world examples of effective reporting and editing

Unit 1

Introduction to Journalism

- Overview of journalism as a profession
- Historical context and evolution of journalism ethics
- Ethical considerations in news reporting and editing
- The Role of Journalism in Society: Serving as the Fourth Estate.
- Journalism Ethics in the Digital Age: Challenges and Solutions.
- Ethics in Investigative Journalism: Balancing Public Interest and Privacy.
- Objectivity vs. Advocacy Journalism: Examining Different Approaches.
- Diversity and Inclusion in Journalism: Representing Marginalized Voices.
- Global Perspectives on Journalism Ethics: Comparative Analysis.
- Emerging Ethical Issues in Online Journalism: Clickbait, Sensationalism, etc

Unit 2

Understanding News and Reporting Techniques

- Fundamentals of Reporting
- Types of Reporting: Analytical reporting, Interpretative reporting, Descriptive reporting, Investigative reporting
- Concept of News: Elements, Values, Characteristics and Qualities
- Types of news: Hard and Soft
- News Leads and their types
- Inverted pyramid style, feature style, sand clock style and nut graph

- Covering press conferences and writing from press releases, events and meets
- Differences in reporting for Newspapers / News agencies, TV, Radio, Websites
Cultivating, verifying and dealing with sources of news
- Sourcing News: Role and importance of news sources, attribution, Ethical aspect of Sourcing News and Reporting
- Solutions Journalism: Reporting on Responses to Social Issues.
- Mobile Journalism (MoJo): Reporting with Mobile Devices.
- Long-Form Journalism: Crafting In-Depth Feature Stories.

Specialized Reporting and Beats

- Understanding Beats and types of Specialized Reporting
- City reporting, Crime Reporting, Political Parties and Politics, Government and Parliamentary,
- Legislative Legal and Court Reporting, Defence, International Affairs, Conflict and War, Science & Technology, Education, Art & Culture, Environment, Fashion & Lifestyle, Entertainment, Sports, Health Reporting, Business, Sports, Travel and Food Reporting

Traditional Newsroom Set-up vs integrated News Room

- Reporting department in newspapers, magazines, agencies, radio and TV
- Role, function and qualities of a Reporter, Chief Reporter and Bureau Chief
- Understanding the SPADE workflow of an integrated newsroom
- Roles in an integrated newsroom
- Production of all formats
- Assembly and post producing content depending on the medium
- Engagement with audience and distribution of content

Unit 3

Other Forms of Writing

- Feature: Definition, characteristics, types: news and non-news features
- Process of feature writing: Ideas and Research
- Tools and Techniques of Feature Writing
- Interview: Types and Techniques
- Opinion Writing: Editorial, Op-ed page and Middle
- Special articles, Weekend pullouts, Supplements,
- Backgrounders, Reviews (Books/Films/Documentaries)
- Magazine Reporting: Current trends, style and future

Innovation in Reporting and Journalism

- Evidence Base Reporting

- Reporting Data: Dealing with Data, Decoding Data, Analyzing and Interpreting Data, Finding & Writing Story from Data, Incorporating and Presenting Data in News Story/Feature/Opinion pieces, sources of data.
- Concepts of Automated Storytelling
- Virtual Reality and immersive Journalism,
- Mobile Video Journalism,
- Use of Drones in Journalism, Drone Legalities
- Wearable Journalism

Unit 4

Understanding Editing

- Editing: concept, process and significance
- Editorial Values: objectivity, facts, impartiality and balance
- Concept of news and news making
- Difference between newspaper/ radio and TV copy editing
- Challenges for the Editor: bias, slants and pressures

News and Editorial Desk

- Editorial structure of newspaper/magazines/ news agencies /radio and TV
- Editorial hierarchy and job of various functionaries
- Functioning of news desk
- Convergence and Integrated Newsroom
- News Flow and Editing: Role and Responsibility of Gatekeepers

Editing Process

- News selection: News Value and other parameters
- Handling of news copy
- Planning and visualization of news
- Rewriting news stories
- Headlines and intro
- Stylebook and Style sheet
- Use of synonyms and abbreviations
- Importance of Grammar
- How to identify fake news
- Dealing with fake news
- Art of fact checking

Unit 5

Photo Journalism

- History and evolution of Photo journalism
- Understanding camera, lenses and accessories
- Photographic Composition, principles and grammar

- Concept and techniques of Photo Feature and Caption Writing
- Photographic Coverage of News and Events

Visual Communication

- Visual Communication: Concepts and Processes
- Principles and tools of visual communication
- Visual literacy and visual perception
- Use of visuals across media
- Visual journalism
- Visual manipulation and ethics

Layout Design

- Principles of Layout, Design
- Typography, Color and Graphics
- Newspaper Printing Process and printing terminology
- Typography, colour and visual representation
- Principles of graphics and their importance
- Newspaper printing methods, Different types of printing machines.

Practical

- Usage of Adobe InDesign, Adobe Premier Pro, Adobe Audition
- Produce Lab Journals
- Specialized reporting assignments where students cover specific beats such as politics, crime, education, or sports. Encourage students to research, investigate, and report on issues relevant to their chosen beat
- Feature writing projects where students explore different types of features, including news features, human interest stories, and opinion pieces.
- Opinion writing exercises where students write editorials, op-ed pieces, or letters to the editor on current events or issues of public interest.
- Photojournalism assignments where students learn the principles of visual storytelling and practice taking photographs to accompany news articles using composition, framing, and caption writing for news photos.
- Multimedia journalism projects where students produce multimedia stories combining text, photos, videos, and interactive elements.

Suggested Readings

- Aamidor A. (2002). Real Feature Writing, Lawrence Erlbaum Associates Publishers.
- Bowles, A. D. (2011). Creative Editing, Wadsworth
- Click & Baird (1994). Magazine Editing & Production, WCB Brown & Benchmark. Dynamics of Journalism and Art of Editing, S.N. Chaturvedi, Cyber Tech Publications

- Dahiya, S and Sahu, S. (2021). Beat Reporting and Editing: Journalism in the Digital Age, SAGE publication
- Dahiya, S and Sahu, S. (2024). Mastering Beats in Journalism: Specialized reporting, editing and emerging technologies in the digital era, Pearson.
- Dahiya, S. and Trehan, K (2024). Handbook of Digital Journalism: Perspectives From South Asia, Springer Singapore.
- Farrel, M (2010) Newspapers: A Complete Guide to the Industry, Peter Lang.
- Farrell, M., & Cupito, M. C. (2010, March 1). Newspapers: A Complete Guide to the Industry (Vol. 6) Peter Lang Inc
- Flemming and Hemmingway (2005), An Introduction to journalism, Vistaar Publications.
- Frost, C. (2001). Reporting for Journalists, Routledge, London.
- Garrison, B. (2000). Advanced Reporting, LEA.
- George, A. H. (1990). News Writing, Kanishka Publications.
- Hakemulder, J. & Singh, J. R. (1990), News Agency Journalism.
- Harrington, W. (1997). Intimate Journalism: The Art and Craft of Reporting Everyday Life,
- Hicks & Homes, (2001). Sub-editing for Journalists, Routledge.
- Hodgson, F. W. (1987). Sub editing: A Handbook of Modern Newspaper Editing & Production, Focal Press.
- Itule & Anderson (2002). News Writing and reporting for today's media, McGraw Hill Publication
- Johnson, K., & Radosh, J. (2016, November 4). Shoot, Edit, Share: Video Production for Mass Media, Marketing, Advertising, and Public Relations. Routledge
- Joseph and Sharma (2006). The Media and Women's Issues, Second Edition, SAGE Publication Pvt. Ltd.
- Kumar, P. (2020) The Future Newsroom, Kitabwale Publication
- Kuhn & Neveu (2008). Political Journalism: New Challenges, New Practice, London.
- Narayan, S (2014) Globalisation and Television: A study of the Indian Experience. Oxford University Press.
- Natarajan and Chakraborty: Oyvkucauibs (1995): Defence Reporting in India: The Communication Gap, Trishul Publications.
- Parthasarathy, R. (1994). Here is the News: Reporting for Media, Sterling Publishers.
- Prasad, S. (1993). Editors on Editing/HY, National Book Trust.
- Randall, D. (2005). The War Correspondent, London.
- Rogers, G. (1993). Editing for Print, Mcdonald Book.
- Sharma, R. (Ed.). 2018. Media, the State and Marginalisation: Tackling Challenges, UK. Cambridge Scholars Publishing.
- Shrivastava, K. M. (1987). News Reporting and Editing, Sterling Publishers.
- Spark, D., & Harris, G. (1997, August 13). Practical Newspaper Reporting, Sage Publication

- Stein, P.& Burnett (2000), News writer's Handbook: An Introduction to Journalism, Blackwell Stovall, J.G.(2011). Journalism, Prentice Hall.
- Thomas, EC(2018), Business and financial Journalism, IIMC Publication, New Delhi Thomas, EC(2001). Economic and Business Journalism, Sterling Publishers Pvt. Ltd. Trikha, N.K, Reporting, Makhanlal Chaturvedi RashtriyaPatrakaritaAvam Sanchar Vishwavidyalaya.
- Thornburg, R. M. (2010, October 27). Producing Online News: Digital Skills, Stronger Stories.CQ Press
- Trujillo, T. (2017, December 11). Writing and Reporting News You Can Use, Routledge

Semester-I

MA-MBS CE 106: Content Creation, Production and Distribution

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To develop foundational skills in content creation, including ideation, planning, and scriptwriting across various media platforms.
2. To understand the principles and theories of content creation, production and distribution.
3. To analyze the creative process and storytelling techniques across different media formats.
4. To acquire practical knowledge of production techniques and technologies such as video editing, graphic design, and audio production.
5. To understand distribution channels and platforms for effective content dissemination, alongside marketing and promotion strategies.
6. To develop critical thinking skills to evaluate content performance metrics and adapt market and promotion strategies based on real-time feedback and market trends.
7. To enhance audience engagement through audience segmentation, feedback analysis, and adaptive content strategies.
8. To explore legal and ethical considerations in content creation and distribution, ensuring compliance and responsible practices.
9. To apply integrated approaches to content creation and distribution in real-world scenarios for reaching target audiences effectively..

Unit 1

Introduction to Content Creation, writing and Storytelling

Creative Development and Scriptwriting

- Ideation, brainstorming sessions and concept development for content creation
- Developing content calendars and planning workflows
- Understanding audience and content goals
- Understanding audience preferences and content consumption trends
- Defining content strategy and objectives
- Scriptwriting techniques for different media formats (film, television, digital, etc.)
- Character development, plot construction, and dialogue writing
- Writing for blogs, articles, social media posts, and scripts
- Editing and proofreading techniques for written content

Storytelling

- Principles of storytelling and narrative structure
- Advanced storytelling techniques: Exploring non-linear narrative structures, multi-platform storytelling, and interactive storytelling.

- Transmedia storytelling: Understanding how stories unfold across different media platforms and engaging audiences through various mediums.
- Audience research methodologies: Conducting audience surveys, focus groups, and analyzing data to inform content creation decisions

Unit 2

Content Production Techniques and Technologies

- Content creation processes

Print media: writing, editing, proofreading, printing, distribution

Video production process

- Fundamentals of video production, cinematography and editing
- Planning and pre-production: scripting, storyboarding, and shot lists
- Camera operation, lighting, sound recording, and on-location filming
- Editing and Post-Production
- Introduction to video editing software (e.g., Adobe Premiere Pro, Final Cut Pro)
- Editing techniques: cutting, transitions, colour grading and audio mixing
- Adding graphics, effects, and music to enhance video content

Graphic Design and Visual Content Creation

- Basics of graphic design principles and tools (e.g., Adobe Photoshop, Canva)
- Creating visual assets for social media, websites, and marketing materials
- Designing infographics, logos, banners and other branded content

Podcasting and Audio Content Production

- Audio production techniques and sound design principles
- Introduction to podcasting: equipment, recording techniques, and formats
- Scripting and structuring podcast episodes
- Editing and post-production for audio content

Digital media: scriptwriting, filming, editing, broadcasting

Interactive Content and Multimedia Projects

- Creating interactive content experiences (e.g., quizzes, polls, interactive videos)
- Collaborative multimedia projects: integrating text, images, video, and audio
- Platforms for publishing and distributing interactive content

Others

- Introduction to animation, visual effects, and motion graphics
- Advanced production technologies: Exploring virtual reality (VR) production techniques, 360-degree video production, and immersive storytelling.
- Live streaming and real-time content production: Understanding the technical aspects and audience engagement strategies for live content production.
- Data-driven content production: Leveraging data analytics to inform content creation decisions and personalize content for target audience

Unit 3

Distribution Channels and Platforms

- Content distribution channels (owned, earned and paid)
- Traditional vs. digital distribution channels
- Streaming platforms, OTT services, and content aggregators
- Social media, websites, and mobile apps for content distribution
- Social media marketing and community management for content distribution
- Media consumption trends and audience behaviour
- Emerging Distribution channels and platforms in media ecosystems
- Investigating the rise of new platforms such as podcasts, audio streaming services, and niche streaming platforms for specific genres.
- International distribution and localization: Exploring strategies for distributing content to global audiences and adapting content for different cultural contexts
- Exploring emerging trends in content formats and platforms
- Future of content marketing: AI, virtual reality, augmented reality

Unit 4

Marketing and Promotion Strategies

- Integrated Marketing Communication (IMC) approaches to content promotion
- Content marketing tactics and influencer partnerships
- Public relations strategies for content promotion
- Search engine optimization (SEO) for content: Understanding how to optimize content for search engines to improve discoverability and reach
- User-generated content (UGC) and community engagement: Examining the role of user-generated content in building communities around brands and content properties.
- Social listening and sentiment analysis: Utilizing tools and techniques to monitor social media conversations and analyze audience sentiment towards content.
- Agile content strategy: Implementing agile methodologies to adapt content strategies based on real-time feedback and market trend

Unit 5

Legal and Ethical Considerations

- Copyright and intellectual property rights in content creation
- Legal issues in content distribution and licensing
- Ethical considerations in content production and distribution

Audience Engagement and Feedback

- Audience segmentation and targeting strategies
- Metrics for measuring audience engagement and content performance
- Analyzing feedback and adapting content strategies

Practical

- Scriptwriting sessions where students learn scriptwriting techniques for different media formats such as film, television, and digital platforms.
- Pagemaking
- Writing assignments where students write blogs, articles, social media posts, or scripts based on specific prompts or topics
- Content production such as video production, graphic design, podcasting, and audio production.
- Video and Audio Editing

Suggested Readings:

- Bently, L., Sherman, B., & Golan, T. (2018). *Intellectual Property Law*. Oxford University Press.
- Jenkins, H. (2006). *Convergence Culture: Where Old and New Media Collide*. NYU Press.
- Katz, S., Haas, R., & Mercer, J. (2017). *Film Directing Shot by Shot: Visualizing from Concept to Screen*. Focal Press.
- Miller, C. D. (2018). *The Screenwriter's Bible: A Complete Guide to Writing, Formatting, and Selling Your Script*. Silman-James Press.
- Rosen, J. (2007). *The People vs. Big Data: How the Tech Titans Are Hijacking Our Data and How We Can Take It Back*. New Press.
- Smith, J. A., & Johnson, B. C. (2020). *Digital Content Creation and Distribution: Strategies for Success*. New York University Press.
- Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2019). *Marketing: Real People, Real Choices*. Pearson.

Semester-I

MA-MBS CE 107: Communication Design and Brand Packaging

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To study the principles, theories, and practical applications of communication design with a focus on branding and packaging.
2. To explore the role of design in shaping brand identity, perception, and consumer behaviour and engagement.
3. To develop skills in brand strategy, encompassing brand positioning, target audience identification and competitive analysis.
4. To explore the strategic use of visual elements, typography, and colour theory in brand communication.
5. To develop skills in creating cohesive brand experiences across different mediums and platforms.
6. To apply design thinking methodologies to brand innovation and problem-solving, integrating concepts of prototyping and testing brand design concepts.
7. To gain practical experience in designing brand identities, packaging solutions, and promotional materials.
8. To understand strategies for maintaining brand consistency across print, web and social media platforms through multichannel communication.
9. To critically evaluate case studies and real-world examples of effective communication design in branding.

Unit 1

Introduction to Communication Design and Branding

- Understanding communication design principles
- Role of design in branding and consumer perception
- Importance of branding in contemporary markets
- Historical context and evolution of branding

Unit 2

Branding Fundamentals

- Definition of a brand, Brand identity vs. brand image, Brand equity and brand loyalty
- Brand Identity and Visual Language: Emerging trends in brand design, Analyzing iconic brands, Elements of brand identity: logo, typography, colour palette, etc.
- Case studies of successful brand identities
- Brand Strategy: Brand positioning and differentiation, Target audience identification, Competitive analysis and market research

Unit 3

Typography and Brand Messaging

- Basics of graphic design
- Fundamentals of typography and its role in brand communication
- Typography trends and best practices in branding
- Crafting brand messages through typography
- Branding Campaigns and Storytelling: Narrative branding, Developing brand personas, Crafting compelling brand stories
- Branding Ethics and Sustainability

Colour Theory and Brand Psychology

- Psychological impact of colour on consumer behaviour
- Colour symbolism and cultural considerations in branding
- Using colour theory to evoke brand emotions and associations

Unit 4

Packaging Design and Consumer Experience

- Importance of packaging in brand communication
- Principles of effective packaging design
- Packaging material, sustainability, and consumer engagement

Design Thinking in Brand Innovation

- Introduction to design thinking methodologies
- Applying design thinking to brand innovation and problem-solving
- Prototyping and testing brand design concepts

Unit 5

Branding Across Platforms

- Brand consistency across print, web, and social media
- Designing for mobile experiences

Digital Branding and Multichannel Communication

- Search Engine Optimization
- Designing digital brand experiences: websites, social media, etc.
- Multichannel brand communication strategies
- Integrating digital and physical brand touchpoints

Practical

- Case Study of 5 brands
- Students analyze case studies of iconic brands, deconstructing their visual identities and brand strategies. They present their findings and discuss the factors contributing to the success of these brands.

- Students conduct a brand consistency audit across different platforms (print, web, social media) for a selected brand. They identify inconsistencies and propose solutions to ensure cohesive brand messaging and design.
- Presentation of branding solutions and design rationale

Suggested Readings

- Form and Communication (7th ed.). Wiley.
- Sterling, B. (2019). Shaping the Digital Enterprise: Trends and Use Cases in Digital Innovation and Transformation. Springer.
- Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson.
- Landa, R. (2011). Graphic design solutions (5th ed.). Cengage Learning.
- Landa, R. (2014). Designing Brand Identity: An Essential Guide for the Whole Branding Team (4th ed.). Wiley.
- Moriarty, S., Mitchell, N., & Wells, W. (2014). Advertising and IMC: Principles and practice (10th ed.). Pearson.
- Muller, R. (2015). Universal Principles of Design. Rockport Publishers.
- Pilditch, T. (2017). Package design workbook: The art and science of successful packaging (5th ed.). Rockport Publishers.
- Romaniuk, J., & Sharp, B. (2016). How brands grow: What marketers don't know (2nd ed.). Oxford University Press.
- Roselius, T., & Wilke, K. (2015). Packaging Design: Successful Product Branding from Concept to Shelf (2nd ed.).
- Sarkar, N. N. (2013, May 23). Art and Print Production. OUP India.
- Walter de Gruyter GmbH & Co KG. Carter, R., Day, B., & Meggs, P. B. (2017). Typographic Design.

Semester-I

Open Elective (Interdisciplinary courses) (OEIC)

MA-MBS OE 108: Mergers and Acquisitions in Media

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the concept and significance of mergers and acquisitions (M&A) in the media industry.
2. To analyze trends and patterns in media M&A transactions, recognizing strategic drivers and motivations behind mergers.
3. To understand the M&A process, deal structuring, negotiation strategies and legal considerations.
4. To analyze the financial aspects of M&A transactions, including valuation methods and deal financing.
5. To explore regulatory environments, foreign direct investment (FDI), and antitrust considerations impacting media mergers.
6. To develop skills in cultural and organizational integration, change management and leadership in post-merger scenarios.
7. To develop skills in deal structuring, negotiation, and due diligence processes.
8. To gain proficiency in conducting due diligence across financial, legal, and operational aspects, including cross-border M&A challenges.
9. To apply theoretical concepts to real-world scenarios through practical exercises and simulations.

Unit 1

Introduction to Mergers and Acquisitions in Media

- Definition and overview of mergers and acquisitions
- Importance of M&A in the media industry
- Types of mergers and acquisitions
- Historical perspective: evolution of media M&A in India
- Strategic Considerations in M&A: Strategic motives for M&A, Synergy analysis and value creation, Integration planning and execution, Strategic drivers and motivations for media mergers
- **Growth Strategies:** Horizontal integration, Vertical integration, Diversification
- Trends and patterns in media M&A

Unit 2

Financial Aspects of Media Mergers and Acquisitions

- Valuation methods for media companies
- Traditional Valuation Methods: **Discounted cash flow (DCF) method, Market multiples method, Transaction multiples method**
- Asset-based valuation techniques for media assets
- Deal financing options: Equity financing, debt financing, mixed financing
- Capital structure considerations
- Financial modeling and analysis in M&A transactions
- Developing different scenarios to evaluate the potential risks and rewards of the M&A transaction

Unit 3

Regulatory Environment, FDI and Antitrust Considerations

- Antitrust laws and regulatory agencies governing media mergers
- The Competition Act, 2002
- The Competition Commission of India (CCI)
- Ministry of Information and Broadcasting
- Telecom Regulatory Authority of India (TRAI)
- Media ownership regulations and cross media ownership
- Impact of regulatory scrutiny on deal structuring and execution
- M&A Deal Notification and Antitrust Review Process
- Foreign Direct Investments (FDI)
- Corporate governance issues in M&A
- Ethical and Social Responsibility Considerations: Stakeholder interests in M&A, Corporate social responsibility implications, Ethical decision-making in M&A

Unit 4

Cultural and Organizational Integration

- Defining cultural due diligence and its objectives
- Organizational compatibility assessments
- Evaluating the operational structures, processes, and systems of the merging organizations
- Identifying potential areas of integration challenges and opportunities
- Managing cultural differences in post-merger integration
- Leadership and change management in media M&A
- Empowering employees to participate in the change process
- Identifying and addressing potential roadblocks and challenges

Unit 5

Process, Deal Structuring and Negotiation

- M&A Process and Execution: M&A lifecycle stages
- Deal sourcing and target selection
- M&A deal structures (asset purchase, stock purchase, mergers, etc.)

- Strategic objectives of the M&A transaction
- Negotiation strategies and tactics in media M&A
- Risk allocation and liability considerations
- Legal considerations and documentation in deal agreements
- Letters of Intent (LOIs)
- Mergers and Acquisitions Agreements (M&A Agreements)
- Representations and Warranties Agreements
- Escrow Agreements
- Non-Disclosure Agreements (NDAs)
- Contractual agreements and deal structuring

Due Diligence Process

- Types of due diligence in media M&A (financial, legal, operational, etc.)
- Due diligence best practices and methodologies
- Risk assessment and mitigation strategies
- Cross-Border M&A: Challenges and opportunities in international M&A, Cultural and regulatory differences, Currency risk management

Practical

Case Studies in Media Mergers and Acquisitions

- Case studies, Group discussions and group presentations
- Analysis of notable media M&A transactions: National and Cross border
- Success factors and lessons learned from case studies
- Application of course concepts in a simulated media M&A scenario
- Financial modeling and valuation exercises
- Group presentations of M&A deal proposals and analysis

Suggested Readings:

- Albarran, A. B., Chan-Olmsted, S. M., & Wirth, M. O. (2010). *Handbook of Media Management and Economics*. Routledge.
- Bagdikian, B. H. (2004). *The New Media Monopoly*. Beacon Press.
- Conboy, M. (2010). *Journalism in Crisis: The Crisis in Journalism*. Cambridge University Press.
- Doyle, G. (2013). *Understanding Media Economics*. SAGE Publications Ltd.
- Gauntlett, D. (2008). *Media, Gender and Identity: An Introduction*. Routledge.
- *M&A Essentials for Media Executives: A Practical Guide to Mastering Mergers & Acquisitions in the Media Sector*. (2016). Peter Lang Publishing.
- Picard, R. G. (2011). *Media Firms: Structures, Operations, and Performance*. Routledge.
- Seaton, J., & Albarran, A. B. (Eds.). (2014). *Handbook of Research on Media Economics: Trends and Emerging Practices*. IGI Global.
- Smith, A. (2015). *The Politics of Cultural Work*. Palgrave Macmillan.
- Towse, R., & Handke, C. (Eds.). (2011). *Handbook of Cultural Economics*. Edward Elgar Publishing.

Semester-I

MA-MBS OE 109: Modern Media Business Organizations

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand modern media businesses and emerging models.
2. To understand the interplay between business objectives and editorial policies within modern organizations.
3. To apply theoretical frameworks to practical scenarios in order to formulate effective strategies for organizational success.
4. To analyze the impact of media convergence and technological innovations on business and editorial strategies, content creation, distribution, and management.
5. To develop strategies for reputation management and organizational corporate communication.
6. To gain proficiency in content strategy development, editorial decision-making, and newsroom management.
7. To analyze the ethical considerations involved in business and editorial decision-making processes.
8. To develop critical thinking and analytical skills for navigating complex issues at the intersection of business and editorial functions.

Unit 1

Introduction to Modern Media Business Organizations

- Definition and scope of modern media businesses
- Overview of key industry players and sectors
- Types of media organizations: traditional, digital, public, private, non-profit
- Functional departments and roles within media organizations
- Strategic planning and decision-making in media organizations

Business Models in the Media Industry

- Historical development and evolution of media business models
- Traditional revenue models: advertising, subscriptions, sales
- Digital revenue models: paywalls, freemium, subscription-based, ad-supported
- Hybrid and alternative business models: crowdfunding, memberships, events
- Business Dynamics and Models of Indian Media Houses
- Challenges in the Media Business Landscape

Unit 2

Introduction to Business and Editorial Policies

- Overview of modern business organizations
- Evolution of editorial policies in the digital era
- Theoretical foundations: Business and editorial perspectives

- Ethical considerations in business and editorial decision-making
- Regulatory frameworks and compliance standards
- Case studies: Ethical dilemmas in business and editorial practices
- Cultural influences on editorial policies
- Stakeholder analysis: Identifying key players in business and editorial processes
- Globalization and its impact on business and editorial strategies
- Role of leadership in shaping organizational culture and policies
- Editors and Editorial Policies of Indian Media Houses

Unit 3

Media Convergence and Technological Innovations

- Media convergence: Concept and implications
- Digital transformation in media and business landscapes
- Content management systems (CMS) and their role in organizational workflows
- Data analytics and audience engagement strategies
- Artificial intelligence (AI) and automation in editorial processes
- Mobile journalism and its influence on content creation
- Augmented reality (AR) and virtual reality (VR) applications in media production
- Social media integration and its impact on business and editorial strategies
- Intellectual property rights in the digital age
- Challenges and opportunities of emerging technologies for business and editorial functions

Unit 4

Reputation Management and Organisational Corporate communication strategies

- Corporate communication strategies: Internal and external perspectives
- Brand identity and its alignment with editorial content
- Crisis communication: Managing reputational risks
- Stakeholder engagement and relationship management
- Corporate social responsibility (CSR) initiatives and their communication strategies
- Transparency and trust-building in organizational communications
- Investor relations and financial reporting
- Employee advocacy and organizational culture communication
- Media relations and press release writing
- Measurement and evaluation of corporate communication effectiveness

Unit 5

Content Strategy and Editorial Decision-making

- Content strategy: Definition and components
- Audience segmentation and content personalization

- Editorial calendars and content planning
- SEO (Search Engine Optimization) strategies for content optimization
- User-generated content (UGC) and community engagement
- Editorial guidelines and style manuals
- Content Curation and aggregation
- Editorial decision-making processes and gate keeping
- Diversity, equity, and inclusion (DEI) in content creation
- Balancing business objectives with editorial independence

Managing News Room

- Future and forward Planning
- Editorial content Management
- Editorial policy and Strategy
- HR management
- Innovation in Editorial management

Practical

- Case study: Analyze different aspects of an organization such as organizational design, change management, leadership and corporate governance.
- Prepare a presentation on above case to identify key issues, evaluate strategic decisions made by organizations and propose viable solutions.
- Examine case studies of media businesses to understand the evolution of business models in the industry. They discuss the challenges and opportunities associated with traditional and digital revenue models, as well as hybrid and alternative business models.
- Develop comprehensive content strategies for media organizations, incorporating audience segmentation, SEO strategies, editorial calendars, and diversity, equity, and inclusion (DEI) considerations. Present strategies and explain how they align with organizational goals and editorial values.

Suggested Readings:

- Brown, K. (2021). *The Intersection of Business Models and Editorial Decision-Making*. Springer.
- Chen, Q. (2019). *Corporate Social Responsibility and its Effects on Editorial Policies*. Emerald Publishing.
- Evans, T. (2016). *The Economics of Media: Balancing Business Imperatives with Editorial Standards*. MIT Press.
- Garcia, L. (2017). *Innovations in Organizational Structure: Adapting to the Demands of Modern Business*. Stanford University Press.
- Garcia, L. (2019). *Managing Editorial Independence in the Modern Business Environment*. Palgrave Macmillan.

- Johnson, R. (2021). *Leadership in the Digital Age: Navigating Challenges for Modern Business Organizations*. McGraw-Hill Education.
- Jones, M. (2020). *The Evolution of Modern Business Organizations: A Comparative Analysis*. HarperCollins.
- Kim, H. (2020). *Business Models for Media Organizations: Adapting to Editorial Challenges*. Wiley.
- Lee, M. (2019). *Globalization and its Impact on Modern Business Organizations*. Cambridge University Press.
- Patel, S. (2018). *Sustainable Practices in Modern Business Organizations: Balancing Profit and Social Responsibility*. Oxford University Press.
- Smith, A. (2018). *Contemporary Approaches to Organizational Design: Insights for Modern Businesses*. Routledge.
- Smith, J. (2019). *The Role of Corporate Governance in Shaping Editorial Policies*. New York University Press.
- Wang, Y. (2018). *Digital Transformation and its Impact on Business and Editorial Practices*. Cambridge University Press.

Semester-I

MA-MBS OE 110: Indian Knowledge Systems (IKS) In Communication

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

- To understand the concept, principles, and philosophy of India's ancient communication system.
- To explore the etymology of "Sanchar" and communication in Indian tradition.
- To examine the concept of "Rasa Siddhant", principles of "Sadharaniikaran" and concept of "Sahridaya" and its relevance in Indian communication theories.
- To analyze the role of Veda, Vedang, and Shadadarshan in shaping Indian communication systems.
- To explore communication themes in the Upanishads and their relevance in contemporary discourse.
- To identify and analyze the contributions of prominent Indian communicators
- To explore the diversity of India's folk traditions including folk dances, folk theatre, folk art, folk literature, folk songs, fairs, and festivals.
- To facilitate the students to make them understand the importance of roots of Indian Knowledge based communication tradition and its system.
- To make students acquaint with the relevance of Indian communication tradition and to help them be able to apply it to day to day life.

Unit 1: Indian Knowledge System: An Introduction

- India's ancient Communication System
- Concept, Principles and philosophy
- Etymology of Sanchar and Communication
- Sources of Indian Communication
- Sanchar and Samvad in Indian Tradition

Unit 2: Indian Theories of Communication:

- Rasa Siddhant
- Sadharaniikaran
- Concept of Sahridaya
- Theory of भवतु सब्ब मंगलम (Let the welfare of all be)
- Theory of सत्यमेव जयते (Satyamenv Jayte)
- Puranas and Story Telling Method
- Theory of Natya Shastra

Unit-3: Indian Communication Tradition:

- Veda, Vedang and Shadadarshan
- Communication in Upanishads
- Communication in Srimad Bhagwadgita
- Buddhist Communication System
- Tripitak, Jain Literature, Guru Granth Sahib, Sangam Literature and Tirukkural
- Bhakti Literature and Communication

Unit-4: Great Communicators: Devarshi Narada, Maharshi Valmiki, Maharshi Vyasa, Bharat Muni, Abhinav Gupta, Kautilya, Adi Shankaracharya, Guru Nanak and Swami Vivekananda etc

Unit-5: India's Folk and Classical Traditions

- Folk Dances, Folk Theatre, Folk Art, Folk Literature, Folk Songs, Fairs and Festivals.
- Classical Dance, Classical Theatre, Classical Music
- Bhartiya Bhasha tradition

Practical

- Understanding of Indian communication related issues among the students through practical presentation
- Present stories from Indian Puranas using storytelling methods. Analyze the narrative techniques employed in Puranic literature and discuss how these stories convey moral and philosophical teachings.
- Audio-video production as per the respective genre in practice, script writing, meditation and yoga practice, chanting of mantras, Original Text reading and review, reading Manuscript and presentation of folk media and creative activities based on it etc.
- Participate in a discussion forum focusing on communication principles in the Bhagavad Gita. Analyze key passages and discuss the role of effective communication in spiritual teachings and moral guidance.
- Create multimedia presentations or posters honoring great communicators from Indian tradition, such as Devarshi Narada, Maharshi Valmiki, and Adi Shankaracharya etc.

Suggested Readings:

- Arvind, S. (Year). Bhartiya Sanskriti Ke Adhar (THE FOUNDATION OF INDIAN CULTURE). Shri Arvind Ashram. ISBN: 978-81-7058-691-3
- Bali, T. (2023). Bhartiya Kavyashastra. Vani Prakashan.
- Bhargava, D. (2015). Jain Tradition. Rajasthan Sanskrit Granth Academy.
- Bhattacharya, K. K. (2016). INDIAN COMMUNICATION THOUGHT. New Delhi Publishers. ISBN: 978-93-93878-81-6
- Bhave, A. V. (1972). Dhammapada-Navasamhita. Sarvseva Sangh Prakashan.

- Deshmukh, R. (2022). Folk and Tribal Art of India. Edukeen Publishers, by Exotic India.
- Deshraj, B. (2017). Rangmanch evam Natyakala. Bhartiya Vidya Prakashan.
- Dev Acharya, N. (2001). Baudha Dharm Darshan. Motilal Banarasi Das.
- Dwivedi, M. (2018). Abhinay aur Patkatha lekhan. Parimal Publication.
- Folk and Tribal Art of India, Ranjit Deshmukh, Edukeen Publishers, by Exotic India
- Ghosh, M. (2016). NATYASASTRAM BY BHARAT MUNI. Chaukhamba Sur Bharti Prakashan. ISBN: 978-93-85005-83-1
- Hirachand, O. G. (2018). Bhartiya Pura Lipi. Khama Publishers.
- Krishnagopal, K. (2016). Bharat Ki Sant Parampara. Madhya Pradesh Hindi Granth Academy.
- Natyasastra, Adya Rangacharya (2011), Munshiram Manoharlal publishers, New Delhi
- Natyasastram by bharat muni, translated by Manmohan Ghosh, Chaukhamba Surbharti Prakashan, Varanasi ISBN 978-93-85005-83-1
- Padia, C. (2009). Theology and Feminism. Center for Women's Studies and Development, KHIV.
- Pandey, O. (2020). Bharat Vaibhav. National Book Trust. ISBN: 978-81-237-9380-1
- Pillai, J. (2023). The Indian Folk Arts and Craft. Notion Press.
- Ranganathananda, S. (2018). Upnishdon Ka Sandesh. Ramakrishna Math.
- Sastry, K. V. (2014). Sanskrit and development of world thought. DK Printworld.
- Sharma, B. (2019). World Heritage Sikh Guru Tradition. National Book Trust.
- Sharma, R. (2017). Bhartiya Saundrya Shastra. Sahitya Akademi.
- Sharma, S. K. (2023). Bhartiya Pragyan. National Book Trust. ISBN: 978-93-5491-796-7
- Singh, O. (2018). Sanchar ke mool Siddhant. Lokbharti Prakashan.
- Soni, S. (2006). Hamari Sanskritik vichardhara ke mool shrot. Lokhit Prakashan.
- Srimad Bhagavad Gita. (2024). Geeta Press.
- The Indian Folk Arts and Craft, Dr Jagdish Pillai, Notion Press (2023)
- Tripathi, R. (2008). Sankshipt Natyashastram. Vani Prakashan.
- Tripathi, R. (2021). Vāda in Theory and Practice: Studies in Debates, Dialogues and Discussions in Indian Intellectual Discourses. DK Printworld.
- Kincaid (Ed.), Communication theory: Eastern and Western perspectives (pp. 161-171). San Diego, CA: Academic Press (1987).

Semester-I
MA-MBS OE 111: Fundamentals of Governance

Marks-100
Theory-75 Marks Practical 25 Marks
Credits: 4

Course Objectives:

- Understand the concept of governance and its significance in different organizational settings.
- Identify the key principles and theoretical frameworks underlying effective governance practices.
- Analyze different models and structures of governance, including corporate governance, public governance, and non-profit governance.
- Evaluate the roles and responsibilities of governing bodies, executives, shareholders, and other stakeholders in governance processes.
- Examine the relationship between governance, ethics, and social responsibility.
- Discuss the challenges and emerging trends in governance, including globalization, technological advancements, and regulatory compliance.
- Apply governance principles to real-world case studies and scenarios.
- Develop critical thinking and problem-solving skills to assess and improve governance practices in diverse contexts.

Unit 1: Introduction to Governance

- Definition and Concept of Governance
- Historical Evolution of Governance
- Theories and Models of Governance (e.g., Traditional, Corporate, Network Governance)
- Key Principles of Democratic Governance (e.g., Transparency, Accountability, Participation, Rule of Law)
- Key theoretical perspectives on governance: agency theory, stakeholder theory, stewardship theory
- Principles of good governance: accountability, transparency, responsibility, fairness
- Importance of governance in organizations and society
- Case Studies on Governance Practices in Different Sectors

Unit 2: Governance Models, Structures and Processes

- Governance Structures: Roles and Responsibilities of Stakeholders (e.g., Board of Directors, Corporate governance: board of directors, executive management, shareholders)
- Public governance: government agencies, regulatory bodies, public-private partnerships
- Non-profit governance: board governance, volunteer management, stakeholder engagement
- Government Agencies, Shareholders)

- Decision-Making Processes in Governance
- Regulatory Frameworks and Legal Aspects of Governance
- Corporate Governance Codes and Standards
- Case Studies on Governance Structures and Processes
- Duties and responsibilities of governing bodies and executives
- Shareholder activism and corporate governance mechanisms
- Stakeholder engagement and community involvement

Unit 3: Challenges, Ethics and Issues in Governance

- Governance Challenges in Contemporary Society (e.g., Globalization, Technological Advancements, Environmental Sustainability)
- Ethical Issues in Governance (e.g., Conflict of Interest, Corruption, Human Rights)
- Diversity and Inclusion in Governance
- Crisis Management and Governance
- Case Studies on Governance Challenges and Issues

Unit 4: Innovations and Best Practices in Governance and E- Governance

- Innovations in Governance (e.g., E-Governance, Participatory Governance, Social Entrepreneurship)
- Concept and Definition of E-Governance
- Evolution of E-Governance: Global and Indian Perspectives
- Principles of Good E-Governance
- Role of ICT in E-governance, issues of digital divide
- Corporate Social Responsibility (CSR) and Sustainable Governance
- Stakeholder Engagement and Collaboration in Governance
- Monitoring, Evaluation, and Continuous Improvement in Governance
- Case Studies on Innovations and Best Practices in Governance

E-Governance Models and Frameworks

- E-Governance Interactions (G2C, G2B, G2G, G2E)
- National E-Governance Plan (NeGP) of India: Vision, Mission, and Objectives
- Legal Framework for E-Governance in India: IT Act and Related Laws
- Institutional Framework for E-Governance in India (DeitY, MeitY, etc.)
- Case studies of successful global e-governance initiatives

Governance Reform and Innovation

- Trends in governance reform efforts
- Innovations in governance practices and technologies
- Prospects for future governance developments

Unit 5: Case Studies in Governance

- Analysis of governance failures and scandals
- Examination of successful governance practices and strategies

Key E-Governance Initiatives in India

- Digital India: Pillars, Strategies, and Impact
- Aadhaar: Unique Identification System and its Applications in E-Governance
- E-Services Delivery Platforms (e-District, e-Procurement, etc.)
- Mobile Governance Initiatives in India
- Role of E-governance in Rural India: Significant Projects
- Changing Technological Trends in E-governance

Governance in Specialized Contexts

- Diversity and inclusion in governance
- Environmental, social, and governance (ESG) considerations
- Government Information Systems

Practical

- Group project: Apply governance principles to analyze a real-world case study
- Presentation of findings and recommendations
- Examine case studies on innovations and best practices in e-governance, including participatory governance, social entrepreneurship, and CSR initiatives. Analyze successful e-governance models and frameworks, discussing their impact on government-citizen interactions and service delivery.
- Research and present on key e-governance initiatives in India, such as Digital India, Aadhaar, and mobile governance projects. Examine the pillars, strategies, and impact of these initiatives on governance, service delivery, and citizen engagement.

Suggested Readings

- Assisi, C., & Ramnath, N. S. (Year). *The Aadhaar effect: Why the world's largest identity project matters*. Publisher.
- Baker, H. K., & Anderson, R. (2010). *Corporate governance: A synthesis of theory, research, and practice*. John Wiley & Sons.
- Chait, R. P., Ryan, W. P., & Taylor, B. E. (2005). *Governance as leadership: Reframing the work of nonprofit boards*. John Wiley & Sons.
- Cornforth, C., Brown, W. A., & Mohamed, H. (Eds.). (2013). *Nonprofit governance: Innovative perspectives and approaches*. Routledge.
- Hill, C. W. L., & Jones, G. R. (2019). *Strategic management theory: An integrated approach*. Cengage Learning.
- Joss, S., & Grin, J. (Eds.). (2007). *The governance of sustainable development: Taking stock and looking forward*. Edward Elgar Publishing.
- Mahmood, Z. (Year). *E-government: Information, technology, and transformation*. Publisher.

- Misuraca, G., & Viscusi, G. (Year). Blockchain for government and public services: The road to adoption. Publisher.
- Monks, R. A. G., & Minow, N. (2011). Corporate governance. John Wiley & Sons.
- Muttoo, S. K., Gupta, R., & Pal, S. K. (Year). E-governance in India: The progress status. Publisher.
- Prabhu, C. S. R. (Year). E-governance: Concepts and case studies [Kindle Edition]. Publisher.
- Ray, S. (Year). The future of e-government: An exploration of ICT-driven models of e-government for India in 2020. Publisher.
- Rodrigues, A. (Year). Digital governance and e-government principles applied to public procurement. Publisher.
- Saich, T. (2011). Governance and politics of China. Palgrave Macmillan.
- Sharma, V. (Year). Information technology law and practice: Law & emerging technology cyber law & e-commerce. Publisher.
- Singh, V., & Somanathan, T. V. (Year). Reforming public services in India: Drawing lessons from success. Publisher.
- Solomon, J. (2019). Corporate governance and accountability. John Wiley & Sons.
- Stillman II, R. (2010). Public administration: Concepts and cases. Cengage Learning.
- Stoker, G. (2010). Transforming local governance: From Thatcherism to New Labour. Palgrave Macmillan.
- Thomas, P. N. (Year). Digital India: Understanding information, communication and social change. Publisher.
- Tricker, B. (2012). Corporate governance: Principles, policies, and practices. Oxford University Press.
- Weiss, T. G., & Wilkinson, R. (Eds.). (2014). Global governance: Why? What? Whither? Polity Press.
- Williamson, O. E., & Şahin, M. (Eds.). (2011). Theories of governance: Reconceptualizing public administration, politics, and public policy. Routledge.

Semester-I

MA-MBS OE 112: Fact Checking & Verification

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

- To understand the importance of fact-checking and verification in media literacy.
- To develop critical thinking skills for evaluating information sources and claims.
- To recognize the problem of misinformation and disinformation in India and across the world
- To define different types of misinformation from Satire to Imposter content
- To analyze various type of Media Content
- To fact-check content using variety of tools and techniques
- To learn fact-checking methodologies and tools for verifying information accuracy.

Unit 1: Introduction to Misinformation Ecosystem

- Understanding Information Disorder
- Misinformation and Disinformation across the world
- Misinformation ecosystem in India
- Why and How of Information Disorder
- Filter Bubble
- Echo Chamber
- Biases
- Social Media Giants and their role
- National and International Fact checking Initiatives
- Deep Fakes and AI
- AI, Deepfakes, Challenges of countering deep fakes

Unit 2: Types of Misinformation and Disinformation

- Misinformation, Disinformation and Malinformation
- Satire- The role satire websites and parody handles in spreading misinformation
- Misleading Content
- Imposter Content
- Fabricated Content
- False Context
- False Connection
- Manipulated Content

Unit 3: Fact checking Visuals (Photos and Videos)

- Power of Visuals
- Visuals as vehicle of misinformation and disinformation
- Keyword Search (Keyword Planner)
- Google Reverse Image Search

- Searching images on other search engines like Baidu and Yandex- Tineye, Reveye ; Google lens
- Remove Background for search (Remove bg)
- Manipulated Photo- Fotoforensics, Forensically
- Identifying Faces- Pimeyes
- Advanced Video search
- Invid for video verification
- Youtube Data viewer
- Analyser- Frame by Frame Analysis
- Extract text from Pictures and Videos- Blackbox
- Archiving Content before verification

Unit 4: Fact-Checking Methodologies

- Fact-Checking Techniques: Reverse Image Search, Web Scraping, and Database Analysis
- Using Fact-Checking Tools and Resources
- Best Practices for Verifying Text, Images, and Videos

Unit 5: Fact Checking Locations

- What places can tell?
- Locating the exact spot (Google Maps, Bing, Naver, Wikimapia, Baidu)
- Geolocation by satellite imagery
- Street View
- Yandex Panorama
- Time travel (GOOGLE Earth pro)
- Geotagging
- Content verification – Date and Time: How different platforms display date & time
- Exif Data
- Tweets from a particular location, Tweetdeck-filters
- Snapchat Map

Practical

- Case Studies of Fact-Checking Initiatives and Projects
- Hands-On Fact-Checking Exercises: Analyzing Claims and Sources
- Work in teams to verify the accuracy of news articles, images, and videos using fact-checking tools and methodologies
- Group Projects: Conducting Comprehensive Fact Checks

Suggested Readings:

- Cook, J., Lewandowsky, S., & Ecker, U. K. H. (2017). Neutralizing Misinformation Through Inoculation: Exposing Misleading Argumentation Techniques Reduces Their Influence. PLoS ONE, 12(5), e0175799.

- Graves, L. (2015). Exploring the Algorithmic Reasoning of Google's Search Engine: A Comparison of Real Time Search and Recency Search. *Journalism Practice*, 9(5), 681–699.
- Graves, L. (2016). *Deciding What's True: The Rise of Political Fact-Checking in American Journalism*. Columbia University Press.
- Nyhan, B., & Reifler, J. (2018). *All the President's Spin: How White House Reporters Code and Report on the News*. Princeton University Press.
- Silverman, C. (2018). *The Verification Handbook: A Definitive Guide to Verifying Digital Content for Emergency Coverage*. European Journalism Centre.
- Tandoc Jr., E. C., & Thomas, R. J. (2020). *Facts and Lies in the Age of Trump*. MIT Press.
- Vosoughi, S., Roy, D., & Aral, S. (2018). The Spread of True and False News Online. *Science*, 359(6380), 1146–1151.
- Wardle, C., & Derakhshan, H. (2017). *Information Disorder: Toward an Interdisciplinary Framework for Research and Policy Making*. Council of Europe.
- 10 February 2017. <https://slate.com/news-and-politics/2017/02/assad-amnesty-torture-report-part-of-fake-news-era.html>.
- Bradshaw, Samantha, and Philip N Howard. „Challenging Truth and Trust: A Global Inventory of Organized Social Media Manipulation“, n.d., 26.
- Mathis-Lilley, Ben. „Bashar Al-Assad Uses Phrase Fake News in Dismissing Amnesty International Torture Report“. *Slate*,
- Meyer, Robinson. „Why It's Okay to Call It “Fake News”“. *The Atlantic*, 9 March 2018. <https://www.theatlantic.com/technology/archive/2018/03/why-its-okay-to-say-fake-news/555215/>.
- Posetti, Julie, and Alice Matthews. „A Short Guide to the History of “fake News” and Disinformation“, n.d., 20.
- Routledge & CRC Press. „Fake News: Falsehood, Fabrication and Fantasy in Journalism“. Accessed 22 June 2022. <https://www.routledge.com/Fake-News-Falsehood-Fabrication-and-Fantasy-in-Journalism/McNair/p/book/9781032178875>.

Semester-I

MA-MBS OE 113: Development Communication

Marks-100
Theory-75 Marks Practical 25 Marks
Credits: 4

Course Objectives

- To introduce the basic concepts and importance of development communication.
- To get acquainted with the history of development,
- To understand the different paradigms of development
- To impart practical experience in writing, reporting and editing development stories for different media.
- To learn basic principles of development campaigns, social advertising and marketing.
- To impart an understanding of current issues in development.

Unit 1

Understanding Development: Concept and Process

- History of Development
- Overview of Development Communication and Development Journalism
- Dominant Paradigm-WW Rostows theory, critique of the dominant paradigm
- Communications based on the Dominant Paradigm
- Alternative approaches to development-Schumacher, Carson
- Dependency Paradigm- Gunder Frank, Cardoso and Galtung, development and under development, centre-periphery relation and third world perspectives
- Critique of Dependency
- Communications based on Dependency Paradigm, cultural imperialism
- Participatory Paradigm- Freire, Communitarian model
- Critique of Participatory paradigm
- Government role in Development
- Rights Based approach to development
- Telecommunications and Development

Unit 2

Development Journalism

- Evolution of development journalism
- Scope and relevance of development journalism
- Research for development stories –reports and data sets

- Development reporting: tools and techniques
- Field visits, observation and interviews
- Beats, areas within development journalism
- Ethical considerations

Unit 3

Development Communication

- Theories- Diffusion of Innovation, modernization
- International Development Agencies and programs—MDGs, SDGs.
- Role of Civil society, NGOs and Government
- Writing for media—press releases, rejoinders etc.

Participatory Approaches to Development Communication

- Participatory Communication: Principles and Practices
- Community Engagement and Empowerment
- Participatory Action Research and Communication for Social Change

Unit 4: Development Communication in India

- Historical context
- Government Campaigns through ad deconstruction and Case studies.
- Corporate Social Responsibility and Campaigns, case studies
- Effective Development Journalism practices and case studies

Media and Technology in Development Communication

- Role of Traditional and New Media in Development
- ICTs for Development: Mobile Phones, Internet and Social Media
- Digital Storytelling and Multimedia Approaches

Unit 5 Advocacy and Social Marketing

- Concepts of Media Planning
- Campaign planning for social causes
- Advocacy Campaigns: Strategies for Social Change
- Social Marketing: Applying Commercial Marketing Techniques to Social Issues
- Public Relations and Media Relations for Development Organizations
- Social advertising and brand management

Practical

- Monitoring and Evaluation of Development Communication Programmes
- Assessing Social Impact and Behaviour Change

- Analyze government and corporate social responsibility (CSR) campaigns in India, deconstructing advertisements and communication materials to understand their messaging, objectives, and impact. Critically evaluate the effectiveness of these campaigns in addressing development issues.
- Using Data and Metrics to Measure Success

Suggested Readings:

- Servaes, J. (2013). *Communication for Development and Social Change*. Sage Publications.
- White, S. A., & Asante, M. (Eds.). (2001). *New Agendas for Communication for Development*. Kumarian Press.
- Gumucio-Dagron, A., & Tufte, T. (Eds.). (2006). *Communication for Social Change Anthology: Historical and Contemporary Readings*. Communication for Social Change Consortium.
- Rogers, E. M. (2003). *Diffusion of Innovations* (5th ed.). Free Press.
- Melkote, S. R., & Steeves, H. L. (2001). *Communication for Development in the Third World: Theory and Practice for Empowerment*. Sage Publications.
- Jacobson, T. L. (Ed.). (2009). *Communication Perspectives on HIV/AIDS for the 21st Century*. Routledge.
- Lee, S. D., & Maslog, C. C. (Eds.). (2005). *Making Waves: Stories of Participatory Communication for Social Change*. Praxis Publishing.
- Rice, R. E., & Atkin, C. K. (2013). *Public Communication Campaigns* (4th ed.). Sage Publications.
- Sriramesh, K., & White, J. (Eds.). (2007). *The Global Public Relations Handbook: Theory, Research, and Practice*. Routledge.
- Hemer, O., & Tufte, T. (Eds.). (2005). *Media and Glocal Change: Rethinking Communication for Development*. Clarity Press.

Semester-I

MA MBS ME 115: Presentation Skills

Theory 25, Practical 25

2 Credits

Course Objectives:

1. To understand the importance of effective presentations through verbal and non-verbal communication techniques.
2. To learn to structure presentations with clear objectives and engaging storytelling methods.
3. To develop proficiency in creating visually appealing slides and using multimedia tools to enhance audience attention and retention.
4. To acquire skills in audience analysis, handling questions and facilitating discussions to ensure effective public speaking.
5. To enhance teamwork, collaboration skills in group presentations and persuasion techniques and adapting content for diverse audiences.

Unit 1

Introduction to Presentation Skills

- Importance of effective presentations in professional and academic contexts
- Verbal Communication
- 7 Cs of communication
- Non-verbal Communication: Proxemics, Kinesics, Oculistics, Vocalics, Chronemics, Haptics, Olfactics

Unit 2

Presentation Planning and Structure and Delivery Techniques

- Setting clear objectives for presentations
- Developing a coherent structure
- The Opening Statement
- The Body of the Speech
- Using storytelling techniques, weaving in Anecdotes to captivate the audience
- Overcoming nervousness and Confidence-building exercises
- Rehearsal strategies for smooth delivery
- Overcoming Stage Fright
- Coping strategies and relaxation techniques
- Techniques for effective delivery, including pacing and emphasis

Unit 3

Visual Design and Slide Creation

- Principles of effective visual design
- Selecting appropriate visuals

- Effective use of multimedia tools
- Creating visually appealing slides using presentation software
- Techniques for capturing audience attention
- Structuring Presentations

Unit 4

Public Speaking and Audience Analysis

- Understanding different audience types and psychology of audiences
- Techniques for engaging an audience
- Tailoring presentations to specific audiences
- Understanding anxiety and fear of public speaking
- Creating compelling narratives
- Audience and Audience contact
- Dealing with audience questions and feedback
- Handling unexpected situations and technical difficulties
- Incorporating audience participation and interaction
- Using humor and storytelling to engage the audience
- Incorporating data and statistics effectively
- Facilitating discussions and group activities
- Using technology for interactive presentations (polls, quizzes, etc.)

Unit 5

Group Presentations and Collaboration

- Persuasion and influencing techniques
- Adapting presentations to different audiences
- Effective communication and teamwork in group presentations
- Assigning roles and responsibilities within the group
- Constructive feedback

Practical

Final Presentations

- Practice verbal communication techniques such as clarity, conciseness, and coherence in delivering short speeches or presentations. Explore various non-verbal communication aspects like body language, eye contact, and gestures, emphasizing their impact on audience perception.
- Articulate specific objectives for each presentation scenario to understand the importance of aligning presentation content with intended outcomes.
- Evaluation and feedback from instructor and peers
- Reflection on progress and areas for improvement

Suggested Readings:

- Anderson, C. (2016). TED talks: The official TED guide to public speaking. Mariner Books.
- Berkun, S. (2009). Confessions of a public speaker. O'Reilly Media.
- Carnegie, D. (1990). The quick and easy way to effective speaking. Pocket Books.
- Carnegie, D. (2006). Public speaking for success. Pocket Books
- Duarte, N. (2008). Slideology: The art and science of creating great presentations. O'Reilly Media.
- Gallo, C. (2010). The presentation secrets of Steve Jobs: How to be insanely great in front of any audience. McGraw-Hill Education.
- Gallo, C. (2015). Talk like TED: The 9 public-speaking secrets of the world's top minds. St. Martin's Griffin.
- Humes, J. C. (2002). Speak like Churchill, stand like Lincoln: 21 powerful secrets of history's greatest speakers. Three Rivers Press.
- Lucas, S. E. (2014). The art of public speaking (12th ed.). McGraw-Hill Education.
- Reynolds, G. (2008). Presentation Zen: Simple ideas on presentation design and delivery. New Riders.

Semester-I
MA MBS ME 116: Effective Writing

Theory 25, Practical 25
2 Credits

Course Objectives:

1. To understand the importance and principles of effective writing.
2. To learn the writing process and organizing the content.
3. To develop a personal writing style adaptable to different genres and audiences.
4. To refine writing style for clarity, coherence and consistency
5. To practice different types of academic and professional writing
6. To acquire proficiency in effective business writing and formatting professional documents.
7. To explore editing strategies for self-proofreading, incorporating feedback to revise and improve written communication.

Unit 1

Introduction to Effective Writing

- Importance of effective writing
- Effective Writing as an Art
- Principles of Effective Writing
- Types and Stages of Effective Writing
- Understanding audience and purpose in writing
- Notions of Correctness and Appropriateness

Unit 2

Understanding the Writing Process

- Pre-writing strategies: brainstorming, outlining, and mind mapping
- Drafting: developing ideas and organizing content

Clarity, Coherence and consistency

- Sentence Structure and Clarity
- Strategies for clear and coherent writing
- Sentence structure and paragraph development
- Common grammar and punctuation errors
- Principles of effective grammar usage
- Using active voice and avoiding passive constructions

Unit 3

Developing a Writing Style

- Understanding tone, voice, and style in writing

- Developing a personal writing style
- Adapting writing style for different genres and audiences
- Techniques for engaging and persuasive writing
- Academic Writing: Structuring academic essays, reports and research papers, Integrating evidence and citations effectively, Developing critical analysis and argumentation skills, Project proposals, Academic citation and referencing
- Specialized Writing Genres: Writing literature reviews and annotated bibliographies, crafting abstracts and executive summaries, Developing technical writing skills for specialized fields

Writing for Digital Platforms

- Writing for websites and blogs
- Optimizing content for search engines (SEO)
- Understanding the principles of digital storytelling
- Social media and online platforms

Unit 4

Effective Business Writing

- Organizing Your Content
- Analyzing Your Audience
- Writing effective Emails, Instant Text Messages, Memo
- Internal Announcement, Routine Request, Complaint
- Crafting persuasive proposals and reports
- Positive Response to Customer Complaints
- Bad-News Messages
- Business Letter, Thank-You Letter
- Writing Business Proposals
- Writing an Executive Summary
- Formatting and styling professional documents

Unit 5

Editing

- Strategies for self-editing and proofreading
- Common errors to watch out for
- Understanding citation styles (APA, MLA, etc.)
- Proper citation practices and avoiding plagiarism
- Feedback and Revision
- Revising and editing for clarity and coherence

Practical

- Writing across different genres and styles, including academic essays, creative writing pieces, and business communications to analyze the tone, voice, and style of each writing and reflect on how these elements contribute to effective communication for specific audiences and purposes.
- Simulate various business communication scenarios such as drafting emails, memos, reports, and proposals to apply effective business writing principles to craft appropriate and professional communication pieces
- Each student completes a final writing project
- Presentation and peer review of final projects
- Reflective essay on growth and development as a writer

Suggested Readings:

- Booth, W. C., Colomb, G. G., & Williams, J. M. (2008). *The craft of research* (3rd ed.). University of Chicago Press.
- Hacker, D., & Sommers, N. (2017). *A writer's reference* (9th ed.). Bedford/St. Martin's.
- Howard, R. M., & Barton, E. (2015). *Writing matters: A handbook for writing and research* (3rd ed.). McGraw-Hill Education.
- Lunsford, Andrea A. (2023). *The Everyday Writer with Readings* (10th ed.). Bedford/St. Martin's
- Oliu, W. E., Brusaw, C. T., & Alred, G. J. (2016). *Handbook of technical writing* (11th ed.). Bedford/St. Martin's.
- Pinker, S. (2015). *The sense of style: The thinking person's guide to writing in the 21st century*. Penguin Books.
- Strunk Jr., W., & White, E. B. (2000). *The elements of style* (4th ed.). Pearson.
- Strunk Jr., W., White, E. B., & Angell, R. (2005). *The elements of style illustrated*. Penguin Books.
- Swales, J. M., & Feak, C. B. (2012). *Academic writing for graduate students: Essential tasks and skills* (3rd ed.). University of Michigan Press.
- Williams, J. M. (2017). *Style: Lessons in clarity and grace* (12th ed.). Pearson.
- Zinsser, W. (2006). *On writing well: The classic guide to writing nonfiction* (30th anniversary ed.). Harper Perennial.

Semester-II

MA-MBS CC 201: Marketing Strategies and Brand Building

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To gain comprehensive understanding of marketing management principles.
2. To develop proficiency in integrated marketing communications and digital marketing strategies.
3. To understand product and brand management concepts and creative promotion strategies.
4. To understand the strategic importance of branding in marketing management.
5. To acquire skills in pricing strategies, distribution management and e-commerce to effectively reach target markets.
6. To explore the principles and practices of brand development, positioning, and communication, emphasizing the role of marketing in creating and sustaining competitive advantage.
7. To learn advanced branding techniques such as brand extension, global branding, crisis communication and reputation management.

Unit 1

Introduction to Marketing Management

- Overview of marketing management
- Marketing concepts, philosophies and principles
- Marketing environment analysis
- Marketing Strategy Formulation
- Setting marketing objectives and goals
- Market targeting and positioning
- Marketing research and information systems
- Competitive analysis and strategy development
- Consumer behaviour and market segmentation

Marketing Metrics and Performance Measurement

- Key performance indicators (KPIs) in marketing
- Marketing analytics and data-driven decision making
- Measuring brand equity and marketing ROI
- Evaluating marketing effectiveness and efficiency

Contemporary Issues in Marketing

- Sustainability and ethical marketing
- Globalization and international marketing
- Innovation and technology trends in marketing

Unit 2

Integrated Marketing Communications

- Integrated marketing communication (IMC) approach
- The role of IMC in brand building
- Marketing research
- Marketing matrix
- Digital marketing
- Selection and evaluation of communication channels
- Advertising and promotion strategies
- Public relations and corporate communication
- Digital marketing and social media strategies
- Customer relationship management

Unit 3

Product and Brand Management

- Product development and lifecycle management
- Concept of branding and its strategic significance
- Evolution of brand management in the digital age
- Marketing mix
- Brand equity and brand positioning
- Brand architecture and portfolio management
- Brand extensions and co-branding strategies

Brand Strategy and Positioning

- Branding Fundamentals: Developing brand identity and personality, Brand positioning models and strategies, Brand extension, Brand equity, Brand loyalty, Differentiation and competitive advantage in branding
- Creative strategies for brand promotion

Unit 4

Pricing and Distribution Strategies

- Pricing objectives and strategies
- Pricing tactics and techniques
- Price elasticity and demand forecasting
- Pricing in competitive markets
- Distribution strategies
- design and selection

- Channel strategies and management
- Retailing and wholesaling
- E-commerce and omni-channel distribution

Unit 5

Brand Building, Extension and Global Branding

- Brand extension strategies and challenges
- Global branding strategies and localization
- Managing brand portfolios and brand architecture

Brand Crisis Management and Reputation

- Crisis communication in brand management
- Reputation management strategies
- Case studies of brand crises and responses

Practical

- Application of course concepts in a real-world brand management project
- Design and implement integrated marketing campaigns to build brand awareness and loyalty.
- Evaluate brand performance metrics and assess the effectiveness of brand strategies.
- Group presentations of brand strategies and campaigns

Suggested Readings

1. Keller, K. L., & Kotler, P. (2016). *Marketing Management* (15th ed.). Pearson.
2. Aaker, D. A., & Biel, A. (2013). *Brand Equity & Advertising: Advertising's Role in Building Strong Brands*. Psychology Press.
3. Kapferer, J. N. (2012). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (4th ed.). Kogan Page.
4. Offers insights into brand strategy, identity development, and differentiation.
5. Keller, K. L. (2012). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (4th ed.). Pearson.
6. Aaker, D. A. (1996). *Building Strong Brands*. Simon & Schuster.
7. Discusses the concept of brand equity and provides insights into measuring brand performance.
8. Keller, K. L., & Lehmann, D. R. (2006). *Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands*. Simon and Schuster.
9. Argenti, P. A. (2015). *Corporate Communication* (7th ed.). McGraw-Hill Education.
10. Covers crisis communication and reputation management strategies relevant to brand management
11. Coombs, W. T. (2014). *Ongoing Crisis Communication: Planning, Managing, and Responding* (4th ed.). SAGE Publications.

Semester-II

MA-MBS CC 202: Handling Finance, Business Accounting and Statistics

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To gain foundational knowledge of financial management principles.
2. To develop skills in budgeting, forecasting and capital budgeting techniques for effective financial planning and decision-making.
3. To understand cost accounting principles, managerial decision-making and financial risk management strategies.
4. To understand financial data interpretation, strategic financial planning and the integration of accounting information into managerial decision-making processes.
5. To develop skills in financial risk management and mitigation strategies.
6. To learn about business taxation, corporate finance and corporate governance in the context of financial management.
7. To acquire statistical analysis skills for informed business decision-making and forecasting.

Unit 1

Introduction to Financial Management

- Overview of financial management principles
- Role of financial managers in business decision-making
- Financial markets and institutions
- Functions of financial markets

Financial Statement Analysis

- Interpretation of financial statements (income statement, balance sheet, cash flow statement)
- Valuation of Organisation: Profit and Loss
- Ratio analysis and financial performance metrics
- Interpreting and utilizing calculated ratios
- Forecasting financial statements

Unit 2

Budgeting and Forecasting

- Budgeting process and variance analysis
- Cash budgeting and working capital management
- Forecasting techniques for financial planning
- Variance analysis
- Forecasting Techniques for Financial Planning

Capital Budgeting and Investment Decisions

- Time value of money concepts
- Capital budgeting methods (NPV, IRR, Payback Period, etc.)
- Evaluating investment projects and strategic decision-making
- Integrating financial analysis with strategic planning

Unit 3

Cost Accounting and Managerial Decision Making

- Cost behaviour and cost-volume-profit analysis
- Job costing, process costing, and activity-based costing
- Cost control and performance evaluation

Financial Risk Management

- Types of financial risks (market risk, credit risk, liquidity risk, etc.)
- Risk-return tradeoff and portfolio management
- Hedging strategies and derivatives

Unit 4

Introduction to Business Taxation

- Taxation of intellectual property (IP) in the media industry
- Media-Specific Tax Topics
- Tax Planning Strategies
- Tax implications of mergers, acquisitions, and divestitures in the media industry
- Tax compliance and reporting requirements for media businesses
- Structuring a media business for tax efficiency

Corporate Finance and Corporate Governance

- Corporate capital structure and financing decisions
- Dividend policy and shareholder value maximization
- Role of corporate governance in financial management

Unit 5

Introduction to Statistics

- Definition and scope of statistics
- Types of data and measurement scales
- Descriptive vs. inferential statistics

Descriptive Statistics

- Measures of central tendency: mean, median, mode
- Measures of dispersion: range, variance, standard deviation
- Data visualization techniques: histograms, bar charts, pie charts
- Probability Theory
- Sampling and Sampling Distributions
- Hypothesis Testing
- Null and alternative hypotheses

Regression Analysis

- Simple linear regression: modeling relationships between variables
- Multiple regression analysis: predicting outcomes using multiple predictors
- Assumptions and limitations of regression analysis
- Applications of regression analysis in business decision-making

Time Series Analysis

- Time series data: trends, seasonality, and cyclical patterns
- Forecasting methods: moving averages, exponential smoothing
- Time series decomposition and trend analysis

Practical

- Analysis of financial management of media houses
- Application of financial management concepts in media business scenarios
- Presentations of final projects or case analyses

Suggested Readings:

1. SHorngren, C. T., Datar, S. M., &Rajan, M. V. (2018). Cost Accounting (16th ed.). Pearson.
2. Brealey, R. A., Myers, S. C., & Allen, F. (2017). Principles of Corporate Finance (12th ed.). McGraw-Hill Education
3. Hilton, R. W., Maher, M. W., &Selto, F. H. (2019). Cost Management: Strategies for Business Decisions (8th ed.). McGraw-Hill Education
4. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2018). Fundamentals of Corporate Finance (12th ed.). McGraw-Hill Education.

Semester-II

MA-MBS CC 203: Organizational Behaviour, HR and Employment Laws

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To gain foundational knowledge of Organizational Behaviour (OB), including its definition, historical development, and theories/models.
2. To understand interpersonal behaviour, perception and group dynamics within organizations.
3. To explore the concept of organizational culture, change management theories and strategies for effectively managing organizational change.
4. To gain insights into Human Resource Management (HRM) practices to optimize human capital utilization
5. To develop skills in evaluating organizational effectiveness and identifying areas for improvement, drawing on behavioural approaches and performance metrics
6. To understand employment laws and practices, industrial relations and international labor standards.

Unit 1

Introduction to Organizational Behaviour (OB)

- Definition, scope, nature, purpose and importance of Organizational Behaviour
- History of Organizational Behaviour
- Organizational structures – basic issues and classical responses
- Classification - Organization Goals, prospects of formal organization
- OB models, features of modern OB Model
- Theory and Model of Interpersonal Behaviour of C. Willian Shutz
- Perception: meaning and definition, need
- Perception vs. Sensation Mechanism
- Factors influencing perception
- Perceptual constancy, context and defense
- Interpersonal perception

Unit 2

Group Behaviour and Dynamics

- Meaning and types of groups
- Group and its formation - Formal and Informal Groups
- Groups in an organization: group size and status, influences
- Emergence of informal leaders: Role relationships and group behaviour
- Behaviour problems, Group norms, Cohesiveness, features, effects

- Group thinking: symptoms, consequences and remedy
- Group decision making techniques
- Organizational Effectiveness: Effectiveness concept - effectiveness vs. efficiency
- Behavioural approach to organizational effectiveness

Unit 3

Organizational Culture and Change Management

- Definition and importance of organizational culture
- Types of organizational cultures (clan culture, adhocracy culture, hierarchy culture, market culture) and their characteristics
- Managing organizational culture for effectiveness
- Theories of organizational change and resistance to change
- Strategies for managing organizational change effectively
- Communication and storytelling as tools for cultural change
- Planning and implementing organizational change initiatives
- Stakeholder analysis and engagement in change management
- Evaluating the effectiveness of change management efforts
- Cultural integration in mergers, acquisitions, and international expansions
- Building cultural competence and sensitivity among employees and leaders

Unit 4

Human Resource Management (HRM)

- Definition, Objectives, Functions, Scope, Importance
- HRM in India, Evolution of HRM
- Computer Application in Human Resource Management
- Quality of a good Human Resource Managers
- Human Resource Planning - Job Analysis, Job description and Job Specification
- Performance appraisal and feedback processes
- Employee compensation and benefits
- Employee relations and grievance handling

Unit 5

Employment Laws and Practice

- Constitution and Labour Laws: Fundamental rights vis-à-vis labour laws, Equality before law and its application in Labour Laws, Equal pay for equal work; and Article-16 and reservation policies, Articles 19, 21, 23 and 24 and its implications
- Law of Welfare & Working Condition: The Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; The Building and Other Constructions Workers' (Regulation of Employment and Conditions of Service) Act, 1996; The Mines Act, 1952;

The Working Journalists and Other Newspapers Employees (Conditions of Service) and Miscellaneous Provisions Act, 1955; The Weekly Holidays Act, 1942; Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013; The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986

- Law of Industrial Relations: Industrial Disputes Act, 1947 (downsizing, retrenchment, lay-off, bench employees and termination) & Industrial discipline and domestic inquiry. The Industrial Disputes (Central) Rules, 1957; The Plantation Labour Act, 1951; The Industrial Employment (Standing Orders) Rules, 1946; Industrial Employment (Standing Orders) Act, 1946; The Industrial Employment (Standing Orders) Act, 1946; Indian Trade Union Act, 1926; The Trade Unions (Amendments) Act, 2001
- Law of Wages: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976
- The Labour Laws (Simplification of Procedure for Furnishing Returns and Maintaining Registers by Certain Establishments) Act, 1988
- Labour Code on Wages; Labour Code on Industrial Relations; Labour Code on Social Security & Welfare; Labour Code on Safety & Working Conditions
- Industrial and Labour Laws Audit covering the above Acts and other Industry Specific Acts
- International Labour Organization

Practical

- Case studies covering various aspects of Organizational Behaviour, HRM and Employment Laws

Suggested Readings:

- Al-Amri, K. (2018). Organizational Behaviour and Strategic Management in Oman Financial Institutions May 2018. ResearchGate
- Aswathappa, K. (2019). Organizational behaviour: Text, cases, and games (11th ed.). Himalaya Publishing House.
- Cascio, W. F., & Aguinis, H. (2019). Applied psychology in human resource management (8th ed.). Pearson.
- Dessler, G. (2017). Human resource management (15th ed.). Pearson.
- Gupta, C. B. (2018). Industrial relations, personnel management, and labour welfare (6th ed.). Sultan Chand & Sons.
- Kreitner, R., & Kinicki, A. (2019). Organizational behaviour (12th ed.). McGraw-Hill Education.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2019). Human resource management (16th ed.). Cengage Learning.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human resource management: Gaining a competitive advantage (11th ed.). McGraw-Hill Education.

- Rao, V. S. P. (2019). Human resource management: Text and cases (3rd ed.). Excel Books.
- Robbins, S. P, Judge, A. Timothy, Sanghi S. (2009). Organisational Behaviour. Pearson Prentice Hall.
- Robbins, S. P., Judge, T. A., & Sanghi, S. (2018). Organizational behaviour (17th ed.). Pearson Education India.
- Srivastava, S. C. (2019). Industrial relations and labour laws (7th ed.). Vikas Publishing House.

Sem-II

MA-MBS CE 204: Integrated Marketing Communication (IMC)

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the concept, evolution and significance of Integrated Marketing Communication (IMC) in brand building and the marketing process.
2. To explore key principles, objectives and theoretical frameworks in IMC, planning process and communication response hierarchies.
3. To gain insights into various IMC tools such as advertising, sales promotion, public relations and digital marketing.
4. To learn about advertising, public relations and corporate communication strategies, media planning and crisis communication.
5. To develop skills in planning, budgeting and developing IMC programs and measuring campaign effectiveness.
6. To understand consumer behaviour, market segmentation and targeting strategies to effectively engage with the target audience.
7. To explore emerging trends and future directions in IMC, mobile marketing and ethical considerations.

Unit 1

Introduction to Integrated Marketing Communication

- Definition and evolution of IMC
- Meaning and role of IMC in building brand equity and Marketing process
- Key principles and objectives of IMC
- Theoretical frameworks in IMC
- IMC planning process
- One voice communication V/s IMC
- Marketing Communication Mix
- Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship

Understanding communication process

- Communication response hierarchy- AIDA model
- Hierarchy of effect model
- Innovation adoption model
- Information processing model
- The standard learning Hierarchy
- Attribution Hierarchy and low involvement hierarchy

- Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

Unit 2

Introduction to IMC tools

- Introduction to IMC tools -Advertising, sales promotion, publicity, public relations, and event sponsorship, Direct Marketing, Personal Selling, Branding and Identity, Content Marketing, Event Marketing, Social Media Marketing, Sales Promotion and Direct Marketing
- Types of sales promotion techniques and their effectiveness
- Direct marketing strategies and tools
- Measuring the ROI of sales promotion and direct marketing activities
- Overview of digital marketing channels (SEO, SEM, email marketing, etc.)
- Social media platforms and their role in IMC
- Integrating digital and traditional marketing strategies
- Leveraging sponsorship opportunities in IMC
- Planning and executing successful events as part of IMC campaigns
- Evaluating the effectiveness of sponsorship and event marketing initiatives

Advertising, Public Relations and Corporate Communication Strategies and Promotion

- Role of advertising in IMC
- Creative strategy and execution
- Media planning and buying
- IMC Components and Strategies: Print advertising, Broadcast media, Out-of-home advertising, Digital media, Website and social media marketing
- Search engine optimization (SEO) and search engine marketing (SEM)
- Email marketing and content marketing
- Role of advertising in the marketing communication mix
- Creative strategies and message development
- Media planning and buying
- The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

Public Relations and Corporate Communication

- Importance of public relations in IMC
- Building and managing corporate reputation
- Crisis communication and stakeholder engagement

Unit 3

Planning for Marketing Communication (Marcom)

- Establishing marcom Objectives

- Budgeting for Promotional Programmes-Setting communication objectives
- Sales as marcom objective
- DAGMAR approach for setting ad objectives
- Budgeting for marcom-Factors influencing budget
- Theoretical approach to budgeting viz. Marginal analysis and Sales response curve,
- Method to determine marcom budget
- Brand equity and brand positioning
- Brand extension and brand architecture
- Sponsorship and event marketing in IMC

Consumer Behaviour and Market Segmentation

- Understanding consumer behaviour in IMC
- Market segmentation and targeting
- Positioning strategies in IMC
- Target Audience Analysis
- Psychological and sociological factors influencing consumer decision-making
- Segmentation, targeting, and positioning strategies in IMC
- Consumer insights and research methods

Unit 4

Developing the Integrated Marketing Communication Programme

- Planning and development of creative marcom
- Creative strategies in advertising, sales promotion, publicity, event sponsorships etc.
- Creative strategy in implementation and evaluation of marcom
- Types of appeals and execution styles
- Media planning and selection decisions- steps involved and information needed for media planning.
- Measuring the effectiveness of all Promotional tools and IMC

Integrated Marketing Communication Planning

- Setting SMART objectives for IMC campaigns
- Budgeting and resource allocation
- Developing IMC plans/ mix and creative briefs

Measurement and Evaluation of IMC

- Metrics and tools for measuring IMC effectiveness
- ROI analysis in IMC campaigns
- Campaign Measurement and Evaluation
- Measuring and Evaluating IMC Effectiveness

Key performance indicators (KPIs) for IMC campaigns

- Tools and techniques for measuring campaign effectiveness
- Case studies and best practices in IMC evaluation

Unit 5

Emerging Trends in IMC

- Integration of AI and machine learning in IMC
- Personalization and customization in IMC
- Future directions and challenges in IMC
- Social media marketing and influencer marketing.
- Programmatic advertising and marketing automation.
- Content marketing and storytelling.
- The rise of mobile marketing and personalized experiences.
- E- Commerce and Digital Media
- Mobile Advertising
- Future of IMC: AI, virtual reality, and other emerging technologies
- Ethical considerations in IMC practices

Practical

Assignment on comparative analysis of traditional one-voice communication strategies with the integrated approach of IMC , highlighting the advantages and challenges.

Practical exercises and case studies to understand the step-by-step process of IMC planning, including setting objectives, budgeting, and selecting communication channels.

Suggested Readings

- Alon, I., & Li, J. (2019). *Global Marketing: Contemporary Theory, Practice, and Cases* (2nd ed.). Routledge.
- Belch, G. E., & Belch, M. A. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (11th ed.). McGraw-Hill Education.
- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2016). *International Marketing* (17th ed.). McGraw-Hill Education.
- Clow, K. E., & Baack, D. (2021). *Integrated Advertising, Promotion, and Marketing Communications*. Pearson.
- De Mooij, M. (2018). *Global Marketing and Advertising: Understanding Cultural Paradoxes* (5th ed.). SAGE Publications Ltd.
- Fill, C. (2019). *Essentials of Marketing Communications*. Pearson Education Limited.
- Gilly, M. C., & Wolfinbarger, M. F. (2016). *Cases in Marketing Management* (1st ed.). McGraw-Hill Education.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill Education.
- Kang, J. S. (2017). *Global Communication: New Agendas in Communication*. Routledge.
- Keegan, W. J., & Green, M. C. (2017). *Global Marketing* (9th ed.). Pearson.
- Keillor, B. D. (Ed.). (2016). *International Advertising and Communication: Current Insights and Empirical Findings*. Palgrave Macmillan.

- Kim, N., & Klinger, R. (2018). *The Routledge Handbook of Global Public Relations*. Routledge.
- Kitchen, P. J., & Burgmann, I. (Eds.). (2010). *Integrated Marketing Communications: Practice, Theories and Strategies*. Pearson Education Limited.
- Kitchen, P. J., & De Pelsmacker, P. (Eds.). (2004). *Integrated Marketing Communications: A Primer*. Routledge.
- Knight, G. A. (2000). Entrepreneurship and strategy in the international SME. *Journal of International Management*, 6(4), 299-317.
- O'Guinn, T. C., Allen, C. T., & Semenik, R. J. (2019). *Advertising and Integrated Brand Promotion* (8th ed.). Cengage Learning.
- Okazaki, S. (Ed.). (2008). *Advances in Advertising Research* (Vol. 1). Springer.
- Schultz, D. E., Patti, C. H., & Kitchen, P. J. (2013). *Integrated Marketing Communications in Advertising and Promotion*. Routledge.
- Sengupta, S. (2013). *International Corporate Identity: Critical issues*. Routledge.
- Shimp, T. A., & Andrews, J. C. (2013). *Advertising, Promotion, and Other Aspects of Integrated Marketing Communications* (9th ed.). Cengage Learning.
- Smith, P. R., & Zook, Z. (2019). *Marketing Communications: Integrating Offline and Online with Social Media*. Kogan Page.
- Vrontis, D., & Thrassou, A. (2007). *An International Marketing Communications Perspective on IKEA*. Palgrave Macmillan.
- Zou, S., & Cavusgil, S. T. (2002). The GMS: A broad conceptualization of global marketing strategy and its effect on firm performance. *Journal of Marketing*, 66(4), 40-56.

Semester-II

MA-MBS CE 205: Strategic PR and Image Building

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamental concepts of strategic PR and image building and the evolution of PR practices.
2. To explore theoretical foundations of PR, including major models and theories, the role of communication theory, cultural contexts, and ethical considerations.
3. To examine the impact of digital media on PR.
4. To understand public affairs, government relations, crisis communication and reputation management strategies.
5. To learn about PR measurement and evaluation methods, setting measurable objectives, using data analytics tools and assessing cost-effectiveness.
6. To explore global PR and cross-cultural communication, international PR strategies and cultural sensitivity considerations.

Unit 1

Introduction to Strategic PR and Reputation Management

- Defining key terms: strategic PR, reputation management, public image, stakeholders and communication channels
- Importance of PR in organizational success
- Evolution of PR practices over time
- Benefits and challenges of reputation management

Theoretical Foundations of PR

- Major PR models and theories (Grunig's Situational Theory of Public Relations)
- Role of communication theory in understanding PR practices
- Impact of cultural contexts on PR strategies
- Ethical considerations within PR theories

Unit 2

The Digital Media Landscape and PR

- Changing communication landscape with emphasis on digital media (social media, online platforms)
- Impact of digital technologies on PR practices and stakeholder engagement
- Role of digital content creation and distribution in PR campaigns
- Opportunities and challenges of digital communication for reputation management

Stakeholder Identification and Engagement

- Defining stakeholders and their varying interests and needs
- Types of stakeholders (customers, employees, investors, communities)
- Strategies for effective stakeholder identification and mapping
- Engaging with stakeholders and building strong relationships

Unit 3

PR Strategy Development and Planning

- Key elements of successful PR strategy development (situation analysis, target audience, objectives, messages, channels)
- Strategic planning frameworks to PR campaigns
- Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives for PR initiatives
- Using research and data in informing PR strategies

PR Tools and Techniques

- PR tools and techniques (press releases, media relations, social media management, events, community outreach)
- Strengths and weaknesses of different PR tools based on specific objectives and audiences
- Skills in writing press releases, crafting media pitches, and managing social media platforms
- Use of paid, earned, and owned media channels in PR campaigns

Public Affairs and Government Relations

- Understanding Public Affairs
- Lobbying and Advocacy
- Government Relations Strategies
- Public Policy Communication

Unit 4

Crisis Communication and Image building

- Nature and types of PR crisis
- Developing crisis communication plans and protocols
- Effective strategies for responding to and managing PR crisis
- Techniques for reputation repair and image building after a crisis
- Image building imperatives

PR Measurement and Evaluation

- Methods for measuring the success of PR campaigns (media coverage analysis, social media engagement metrics, website traffic analysis)
- Setting measurable objectives and evaluating outcomes
- Using relevant data and analytics tools to assess PR campaigns
- Cost-effectiveness of PR initiatives

Unit 5

Global PR and Cross-Cultural Communication

- Globalization and PR
- Cross-Cultural Communication Challenges
- International PR Strategies
- Cultural Sensitivity and Adaptation

Measuring PR Effectiveness and Return on Investment (ROI)

- Evaluation Metrics and Tools
- ROI in PR
- Benchmarking and Performance Measurement
- Reporting and Presenting PR Results

Ethical Considerations in PR

- Ethical principles and codes of conduct relevant to PR practices (honesty, transparency, accountability, fairness)
- Dilemmas that may arise in PR situations and develop strategies for navigating them
- Role of trust and transparency in building and maintaining positive reputations

Practical

Case Studies in Strategic PR and Reputation Management

- Analyze real-world examples of successful and unsuccessful PR campaigns
- Apply theoretical frameworks and learned tools to evaluate the effectiveness of case studies
- Develop critical thinking skills in analyzing the factors contributing to positive or negative PR outcomes
- Identify key takeaways and lessons learned from case studies for future PR practice

Suggested Readings:

1. Grunig, J. E., & Hunt, T. (1984). *Managing Public Relations*. Holt, Rinehart & Winston.
2. Cutlip, S. M., Center, A. H., & Broom, G. M. (2012). *Effective Public Relations*. Pearson.
3. Wilcox, D. L., Cameron, G. T., Reber, B. H., & Shin, J. H. (2017). *Public Relations: Strategies and Tactics*. Pearson.
4. Seitel, F. P. (2017). *The Practice of Public Relations*. Pearson.
5. Dozier, D. M., Grunig, L. A., & Grunig, J. E. (2013). *Manager's Guide to Excellence in Public Relations and Communication Management*. Routledge.
6. Heath, R. L., & Coombs, W. T. (2015). *Today's Public Relations: An Introduction*. SAGE Publications.
7. Gregory, A. (2019). *Planning and Managing Public Relations Campaigns: A Strategic Approach*. Kogan Page.
8. Ledingham, J. A., & Bruning, S. D. (2014). *Public Relations as Relationship Management: A Relational Approach to the Study and Practice of Public Relations*. Routledge.

9. Botan, C. H., & Hazleton, V. (2006). *Public Relations Theory II*. Routledge.
10. Moss, D., & DeSanto, B. (2017). *Strategic Public Relations: 10 Principles to Harness the Power of PR*. Routledge.

Semester-II

MA-MBS CE 206: Advertising and Revenue Generation

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamentals of advertising and its distinction from other promotional activities.
2. To learn about brand building and management in advertising, including brand lifecycle, positioning, equity, and relationships with consumers.
3. To develop skills in advertising planning, campaign development, and strategy formulation, including setting objectives, target audience analysis, and creative message development.
4. To understand the role of media strategy, planning and buying in advertising, planning considerations and emerging media trends.
5. To explore digital advertising and marketing landscapes and mobile advertising strategies.
6. To explore the future of advertising, ethical considerations and regulatory landscape.

Unit 1

Advertising, Industry and Management

- Defining Advertising, kinds of advertising: product, service, institutional, public service, financial
- Evolution of Advertising Industry
- Advertising as a tool of communication
- Difference between advertising, personal selling, sales promotion, publicity and public relations
- Role of advertising in the marketing mix
- Advertising and the channels of distribution
- Advertising in the promotion mix
- Different players and stakeholders in the advertising industry (agencies, clients, media outlets, research firms)
- Types of advertising agencies and their services
- Technological advancements on the advertising industry
- Evolution of advertising industry trends and challenges
- Introduction to revenue generation models in advertising

Advertiser-Agency Relationships

- Advertising Agencies: Types, structure, functions
- Role of advertising agencies in campaign development and execution
- Client-agency collaboration and communication
- Managing agency relationships, contracts and earning revenues

Unit 2

Brand building and advertising management

- Defining brand
- Brand/Product lifecycle
- Brand positioning and the role of advertising
- Brand-consumer relationship
- Need to measure brand value
- Power brands, Super brands, Corporate brand
- Brand equity, brand image, brand loyalty, brand identity, brand personality, brand prism

Unit 3

Advertising Planning, Campaign and Strategy Development

- Defining strategy and its role and relevance
- Planning an advertising campaign
- Key steps in the advertising campaign development process
- Importance of setting clear advertising objectives, target audience and establishing a budget
- Developing creative strategies and messages
- Evaluate competing brands
- Audience research methodologies
- Target Audience Analysis

Creative Development in Advertising

- Elements of effective advertising messages (message copy, visuals, call to action)
- Creative approaches and storytelling techniques in advertising
- Role of creativity in advertising
- Copywriting and visual communication principles
- Managing production and execution of advertising materials
- Persuasive advertising messages

Media Strategy, Planning and Buying

- The Indian Media Scenario
- Media Characteristics
- Media Brief
- Preparing a Media Plan
- Sources of media information
- Math and science of media planning
- Media Planning and Buying
- Latest media trends
- Types of advertising media and their strengths, weaknesses and reach
- Media planning considerations, including reach, frequency and audience targeting
- Media buying strategies and negotiation techniques
- New and emerging media platforms and their potential for advertising

Unit 4

Digital Advertising and Marketing

- Digital Advertising Landscape
- Rise of digital advertising and its impact on traditional media consumption
- Introduction to digital advertising channels (display, search, social media, video)
- Digital media planning and optimization techniques
- Digital Advertising and Online Revenue Models
- Search engine marketing (SEM)
- Pay-per-click (PPC)
- Search engine optimization (SEO)
- Display advertising, Social media advertising, Native advertising
- Email marketing, E-commerce and Affiliate Marketing
- Unique characteristics and challenges of mobile advertising
- Mobile ad targeting and optimization techniques

Measuring Advertising Effectiveness and Return on Investment (ROI)

- Methods for measuring advertising effectiveness (brand awareness, reach, engagement, sales conversion)
- Concept of return on investment (ROI) in advertising campaigns
- Performance measurement and analytics in digital advertising
- Online advertising measurement and attribution models
- Data analytics tools and metrics to measure campaign performance
- Importance of optimizing campaigns for improved results

Unit 5

The Future of Advertising and Revenue Generation Models

- Emerging trends in advertising technology and innovation: artificial intelligence, personalization, augmented reality
- Impact of data privacy regulations on advertising practices
- Revenue generation models in advertising
- Advertising sales strategies and techniques
- Sponsorship, partnerships, and branded content opportunities
- Evolving consumer landscape
- Understanding consumer behaviour and market research, Market Segmentation and Targeting
- Consumer psychology principles for consumer motivations and decision-making processes
- Advertising Research Methods, Data Analysis and Interpretation
- Need for responsible advertising practices
- Revenue generation models and strategies in the digital age
- Regulatory landscape and legal aspects of advertising
- Ethical considerations and potential social impacts of advertising

Practical

Case Studies in Advertising and Revenue Generation

- Analyze real-world examples of successful and unsuccessful Advertising campaigns
- Apply theoretical frameworks and learned tools to evaluate the effectiveness of case studies
- Case studies of successful traditional and digital advertising campaigns
- Identify key takeaways and lessons learned from case studies for future Advertising and Revenue Generation

Suggested Readings:

1. Aaker, D. A., & Biel, A. L. (2018). *Brand Equity & Advertising: Advertising's Role in Building Strong Brands*. Psychology Press.
2. Belch, G. E., & Belch, M. A. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. McGraw-Hill Education.
3. Berger, A. A. (2016). *Advertising and Society: An Introduction*. Rowman & Littlefield.
4. Borden, N. H. (2018). *Advertising in our economy (14th ed.)*. McGraw-Hill Education.
5. Chunawalla, S.A., Sethia, K.C. et.al. (2002). *Advertising Theory and Practice*. Himalaya Publishing House.
6. Fill, C. M. (2023). *Marketing communications: Integrated marketing communication strategies (10th ed.)*. Routledge.
7. Godin, S. (2018). *Permission marketing: Rethinking marketing in a crowded marketplace*. Hachette Books.
8. Hackett, R., & Campbell, K. (2022). *Advertising and the sponsorship of sport: International perspectives*. Routledge.
9. Jethwaney, J., Jain, S. (2007). *Advertising Management*. Oxford University Press.
10. Kanso, A., & Ryans, R. K. (Eds.). (2020). *The Routledge companion to digital marketing*. Routledge.
11. Kotler, P., & Armstrong, G. (2017). *Principles of Marketing*. Pearson.
12. McDaniel, C., & Baker, M. J. (2020). *Advertising (12th ed.)*. Pearson.
13. Moriarty, S., Mitchell, N. D., & Wells, W. (2019). *Advertising & IMC: Principles and Practice*. Pearson.
14. Ogilvy, D. (1985). *Ogilvy on Advertising*. Vintage Books.
15. O'Guinn, T., & Tanner, J. F. (2023). *Advertising and society (10th ed.)*. Sage Publications.
16. Shimp, T. A., & Andrews, J. C. (2022). *Integrated marketing communications (12th ed.)*. Cengage Learning.
17. Smith, P., Elliott, M., & Jones, P. (2020). *Advertising and integrated marketing communications (7th ed.)*. Kogan Page Publishers.
18. Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2018). *Marketing Communication: Brands, Experiences and Participation*. Pearson.
19. Wells, W., Burnett, J., & Moriarty, S. (2017). *Advertising: Principles and Practice*. Pearson.

Semester-II

MA-MBS CE 207: Corporate Communication and Event Management

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand Corporate Communication, its historical development and contemporary significance.
2. To analyze the landscape of Corporate Communication, strategic thinking areas and ethical considerations.
3. To explore Corporate Reputation Management and its essential elements for enhancing reputation and managing crises.
4. To develop proficiency in Internal and External Communication Strategies, managing stakeholder relationships and navigating government relations.
5. To understand Event Management, its significance across industries and the key components, types and planning considerations of corporate events.
6. To equip students with skills in Event Logistics, Operations and Budget Management and compliance with legal and safety regulations.
7. To assess sustainability and ethical considerations in event planning and execution.

Unit 1

Understanding Corporate Communication

- Definitions, concept and genesis of Corporate Communication
- Functions of Corporate Communication
- Difference and similarities between PR and Corporate Communication
- Corporate Communication and public affairs
- Corporate Communication and corporate affairs
- Publics in Corporate Communication- Financial publics, media, opinion makers, government, elected representatives
- Present state of Corporate Communication
- Organizing corporate communication activities
- Areas of strategic thinking in corporate communication
- Corporate Governance and Corporate Social Responsibility
- Ethics and laws in corporate communication
- Media dynamics and Strategies

Unit 2

Corporate Reputation Management

- Corporate Communication Tools: Lobbying, Sponsorship, Financial communication, Corporate reputation, Corporate identity, Media mileage

- Reputation in the net age
- Image Repair Theory
- Corporate Reputation Management Imperatives
- Corporate advertising

Corporate Identity and Corporate Brand Management

- Defining corporate identity
- Integrating corporate identity into communication process
- Making of house styles- the wherewithal
- Case studies in corporate identity
- Definition and role of corporate image
- Corporate brand management
- Brand Image insensitivity

Unit 3

Corporate Communication Strategies

Internal Communication Strategies and Employee Engagement

- Internal audiences and their communication needs within an organization
- Various internal communication channels and tools (intranet, meetings, employee newsletters)
- Strategies for fostering open communication, transparency, and trust among employees
- Methods for promoting employee engagement and building a positive organizational culture
- Employee communication

External Communication Strategies and Stakeholder Management

- Key external stakeholders (customers, investors, media, communities)
- Various external communication channels and tools (e.g., press releases, social media, media relations)
- Strategies for stakeholder engagement, building relationships, and managing expectations
- Different approaches to conflict resolution and crisis communication in external relations
- Managing Government Relations: Industry associations and their role in Government Relations; public affairs lobbying, issue management, Government Relations imperatives

Unit 4

Introduction to Event Management

- Meaning and Definition of Event Management
- Significance of Event Management in various industries
- Scope and opportunities in the field of Event Management
- Understanding the key components of Event Management

Types of Corporate Events

- Corporate Meetings and Conferences

- Product Launches and Promotional Events
- Sponsorship and Brand Activation Events
- Employee Engagement Events

Event Planning

- Significance of proper event planning
- Role of event planning in establishing objectives
- Creating budgets, and managing resources
- Challenges in Event Planning: constraints, budget limitations, logistical issues, etc.
- SWOT Analysis

Unit 5

Event Logistics, Operations and Budget Management

- Venue Selection and Setup
- Vendor Management
- On-Site Coordination and Crisis Management
- Post-Event Evaluation and Feedback

Risk Management and Event Safety

- Risks associated with events and develop strategies to mitigate them
- Legal and safety regulations surrounding event planning and execution
- Sustainability in Event Planning
- Green Event Practices
- Ethical Considerations in Event Management
- Measuring the Environmental Impact of Events

Practical

Comparative analysis of public relations (PR) and corporate communication, highlighting their differences and similarities in terms of objectives, strategies, and tactics

Assignment on intersection between corporate communication and corporate affairs, including the management of corporate reputation, stakeholder engagement, and regulatory compliance.

Suggested Readings

1. Allen, J. (2010). *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events*. John Wiley & Sons.
2. Argenti, P. A. (2018). *Corporate Communication* (8th ed.). McGraw-Hill Education.
3. Blakeman, R. V. (2023). *Corporate communication: A managerial perspective* (10th ed.). Routledge.
4. Clegg, S., & Kornberger, M. (2020). *Strategic event management: An international case study approach* (5th ed.). Routledge.
5. Deirdre, K., & Heath, R. L. (2018). *Strategic public relations: Theories and applications* (8th ed.). Sage Publications.

6. Goldblatt, J. J. (2014). *Special Events: Creating and Sustaining a New World for Celebration*. John Wiley & Sons.
7. Grunig, J. E., & Hunt, T. (2018). *Managing public relations (7th ed.)*. Routledge.
8. Holtzhausen, D. R., & Zerfass, A. (2015). *The Routledge Handbook of Strategic Communication*. Routledge.
9. Kitchen, P. J., & Burgmann, I. (2010). *Integrated Marketing Communication: Making It Work at a Strategic Level*. Kogan Page.
10. Liu, X. (2021). *Strategic communication for a globalized world (2nd ed.)*. Routledge.
11. Martin, E., & Blicq, S. (2022). *The Routledge handbook of strategic communication (2nd ed.)*. Routledge.
12. Ruck, K., Welch, M., & Harris, P. (2019). *Exploring Internal Communication: Towards Informed Employee Voice*. Routledge.
13. Shone, A., & Parry, B. (2010). *Successful Event Management: A Practical Handbook*. Cengage Learning EMEA.
14. Silvers, J. R., & Bowdin, G. (2017). *Events Management: An Introduction*. Routledge.
15. Sriramesh, K., & Thear, D. (2020). *The new corporate communication: A systems approach (3rd ed.)*. Routledge.
16. Van Riel, C. B., & Fombrun, C. J. (2007). *Essentials of Corporate Communication: Implementing Practices for Effective Reputation Management*. Routledge.
17. Van Ruler, H., & Verhoeven, P. (2019). *Strategic communication in organizations: A management perspective (2nd ed.)*. Sage Publications.
18. Wachs, T. (2023). *The handbook of global public relations (3rd ed.)*. Edward Elgar Publishing.

Semester-II

MA-MBS OE 208: Media Operations and Projects

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand operations management principles and functions, its historical evolution and strategic significance.
2. To explore process mapping and quality management tools for process improvement.
3. To evaluate inventory management techniques and demand forecasting methods for efficient inventory control.
4. To understand supply chain management concepts and strategies for supplier selection and logistics management.
5. To develop project management skills for operational planning and risk mitigation.

Unit 1

Introduction to Operations and Production Management

- Introduction to operations management principles and functions
- Historical evolution and importance of operations management
- Strategic role of operations management in organizational performance
- Capacity planning, facility layout, and scheduling.
- Process mapping and analysis techniques such as value stream mapping and flowcharting, emphasizing the identification of inefficiencies and bottlenecks.
- Six Sigma methodologies for process improvement, covering DMAIC (Define, Measure, Analyze, Improve, Control) and tools like statistical process control and root cause analysis.

Unit 2

Process Analysis and Improvement

- Process mapping and analysis techniques
- Inventory management techniques such as ABC analysis, Economic Order Quantity (EOQ), and Just-in-Time (JIT), exploring their applications and benefits.
- Inventory control systems and optimization, including inventory turnover ratios, safety stock management, and inventory carrying costs.
- Demand forecasting and inventory planning, discussing methods like time series analysis, causal forecasting, and collaborative forecasting with suppliers.
- Quality Management
- Total quality management (TQM) principles and practices, focusing on customer satisfaction, continuous improvement, and employee involvement.

- Quality control tools and techniques including Pareto analysis, Ishikawa diagrams (fishbone diagrams), statistical process control (SPC), and Failure Mode and Effects Analysis (FMEA).
- Continuous improvement and Kaizen philosophy, emphasizing the importance of small, incremental changes to drive efficiency and quality improvements

Inventory Management and Control

- Inventory management techniques (ABC analysis, EOQ, JIT, etc.)
- Inventory control systems and optimization
- Demand forecasting and inventory planning

Quality Management

- Total quality management (TQM) principles and practices
- Quality control tools and techniques (Pareto analysis, Ishikawa diagrams, etc.)
- Continuous improvement and Kaizen philosophy

Unit 3

Supply Chain Management

- Supply chain management concepts, covering procurement, production, logistics, and distribution activities within a network of suppliers, manufacturers, and distributors.
- Supplier selection and relationship management, discussing criteria for evaluating suppliers and strategies for building collaborative relationships.
- Logistics and distribution management, addressing transportation, warehousing, inventory management, and order fulfillment processes to ensure efficient product flow.

Project Management Fundamentals

- Project planning, scheduling, and budgeting
- Project organization and team management
- Risk management and project execution
- Project Management Fundamentals
- Project planning, scheduling, and budgeting, including techniques like Work Breakdown Structure (WBS), Gantt charts, and Critical Path Method (CPM).
- Project organization and team management, exploring project roles, responsibilities, and communication strategies for effective teamwork.
- Risk management and project execution, covering risk identification, assessment, mitigation strategies, and monitoring throughout the project lifecycle.

Unit 4

Operations Strategy and Performance Measurement

- Developing operations strategies aligned with organizational goals, discussing approaches such as differentiation, cost leadership, and focus strategies.
- Performance measurement metrics (KPIs) in operations management, including productivity measures, quality metrics, and customer service indicators.

- Balanced scorecard approach to operations performance evaluation, integrating financial, customer, internal process, and learning and growth perspectives.

Practicals

- Application of operations management concepts in a real-world project
- Group presentations of capstone projects
- Peer feedback and reflection on learning outcomes

Suggested Readings

Chopra, S., & Meindl, P. (2015). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.

Heizer, J., & Render, B. (2016). *Operations Management: Sustainability and Supply Chain Management*. Pearson.

Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2018). *Operations Management: Processes and Supply Chains*. Pearson.

Slack, N., Brandon-Jones, A., & Johnston, R. (2013). *Operations Strategy*. Pearson

Semester-II

MA-MBS OE 209: Digital Marketing

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamentals, evolution and significance of digital marketing in modern business environments.
2. To compare traditional marketing with digital marketing and develop integrated strategies.
3. To explore various digital marketing channels and tactics and develop proficiency in utilizing social media platforms for marketing purposes.
4. To gain expertise in search engine optimization techniques to enhance website visibility and improve search engine rankings.
5. To learn about digital advertising tools and ROI measurement techniques.
6. To explore web analytics using tools like Google Analytics to track and analyze website performance, traffic sources and user behaviour.

Unit 1

Introduction to Digital Marketing

- Fundamentals of Digital marketing and Its Significance
- Traditional marketing Vs Digital Marketing
- Evolution and significance of Digital Marketing
- Digital Marketing Landscape
- Key Drivers, Digital Consumer and Communities
- Digital marketing Strategy- Consumer Decision journey, POEM Framework
- Developing Integrated Digital Marketing Strategies
- Customer journey mapping and segmentation
- Content marketing strategies
- Multi-channel and omni-channel marketing approaches
- Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan
- Keyword advertising
- Google web-master and analytics overview
- Affiliate Marketing, Email Marketing, Mobile Marketing
- Different type of ad tools
- Display advertising terminology
- Types of display ads, different ad formats, Ad placement techniques, Important ad terminology,
- Programmatic Digital Advertising

Unit 2

Social Media Marketing

- Fundamentals of Social Media Marketing & its significance
- Necessity of Social media Marketing
- Building a Successful strategy: Goal Setting, Implementation
- **Facebook Marketing:** Facebook for Business, Facebook Insight, Different types of Ad formats, Setting up Facebook Advertising Account, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags
- **LinkedIn Marketing:** Importance of LinkedIn presence, LinkedIn Strategy, Content Strategy, LinkedIn analysis, Targeting, Ad Campaign
- **Twitter Marketing:** Basics, Building a content strategy, Twitter usage, Twitter Ads, Twitter ad campaigns, Twitter Analytics, Twitter Tools and tips for managers. Instagram & Snapchat basics
- Influencer marketing and advocacy programs

Unit 3

Search Engine Optimization

- Introduction to SEO
- SEO Phases, History of SEO
- How SEO Works
- Googlebot (Google Crawler)
- Types Of SEO technique, Keywords
- Keyword Planner tools
- **On page Optimization:** Technical Elements, HTML tags, Schema.org, RSS Feeds, Microsites, Yoast SEO Plug-in
- **Off page Optimization:** About Off page optimization, Authority & hubs, Backlink, Blog Posts, Press Release, Forums, Unnatural links
- **Social media Reach-** Video Creation & Submission, Maintenance- SEO tactics, Google search Engine, Other Suggested tools

Unit 4

Advertising Tools & Its Optimization

- Digital Advertising
- Different Digital Advertisement
- Performance of Digital Advertising:- Process & players, Display Advertising Media, Digital metrics
- Buying Models: CPC, CPM, CPL, CPA, fixed Cost/Sponsorship
- Targeting: Contextual targeting, remarking, Demographics, Geographic & Language Targeting
- ROI measurement techniques, AdWords & AdSense

- YouTube Advertising: YouTube Channels, YouTube Ads, Type of Videos, Buying Models, Targeting & optimization, Designing & monitoring Video Campaigns, Display campaigns
- Pay-Per-Click (PPC) Advertising
- Advanced Google Ads and Bing Ads strategies
- Display advertising and retargeting
- Video advertising on platforms like YouTube

Website Hosting using Word Press

- Website, Types of Websites, Phases of website development, Keywords: Selection process
- Domain, Types of Domain, Where to Buy Domain, Webhosting, How to buy Webhosting
- Building Website using Word press, CMS, Post and Page
- Word press Plug-ins- Different Plug-ins, social media Plug-ins, page builder plug-ins: the elementor, how to insert a section, how to insert logo, Google Micro sites

Unit 5

Web Analytics

Google Analytics

- Getting Started With Google Analytics
- How Google Analytics works
- Accounts, profiles and users navigating Google Analytics
- Basic metrics
- The main sections of Google Analytics reports
- Traffic Sources Direct, referring and search traffic Campaigns
- AdWords, AdSense
- Content Performance Analysis- Pages and Landing Pages, Event Tracking and AdSense, Site Search
- Visitor Analysis- Unique visitors, Geographic and language information, Technical reports, Benchmarking

Social Media Analytics

- Facebook insights, Twitter analytics, Youtube analytics
- Social Ad analytics /ROI measurement
- Goals and E-Commerce Tracking- Setting up goals Goal reports, Ecommerce tracking
- Actionable Insights & The Big Picture- Recap of Google Analytics reports and tools, Finding actionable insights, Getting the organization involved, Creating a data-driven culture
- Resources Common mistakes analysts make Additional Web analytics tools

Practical

- Develop a comprehensive digital marketing campaign for the business, including objectives, target audience analysis, strategy development (SEO, SEM, social media, content marketing, etc.), budget allocation and performance measurement
- Produce various types of digital content (blog posts, articles, videos, infographics, etc.) related to a specific topic or industry
- Critically evaluate the following in case studies: the strategies used, identify successes and failures and propose recommendations for improvement

Suggested Readings:

- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing: Strategy, Implementation, and Practice*. Pearson Education Limited.
- Deighton, J., & Kornfeld, L. (2018). *Digital Marketing Revolution: Using Big Data, AI, and Machine Learning to Increase Revenue*. Simon & Schuster.
- Evans, D., & McKee, J. (2019). *Digital Marketing in a Week*. Teach Yourself.
- Kingsnorth, S. (2017). *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. Kogan Page.
- Ryan, D., & Jones, C. (2019). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page.
- Scott, D. M. (2019). *The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*. Wiley.
- Smith, J. (2018). *Digital Marketing for Dummies*. Wiley.
- Sweeney, T. (2017). *Digital Marketing: Strategy, Implementation, and Practice*. Pearson.
- Weinberg, T. (2018). *Digital Marketing Handbook: A Guide to Search Engine Optimization, Pay per Click Marketing, Email Marketing, Content Marketing, Social Media Marketing and Analytics*. CreateSpace Independent Publishing Platform.
- Zahay, D., & Roberts, M. (2018). *Internet Marketing: Integrating Online and Offline Strategies*. Cengage Learning.

Semester-II

MA-MBS OE 210: Customer Relations Management

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand Customer Relationship Management (CRM) principles, processes and frameworks in modern business environments and its impact on customer profitability.
2. To analyze key CRM concepts and engagement strategies.
3. To assess CRM initiatives, its objectives, data requirements in strategy development and implementation.
4. To explore the integration of CRM with marketing strategies, sales force automation and campaign management.
5. To identify CRM best practices across various sectors in customer service and complaint resolution.
6. To understand effective customer data management techniques and compliance.

Unit I

Introduction of Customer Relationship Management (CRM)

- Definition, Emergence of CRM Practice
- Factors responsible for CRM growth
- CRM process
- Framework of CRM
- Benefits of CRM, Types of CRM
- Scope of CRM, Customer Profitability
- Features Trends in CRM
- CRM and Cost-Benefit Analysis
- CRM and Relationship Marketing

Unit 2

Customer Relationship Management Concepts

- Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value
- Customer Experience Management, Customer Profitability
- Enterprise Marketing Management
- Customer Satisfaction Measurements
- Web based Customer Support

Customer Engagement Strategies

- Personalization and Customization
- Multichannel Communication
- Loyalty Programs and Rewards

- Feedback and Surveys

Unit 3

Planning for Customer Relationship Management

- Steps in Planning-Building Customer Centricity
- Setting CRM Objectives, Defining Data Requirements
- Planning Desired Outputs
- Relevant issues while planning the Outputs
- Elements of CRM plan
- CRM Strategy: The Strategy Development Process
- Customer Strategy Grid

Customer Relationship Management Implementation

- Issues and Problems in implementing CRM
- Information Technology tools in CRM
- Challenges of CRM Implementation
- CRM Implementation Roadmap
- Road Map (RM) Performance: Measuring CRM performance, CRM Metrics

Unit 4

Customer Relationship Management and Marketing Strategy

- CRM Marketing Initiatives
- Sales Force Automation
- Campaign Management
- Call Centres
- Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector

Service and Support in Customer Relationship Management

- Customer Service Best Practices
- Complaint Handling and Resolution
- Self-Service Portals and Communities
- Service Level Agreements (SLAs)

Unit 5

Customer Data Management

- Customer Data Collection Methods
- Data Integration and Cleaning
- Data Security and Compliance
- Customer Data Platforms (CDPs)

CRM Technologies and Platforms

- CRM Software Solutions Overview
- CRM Implementation and Integration
- Mobile CRM and Cloud-Based Solutions

- CRM Analytics and Reporting

Suggested Readings:

- Buttle, F. (2023). Customer relationship management: Theory and practice (7th ed.). Routledge.
- Chaffey, D., & Paterson, R. (2023). Digital marketing and e-commerce (9th ed.). Pearson Education Limited.
- Dilip Soman & Sara N-Marandi, "Managing Customer Value" 1st edition, 2014, Cambridge.
- Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2015
- Jagdish N.Sheth, Atul Parvatiyar&G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH.
- Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education.
- Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2014
- Lemon, K. N., & Verhoef, P. C. (2020). Understanding customer experience throughout the customer journey. John Wiley & Sons.
- Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition
- Palmer, A. (2022). Customer experience: What it is, how to measure it, and how to improve it (3rd ed.). Kogan Page Publishers.
- Peppers, D., & Rogers, M. (2011). The one to one future: Building customer relationships and creating value (5th ed.). Harvard Business Review Press.
- Rai, A.K. (2008). "Customer Relationship Management: Concepts and Cases", PHI.
- Reichheld, F. F., & Sasser, W. E. (2000). The loyalty effect: The hidden force behind growth, profits, and lasting value (revised and updated ed.). Harvard Business School Press.
- Sheth, J. N., & Mittal, V. (2020). Customer centricity: Managing customer relationships for competitive advantage (3rd ed.). SAGE Publications.
- Verhoef, P. C., & Lemon, K. N. (2019). Customer experience management: A research agenda. Journal of Service Research, 22(1), 78-106.
- Verhoef, P. C., Wieseke, J., & Aksoy, L. (Eds.). (2020). The handbook of customer experience management (2nd ed.). Edward Elgar Publishing.

Semester-II

MA-MBS OE 211: Political Communication

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To examine the theories, practices and dynamics of political communication in both global and Indian contexts with focus on strategic communication
2. To have basic understanding of the functioning of political parties and Election process in India
3. To help the students explore the role of communication and media in shaping political discourse, electoral campaigns, government communication, and public opinion formation.
4. To help the students gain insights into the complexities of political communication and its implications for strategic communication.

Unit-1: Introduction to Political Communication

- Introduction to Political Communication: Definitions and Concepts
- Theoretical Frameworks: Agenda-setting and Framing in Political Communication, Spiral of Silence, and Uses and Gratifications, Mediatization
- Role of Media in Political Communication: Information Dissemination
- Media Effects on Political Knowledge, Attitudes, and Behaviours
- Case Studies on Political Communication in Global and Indian Contexts
- Role of Political Communication in Democracy

Unit-2: Indian Political Parties

- National Political Parties, Regional Political Parties, Pressure Groups, Coalition Politics, Parliament & Legislative Assemblies Reporting

Political Campaigns and Electoral Communication

- Political Campaign Strategies and Techniques: Advertising, Public Relations, and Social Media
- Message development and targeting
- Media relations and campaign messaging
- Media Coverage of Elections: Campaign Advertising, News Framing, and Candidate Image
- Role of New Media in Electoral Communication: Digital campaigning, Social Media Campaigns, Online Debates, and Viral Marketing
- Election Monitoring and Regulation: Role of Election Commissions and Media Coverage Guidelines, Electioneering and Voter Behaviour
- Case Studies on Political Campaigns and Electoral Communication in India and Global Elections

Unit 3: Media and Politics in India

- Political Advertising and Public Relations
- The role of public relations in political campaigns: Building and managing relationships with stakeholders
- Developing and implementing public relations strategies
- Reputation management
- Measuring and evaluating public relations campaigns
- Social Media and Political Mobilization

Unit-4: Government Communication and Public Relations

- Government Communication Strategies: Public Information, Public Diplomacy, and Crisis Communication
- Media Relations and Press Management in Government: Press Conferences, Press Releases, and Media Briefings
- Public Opinion Management and Persuasion Techniques in Government Communication
- Challenges to Government Communication: Media Scrutiny, Transparency, and Accountability
- Case Studies on Government Communication and Media Relations in Global and Indian Contexts

Unit-5: Media Policy, Ethical Considerations and Regulation in Political Communication

- Media Regulation Frameworks: Broadcasting Laws, Press Freedom, and Internet Governance
- Political Advertising Regulations: Content Restrictions, Spending Limits, and Disclosure Requirements
- Media Ownership and Political Influence: Concentration, Cross-ownership, Media Bias and Manipulation
- Role of Regulatory Bodies in Ensuring Fairness, Accuracy, and Balance in Political Communication
- Case Studies on Media Policy and Regulation in Political Communication in India and Global Media Systems
- Ethics and Challenges in Political Communication

Suggested Readings

- Bhatnagar, S. (2018). *Social Media in South Asia: Tracking Political and Social Change*. SAGE Publications India.
- Biswas, Prasenjit & Bhattacharjee, Nirmal. Kanti. *Media and Politics in Contemporary India: Some Issues and Concerns*
- Chadha, K. (2019). *Indian Politics and Society since Independence: Events, Processes and Ideology*. Routledge.

- Chatterjee, P., & Dutta, P. (2019). *Communication, Culture and Confrontation: A Reader*. Routledge India.
- Davis, Aeron. (2019). *Political Communication: A New Introduction for Crisis Times*. Polity.
- Desai, R. (Ed.). (2017). *Communication in India: Historical and Comparative Perspectives*. Routledge.
- Helfert, David, L. (2017). *Political Communication in Action: From Theory to Practice*. Lynne Rienne.
- Jayal, N. G. (2019). *Representing India: Political Rhetoric and Visual Representation*. Routledge India.
- Kamalipour, Yahya. R. (2010). *Media, Power, and Politics in the Digital Age: The 2009 Presidential Election Uprising in Iran*. Rowman & Littlefield Publishers.
- Kaul, A. (Ed.). (2018). *Media and Political Engagement: Citizens, Communication, and Democracy*. Routledge.
- Kaur, R. (2019). *Social Media and Political Mobilization in India*. Routledge India.
- Krishnamurthy, R. (2017). *Digital Democracy: Analysing the Use of New Media in Indian Politics*. SAGE Publications India.
- Kumar, P. (2018). *Political Advertising in India: Dimensions and Impact*. Routledge.
- Ray, S. (2017). *Mapping Multiple Realities: Rhetoric in India*. Oxford University Press.
- Robertson, Alexa. (2015). *Media and Politics in a Globalizing World*. Polity.
- Semetko, Holli. A. & Scammell, Margaret. (eds). (2012). *The SAGE Handbook of Political Communication*. Sage Publications.
- Sen, A. (2018). *The Argumentative Indian: Writings on Indian History, Culture and Identity*. Penguin Books India.
- Sen, S. (2019). *Political Branding in India: A Conceptual Framework*. SAGE Publications India.
- Sharma, M. (2017). *The Social Media Mavens: Politics, Democracy, and the Fate of Deliberation*. Oxford University Press.
- Singh, A. (2018). *Political Campaign Communication: Principles and Practices*. PHI Learning Pvt. Ltd.
- Singh, P. (2019). *Political Communication in India: From the Era of Print to Social Media*. Oxford University Press.
- Sinha, S. (2019). *Political Public Relations in India: New Challenges and Opportunities*. Routledge.
- Sisodia, Yatindra. Singh & Chattopadhyay. (eds). (2023). *Political Communication in Contemporary India: Locating Democracy and Governance*. Routledge.
- Srivastava, N. (2019). *Social Media and Political Communication in India: Emerging Trends and Challenges*. Springer.
- Street, John. (2021). *Media, Politics, and Democracy*. Bloomsbury Publishing.
- Tripathi, S. (2018). *Speaking the Nation: The Oratorical Making of Secular, Neoliberal India*. Penguin Random House India.

- Trivedi, P. (2017). *Political Marketing and Political Communication: Strategies in Indian Context*. Springer.
- Varshney, A. (2017). *Political Science Research in India: The State of the Discipline*. Oxford University Press.
- Vowe, Gerhard. & Henn, Philipp. (eds). (2015). *Political Communication in the Online World: Theoretical Approaches and Research Designs*. Routledge.
- Wahl, Karin. (ed). (2021). *Politics and the Media: Intersections and New Directions*. Sage Publications.

Semester-II

MA-MBS OE 212: Gender, Technology and Development

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objective:

1. To describe and analyze the linkages between the three elements in the course.
2. To identify the possibilities and impediments for gender from the perspective of development
3. To appreciate the importance of imbuing gender in writings for media
4. To interrogate the relationship between power and technology
5. To articulate the process of feminization of issues of underdevelopment
6. To utilize the knowledge acquired through the course in developing gender sensitive content for media

Unit 1

Introduction to the ideas of gender, technology and development

- Basic concept of gender
- Basic concept of development
- Relation between technology and development
- How gender fares in the midst of technology and development

Unit 2

Theoretical approaches to gender and development

- Various schools of thoughts on gender
- Models of development
- How development impacts gender roles

Unit 3

Climate change, development and gender: Role of technology

- Science, politics and developmental implications of climate change
- Understanding the overlap between disasters, climate change and poverty
- How the above has a gendered perspective

Unit 4

Population, Development and Gender

- The relation between population and development
- Gendering development through population discourse
- Female body and technological interventions

Unit 5

Institutional Initiatives for Gender Justice

- The history of gender related initiatives of various UN organizations
- The history of gender related initiatives of the Indian Government
- The good practices and case studies

Suggested Readings

- Beti Bachao Beti Padhao Yojana
https://www.pmindia.gov.in/en/government_tr_rec/beti-bachao-beti-padhao-caring-for-the-girl-child/
- *Data Feminism*, (2020) Catherine D’Ignazio and Lauren Keith, MIT Press
- Equal Half: <https://www.youtube.com/watch?v=KecF3KASw6w>
- *Family Planning Communication in India: The Actors and the Acts* (2023), Shashwati Goswami, Routledge
- *Gender and Development* (2020), Janet Momsen, Routledge
- *Gender and Technology*, (2003), edited by Nina E. Lerman, Ruth Oldenziel, and Arwen P. Mohun, John Hopkins University Press
- *Gender Technology and Development* Taylor and Francis. (Articles will be selected every year)
- *Invisible Women*, (2019) Caroline Criado Perez, Abrams Book
- *Media Culture, & Society* 14 (1) 1992
- Ministry of Labour and Employment, Government of India
https://labour.gov.in/sites/default/files/012524_booklet_ministry_of_labour_employment_revised2.pdf
- Orr, J. (2012). Materializing a Cyborg’s Manifesto. *Women’s Studies Quarterly*, 40(1/2), 273–280. <http://www.jstor.org/stable/23333457>
- *The Shape of Water* (2017)
- UN Women <https://www.un.org/en/global-issues/gender-equality#:~:text=UN%20Women%20focuses%20on%20four,peace%20processes%20and%20security%20efforts>.
- United Nations Development Programme <https://www.undp.org/sustainable-development-goals/gender-equality>
- United Nations <https://www.un.org/sustainabledevelopment/gender-equality/>

Semester-II

MA-MBS OE 213: Printing and Publishing Management

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives

- To understand the role of printing and publishing in the changed scenario of communication
- To know how to manage printing and publishing activities professionally in order to produce publications in a cost-effective manner by maintaining quality
- To understand the principles of copyright and how it works in an international digital and print environment
- To develop leadership qualities to analyse the print publishing business with research and management techniques

Unit 1

Communication Technologies

- Print Media
- Electronic Media
- Multimedia
- Trends and Scenario for the Future
- Changes in the Traditional Printing Sector
- Integration of New Media

Unit 2

Production Of Print Media

- Layout, Typography, Graphic Design
- Prepress, Press and Post press
- Premedia
- Production workflow
- Printing Paper, varieties and calculation
- Costing and estimating of Book/Magazine

Unit 3

Print Publishing

- Publishing Scenario and Market
- Desktop Publishing
- Digital Printing
- Printing Technologies
- Importance of House Style
- Understanding sales: Breakeven, Subscriptions,
- Magazine and Book structure
- Printing Process for mass production
- Editorial and publishing process

Unit 4

E- Publishing

- Different kinds of publishing
- Typesetting terminology and publishing workflow
- Educational Publishing Design
- STM Publishing Design
- Technical editing and quality control
- XML publishing and Data Conversion

Unit 5

Strategies In Publishing

- Importance of Digital Printing and Publishing
- Copyright, Publishing ethics, Intellectual property
- Standardization in printing and publishing
- Workflow Management in Printing and Publishing Industry
- Leadership Strategies in Printing & Publishing
- Framing Terms of Reference for engagement of Agencies

Practical

- Working on Graphic designing softwares
- Production of House Magazine
- Designing logos, brochures, leaflets, flyers & posters

Suggested Readings

1. Abraham, Philip (2003). Editorial Process, Communication for Bio-medical Scientists. ICMR, New Delhi.
2. Albert C. Book and C. Dennis Schick (1984) Fundamentals of Copy and Layout, National Textbook Company, Illinois USA
3. Anne Konig (2005) E-Business@Print: Internet based Services and Processes, Springer
4. Anthony Mortimer (1998) Colour Reproduction in Digital Age, PIRA Printing Guide
5. Bann, David (1995), Book Production Control, Pira International, UK.
6. Bernard, Micheal; Peacock, John; and Berrill, Charoite (1994). Handbook of Print and Production.
7. Bharti V K (2013) Kagaz aur Paryavaran, National Book Trust (India), New Delhi
8. Bharti V K (2017) Publishing: Breaking Print Barriers, U-Day Publishers and Advertisers, New Delhi
9. Brian Cookman (1997) First Step in Design, Pira International, Surrey UK
10. Chawla, Parvinder (2003) From Chaos to Coherence: The Basics of Science Editing, Indian Journal of Science Communication, New Delhi.
11. E-publishing and knowledge system in agricultural research (2008) ICAR, DIPA, New Delhi.
12. Flesch, R (1960). 'How to write, speak and think more effectively'. New York, Harper and Row, Printers' Ink Publishing Corp. USA, pp. 305–314.
13. Goswami, P.R. and Dasgupta, K. (2005). Government Publication and Information Dissemination: Indian Scenario. World Library and Information Congress, Oslo, Norway.
14. Green Chris (1994). Professional Management for Printers, Blue Print, UK.
15. Green, Chris (1994). Professional Management for Printers. Jones, Robert (1998). Complete guide to Corporate Desk Top Publishing, Cambridge University press, New York.
16. Green, Phil. (1996). Professional Print Buying. Pira International, UK.
17. Gupta, B M and Dhawan, S M (2006). Measures of Papers of Science in India: An analysis of the publication output in Science and Technology.
18. Huth, J. Edward *et al.* (1978). 'A guide for Authors, Editors and Publishers in Biological Sciences'. Council of Biology Editors Inc. USA.
19. Israel, Samuel (1983). A career in Book Publishing, National Book Trust, Delhi.
20. Israel, Samuel (1983). Marketing, Promotion and Sales, Publication Relation. A Career in Book Publishing. NBT, New Delhi.
21. J Michael Adams and Penny Ann Dolin (2002) Printing Technology, Delmar, Columbia
22. Jaiswal, P.L. (1964). Editing and Production Manual. Madhu Prakashan, New Delhi.

23. K. Nirmal and A. Fernando (1994) Style Guide, International Irrigation Management Institute, Colombo, Sri Lanka
24. Kaula, P.N. (2002) Publication of Books and their export opportunities, International Information Communication and Education.
25. Khandekar. P.R. (1975) Study of Effectiveness of a Farm Magazine as related to different categories of readers, Indian Agricultural Research Institute, New Delhi.
26. Kippan, Helmut. (2001). Handbook of Print Media- Technologies and production methods. Springer, Germany.
27. Larry S. Bonura (1989) Desktop Publishers Dictionary, Wordware Publishing Inc. Texas
28. Naresh, G. (2005) Effectiveness of Farm magazine "Indian Farming"- a critical analysis, Indian Agricultural Research Institute, New Delhi.
29. Peacock, John. (1995) Book Production.
30. Raghavan, C. (1988) An Introduction to Book Publishing.
31. Richard Guthrie (2011) Publishing: Principles and Practice, Sage Publications Ltd, London
32. Sapru, Som Nath. (1996) The Future of book, Print and publishing magazine, Delhi.
33. Sapru, Som Nath. (1997) A capsule of book publishing, Print and publishing magazine, Delhi.
34. Sapru, Som Nath. (1997) Relevance of technology management, Print and publishing magazine, Delhi.
35. Sapru, Som Nath. (1998) publishing, multimedia and telecasting, Print and publishing magazine, Delhi.
36. Sapru, Som Nath. (1998) Year 2000: Publishing's electronic future, Print and publishing magazine, Delhi.
37. Sapru, Som Nath. (1999) Print Production in the next millennium and beyond, Print and publishing magazine, Delhi.
38. The Production Manual: A Graphic Design Handbook (2008) AVA Publishing, Switzerland
39. Worford H S. (1971). Design for Print Production, Focal Press, UK.

Semester-II

MA-MBS OE 214: Visual Cultures, Practices & Documentation in the Digital Age

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the concept and significance of visual culture in contemporary society.
2. To explore the components of the visual field, including perception, persuasion, and aesthetics.
3. To define culture and its visual elements, analyzing their role in shaping societal norms and values.
4. To examine the impact of technology on cultural practices, including how it shapes, reimagines, and reconstitutes culture.
5. To investigate the intersection of visual culture with identity, everyday practices, and the construction of civilizations.
6. To analyze the importance of heritage preservation and archiving in documenting visual culture.
7. To explore the role of digitization in preserving and disseminating visual artifacts, including its impact on oral cultures and news media.
8. To understand how digital technologies are utilized in governance and cultural representation, shaping contemporary visual practices.

Unit 1

Introduction to Visual Culture

- The visual field
- Visual Perception, Visual Persuasion, Visual Aesthetics
- Defining Cultures, What Constitutes Culture (Elements of Visual Culture: Style and Concepts)
- The Anthropological, Sociological & Economic approaches to culture
- Visual Cultures as sites of Practice, Knowledge and Power

Unit 2

Technology and Culture

- Technological innovation, Dissemination and Reception
- Evolution of media technologies and its impact on everyday life and society
- Technology and the shaping of cultural practices: Construction, Reimagining & Reconstitution

- Convergence Culture/ Ecology

Unit 3

Institutions and Practices of Visual Culture

- Visual Culture and Identity
- Visual aspects of Everyday Culture
- Civilisations and Visual Culture
- Nation State and Visual Medium: Cartography, Maps, Museums, Galleries, Installations and Communication

Unit 4

The Documentary Trail

- Heritage, Conservation and Preservation
- Heritage and Technology
- Archiving Oral tradition
- Print technology, libraries and Archives
- Screen, Exhibition, Innovation and Archival

Unit 5

Digital, Digitisation and Documentation

- Aspects of Digital Media
- Digitisation as Process: People and Institutions
- Oral Cultures and Digital technologies
- Digital News Media & Archival Practices
- Digitising the Visual Practices of Nation: Museum, State celebrations to Governance

- **Suggested Readings**

- Convergence Culture ; Where Old and New Media Collide, Henry Jenkins (2008)
- Digital Archives and Collections: Creating Online Access to Cultural Heritage, Katja Müller, Berghahn Books, (2021) Digitalisation: Contexts, Roles and Outcomes S V Samoilenko, Routledge Publications (2022)
- Image, Music, Text , Roland Barthes, Fontana Press (1977)

- Imagined Communities, Benedict Anderson , Verso Press (2016)
- Making Things and Drawing Boundaries: Experiments in the Digital Humanities, Jentery Sayers, University of Minnesota Press (2017)
- Media Convergence: The three degrees of Network, Mass and Interpersonal Communication , K B Jensen (2010)
- Memory in Motion: Archives, Technology and the Social, Ina Blom, Trond Lundemo , Eivind Røssaak , Amsterdam University Press
- 'Studying Visual Culture'. Rogoff, Irit. in ed. *The Visual Culture Reader*. London: Routledge, (1998)
- Ways of Seeing, John Berger, Penguin (1990)
- Television: Technology

Semester-II

MA-MBS ME 216: Indian Media Trailblazers: Case Studies

Marks-100

Theory 25, Practical 25

Credits: 2

Course Objectives

1. To understand the historical evolution and diversity of Indian media pioneers and legacy media houses.
2. To explore the role of photo journalism in documenting India's history and social change.
3. To analyze the broadcasting revolution in India and its impact on the Indian media landscape.
4. To investigate the digital media disruption, emergence of online news portals and alternative media movements.
5. To examine the representation and challenges faced by women in Indian media.
6. To discuss future trends and challenges in Indian media and contemporary issues like fake news and credibility crises.

Unit 1

Introduction to Indian Media

- Indian media landscape
- Historical context and evolution of Indian media
- Press since Independence

Print Media Pioneers

- The Bengal Gazette
- Raja Ram Mohan Roy
- Mahatma Gandhi: Impact of Gandhi on Indian Newspaper
- Bal Gangadhar Tilak, Annie Besant, Bipin Chandra Pal and other pioneers
- Contributions of B. R. Ambedkar to Dalit journalism through journals like Mooknayak and Bahishkrit Bharat
- Role of Dalit media in promoting social justice and empowerment
- Prominent English and Language newspapers and magazines
- News agencies in India

Founders and owners of Legacy Media Houses in India

- Founder: Bennett Coleman & Co. Ltd. (Now Times Group)(Owners: Then and Now)
- The Times of India: Legacy and Impact
- Vision and impact of Times of India and other publications
- Role in shaping Indian journalism standards and practices
- The Hindu, (Founder: G. SubramaniaIyer)
- Legacy of independent journalism and editorial integrity

- Role in shaping public opinion and national discourse
- Hindustan Times and their legacy
- The Indian Express and their legacy (Founder: Ramnath Goenka)
- Legacy of fearless journalism and commitment to press freedom
- Role in advocating for democracy and social justice
- ABP Group (Founder: Prafulla Chandra Roy)
- Evolution of Ananda Bazar Patrika and other publications
- Contribution to regional journalism and Bengali identity
- Dainik Bhaskar, Dainik Jagran
- Founders, owners, heirs and Partners
- Outlook Group (Founder: Vinod Mehta)
- Evolution of Outlook magazine and other publications
- Influence on political journalism and investigative reporting

Homai Vyrawalla and Photojournalism

- Pioneering work of Homai Vyrawalla in Indian photojournalism
- Impact of her photographs on documenting India's history and social change

Unit 2 : Broadcasting Revolution

- All India Radio (AIR): Role in nation-building
- Doordarshan: Journey from monopoly to diversification
- Founders and owners of TV channels, Radio channels in India
- Network18 (Founder: Raghav Bahl) Owners: Then and Now
- Entrepreneurial journey and expansion into television and digital media
- Impact on Indian broadcasting industry and media convergence
- NDTV Group (Founders: Prannoy Roy and Radhika Roy) Owners: Then and Now
- Establishment of India's first private news broadcaster
- Role in promoting investigative journalism and ethical broadcasting standards
- Zee Media Corporation Limited (Founder: Subhash Chandra)
- Creation of India's first private satellite television channel
- Contribution to the growth of Hindi language media and entertainment industry

Bollywood and Film Journalism

- Film journalism pioneers: Devyani Chaubal, K.A. Abbas
- Impact of film magazines and tabloids

Unit 3: Digital Media Disruption

- The emergence of online news portals
- Digital Media Trailblazers in India
- Social media influencers and their impact on Indian media

Investigative Journalism

- The Tehelka expose: Impact and aftermath
- Cobrapost and other investigative outlets

Alternative Media Movements

- Community radio and its role in local journalism
- Grassroots media initiatives: PARI (People's Archive of Rural India)

Unit 4: Women in Media

- Leading female journalists
- Representation and challenges faced by women in Indian media
- Leadership of ShobhanaBhartia as the chairperson and editorial director of Hindustan Times Group
- Role of women leaders in shaping Indian media landscape
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Unit 5: Future Trends and Challenges

- Technological advancements brought by Trailblazers: AI, VR, and the future of Indian media
- Expansion into digital media and entertainment industry
- Challenges and adaptations in the digital age
- Challenges facing Indian media: Fake news, polarization, and credibility crisis

Practical

Presentation of research projects on a chosen Indian media trailblazer or topic of interest

Suggested Readings

- **"India's Newspaper Revolution: Capitalism, Politics and the Indian-Language Press" by Robin Jeffrey**
- **"The Indian Media Business" by Vanita Kohli-Khandekar**
- **"Behind the News: Voices from Goa's Press" by Frederick Noronha**
- Dahiya,S. (2021) The House That ZEE Built, Rupa Publications, New Delhi.
- Dahiya,S. (2022) Indian Media Giants:Unveiling The Business Dynamics of Print Legacies
- Dahiya, S. (2023) Digital First: Entrepreneurial Journalism in India, OUP, UK

Semester-II

MA-MBS ME 217: Solution Based Journalism

Marks-100

Theory 25, Practical 25

Credits: 2

Course Objectives

- To understand an alternative approach to conventional beat reporting in mainstream media.
- To learn what is solution-based or constructive journalism?
- To explore global trends in solution journalism.
- To discuss why the inspiring news stories do not find space on front page of Indian newspapers?
- To study how, as a journalist, you can report the positive side of society and inspire the readers to be the changemakers.

Unit-1: Introduction to Solution Based Journalism

- Meaning, scope and key features of Solution Based Journalism
- Goals of Solution Journalism
- Principles and Ethics of Solution-Oriented Reporting
- Indian Approach to Solution communication
- Historical Perspectives and Contemporary Trends in Solution-Based Journalism
- Role of Journalists in Fostering Positive Change and Social Impact
- Finding source for Solution journalism

Unit-2: Identifying and Researching Solutions

- Identifying Societal Challenges and Root Causes
- Research Methods for Finding Potential Solutions and Success Stories
- Analyzing Data and Expert Insights to Inform Solutions-Based Reporting

Unit 3: Basic Skills for Solution Journalists

- Four pillars of Solution Story
- Interviewing for Solution stories
- Shooting good videos
- Solution Journalism Beat
- Pitching and Promoting Solution stories
- Problems faced by Solution Journalists

Unit 4: Storytelling Techniques for Solutions-Based Journalism

- Interviewing Techniques: Engaging Sources and Extracting Solutions
- Narrative Structure and Framing Solutions-Based Stories
- Multimedia Storytelling: Incorporating Visuals, Audio, and Interactive Elements

Sensitization from Newsroom to Classroom

- Stirring editors and media owners for Solution Journalism
- Solution Journalism as part of CSR
- Sensitizing budding journalists in Classrooms
- Reporting tips for solution journalists
- Change of Perspectives
- Effects of Solution Journalism

Unit-5:

Solution Journalism Practices at Global Level

- Solution Journalism practices by Solution Journalism Network
- Studies by New York Times and BBC about Solution Journalism
- How to avoid fluff, advocacy and hero worship
- Reporting on failure
- Engaging with communities

Practical

- Case Studies of Successful Solutions-Based Reporting Projects
- Gather information about dedicated web portals on solution journalism
- Prepare a video story on Solution Journalism
 - Prepare news story focussing solution journalism, Investigating and Documenting Solutions in Action
-
- Compile solution-based stories published in leading daily newspapers, digital platforms or TV news channels
- Feedback and Peer Review: Evaluating and Refining Solutions-Based Stories

Suggested Readings

- Benesch, Susan. (1998). The rise of solutions journalism. Columbia Journalism Review (Vol. 36, Issue 6). Published by Columbia University, Graduate School of Journalism.
- Bornstein, D., & Dixit, K. (Year of publication). Journalism for Social Change. Publisher.

- Bornstein, D., & Rosenberg, T. (Year of publication). Solutions Journalism: An Introduction. Publisher.
- Bornstein, D., Martin, C., & Methvin, T. (Year of publication). The Solutions Journalism Handbook. Publisher.
- Byrd, L. Simone. (2021). At the Intersection of Media Innovation and Solutions Journalism: Applying the Solutions Journalism Model to Develop Socially Conscious Entrepreneurs. IGL Global.
- Dodd, Bill. (2021). Solutions Journalism: News at the Intersection of Hope, Leadership, and Expertise. Lexington Books.
- Gyldensted, C. (Ed.). (2021). Constructive Journalism: A New Paradigm for Journalism in the 21st Century. Publisher.
- Hopkinson, Karen. McIntyre. & Dahmen, Nicole. Smith. (eds). (2021). Reporting Beyond the Problem: From Civic Journalism to Solutions Journalism. Peterlang.
- Jackson, J. (2019). You are What you Read: Why Changing your Media Diet can Change the World. Unbound Publishing.
- Solutions Journalism Network. (Year of publication). Solutions Journalism Network's website for case studies, resources, and toolkits. Retrieved from <https://www.solutionsjournalism.org/>
- Solutions Journalism Network. (Year of publication). The Power of Solutions: How Journalists Can Help Rebuild Communities. Publisher.
- Solutions Journalism Network. (Year of publication). The Solutions Story Tracker. Publisher.

Semester-II

Internship- Students have to pursue mandatory internship (4 to 6 weeks) during the summer break between 2nd semester (End of 1st year) and 3rd semester (beginning of 2nd year).

Semester-III

MA-MBS CC 301: Media Market Trends and Consumer Behaviour

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand media market trends, consumer behaviour theories and the impact of media convergence.
2. To analyze psychological factors like motivation and emotional responses influencing media consumption.
3. To explore social and cultural influences on media consumption, including peer and societal norms.
4. To evaluate advertising effectiveness, content creation strategies and disruptive technologies in media.
5. To utilize consumer behaviour analytics, market research methods and data analytics techniques.
6. To examine media regulation frameworks, privacy concerns and ethical implications.
7. To identify current media consumption patterns, emerging technologies and future trends.

Unit 1

Introduction to Media Market Trends and Consumer Behaviour

- Definition and scope of media market trends and consumer behaviour
- Theories of media consumption (e.g., uses and gratifications, media effects)
- Media convergence and its impact on audience

Introduction to Media Consumer Behaviour

- Definition and scope of media consumer behaviour
- Theoretical frameworks in media consumption studies
- Evolution of media consumption patterns
- The role of media in shaping consumer identities
- **Theories of Media Effects:** Agenda-setting theory, Uses and gratifications theory, Cultivation theory, Social cognitive theory and modeling

Media Research Methods and Audience Insights

- Market research methods and techniques
- Methods and techniques for media audience research
- Data collection and analysis in media consumption studies
- Audience segmentation and targeting in media planning
- Trends in media measurement and audience analytics
- Ethical considerations in media consumption research

Unit 2

Psychological Factors in Media Consumption

- Motivation and needs in media consumption
- Attention and engagement in media content
- Media content preferences and genre appeal
- Cognitive processing and media effects
- Emotional responses to media content
- Media addiction and problematic use

Social and Cultural Influences on Media Consumption

- Social identity and media consumption patterns
- Peer influence and social media engagement
- Cultural values and media consumption behaviour
- Media representations and stereotypes

Unit 3

Advertising and Brand Engagement in Media

- Advertising effectiveness across different media channels
- Native advertising and branded content
- Product placement and sponsorship in media
- Influencer marketing strategies

Content Creation and Audience Engagement

- Content marketing strategies
- User-generated content and community building
- Transmedia storytelling and cross-platform content distribution
- Viral content and word-of-mouth marketing

Unit 4

Media Consumption in the Age of Disruption

- Disruptive technologies and their impact on media consumption
- Subscription models and paywalls in digital media
- Ad-blocking and the challenges of advertising in the digital era
- Strategies for monetizing digital content

Consumer Behaviour Analytics

- Big data analytics in consumer behaviour research
- Predictive modeling and consumer behaviour forecasting
- Customer lifetime value analysis
- Real-time marketing strategies

Media Regulation and Policy

- Media ownership and concentration
- Regulatory frameworks for media content and advertising
- Privacy concerns and data protection in media

- Net neutrality and open internet policies

Unit 5

Media Trends, Innovations and Emerging Technologies

- Media Consumption Patterns and Trends
- Traditional vs. digital media consumption

Media Trends: Video trends, Audio Trends, Experiential Trends, Textual Trends

- **Digital Trends:** Online media consumption behaviour, Mobile media usage patterns, Social media trends and platform preferences, Streaming services and OTT consumption behaviour Streaming services and binge-watching behaviour
- Mobile media consumption trends
- Cross-media consumption and multi screening

Technology and Digital Consumer Behaviour

- Impact of technology on consumer behaviour
- E-commerce trends and online consumer journey
- Social media and influencer marketing strategies
- Gamification in marketing
- Personalization in marketing
- Post pandemic consumer trend

Emerging technologies shaping the future of media consumption

- Virtual reality (VR) and augmented reality (AR) applications in media
- Artificial intelligence (AI) and personalized media experiences
- The future of traditional media in a digital world
- Data-driven approaches to understanding consumer behaviour
- Predictive analytics for trend forecasting

Practical:

- Analysis of real-world media market trends and consumer behaviour studies
- Application of course concepts in trend analysis projects
- Presentations of final projects or case analyses

Suggested Readings:

- Arnould, E. J., & Thompson, C. J. (2005). Consumer Culture Theory (Research in Consumer Behaviour). Emerald Group Publishing Limited.
- Belk, R. W. (2013). Handbook of Consumer Behaviour. Edward Elgar Publishing.
- Belk, R. W. (2018). Research in Consumer Behaviour: 21st Century Perspectives. Emerald Publishing Limited.
- Dholakia, U. M., &Firat, A. F. (2012). Market Dominance and Antitrust Policy. Praeger.
- FICCI EY KPMG Annual Media Reports
- Hair, J. F., Wolfinbarger, M., Money, A. H., &Samouel, P. (2015). Essentials of Business Research Methods. ME Sharpe.

- Hoyer, W. D., & MacInnis, D. J. (2019). *Consumer Behaviour* (7th ed.). Cengage Learning.
- Katz, E., Blumler, J. G., & Gurevitch, M. (Eds.). (2018). *Uses and Gratifications Research: The Past Ten Years*. Routledge.
- Kotler, P., & Keller, K. L. (2015). *Marketing Management*. Pearson Education Limited.
- Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2013). *Principles of Marketing Engineering and Analytics*. DecisionPro, Inc.
- Livingstone, S. (2018). *The Routledge Handbook of Media Use and Well-Being: International Perspectives on Theory and Research on Positive Media Effects*. Routledge.
- McQuail, D., & Windahl, S. (2015). *Communication Models for the Study of Mass Communications*. Routledge.
- Schiffman, L. G., & Kanuk, L. L. (2019). *Consumer Behaviour* (12th ed.). Pearson.
- Solomon, M. R. (2020). *Consumer Behaviour: Buying, Having, and Being* (13th ed.). Pearson.
- Sprott, D. E., & Czellar, S. (Eds.). (2015). *Handbook of Consumer Psychology*. Psychology Press.
- Webster, J. G., & Phalen, P. F. (2014). *Ratings Analysis: Audience Measurement and Analytics* (3rd ed.). Routledge.

Semester-III

MA-MBS CC 302: Media Laws, Ethics and Regulations in India

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the historical development and significance of press laws within the Indian context.
2. To examine key press laws, regulatory bodies and their implications for media governance.
3. To investigate broadcasting laws, regulatory frameworks and ethical considerations in editorial practices.
4. To explore cyber laws, journalistic ethics and the role of media associations and organizations.
5. To evaluate ethical issues such as bias, censorship, fake news and privacy concerns in the media landscape.

Unit-I

Indian Constitution and Media

- Brief history of Press Law in India
- Media Freedom in a Democracy
- Need and importance of various laws in media
- Basics of Indian constitution and Fundamental Rights, Directive Principles of state policy, Freedom of Speech & expression Article 19(a) & 19(b), Reasonable restrictions
- Media Roles, Responsibilities and Privileges
- Concept of free press, Censorship and other legal implications imposed by government on Press

Unit-II

Press Laws

- Press Commission: First and Second
- Committees and commissions related to Media: Joshi Committee, Chanda committee, Verghese committee
- Press Council of India Act, 1978
- Defamation: Libel and Slander
- Sedition and inflammatory writings, IPC and CrPC
- Copy Right Act, 1957
- Press & Books Registration Act, 1867
- Contempt of Court 1971
- Official Secrets Act 1923

- Constitutional Amendment and Article 361 A (Protecting the publication of Parliament and Legislature) Parliamentary Proceedings Protection of Publication Act 1956,
- Right to Information (2005)
- Whistle blower Protection Act (2011)

Unit-III

Broadcasting Laws

- Prasar Bharati Act, 1990
- Cable Television Networks Rules, 1994
- Cable Television Networks Regulation (CTNR) Act, 1995
- Cinematography Act, 1952
- Telecom Regulatory Authority of India (TRAI) Act, 1997
- Digitization and Conditional Access System (CAS)
- Broadcasting and Advertising codes
- Broadcast Regulatory bodies and TRAI, BRAI, IBF
- Editorial ethics, Press council code on communal writings, Parliament code for journalist

Unit-IV

Cyber Laws

- Information Technology Act and Regulatory Authorities IT Act, 2000, amendment 2008
- Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021
- Journalism as an organised/unorganised sector, Working Journalists Act, 1955
- Wage board related to Media
- Media Associations and Organizations: INS, Editors Guild, IFWJ, NUJ (I), IJU, NBA, BEA

Unit-V

Ethical Issues in Indian Media

- Code of Ethics, Media Bias, Censorship, Privacy issues, Obscenity, Violence, Hate speech
- Fake news and post-truth, Trial by media,
- Women and Children in media, Pressures on Media Freedom (Political, Commercial, Legal)
- Discussion of importance of ethics in the era of TRP fuelled Tabloid Journalism.
- Trade Union Rights in Media
- Journalists' Code of Conduct: Some Model of Code of Conduct (RTDNA, SPJ, NBA etc.)
- Journalistic Norms by PCI
- Digital Ethics Code 2021

- Conflict of Interest
- Paid News
- Trial by Media
- Privacy
- Confidentiality of sources
- Ethics of Investigative Reporting
- Media and Civil Rights, SHRC, NHRC

Media Regulation

- Regulatory practices in developed democracies
- Debates and Controversies related to Media Regulation: Ownership, Distribution, Investment and Content Regulation
- Regulation of Broadcast, Press and Web: Challenges and Issues
- Different forms of Regulation: State Regulation, Self-Regulation, Co-Regulation
- Press Ombudsman: Readers' Editor

Practical

- Students have to do two case studies of media laws and study the recent cases.
- Work in groups and present case studies pertaining to media law and ethical issues related to media

Suggested Readings:

- Agarwal, V. (2017). Media Law in India (4th ed.). Eastern Book Company.
- Basu, S. (2019). Freedom of the Press in India: Constitutional Provisions and Their Application. Universal Law Publishing.
- Bhatia, K. (Ed.). (2018). Media Ethics and Regulation: Indian and Global Cases. SAGE Publications India.
- D'souza, Y. K (1998) Principles and Ethics of Journalism and Mass Communication, Commonwealth Publishers, New Delhi
- DD Basu, (2006) Law of the Press, Prentice Hall, New Delhi
- Dixit, A. (2006) Press Laws and Media Ethics, Reference Press, Delhi
- Dua, M.R. (2000). Press As Leader of Society, IIMC.
- Dua, N. (2016). Media Laws & Ethics in India (2nd ed.). Taxmann Publications.
- Duggal, P. (2002). Cyber law in India, Saakshar Law Publications.
- Durga Das Basu, SC Sarkar & Sons Pvt Ltd, (1966) Introduction to the Constitution of India, Calcutta,
- Iyer, V. (2000), Mass Media Laws and Regulations in India, AMIC Publication.
- Kannabiran, K. (2018). Freedom of Expression and the Courts in India: Patterns of Significance. Cambridge University Press.
- Krishnaswamy, S. (2015). Broadcasting in India: Legal and Ethical Issues. Bloomsbury Publishing India.

- Malik, A. (2017). *Legal and Ethical Issues in Journalism and Media Communication*. Oxford University Press.
- Rajagopal, A. (2018). *Media Ownership and Control: Law, Economics and Policy in an Indian and International Context*. Hart Publishing.
- Ramaswamy, R., &Saha, B. (2017). *Media Ethics: Key Principles for Responsible Practice*. SAGE Publications India.
- Srinivasan, S. (2019). *Digital Copyright Law in India: Technology, Media, and the Market*. Routledge.

Semester-III

MA-MBS CC 303: Media, Communication and Business Research

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To develop a critical understanding of core research methods and their application in media and communication research.
2. To develop skills in formulating research problems, hypotheses and conceptual frameworks.
3. To gain proficiency in quantitative and qualitative methods of research.
4. To explore various research approaches, designs and data collection methods in communication research.
5. To learn qualitative research techniques including interviews, focus groups and case studies.
6. To develop report writing skills and understand ethical considerations in communication research.
7. To apply research findings to real-world problems and contribute to the advancement of knowledge in media and communication.

UNIT 1

Introduction to Communication Research

- Introduction and Overview: Meaning, concept, nature
- Historical development and importance of communication research
- Types and characteristics of research
- What is Communication Research?
- The challenges of communication research
- Research practice: Critical analysis and writing of mass media research articles

UNIT 2

Communication Research Problems and Hypotheses

- Qualities of research problems
- Useful problem statements
- Criteria for sound problem statements
- Constructing problem statements

Conceptualization in Communication Research

- Developing theoretic conceptualizations in communication
- Anatomy, functions and applications of theory
- Developing definitions for concepts
- Literature survey and review

- The research question
- Setting the objectives

Variables and hypotheses: Formulating research questions and hypotheses

- Using Hypotheses to test explanations
- A note on hypothesis in qualitative and quantitative studies
- Constructing sound hypothesis
- Identifying variables in hypotheses and problems
- Isolating variables in hypotheses, Independent variables, Dependent variables

Unit 3

Approaches and Research Design

- Approaches to the Communication Research: Qualitative, quantitative and mixed approaches
- Experimental and non-experimental designs
- Types and methods of research (basic, applied, descriptive, analytical, historical, case study, longitudinal studies, textual analysis)
- Mixed methods research designs
- Concept of sampling sample size; Sampling techniques, sampling error; Probability and non-probability samples, their characteristics and implications
- Tools of data collections
- Tools of Data Analysis
- Conceptual and Operational Definitions
- Research practice: Planning, designing and presenting a research proposal
- Research proposal and its elements: Concepts, constructs, variables
- Levels of measurement: nominal, ordinal, interval, ratio
- Identification of research problem
- Framing of hypotheses
- Research practice: Literature survey and review, Bibliography

UNIT 4

Quantitative Research Methods: Surveys and questionnaires

Advanced Quantitative Research Methods

- Advanced statistical analysis (e.g., multivariate analysis, structural equation modeling)
- Longitudinal and panel studies
- Big data analytics in communication research

Content analysis

Experimental research

Descriptive Empirical Research

Qualitative Research Methods

- Interviews

- Field observation
- Focus groups
- Case studies
- Ethnography

Advanced Qualitative Research Methods

- Grounded theory
- Discourse analysis
- Visual and participatory research methods

Understanding Data

- Statistical measures and their significance
- Reliability, Validity, Central tendencies, variation, skewness, correlation, cross tabulation
- Testing of Hypotheses: Parametric and Non parametric tests
- Tabulation and graphical representations

Data Analysis

- Descriptive statistics
- Inferential statistics
- Qualitative data analysis techniques

Advanced Data Analysis Techniques

- Advanced statistical software applications (e.g., SPSS, R)
- Interpretive phenomenological analysis
- Network analysis

UNIT 5

Report Writing

- The structure of a good research report
- Data analysis and presenting the findings
- Plagiarism: Avoiding Plagiarism, Using anti plagiarism software: Turnitin etc.

Research Ethics in Advanced Communication Research

- Ethical challenges in interdisciplinary research
- Research integrity and responsible conduct of research (RCR)
- Publishing and Disseminating Research

Practical

- Develop a Research Proposal
- Write a Research paper of 6000 words
- Usage of softwares like SPSS, AMOS, R, Python and Jamovi.

Suggested Readings:

- Anderson, J. (1987). *Communication research: Issues and methods*. New York: McGraw-Hill.
- Balnaves, M., & Caputi, P. (2001). *Introduction to quantitative research methods: An investigative approach*. London: Sage Publications.
- Berger, A. (2000). *Media and communication research methods an introduction to qualitative and quantitative approaches*. Thousand Oaks, Calif.: Sage Publications.
- Black, T. (2005). *Doing Quantitative Research in the Social Sciences: An Integrated Approach to Research Design, Measurement and Statistics*. New Delhi: Sage Publication.
- Field, A. (2005). *Discovering statistics using SPSS (2nd ed.)*. London: SAGE.
- Francozi, R (2008). *Content Analysis Volume 1 -4*, London: Sage Publications.
- Jensen, Klaus, B (2002). *Hand book of Media and Communication Research –Qualitative and Quantitative Research Methods*, London: Routledge.
- Krippendorff, K. (2013). *Content Analysis - 3rd Edition: An Introduction to Its Methodology*. Thousand Oaks: SAGE Publications.
- McQuail, D. (2005). *Communication theory & research an ECJ anthology*. London: SAGE.
- Priest, S. (2010). *Doing media research: An introduction (2nd ed.)*. Los Angeles: Sage.
- Wimmer, R., & Dominick, J. (2007). *Mass media research: An introduction*. USA: Thomson Wadsworth.

Semester-III

MA-MBS CE 304: Media Business Analytics

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objective:

1. To understand the fundamental concepts of media business analytics
2. To apply statistical and analytical techniques to interpret media data
3. To analyze media consumption patterns and audience behaviour
4. To use data visualization tools to present insights from media data
5. To evaluate the impact of media campaigns and strategies on business outcomes
6. To develop strategies for optimizing media investments and maximizing ROI
7. To utilize predictive analytics to forecast future trends in media consumption
8. To critically assess ethical and privacy considerations in media analytics

Unit 1

Introduction to Media Business Analytics

- Overview of media analytics
- Importance and scope of media business analytics
- Types of media data and sources
- Introduction to data collection and processing techniques in media analytics
- Importance of data-driven decision-making
- Key metrics and performance indicators in media analysis
- Challenges and limitations in media data analysis
- Emerging trends in media business analytics
- Ethical considerations in media data usage
- Practical applications of media analytics in real-world scenarios

Unit 2

Data Collection, Processing, Management and Preprocessing in Media Analytics

- Data sources and data collection methods in media analytics
- Data pre-processing techniques: cleaning, integration, and transformation
- Tools and platforms for managing media data sets
- Data acquisition and storage in media analytics
- Data cleaning and pre-processing techniques
- Handling missing data in media datasets
- Data integration and transformation methods
- Introduction to data warehousing and data lakes in media organizations
- Quality assurance and validation of media data
- Tools and software for data management in media analytics

- Data governance and compliance in media organizations
- Best practices in data management for media analytics

Unit 3

Statistical Analysis and Modeling in Media Analytics

- Exploratory Data Analysis
- Descriptive statistics for media data analysis
- Inferential statistics and hypothesis testing in media analytics
- Regression analysis for modeling media consumption patterns
- Time series analysis of media data
- Multivariate analysis techniques in media analytics
- Cluster analysis and segmentation of media audiences
- Factor analysis and dimensionality reduction in media datasets
- Machine learning algorithms for media analytics
- Text mining and sentiment analysis in media content

Unit 4

Data Visualization and Reporting in Media Analytics

- Principles of data visualization in media analytics
- Data visualization techniques: charts, graphs, and dashboards
- Tools for creating visualizations of media data
- Interactive dashboards for media performance monitoring
- Designing effective charts and graphs for media analytics
- Geographic mapping of media audience demographics
- Visual storytelling with media data
- Incorporating multimedia elements in media analytics reports
- Best practices in data presentation for media stakeholders
- Communicating insights from media analytics effectively

Unit 5

Audience Segmentation and Profiling

- Understanding audience behaviour and preferences
- Segmentation methods: demographic, psychographic, and behavioural
- Targeting strategies for personalized content delivery and advertising
- Addressable advertising and personalized content recommendations
- Big data analytics in media industry

Content Optimization and Recommendation Systems

- Analyzing content performance metrics: engagement, retention, and virality
- Recommender systems for personalized content recommendations

- A/B testing and optimization techniques for media content
- Social media analytics and influencer marketing
- Cross-platform media attribution modeling

Advertising Analytics

- Evaluating advertising effectiveness: reach, frequency, and conversion
- Campaign performance measurement and attribution modeling
- Programmatic advertising and real-time bidding strategies

Predictive Analytics in Media

- Introduction to predictive modeling techniques
- Forecasting audience trends and behaviour
- Predictive analytics applications in media revenue forecasting and risk management
- Real-time analytics and agile decision-making in media organizations
- Cognitive computing and AI applications in media analytics
- Future directions and emerging trends in media business analytics

Practical

- Media Campaign Analysis, Data exploration and analysis, content engagement analysis
- Work on real-world case studies or projects provided by industry partners or based on current media trends
- Analyze social media data to identify influential users, track engagement metrics, and measure the effectiveness of influencer marketing campaigns
- Usage of softwares like SPSS, AMOS, R, Python and Jamovi.
- Usage of applications like Google Analytics.

Suggested Readings:

1. Brown, K. D. (2017). *The Analytics of Media: Understanding Data to Drive Business Decisions*. Hoboken, NJ: Wiley.
2. Clark, S. P. (2016). *Media Business Analytics: Strategies for Success in a Data-Driven World*. Chicago, IL: University of Chicago Press.
3. Garcia, L. R. (2021). *Big Data in Media: Harnessing Analytics for Strategic Decision Making*. San Francisco, CA: Jossey-Bass.
4. Johnson, R. B. (2020). *Data-Driven Media: A Comprehensive Guide to Business Analytics in the Media Industry*. Boston, MA: Pearson Education.
5. Lee, M. H. (2019). *Media Metrics and Analytics: Principles and Practices*. Thousand Oaks, CA: Sage Publications.
6. Martinez, G. F. (2019). *Media Measurement and Analytics: An Integrated Approach*. New York, NY: Oxford University Press.
7. Patel, N. K. (2020). *Advanced Media Analytics: Driving Business Insights through Data*. Amsterdam, Netherlands: Elsevier.
8. Smith, J. A. (2018). *Media Analytics: Understanding the Landscape of Media Data Analysis*. New York, NY: Routledge.

9. Taylor, E. W. (2018). *Applied Media Analytics: Harnessing Data for Business Success*. Cambridge, UK: Cambridge University Press.
10. Wang, Y. H. (2017). *Media Analytics: Techniques and Applications for Business Decision Making*. London, UK: Palgrave Macmillan.

Semester-III

MA-MBS CE 305: Digital Media and Emerging Technologies

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the evolution and characteristics of digital media platforms.
2. To explore emerging technologies shaping the digital media landscape.
3. To analyze the impact of digital media and emerging technologies on media consumption habits and audience behaviour.
4. To develop skills in content creation, distribution and engagement strategies for digital media platforms.
5. To examine the business models and monetization strategies employed in the digital media industry.
6. To evaluate the ethical, legal and societal implications of digital media and emerging technologies.
7. To apply digital media concepts and technologies to real-world projects and scenarios.

Unit 1

Introduction to Digital Media

- Overview of digital media platforms and technologies
- Evolution and development of digital media and its impact on traditional media
- Digital Media and its components and application softwares
- Key concepts in digital media production, distribution, and consumption
- Digital Storytelling
- Content Management Systems (CMS)
- User Interface (UI) and User Experience (UX) Design
- Introduction to Web-designing: Role of Navigation,
- Colour, Text, Images, Hyperlinks, Multimedia elements and Interactivity.
- Digital Tools for Journalists (Document Cloud, Overview, Timelines, Wordle, etc.)
- Overview of open source culture and software, OpenSource Licenses (Creative Commons)
- Security issues in using digital technology: Cybercrime, Malware, Phishing and Identity Theft, Privacy, Surveillance
- Awareness regarding techniques of Digital Marketing, News Aggregator, Search Engine Optimization, Search Engine Marketing, Email Marketing and Digital Audience

Unit 2

Internet, Social Media and Community Engagement

- Internet as a medium

- Internet as a useful tool for journalists and managers: email, search, video conferencing, webcasting, podcasting, photo sharing, blogs, portals, websites, social media platforms, wikis, streaming servers, news aggregators, SEO
- Characteristics of social media platforms and its journalistic and managerial use (Facebook, Twitter, Instagram, LinkedIn, whatsapp Threads etc.)
- Case studies of successful social media campaigns
- Social media marketing strategies and community management
- Social Listening, Influencer Collaboration, Crisis Management, Community Guidelines
- How to create a professional profile.
- SM Etiquettes, How to write /share content on SM.
- How to use hashtags; Tagging
- Understanding digital audience
- Social Collaboration: virtual community, wikis,blogs, instant messaging, collaborative office and crowd sourcing
- Social media algorithms and Filter Bubble
- Citizen Journalism: Concept, Case studies.
- Net Neutrality

Content Writing for New Media

- Overview of Web writing
- Linear vs. nonlinear form
- Writing for the screen vs. writing for print
- Structure of a web report
- Web page writing techniques
- Content writing, editing, reporting and its management
- Web page style, Editing web text
- Storytelling structures that work on the Web
- Content for different delivery vehicles
- Multi-media and interactivity
- Writing with hyperlinks
- Content management & content management systems
- Planning and designing of WebPages, Blogs, e-newspaper, e-magazine

Unit 3

Mobile Media and Applications

- Trends in mobile media consumption
- Mobile app development and user experience design
- Monetization strategies for mobile apps
- Cross-platform Development
- Mobile Advertising
- Mobile Gaming
- Mobile Analytics
- App Store Optimization (ASO)

- Subscription Models
- Mobile Payments

Unit 4 Emerging Technologies

Virtual and Augmented Reality

- Introduction to VR and AR technologies
- Applications of VR and AR in entertainment, marketing, and education
- Creating immersive experiences for VR and AR platforms
- Immersive Journalism
- Retail and E-commerce
- Architectural Visualization
- Animation, VFX and Gaming
- Data Journalism and visualization, Big Data

Artificial Intelligence and Machine Learning in Media

- Role of AI and machine learning in content recommendation and personalization
- Automated content generation and curation
- Ethical considerations in AI-driven media technologies
- Content Moderation
- Predictive Analytics
- Dynamic Pricing
- Natural Language Processing (NLP)

Blockchain, Bots and Digital Media

- Basics of blockchain technology
- Applications of blockchain in digital media (copyright protection, decentralized content distribution, etc.)
- Future trends and opportunities in blockchain-enabled media
- Cryptocurrency and Token Economy
- Decentralized Autonomous Organizations (DAOs)
- Blockchain for Journalism
- Smart Contracts and Royalties
- Bots and its use

Unit 5

Streaming Media and Over-the-Top (OTT) Platforms

- Rise of streaming services (Netflix, Amazon Prime, Disney+, etc.)
- Content creation and distribution strategies for OTT platforms
- Challenges and opportunities in the streaming media industry
- Content Localization
- User Engagement Metrics
- Content Recommendation Algorithms

- Partnership and Licensing

Project and Presentations

- Make a website of your own and post your blogs and write ups
- Development of a digital media project incorporating emerging technologies
- Group presentations of capstone projects
- Peer feedback and reflection on learning outcomes
- Usage of Adobe After Effects, Adobe Illustrator

Suggested Readings:

- A Critical Primer , Pluto Press, London Hand Book of New Media by Lievrouw and Livingston, Sage (Student
- Athique, A. (2013). Digital media and society: An introduction. John Wiley & Sons.
- Buckingham, D. (2007). Youth, identity, and digital media (p. 216). The MIT Press.
- Castells, Manuel (2004) The Network Society: a cross-cultural perspective, Edward Elgar, MA
- Chauhan. S, Pant.NC. (2010). Handbook of Online Journalism Hardcover, Kanishka Publishers
- Chawla, A.(2021). New Media and Online Journalism, Pearson India.
- Dahiya,S. and Trehan, K.(Eds) (2024) Handbook of Digital Journalism: Perspectives from South Asia, Springer Singapore.
- Davenport, T. H., & Patil, D. J. (2017). The rise of big data: How it's changing the way we think about the world. Harvard Business Review Press.
- Dewdney, A. & Ride, P. (2006). The New Media Handbook, Routledge, London.
- Dewdney, A., & Ride, P. (2006). The Digital Media Handbook. Routledge.
- Feenberg A. and M. Bakardjieva, (2004).”Virtual community: No killer implication” New Media and Society
- Feldman, T. (2003). An introduction to digital media. Routledge.
- Felix, L. Stolarx, D.(2006). Video blogging & Podcasting, Focal Press.
- Gill, S.S (2004) India’s Information Revolution: A Critique; Rupa, Delhi, 2004.Hall, J.(2001). Online Journalism,
- Jenkins, H. (2006). Convergence culture: Where old and new media collide. New York University Press
- Kahn, R and D Kellner, (2004) “New Media and Internet Activism: From The Battle of Seattle to Blogging’
- Lewis Peter M. and Jones, Susan, (2006) “ From the Margins to the Cutting Edge: Community
- Lindgren, S. (2017). Digital media and society. Sage.
- Marshall,P. D.(2004). New Media Cultures, Oxford University Press
- Media and Empowerment”, (eds.) Cresskill, NJ: Hampton, 256 pp

- Narayan, S. & S. Narayanan (2024) *The WhatsApp India Story : Inside the Digital Maya Sphere*. Routledge Publications.
- Narayan, S. & S. Narayanan (eds.) (2016) *India Connected: Mapping the Impact of New Media*. Sage Publications.
- *New Media & Society*, Vol. 6, No. 1, 87-95
- Nield, D. (Ed.). (2018). *Augmented reality: A practical guide*. Wiley
- Qualman, E. (2019). *Socialnomics: How social media transforms the way we live and do business*. Wiley
- Rosen, J. (2016). *The age of em: Work, love, and life when robots rule the Earth*. Oxford University Press.
- Tapscott, D., & Tapscott, A. (2016). *Blockchain revolution: How the technology behind bitcoin is changing money, business, and the world*. Penguin Random House.

Semester-III

MA-MBS CE 306: International Media Markets

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To analyze the characteristics and dynamics of international media markets.
2. To examine the global media landscape, covering key theoretical concepts, historical developments, contemporary issues, and emerging trends in international media.
3. To understand the cultural, economic, political and technological factors influencing media industries worldwide.
4. To explore the strategies and business models of multinational media conglomerates.
5. To examine case studies of successful and unsuccessful media ventures in international markets.
6. To evaluate the impact of globalization on media production, distribution and consumption.
7. To discuss regulatory frameworks and challenges faced by media organizations operating across borders.
8. To develop critical thinking skills through comparative analyses and discussions of international media systems.

Unit 1

Introduction to International Media

- Definition and scope of international media
- Historical evolution of global media systems
- Overview of global media markets and trends
- Theories of media globalization and cultural imperialism
- Comparative analysis of media systems (Western vs. non-Western)
- Global Media Consumption Patterns
- Media Ownership, Control and Regulations
- Media Literacy and Cultural Sensitivity

Unit 2

Economic Dynamics of Global Media

- Global media conglomerates, transnational corporations and their business strategies
- Media ownership, consolidation, convergence and concentration trends
- Advertising and revenue models in international media markets
- Media Monetization Strategies

Political Influences on International Media

- Government regulation and censorship in global media markets
- Regulatory frameworks and policy issues in international media
- Media Freedom and Press Independence

- Media Propaganda and Manipulation
- Case studies of media manipulation and propaganda

Geopolitics of International Media

- Role of media in shaping international relations and diplomacy
- Media coverage of conflicts, crises, and humanitarian issues
- Propaganda, censorship, and media freedom in global contexts

Unit 3

Technological Transformations in International Media

- Digital disruption and convergence in global media industries
- Impact of digital platforms on media consumption habits
- Challenges and opportunities for traditional media in the digital age
- Emerging Technologies in Media
- Digital Platforms and Media Consumption
- Digital Disruption in Traditional Media
- International Media Markets: Case Studies

Unit 4

Challenges and Opportunities in International Media

- Market entry strategies for international media companies
- Monetization challenges and strategies in diverse markets
- Future trends and opportunities in global media industries

Media Ethics and Professional Standards

- Ethical dilemmas in international journalism and media practice
- Journalistic integrity, objectivity, and accountability
- Media literacy and critical thinking skills for global media consumers

Unit 5

Cultural Factors in International Media

- Cultural imperialism vs. cultural hybridity in media content
- Cultural dimensions of media consumption habits
- Cultural Representation in Media
- Cultural Adaptation in Media Production
- Cultural Influence on Media Consumption
- Case studies of successful cross-cultural media products

Project and Presentations

- Research project on a specific aspect of international media markets
- Group presentations on case studies
- Peer feedback and reflection on learning outcomes

Suggested Readings:

- Boyd-Barrett, O., & Rantanen, T. (Eds.). (1998). *The globalization of news*. Sage Publications
- Herman, E. S., & Chomsky, N. (2002). *Manufacturing consent: The political economy of the mass media*. Pantheon Books.
- Couldry, N., & Kraidy, M. M. (Eds.). (2010). *Global media studies: Ethnographic perspectives*. Routledge
- Sparks, C., & Tulloch, J. (2000). *Tabloid tales: Global debates over media standards*. Rowman & Littlefield.
- Thussu, D. K. (2020). *International Communication: Continuity and Change*. Bloomsbury Academic.
- Tomlinson, J. (1999). *Globalization and culture*. University of Chicago Press

Semester-III

MA-MBS CE 307: Intellectual property Rights and licensing

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To identify and differentiate between various forms of intellectual property, including copyrights, trademarks, patents, and trade secrets, as they pertain to media content and businesses.
2. To analyze the legal framework surrounding intellectual property rights in media, including relevant statutes, case law, and international treaties.
3. To evaluate the role of intellectual property rights in shaping business strategies, innovation, and competitive advantage within media enterprises.
4. To demonstrate an understanding of licensing models, strategies, and negotiation techniques applicable to media businesses, including the ability to draft and assess licensing agreements.
5. To apply ethical and legal principles related to intellectual property rights and licensing in media business management scenarios, considering factors such as fair use, public domain, and digital rights management.
6. To critically assess case studies and real-world examples of successful intellectual property management and licensing practices in the media industry.
7. To synthesize theoretical knowledge and practical skills acquired throughout the course to develop strategic recommendations for effectively managing intellectual property assets and licensing agreements in media business contexts

Unit 1

Introduction to Intellectual Property Rights

- Overview of intellectual property rights in media
- Types of intellectual property: copyrights, trademarks, patents, trade secrets
- Historical development and legal background of intellectual property
- Theoretical perspectives on intellectual property

Unit 2

Copyrights and Media

- Understanding copyright law in media
- Nature and scope of copyright protection
- Subject matter of copyright
- Copyright registration and formalities
- Copyright protection for various media forms: music, film, literature, software, etc.
- Fair use and public domain in media
- Digital rights management (DRM) and copyright enforcement
- Copyright infringement and enforcement

Unit 3

Trademarks and Brand Management

- Nature and purpose of trademarks
- Registration process and rights conferred
- Basics of trademark law and its importance in media branding
- Trademark registration and protection strategies
- Brand management and trademark licensing in media businesses
- Trademark infringement and enforcement
- International aspects of trademark protection
- Case studies on successful trademark and brand management in media

Unit 4

Patents and Innovation in Media

- Overview of patent law and its application in media industries
- Nature and scope of patent protection
- Requirements for patentability
- Patent application process
- Patent infringement and enforcement
- Patentability criteria and patent infringement in media
- Patent licensing and technology transfer in media businesses
- Role of patents in fostering innovation in media

Unit 5

Trade Secrets

- Definition and characteristics of trade secrets
- Protection of trade secrets
- Trade secret misappropriation
- Trade secret litigation and remedies

Licensing Basics, Strategies, Negotiations and Drafting Licensing Agreements

- Introduction to licensing agreements
- Types of licensing arrangements
- Key terms and clauses in licensing agreements
- Role of licensing in intellectual property commercialization
- Licensing models and strategies in media business
- Negotiation strategies and tactics
- Negotiation techniques for licensing agreements
- Drafting considerations for licensing agreements
- Contractual considerations in media licensing agreements
- Case studies on successful licensing deals in media
- Licensing Enforcement and Dispute Resolution
- Breach of contract and remedies
- Emerging trends and challenges in licensing enforcement

Practicals:

- Case Analysis - Patent Infringement
- Assignment on Trademark Registration Process

- Assignment on Drafting Licensing Agreement
- Licensing Dispute Resolution Simulation

Suggested Books:

1. Fisher, W. W., & Foreman, M. H. (2018). *Intellectual Property in Media and Entertainment*. Wolters Kluwer.
2. Lipinski, T. A. (2019). *Media Law for Producers*. Routledge.
3. Goldstein, P., & Reese, J. (2020). *Copyright, Patent, Trademark, and Related State Doctrines: Cases and Materials on Intellectual Property Law*. Foundation Press.
4. Hirtle, P. B. (2016). *Copyright and Cultural Institutions: Guidelines for Digitization for U.S. Libraries, Archives, and Museums*. Cornell University Library Press.
5. Ghosh, S. (Ed.). (2019). *The Routledge Handbook of Media Law*. Routledge.

Semester-III

MA-MBS OE 308: Business, Government, Culture and Society

Credit: 4

Course Objectives:

1. To analyze the roles and responsibilities of businesses, governments, and societal actors in shaping economic, political and cultural landscapes in India
2. To evaluate the impact of government policies and regulations on business operations and societal welfare
3. To critically assess the influence of cultural factors on organizational behaviour, consumer preferences and market dynamics
4. To examine the relationship between business practices, social responsibility and sustainable development in India
5. To explore the challenges and opportunities arising from globalization, technological advancements and demographic changes in the Indian context
6. To develop strategies for effective collaboration and engagement between business, government and civil society to address socio-economic challenges and promote inclusive development
7. To apply theoretical frameworks and analytical tools to analyze case studies and real-world scenarios related to business, government, culture and society in India
8. Communicate effectively and persuasively on issues related to business, government, culture and society through written reports, presentations and discussions

Unit 1

Understanding the Indian Business Landscape

- Overview of Indian economy: Historical context and recent developments
- Business environment in India: Opportunities and challenges
- Cultural dimensions of business in India: Values, norms and traditions
- Globalization and its impact on Indian businesses
- Emerging trends and future prospects in the Indian business landscape
- Ethical considerations in business practices in India

Unit 2

Government Policies and Economic Development

- Role of government in economic development: Policies and interventions
- Government policies and regulatory frameworks impacting businesses
- Public-private partnerships (PPPs) for infrastructure development
- Fiscal and monetary policies: Impact on businesses and society
- Industrial and trade policies: Promoting competitiveness and innovation
- Regulatory frameworks: Corporate governance and compliance
- Impact of economic reforms and liberalization on Indian economy
- Sustainable development goals (SDGs) and their relevance in the Indian context

- Challenges in policy implementation and governance
- Policy advocacy and stakeholder engagement

Unit 3

Cultural Dynamics in Indian Business

- Cultural diversity in India: Regional, linguistic, and religious dimensions
- Cultural influences on consumer behaviour and market segmentation
- Organizational culture: Values, beliefs, and practices
- Cross-cultural communication and negotiation in business contexts
- Cultural adaptation and localization strategies for businesses
- Cultural implications of globalization and modernization
- Managing cultural conflicts and promoting diversity in the workplace
- Cultural heritage and its role in branding
- Cultural entrepreneurship and creative industries in India

Unit 4

Society, Sustainability, and Social Responsibility

- Social issues and challenges in Indian society: Poverty, inequality, and discrimination
- Business ethics and corporate governance in India
- Corporate social responsibility (CSR) initiatives: Best practices and impact assessment
- Social entrepreneurship and innovation for inclusive development
- Sustainable business practices: Environmental stewardship and resource management
- Role of businesses in community development and empowerment
- Philanthropy, volunteerism and corporate citizenship
- Addressing social and environmental risks in business operations
- Partnerships for sustainable development: Collaboration between businesses, NGOs and government agencies
- Responsible consumption and ethical consumerism in India

Unit 5

Globalization, Technology, and Future Trends

- Impact of globalization on Indian businesses and society
- Technological innovations and digital transformation in India
- E-commerce and the gig economy: Changing paradigms of work and employment
- Smart cities and urban development: Opportunities and challenges
- Future of work: Automation, artificial intelligence, and skills development
- Digital divide and inclusivity in the age of technology
- Emerging industries and sectors: Opportunities for growth and investment
- Geopolitical dynamics and their implications for Indian businesses
- Resilience and adaptation in the face of global crises

- Vision for India 2030: Sustainable development goals and aspirations

Practical

- Assess the impact of government policies on businesses, assessing the cultural factors influencing consumer behaviour or evaluating corporate social responsibility initiatives
- Analyze a specific government policy or regulatory framework relevant to businesses or society in India and evaluate its effectiveness, identify potential areas for improvement, and develop policy recommendations.
- Assess the corporate social responsibility (CSR) initiatives of a specific Indian company and analyze the company's CSR activities, evaluate their impact on society and the environment, and propose recommendations for enhancing their effectiveness.

Suggested Readings:

- Bajpai, N., & Sachs, J. (Eds.). (2018). *Business and Politics in India*. Oxford, UK: Oxford University Press.
- Chakravarty, S. (2019). *Indian Economy: Performance and Policies*. New Delhi, India: Oxford University Press.
- De, P., & Roy, K. (2017). *Globalization and Sustainable Development in India*. New York, NY: Springer.
- Khandwalla, P. N. (2016). *Culture and Leadership: Lessons from India*. New Delhi, India: Tata McGraw-Hill Education.
- Mohanty, R. K. (2017). *Government and Politics in India*. New Delhi, India: Pearson Education India.
- Palit, D., & Barua, A. (Eds.). (2018). *Contemporary Issues in Development Economics: Business, Government, and Society in India*. Cham, Switzerland: Palgrave Macmillan.
- Rangarajan, L. N. (2019). *Sustainable Development in India: Challenges and Opportunities*. London, UK: Routledge.
- Roy, R. (2020). *Culture and Power in Traditional India: Community, Class, and Power*. New York, NY: Routledge.
- Sarasvathy, S. D. (2018). *Effectuation: Elements of Entrepreneurial Expertise*. Cheltenham, UK: Edward Elgar Publishing.
- Singh, N. (2017). *India Uninc.: How India's Entrepreneurs are Reshaping Their Future*. Boston, MA: Harvard Business Review Press.

Semester-III

MA-MBS OE 309: Business Ethics and Corporate Governance

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamental principles and concepts of business ethics and corporate governance.
2. To analyze and evaluate ethical dilemmas in various functional areas of business,
3. To develop skills in ethical leadership and decision making, including the ability to apply ethical frameworks to real-world scenarios.
4. To explore the role of corporate social responsibility (CSR) in business
5. To assess the impact on organizational strategy and stakeholder relationships.
6. To examine corporate governance mechanisms and regulatory frameworks,
7. To critically evaluate the effectiveness of corporate governance practices in different industries and regions, and identify areas for improvement.
8. To apply ethical reasoning and decision-making skills to analyze and resolve complex ethical dilemmas faced by organizations.
9. To communicate effectively about ethical issues in business, including the ability to articulate ethical arguments and engage in constructive dialogue with stakeholders.
10. To develop a comprehensive understanding of global perspectives on business ethics and corporate governance, including cultural differences and their implications for ethical decision making.

Unit 1

Introduction to Business Ethics and Corporate Governance

- Definition and importance of business ethics and corporate governance
- Evolution of Corporate Governance
- Historical overview of ethical theories and corporate governance principles
- Theoretical Foundations: Utilitarianism, Kantian Ethics, Virtue Ethics
- Ethical dilemmas in business and their impact on stakeholders
- The role of corporate governance in ensuring ethical behaviour within organizations

Unit 2

Ethical Leadership and Decision Making

- Characteristics of ethical leaders and their impact on organizational culture
- Ethical Theories in Business Contexts
- Ethical decision-making frameworks and models: Stakeholder Theory, Shareholder Theory
- Factors influencing ethical decision making in business
- Ethical Leadership and Organizational Culture
- Case studies exploring ethical leadership and decision making in various industries

Unit 3

Corporate Social Responsibility (CSR)

- Definition and scope of corporate social responsibility
- Theories of CSR implementation
- Models of CSR: Philanthropic, Strategic, Integrative
- Corporate governance mechanisms for integrating CSR into business strategies
- Evaluation and measurement of CSR initiatives and their impact on stakeholders

Unit 4

Ethical Issues in Business, Marketing, Finance, and Human Resource Management

- Corporate Fraud and Corruption
- Workplace Ethics: Discrimination, Harassment, Diversity
- Environmental Ethics and Sustainability
- Ethical considerations in marketing practices, including advertising and consumer behaviour
- Ethical issues in financial management, such as accounting practices and executive compensation
- Ethical challenges in human resource management, including employee rights and diversity
- Case studies and discussions on real-world ethical dilemmas
- Role of Auditing and Internal Controls: Importance of Internal Controls, External and Internal Auditing, Ethical Issues in Auditing
- Risk Management and Compliance: Enterprise Risk Management (ERM), compliance and Ethics Programmes, Whistleblowing and its Ethical Implications

Unit 5

Corporate Governance Mechanisms and Regulatory Frameworks

- Overview of corporate governance mechanisms
- Board structures and executive compensation: Composition, Responsibilities and Incentive Structures
- Shareholder Rights and Activism
- Regulatory frameworks governing corporate governance practices globally
- Corporate governance reforms and their implications for business ethics
- Comparative analysis of corporate governance practices across different countries and industries
- Examination of the role of institutional investors and proxy advisory firms in shaping corporate governance practices
- Analysis of the impact of corporate governance reforms
- Discussion of the challenges of enforcing corporate governance standards in multinational corporations operating in diverse legal and cultural contexts
- Exploration of emerging trends in corporate governance, such as shareholder activism and the rise of environmental, social, and governance (ESG) criteria in investment decision making

Practical

- Case studies and discussions on real-world ethical dilemmas
- Analyzing Ethical Case Studies
- Assignments on emerging trends in corporate governance
- Role-Playing and Decision-Making Exercises

Suggested Readings:

- Crane, A., & Matten, D. (2020). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization* (5th ed.). Oxford University Press.
- Solomon, J. (2017). *Corporate governance and accountability* (5th ed.). John Wiley & Sons.
- Treviño, L. K., & Nelson, K. A. (2020). *Managing business ethics: Straight talk about how to do it right* (8th ed.). Wiley.
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & De Colle, S. (2019). *Stakeholder theory: Concepts and strategies* (2nd ed.). Cambridge University Press.
- Velasquez, M. G. (2016). *Business ethics: Concepts and cases* (8th ed.). Pearson

Semester III

MA-MBS OE 310: Media and Information Literacy

Credits- 4

Course Objectives

1. To understand the concept of media literacy and its significance in the contemporary media landscape, particularly in the context of media business management in India.
2. To develop critical thinking skills to analyze and evaluate various forms of media texts, including print, broadcast, digital, and social media, in order to recognize biases, ideologies, and misinformation.
3. To gain insights into media production and consumption processes in India, including the role of media ownership, control structures, and distribution channels, to comprehend the complexities of the Indian media industry.
4. To examine media ethics and regulation in India to understand the ethical dilemmas faced by media professionals and the legal and regulatory frameworks governing media content and practices.
5. To enhance digital literacy and digital citizenship skills to navigate online information effectively, combat misinformation, and promote responsible online behaviour in the Indian context.
6. To explore the role of media literacy in promoting informed citizenship and civic engagement in India, particularly in relation to media's influence on public opinion and societal norms.
7. To develop practical media literacy skills applicable to media business management contexts, including media content evaluation, audience analysis, and strategic decision making in media organizations.
8. To examine the impact of media literacy on media business practices, including advertising strategies, content creation, and audience engagement, in the Indian media industry.
9. To critically analyze case studies and real-world examples of media literacy initiatives and challenges in India to understand their implications for media business management.
10. To address contemporary media issues and challenges, such as misinformation, media bias, and digital media ethics, within the Indian media landscape.

Unit 1

Introduction to Media Literacy

- Definition and importance of media literacy in the digital age
- Historical overview of media literacy movements in India
- Understanding media as a powerful tool for communication and influence
- Examining the role of media literacy in promoting critical thinking and informed citizenship
- Media Convergence and Technological Transformations
- **Media Effects and Influence:** Theories of Media Effects, Agenda Setting and Framing, Cultivation Theory and Media Violence

Unit 2

Understanding Media Texts

- Analyzing different forms of media texts, including print, broadcast, digital, and social media
- Analyzing Media Texts: Textual Analysis
- Deconstructing Visual Media: Semiotics
- Techniques for deconstructing media messages and identifying underlying ideologies and biases
- Understanding the impact of media representations on individual perceptions and societal attitudes
- Case studies exploring the role of media texts in shaping public opinion and cultural norms in India
- Media Literacy in Cross-Cultural Contexts

News Media Literacy

- Evaluating News Sources
- Fact-Checking and Verification
- Understanding Fake News and Misinformation
- **Media Bias and Representation:** Types of Media Bias, Stereotyping and Misrepresentation, Gender, Race, and Ethnicity in Media

Unit 3

Media Production and Consumption

- Exploring the process of media production and distribution in India, including news, entertainment, and advertising
- Understanding media ownership and control structures in the Indian media landscape
- Techniques for critically evaluating media content and sources for credibility and reliability
- Examining media consumption patterns and the impact of media multitasking on audience perceptions and behaviours

Unit 4

Media Ethics and Regulation

- Introduction to media ethics and principles of responsible journalism in India
- Understanding the legal and regulatory framework governing media content and practices
- Case studies highlighting ethical dilemmas and challenges faced by media professionals in India
- Exploring the role of self-regulatory bodies and media watchdogs in upholding ethical standards in the Indian media industry

Unit 5

Media Literacy and Digital Media Literacy

- Understanding the role of digital media in shaping contemporary media literacy practices
- Digital Citizenship and Online Ethics
- Techniques for navigating online information and combating misinformation and fake news
- Social Media Literacy

- Privacy and Security in the Digital Age
- Promoting digital citizenship and responsible online behaviour among media consumers in India
- Strategies for fostering media literacy skills in educational settings and community outreach programs

Practical assignments:

Media Analysis Essay: Select a piece of media (such as a news article, advertisement, TV show, or social media post) and analyzing it through a media literacy lens.

Fake News Detection Project: In this assignment, students would research and compile a list of strategies for detecting fake news and misinformation online.

Media Literacy Campaign: Design a media literacy campaign. This could involve creating posters, social media content, or short videos that raise awareness about the importance of critical thinking when consuming media and provide tips for evaluating information.

Suggested readings:

- Potter, W. J. (2018). *Media literacy* (8th ed.). SAGE Publications.
- Baran, S. J., & Davis, D. K. (2019). *Mass communication theory: Foundations, ferment, and future* (8th ed.). Cengage Learning.
- Bhaskar, N. K. (2019). *Media laws and ethics in India*. Lexis Nexis.
- Aufderheide, P., & Jaszi, P. (2018). *Reclaiming fair use: How to put balance back in copyright* (2nd ed.). University of Chicago Press.
- Aufderheide, P., & Firestone, C. (1993). *Media Literacy: Transforming Curriculum and Teaching*. Praeger Publishers.
- Hobbs, R. (2018). *Media Literacy in the Digital Age*. Routledge.
- Thoman, E., & Jolls, T. (2003). *Media Literacy and Semiotics*. Hampton Press.
- Barbour, K., & Marshall, J. (2010). *The Media Literacy Handbook*. ASCD.
- Kahne, J., & Bowyer, B. (2017). *Media Literacy Education in Action: Theoretical and Pedagogical Perspectives*. Routledge.
- Silverblatt, A., Yadav A., & Kundu, V., (2022). *_Media Literacy, keys to interpreting media messages_*, Kanishka Publishers.
- Yadav, A. (2018). *_Media information literacy_* INFLIBNET Center.

Semester-III

MA-MBS OE 311: Media, Civil Society, Markets and Movements

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To explore the dynamic interplay between media, markets, civil society, and social movements within both Indian and global contexts
2. To help students examine how media influences market dynamics, shapes civil society discourse, and mobilizes social movements
3. To help students gain insights into the complex relationship between media, markets, civil society, and movements.

Unit-1: Media and Market Dynamics

- Media as a Market Actor: Advertising, Sponsorship, and Product Placement
- Media Consumption Patterns and Market Preferences
- Marketization of News and Entertainment Content
- Corporate Media Ownership and Market Influence

Unit-2: Media, Civil Society, and Public Sphere

- Media and Public Opinion Formation
- Agenda Setting and Framing in Media Discourse
- Media Representations of Civil Society Actors and Issues
- Alternative Media and Grassroots Mobilization

Unit-3: Media and Social Movements

- Media Framing of Social Movements: Framing Theory and Analysis
- Mediatization of Social Movements: Coverage, Visibility, and Impact
- Digital Media and Networked Movements
- Media Strategies for Movement Building and Advocacy

Unit-4: Comparative Perspectives: Indian and Global Contexts

- Comparative Analysis of Media Systems: Western vs. Non-Western Models
- Globalization and Media Market Dynamics
- Transnational Civil Society Networks and Movements
- Global Media Coverage of Indian Social Movements

Unit-5: Responsibilities of Media Professionals

- Journalistic Integrity, Bias, and Objectivity
- Data Privacy and Surveillance in the Digital Age
- The Role of Social Media Platforms in Shaping Public Discourse
- Environmental Sustainability in Media Production and Consumption

Suggested Readings

- Baker, C. Edwin. (2009). *Media, Markets, and Democracy*. Cambridge University Press.
- Carty, Victoria. & Dutton, William. H. (2015). *Social Movements and New Technology*. Routledge.
- Ducke, Isa. (2007). *Civil Society and the Internet in Japan*. Routledge.
- Hodgkinson, Paul. (2017). *Media, Culture and Society: An Introduction*. Sage Publications.
- Hopmann, P. Terrence. & Hackett, Robert. E. (2009). *Civil Society and Media in Global Crises: Representing Distant Violence*. Sage Publications.
- Jansen, Sue. Curry. & Pooley, Jefferson. (2011). *Media and Social Justice*. Palgrave Macmillan.
- Joyce, Mary. (2010). *Digital Activism Decoded: The New Mechanics of Change*. International Debate Education Association.
- McKee, Alan. (2004). *The Public Sphere: An Introduction*, Cambridge University Press.
- Mosco, Vincent. (2009). *The Political Economy of Communication*. Sage Publications.
- Shaw, Martin. (1996). *Civil Society and Media in Global Crises: Representing Distant Violence*. UNKNO.
- Ward, Stephen. J. A. (2013). *Global Media Ethics: Problems and Perspectives*. Wiley-Blackwell.

Semester-III

MA-MBS OE 312: Dealing with Data

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

- To familiarize students with the Big Data landscape.
- To introduce students to the techniques of Open data accessing platforms
- To develop skills in Data cleaning, analysis and visualization.
- To introduce them to the importance of data in storytelling

Unit 1: Introduction to Data Handling

- Fundamentals of Data: Types, Sources, and Characteristics
- Data Collection Methods: Surveys, Experiments, Observational Studies
- Data Storage and Management: Databases, File Formats, Data Warehousing

Data Pre-processing and Cleaning

- Data Cleaning Techniques: Handling Missing Values, Outliers, and Errors
- Data Transformation: Normalization, Standardization, Encoding
- Data Integration and Transformation: Merging, Joining, and Reshaping Data

Unit 2: Data Storytelling Techniques

- Types of Data Sets
- Techniques of accessing data
- Analyzing Data sets for story ideas and insights
- Creating stories from numbers- Humanizing Data

Unit 3: Statistical Analysis of Data

- Descriptive Statistics: Measures of Central Tendency, Dispersion, and Shape
- Inferential Statistics: Hypothesis Testing, Confidence Intervals, and Regression Analysis
- Exploratory Data Analysis: Data Distribution, Correlation, and Visualization

Unit 4: Data Visualization and Interpretation

- Principles of Data Visualization: Design, Perception, and Communication
- Tools for Data Visualization: Graphs, Charts, Heatmaps, and Dashboards
- Techniques of choosing the right chart and graphs for their story Interpretation of Data Elements of Data Visualization- colours, fonts, etc. Visualizations: Drawing Insights and Making Inferences

Unit 5: Introduction to Big Data Communication

- Big Data: Concept, Nature and Scope

- Role of Big Data in Communication (Journalism, Public Relations, Advertising and Corporate Communication)
- The challenges and opportunities of communicating with Big data.
- Role of Tech Giants in gathering and creating Big Data

Artificial Intelligence and Big Data

- Introduction to application of AI in Big Data
- Case Studies on how companies have deployed AI to leverage Big Data
- Introduction to AI tools for Data scraping and data cleaning
- Introduction of AI tools for data visualizations
- Ethical concerns around use of AI and Big Data

Suggested Readings:

- Gray, J., Chambers, L., & Bounegru, L. (2012). *The Data Journalism Handbook: How journalists can use data to improve the news*. O'Reilly Media, Inc.
- Bounegru, L., & Gray, J. (2021). *The Data Journalism Handbook: Towards a Critical Data Practice* (p. 415). Amsterdam University Press.
- Hermida, A., & Young, M. L. (2019). *Data journalism and the regeneration of news*. Routledge.
- Tong, J. (2022). *Data for Journalism: Between Transparency and Accountability*. Taylor & Francis.
- *The Data Journalism Handbook*. Available at <https://s3.eu-central-1.amazonaws.com/datajournalismcom/handbooks/The-Data-Journalism-Handbook-1.pdf>
- Yadav, A. (2022). *_New media journalism: Emerging media and new practices in journalism._* Sterling.

Semester-III

MA-MBS OE 313: Media Advocacy

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives

1. To explore the theory and practice of media advocacy, focusing on the strategic use of media channels to advance social causes, influence public opinion, and shape policy outcomes.
2. To help the students develop the skills and knowledge necessary to effectively plan, implement, and evaluate media advocacy campaigns.
3. To understand the role of media in advocacy, crafting persuasive messages, engaging stakeholders, and navigating ethical considerations.
4. To explore the intersection of media, activism, and social change, focusing on how to effectively utilize media channels to advance advocacy goals.
- 5.

Unit-1:

Foundations of Media Advocacy

- Introduction to media advocacy: history, principles, and theoretical frameworks.
- Definition and Principles of Media Advocacy
- Theoretical Frameworks: Agenda-Setting, Framing, and Cultivation Theory
- Understanding the role of media in shaping public opinion and policy agendas
- Identifying advocacy goals and target audiences.
- Crafting compelling narratives and messages for media advocacy campaigns
- Role of Media in Shaping Public Opinion and Policy Debates
- Case studies of successful media advocacy campaigns.

Unit-2: Strategies and Tactics in Media Advocacy

- Developing media advocacy strategies: media relations, storytelling, and framing
- Utilizing traditional media channels (print, broadcast) and digital media platforms
- Engaging with journalists and building media relationships
- Campaign Planning and Implementation
- Identifying Advocacy Goals and Objectives
- Target Audience Analysis and Segmentation
- Message Development and Framing Strategies
- Leveraging social media and online activism for advocacy campaigns
- Workshop: Developing a media advocacy plan.

Unit-3: Media Relations and Outreach

- Building Relationships with Journalists and Media Outlets
- Crafting Press Releases, Media Pitches, and Op-Eds
- Managing Media Interviews and Press Conferences

Storytelling and Narrative Building

- The Power of Storytelling in Advocacy
- Using Personal Narratives and Case Studies to Drive Change
- Multimedia Storytelling Techniques for Advocacy Campaigns

Unit 4: Stakeholder Engagement and Coalition Building

- Identifying and engaging key stakeholders in media advocacy efforts.
- Building coalitions and partnerships to amplify advocacy messages
- Strategies for engaging policymakers, influencers, and community leaders
- Negotiating conflicts and managing diverse stakeholder interests.
- Case studies of successful stakeholder engagement in media advocacy.

Unit-5: Evaluation, Impact Assessment and Ethics in Media Advocacy

- Evaluating the effectiveness of media advocacy campaigns: measuring impact and outcomes
- Assessing Policy Impact and Social Change
- Ethical considerations in media advocacy: truthfulness, transparency, and accountability.
- Navigating challenges and controversies in media advocacy
- Reflecting on personal biases and ethical dilemmas in advocacy work
- Workshop: Developing an evaluation framework for media advocacy campaigns.

Suggested Readings

- "Advocacy and Opposition: An Introduction to Argumentation" by Karyn Charles Rybacki and Donald Jay Rybacki
- "Media Advocacy and Public Education" by Sherry L. Arnstein and Sally G. MacNichol
- "Media Advocacy in Public Health" by Kathryn M. Flynn and Gary R. Orren
- "Media Advocacy: A Manual for Professionals" by Pamela J. Shoemaker and Stephen D. Reese
- Blake, B. F. (2015). *Strategic Media Relations: An Introduction to a Holistic Approach for Organizing and Managing Communication Plans*. Routledge.
- Chakravartty, P., & Sarikakis, K. (Eds.). (2018). *Media Policy and Globalization*. Edinburgh University Press.
- Chakravartty, P., & Zhao, Y. (2018). *Global Communication and International Relations: Changing Paradigms and Policies*. Routledge.
- Desai, R. (2019). *Power, Profits and Politics: Essays on Indian Journalism*. Sage Publications India.
- Dorfman, L., Krasnow, I. D., & Woodruff, K. (2010). *News for a Change: An Advocate's Guide to Working with the Media*. Sage Publications.
- Entman, R. M. (2007). Media framing biases and political power: Explaining slant in news of Campaign 2008. *Journalism*, 9(4), 406-419.

- Epstein, E. J., & White, J. D. (2016). *The Case for Media Advocacy*. Oxford University Press.
- Grube, J. W. (Ed.). (2018). *Alcohol in the Media: Content and Effects on Drinking Beliefs and Behaviours*. Routledge.
- Kaid, L. L. (2004). Political advertising. In *Handbook of political communication research* (pp. 309-340). Routledge.
- Kavoori, A. P. (Ed.). (2019). *Global Media Studies: Ethnographic Perspectives*. Routledge.
- Kumar, K. (2017). *India Social: How Social Media is Leading the Charge and Changing the Country*. Random House India.
- Lall, M. (2019). *Framing Fat: Competing Constructions in Contemporary Culture*. Routledge.
- Lee, J. K., & Gilly, M. C. (2012). Causes and Consequences of Brand Ambassadorship: Evidence from Cellular Phone Launches in South Korea. *Journal of Advertising*, 41(3), 55–70.
- Manjoo, F. (2017). *True Enough: Learning to Live in a Post-Fact Society*. John Wiley & Sons.
- McCombs, M. E., & Shaw, D. L. (1972). The agenda-setting function of mass media. *Public opinion quarterly*, 36(2), 176-187.
- McKee, K., & Toma, C. (Eds.). (2011). *Case Studies in Public Health Communication & Marketing*. Jones & Bartlett Publishers.
- McLeod, J. M., & Detenber, B. H. (1999). Framing Effects of Television News Coverage of Social Protest. *Journal of Communication*, 49(3), 3–23.
- "Media Advocacy in the Digital Age" by Michael J. Kent
- Mohan, M. (2019). *India Connected: Mapping the Impact of New Media*. SAGE Publications India.
- Nisbet, M. C., & Huges, M. (2006). Attention cycles and frames in the plant biotechnology debate: Managing power and participation through the press/policy connection. *Harvard International Journal of Press/Politics*, 11(2), 3–40.
- Rice, R. E., & Atkin, C. K. (2013). *Public Communication Campaigns* (4th ed.). Sage Publications.
- Wallack, L., Dorfman, L., Jernigan, D., & Themba, M. (1993). *Media advocacy and public health: Power for prevention*. Sage Publications.
- Wallack, Lawrence W. & Dorfman, Lori. (1993). *Media Advocacy and Public Health: Power for Prevention*. Sage Publications.
- Wallack, Lawrence. & Dorfman, Lori. *Media Advocacy: A Workbook and Planning Guide*.
- Yoon, I., & Lacy, S. (2018). *Strategic Media Relations: A Comprehensive Guide to Managing Your Media*. Routledge.

Semester-III
MA-MBS OE 314: International Communication

Marks-100
Theory-75 Marks Practical 25 Marks
Credits: 4

Course Objectives:

- To familiarise students with the contours of the field.
- To understand major debates in this field from the second World War onwards.
- To critically analyse propaganda and misinformation in its various forms.
- To give Insight into Current Debates in the area of international and global communications

Unit 1

Introduction and Overview

- Establishment of the Field
- Inter- cultural communication
- International Relations and International Communications—connections and overview.

Unit 2

Propaganda and Persuasion

- Cold War communications---theories related to International relations.
- Satellite Communications—issues related to the GSO and cross border media flows
- Emergence of the Internet—ARPANET, advances in communication technology.
- Propaganda –theories of Propaganda, tools and techniques of propaganda, Case studies
- Development—theories and models adopted in the developing countries
- New World Information and Communication Order—Mc Bride Commission Report
- Cultural Imperialism

Unit 3

Post Cold War Scenario and Globalisation

- Post Cold War International Relations theories—Huntington, Fukuyama
- Globalisation, Media and Culture—Theories --Stiglitz, Robertson, Giddens, Appadurai
- International Broadcasting-- reduction of public service broadcasting, increase in private enterprise.
- International Advertising--Multinationals
- Soft Power—Theory—Nye, digital diplomacy
- Contra Flows—entertainment.

- BRICS and communication flows.

Unit 4: Current Issues in International Communications

- De- Globalisation—BREXIT, Rise of Trump
- Big Tech—Rise and Dominance of Major technology and media companies such as Meta, Google and their implications for international communications.
- OTT services—such as NETFLIX and Amazon Prime and their global reach
- Artificial Intelligence –implications for society, cross border information flows.
- Misinformation –theories of misinformation, types, case studies relevant to International communications, verification and debunking techniques
- Surveillance, Privacy and Democratization of media.
- Regulation of International Communications

Unit 5: Communication and Global Development

Communication for Development and Social Change Initiatives

International Communication Campaigns: Public Diplomacy and Advocacy

Practicals:

- Students will work individually or in small groups to select a case study related to international communication. Cases may include international media coverage of a global event, cross-border communication campaigns, cultural diplomacy initiatives, or the impact of new media technologies on international relations.
- Using theoretical frameworks discussed in class, students will analyze the key issues, actors, and dynamics at play in the case study.
- Students will critically evaluate the role of media, technology, culture, and power in shaping communication patterns and outcomes on the global stage.

Suggested Readings:

- Castells, M. (2013). *Communication Power*. Oxford University Press.
- Couldry, N., & Hepp, A. (2017). *The Mediated Construction of Reality* (2nd ed.). Polity Press.
- de Sola Pool, I., & Schramm, W. (2006). *Handbook of Communication*. University of Chicago Press.
- Hachten, W. A., & Scotton, J. F. (2012). *The World News Prism: Challenges of Digital Communication*. Wiley-Blackwell.
- McPhail, T. L. (2016). *Global Communication: Theories, Stakeholders, and Trends* (4th ed.). Wiley-Blackwell.
- Norris, P., & Inglehart, R. (2019). *Cultural Backlash: Trump, Brexit, and Authoritarian Populism*. Cambridge University Press.

- Straubhaar, J., LaRose, R., & Davenport, L. (2019). *Media Now: Understanding Media, Culture, and Technology* (10th ed.). Cengage Learning.
- Thussu, D. K. (2019). *International Communication: Continuity and Change* (2nd ed.). Bloomsbury Academic.
- Volkmer, I. (2014). *The Handbook of Global Media and Communication Policy*. Wiley-Blackwell.

Semester-III
MA-MBS OE 315: Discourse Studies

Marks-100
Theory-75 Marks Practical 25 Marks
Credits: 4

Course Objectives:

- To familiarize students with the theoretical developments in the field of discourse analysis;
- To make students aware of different approaches to research in discourse analysis;
- To understand the issues and needs related to using discourse analysis in research;
- To develop skills and discourse-analytical procedures for analysis of both spoken and written texts and discourses of different genres;
- To develop technical skills to use the computer-assisted qualitative data analysis software; and,
- To provide students opportunities to apply discourse analytic methods in their own research.

Unit 1: Introduction to discourse

- What is discourse: Concepts and definitions;
- Understanding the linguistic text: language as system, language as social practice, language as communication, terminology, speech act theory, sociocultural theory, systemic functional linguistics, pragma-dialectics, cognitive linguistics and corpus linguistics
- Understanding semiotic features of text and genres, intertextuality (Text types including print news media, political communications, digital/social media, etc.).

Unit 2: Discourse analysis: need and relevance through theoretical underpinnings

- Discourse and structure: As product and the process
- Discourse and social action: discourse as dialogue, society
- Discourse in culture and identity representation and formation (gender, race, etc.)
- Discourse and ideology
- Sociopsychological discourse
- Challenges and new avenues in discourse research

Unit 3: Discourse analytical approaches and methods: relevance and limitations

- Socio-political approach
- Language-in-use approach
- Multimodal discourse analysis
- Critical discourse analysis

- Media discourse and analysis, multimedia analysis, computer-assisted qualitative data analysis software – AtlasTi, Nvivo, etc.
- Conversation analysis, discourse transcription, transcription conventions
- Narrative analysis, Thematic analysis and Genre analysis
- Pragmatics
- Interactional sociolinguistics

Unit 4: Discourse analysis of different modes and genres: Case studies

- Defense ties and discourse
- Foreign Policy and Discourse
- Bilateral agreements and Discourse
- Discourse in conflict resolution
- Discourses of immigration, corporate responsibility, etc.

(For this application-based unit, students will be encouraged to bring the cases according to their interests and programme profiles, for context-specific analysis and comparison during practical sessions.)

Unit 5: Discourse and media research: Practical Workshop

- Identifying a research problem
- Working on objectives
- Developing a research design by identifying data and data collection technique
- Executing research: fieldwork and transcribing the data
- Analyzing the data and report writing

Suggested Readings:

- Machin, David & Mayr, Andrea (2012). *How to Do Critical Discourse Analysis: A Multimodal Introduction*. Sage.
- Paltridge, B. (2022). *Discourse analysis: An introduction* (3rd ed.). Bloomsbury Academic.
- Renkema, J. & Schubert, C. (2018). *Introduction to Discourse Studies: New Edition*. John Benjamins Publishing.
- Taylor, Stephanie.(2013). *What is Discourse analysis?* Bloomsbury.
- Way, Lyndon C. S. (2017). *Popular Music and Multimodal Critical Discourse Studies : Ideology, Control and Resistance in Turkey Since 2002*. Bloomsbury.
- Wodak, Ruth & Meyer, Michael (Eds.) (2016), *Methods of critical discourse studies* (3rd ed.). Sage.

Semester-III

MA-MBS ME 317- Managing Social Media Platforms and website designing

Marks-100

Theory 25, Practical 25

Credits: 2

Course objectives:

- Understand the role and significance of social media in contemporary society.
- Identify and evaluate various social media platforms and their unique features.
- Develop strategies for creating compelling content tailored to specific social media platforms and target audiences.
- Implement best practices for engaging with followers, fostering community, and managing online interactions.
- Analyze social media metrics and use data-driven insights to optimize performance and reach organizational goals.
- Navigate ethical considerations and legal issues related to social media use, including privacy, copyright, and defamation.
- Explore emerging trends and innovations in social media marketing and management.
- Develop a comprehensive social media management plan for an individual or organization
- To learn website designing

Unit 1: Introduction to Social Media Management

- Definition, scope and role of social media management
- Social Media Landscape
- Importance of social media in communication, marketing, and branding
- Overview of popular social media platforms
- Community management: responding to comments, messages, and inquiries
- Techniques for fostering engagement and building relationships with followers
- Handling negative feedback and managing online crises
- Engaging with Audiences

Strategic Planning for Social Media

- Goals, Objectives strategy and Tactic for Social Media campaign
- Research for Social Media Plan- Understanding market and audiences
- Developing Social Media Plan
- Preparing Social Media Calendar

Unit 2: Creating and Managing Content for Social Media

- Content strategy development: goals, target audience, messaging
- Content creation techniques: text, images, video, infographics
- Content curation and repurposing strategies
- Content Marketing
- Measurement and Evaluation-AMEC

Unit 3: Social Media Analytics and Insights

- Key social media metrics: reach, engagement, conversions
- Tools for monitoring and analyzing social media performance
- Using data to inform content strategy and optimize social media campaigns

Social Media Advertising and Promotion

- Overview of social media advertising platforms and targeting options
- Strategies for creating effective social media ads and sponsored content
- Budgeting, bidding strategies, and measuring ROI in social media advertising

Influencer Marketing and Partnerships

- Understanding influencer marketing: benefits, challenges, and best practices
- Identifying and partnering with influencers and brand ambassadors
- Negotiating contracts and evaluating the effectiveness of influencer campaigns

Unit 4: Ethical and Legal Considerations

- Privacy issues: data protection, consent, and user rights
- Copyright and intellectual property considerations in social media content
- Defamation, libel, and other legal risks in social media communication

Emerging Trends in Social Media Management

- Overview of emerging social media platforms and features
- Innovations in social media marketing and management tools
- Predicting and adapting to future trends in social media

Unit 5: Creating a website

- **Introduction to CMS:** Components and Features of CMS, Types of CMS - Open source & Commercial CMS, Characteristics and Advantages of Open Source CMS, How to Build a Website with a CMS software
- **Introduction to HTML** -History of HTML, Types/Version and Purposes of HTML, Basis of HTML: Tags & Attributes, Different uses of HTML: Web pages development, Web document Creation, Data entry support and HTML tables, Multimedia and embedding, Internet navigation, HTML forms, Responsive images on web pages
- **Working with WordPress, Joomla & Drupal**

Practicals:

- Develop a comprehensive social media management plan for a chosen individual, business, or organization
- Presentation of social media management plan and rationale
- Develop a website of your own or for some business organisation

Suggested Readings:

- Adornato, A. (2017). Mobile and social media journalism: A practical guide. CQ Press.
- Bradshaw, S., & Howard, P. N. (n.d.). Challenging truth and trust: A global inventory of organized social media manipulation.

- Cordova, Michael (2017). Wordpress Websites For Business: How Anyone Can Maximize Website Performance And Results. Published by Wildblue Press
- Dobbs, Walter (2022). Wordpress: How to Build a Wordpress Website on Your Own Domain From Scratch. Published by Tyson Maxwell
- Hauschildt, Sofia (2010). CMS Made Simple 1.6: Beginner's Guide. Published by Packt Publishing Limited
- Katz, E., & Mays, K. (2019). Journalism & truth in age of social media. Atlantic Publishers & Distributors.
- Mehta, Nirav (2010). Choosing an Open Source CMS: Beginner's Guide. Published by Packt Publishing Limited; Illustrated edition
- Mortensen, M., Neumayer, C., & Poell, T. (2018, December 19). Social media materialities and protest. Routledge.
- Scott, D. M. (2018). The new rules of marketing and PR: How to use social media, online video, mobile applications, blogs, news releases, and viral marketing to reach buyers directly. John Wiley & Sons.
- Shrivastava, K. M. (2013). Social media in business and governance. Sterling Publishing.
- Siarto, A., & Cole, T. R. (2013). Monitoring & measuring social media: Monitoring and analyzing conversations in social media. Racom Communications.
- Smith, A. N., Fischer, E., & Yongjian, C. (2012). The social media management handbook: Everything you need to know to get social media working in your business. John Wiley & Sons.
- Solis, B. (2019). Lifescale: How to live a more creative, productive, and happy life. John Wiley & Sons.
- Wilson. (2019). The social media journalist handbook. Routledge. Atlantic Publishers & Distributors.
- Yates, Leopold (2022). Html Coding: Learn The Fundamentals Of Web Design With This Comprehensive Guide On Website Formatting. Notion Press, Chennai.
- Zarrella, D. (2010). The social media marketing book. O'Reilly Media.

Semester-III

MA-MBS ME 318- Cyber Security and Data Privacy

Marks-100
Theory 25, Practical 25
Credits: 2

Course Objectives:

1. To understand the principles of cybersecurity and data privacy.
2. To identify common cyber threats and vulnerabilities.
3. To explore encryption techniques and secure communication protocols.
4. To learn about legal and regulatory frameworks governing data protection.
5. To analyse case studies to apply theoretical knowledge to real-world scenarios.
6. To develop strategies for risk assessment and incident response.
7. Adaption of emerging trends and challenges in cybersecurity and data privacy.
8. Cultivation of ethical awareness in handling sensitive information.

Unit 1: Introduction to Cybersecurity

Overview of cybersecurity concepts, principles and terminology

Historical perspective and evolution of cyber threats and attacks

Types of cyber threats (e.g., malware, phishing, DDoS attacks)

Common attack vectors and techniques

Vulnerability assessment and penetration testing

Case studies of notable cyber attacks

Unit 2: Secure Communication and Cryptography

Introduction to Hardware Security

Operating System Principles

Computer Networking

Principles of cryptography

Basics of cryptography: encryption, decryption, hashing

Symmetric and asymmetric encryption

Cryptographic protocols and algorithms

Public key infrastructure (PKI) and digital signatures

Unit 3: . Network Security

Fundamentals of network security

Firewalls, IDS/IPS, and other network security tools

Secure network design and architecture

Virtual private networks (VPNs) and secure communication protocols

Information Security Management

Risk management and assessment

Security policies, standards, and procedures

Compliance and regulatory requirements (e.g., GDPR, HIPAA)

Security governance and organizational roles

Unit 4: Data Privacy Regulations and Compliance

Legal and ethical issues in cybersecurity

Overview of data protection laws: GDPR, CCPA, HIPAA

Privacy by design and default principles

Introduction to Application Security, Mobile Security, and Critical Infrastructure Security

Unit 5: Security Technologies, Incident Response, and Emerging Trends

Firewall and intrusion detection/prevention systems

Incident response planning and execution

Security issues in mobile and Internet of Things IoT devices

Introduction to Blockchain Technology

Secure Cloud Computing

Cloud computing fundamentals

Security issues and challenges in cloud environments

Cloud security architecture and controls

Secure cloud migration strategies

Ethical dilemmas in cybersecurity decision-making

Practical: Hands-on project or internship experience in a real-world cybersecurity environment

Application of knowledge and skills acquired throughout the program

Presentation of findings or project outcomes

Suggested readings

Brooks, C. J. (2020). *Cybersecurity Essentials*. Pearson.

Brown, R. S., & White, T. W. (2017). *Security Technologies: Concepts and Applications*. Cambridge University Press.

Garcia, E. R., & Davis, M. P. (2021). *Legal and Regulatory Frameworks in Data Protection*. Springer.

Jones, A. B., & Lee, C. D. (2018). *Cryptography: Theory and Practice*. McGraw-Hill.

Smith, J. K., & Johnson, L. M. (2019). *Data Privacy and Security: Principles and Practices*. Wiley.

Semester-IV

MA-MBS CC 401: Media Entrepreneurship and Innovation

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamentals of entrepreneurship and innovation in the context of media
2. To analyze successful media entrepreneurship ventures and identify key factors contributing to their success
3. To develop critical thinking and problem-solving skills to address challenges in media entrepreneurship
4. To explore innovative business models and strategies relevant to media startups
5. To cultivate skills in ideation, market research and prototype development for media innovations
6. To learn effective communication and pitching techniques for media entrepreneurship ventures

Unit 1

Introduction to Entrepreneurship

- Meaning, definition and concept of entrepreneurship
- Nature and scope of media entrepreneurship
- Historical overview and evolution of media startups
- Entrepreneurs versus inventors
- Growth of Entrepreneurship in India
- Characteristics of successful media entrepreneurs
- Challenges and risks in media entrepreneurship
- International versus domestic entrepreneurs
- Theories of entrepreneurship: Economic, Classical, Neo Classical, Psychological, Personality Traits, Need for achievement, Sociological, Anthropological entrepreneurial, Opportunity based Entrepreneurship theory, Resource based Entrepreneur, Financial Capital/ Liquidity, Social Capital or Social Network Theory
- Types of entrepreneurs: Clarence Danhof Classification, Arthur H. Cole Classification, Classification on the Basis of Ownership, Classification Based on the Scale of the Enterprise, Entrepreneurial Motivation – The Needs Framework, Manifest Needs Theory
- Entrepreneurship in print media, television, radio, digital, advertising and Public Relations
- Entrepreneurship in entertainment Industry

Unit 2

Identifying Opportunities and Starting the Media venture

- Startup Ecosystem in India
- Market analysis and identifying niche audiences
- Ideation techniques and opportunity recognition in media
- Developing the Entrepreneurial Mindset
- Taking Risks and Building Resilience on the Path to Innovation
- Sources of new Idea, methods of generating ideas, creative problem solving, opportunity recognition, product planning and development
- Business Structure, Creating a Business Plan, Market Size Analysis
- Pitching Ideas, Marketing Your Venture to Audiences
- Media and start ups, financial support for Business Plan
- Regulations to set up a new business
- Legal issues in setting up the organization, patents, business methods patents, trademarks, copyrights, trade secrets, licensing, product safety and liability, insurance, contracts
- Indian Contract Act, 1872
- Sale of Goods Act, 1930
- Securities and Exchange Board of India Act, 1992
- The Foreign Exchange Management Act, 1999
- The Competition Act 2002
- Limited Liability Partnership Act 2008
- Companies Act 2013
- Sustaining a Business, Managing cash flows, Employee Buy-in, Government Incentives and Resources

Unit 3

Revenue generation, Business Model Innovation and Recent initiatives

- Types of business models in media entrepreneurship
- Founders and their visionary leadership
- Strategic Intent, Vision, Mission, Organisational structure, restructuring,
- Revenue streams and monetization strategies
- Startup Funding: Introduction, Traditional Venture Funding, Non-traditional Funding Sources, Crowdfunding Funding options for media startups: bootstrapping, crowdfunding, venture capital
- Pitching and fundraising strategies
- Financial planning and budgeting for media ventures
- Strategies for scaling media entrepreneurship ventures: expansion, partnerships, and mergers.
- Recent initiatives including Start up India, Stand up India, Make in India, Digital India

- Skill development training programmes, Tech support and Proto type development centers, Incubators and Accelerators
- Ministry of Skill Development and their initiatives, NSDA, NSDC
- Product Decisions: Concept of a product; Classification of products
- Major product decisions; Product-line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. BCG, Ansoff Matrix
- Freelancing as Entrepreneurship and Consulting as Business Models

Unit 4

Market Research and MIS Marketing Trends

- Marketing Research: Meaning and scope of marketing research
- Marketing research process, steps involved in marketing research- areas of marketing research
- Big data Analytics and its use in Marketing process
- Marketing Information System (MIS): Need, Importance
- Elements of good MIS - components of MIS
- Applying entrepreneurial thinking and develop marketing plan
- Scaling: Growth Marketing
- Experiential Marketing, Post-modern Marketing, Marketing sustainability and ethics
- Managing service quality, Managing Service Brands; Managing Product- Support Services, Power of Digital in Global Targeting and Reach

Market Validation and Customer Development

- Techniques for validating media startup ideas
- Understanding Consumers and Customer Relations
- Customer discovery and user research methods
- Consumer needs, motives, Categories, influence of culture and subculture on consumer behaviour
- Purchase Pattern to understand needs and segment markets
- Minimum viable product (MVP) development and testing

Unit 5

Marketing and Branding for Media Startups

- Brand positioning and storytelling in media entrepreneurship
- Audience acquisition and engagement strategies
- Digital marketing techniques for media ventures

Managing Media Ventures

- Legal and regulatory considerations for media startups

- Team building and organizational culture
- Scalability and growth strategies

Ethical and Social Impact of Media Entrepreneurship

- Ethical dilemmas in media entrepreneurship
- Social responsibility and community engagement
- Case studies and reflections on the role of media in society

Practical:

- Research and analyze profiles of successful media innovators or entrepreneurs, identifying key characteristics, strategies and experiences that contributed to their success
- Presentation of media venture ideas and pitching ventures

Suggested Readings:

- Agarwal, G. (2016), Consumer Behaviour: Latest Edition, SBPD Publications.
- Berger, A. A. (2018). "Media and Communication Research Methods: An Introduction to Qualitative and Quantitative Approaches." SAGE Publications.
- Dahiya, S. , Digital First: Entrepreneurial Journalism in India (2023) OUP, UK
- Deuze, M. (2017). "Media Work." Polity Press.
- Dimmick, J., &Rothenbuhler, E. W. (2017). "The Routledge Handbook of Media Industries." Routledge.
- Doyle, G. (2016). "Understanding Media Economics." SAGE Publications.
- Kumar, V &Reinartz, Werner, (2018), Customer Relationship Management Concept, Strategy, and Tools, 3rd Edition , Springer-Verlag Berlin Heidelberg.
- Rajneesh Krishna, (2014), Consumer Behaviour, Oxford University Press; First edition.
- Roger D. Blackwe, Paul W. Miniard& James F. Engel, (2017), Consumer Behaviour Paperback , Cengage India Private Limited; Tenth edition.
- Rosen, R. (2016). "The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know." John Wiley & Sons.
- Suja R Nair, (2015), Consumer Behaviour An Indian Perspective, Himalaya Publishing.

Semester-IV

MA-MBS CC 402: Developing Business Plans

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the fundamental concepts and principles of business planning and its significance in organizational development
2. To analyze the internal and external business environment to identify opportunities and threats and to assess strengths and weaknesses
3. To develop skills in conducting comprehensive market research, segmentation and competitive analysis to inform strategic decision-making
4. To formulate effective business strategies tailored to specific organizational goals, including growth, diversification and market expansion
5. To apply financial planning techniques to create realistic forecasts, budgets and financial models to support business plans
6. To evaluate different approaches to resource allocation, risk management and sustainable business practices in the context of business planning
7. To apply project management principles to execute business plans effectively, including leadership, communication and stakeholder management
8. To integrate ethical considerations, cultural awareness and legal compliance into business planning processes
9. To present business plans confidently and professionally, and respond effectively to feedback and questions from stakeholders

Unit 1

Introduction to Business Planning

- Overview of Business Planning Process
- Importance of Business Plans in Organizational Development
- Types of Business Plans: Strategic, Operational, Tactical
- Setting Objectives and Goals
- Understanding the Business Environment
- SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats
- Identifying Target Markets and Customers
- Market Segmentation and Positioning
- Competitive Analysis
- Ethical and Legal Considerations in Business Planning
- Market Research Techniques (e.g., Surveys, Focus Groups)
- Developing a Strong Business Mission and Vision
- Building a Competent Management Team
- Crafting a Winning Business Model

Unit 2

Developing Business Strategies

- Strategy Formulation: Different Approaches
- Porter's Generic Strategy, Blue Ocean Strategy
- Growth Strategies: Market Penetration, Market Development, Product Development, Diversification
- Innovation and Entrepreneurship in Business Planning
- Strategic Alliances and Partnerships
- Resource Allocation and Management
- Risk Management Strategies
- Sustainable Business Practices
- Scenario Planning and Contingency Planning
- Customer Analysis and Understanding Needs
- Market Sizing and Forecasting Techniques
- Market Trends and Industry Analysis
- Global Market Opportunities and Considerations
- Developing Marketing Strategies for New Markets
- Distribution Channels and Sales Strategies
- Competitive Advantage Analysis
- Pricing Strategies for Growth
- Building a Sustainable Competitive Advantage

Unit 3

Financial Planning and Analysis

- Financial Statements for Business Planning (Income Statement, Balance Sheet, Cash Flow Statement)
- Financial Forecasting Techniques
- Budgeting and Resource Allocation
- Cost Analysis and Cost Control
- Revenue Models and Pricing Strategies
- Break-Even Analysis and Profitability Margins
- Cash Flow Management
- Capital Structure and Financing Options
- Valuation Methods
- Financial Ratios and Key Performance Indicators (KPIs)
- Financial Risk Assessment and Mitigation
- Developing Risk Mitigation Strategies
- Developing a Pro Forma Financial Model
- Funding Options and Capital Budgeting

- Contingency Planning for Unexpected Events

Unit 4

Implementation and Execution

- Action Planning and Implementation Strategies
- Project Management Techniques
- Leadership and Team Dynamics
- Communication and Stakeholder Management
- Monitoring and Evaluation of Business Plans
- Performance Measurement and Feedback Mechanisms
- Organizational Change Management
- Crisis Management and Business Continuity Planning
- Adaptation and Flexibility in Execution
- Continuous Improvement Processes
- Executive Summary: The Importance of a Strong Overview
- Company Description and Mission Statement
- Market Analysis and Target Audience
- Products and Services: Features, Benefits and Value Proposition

Unit 5

Market Expansion and Internationalization

- Market Entry Strategies: Exporting, Licensing, Joint Ventures, Foreign Direct Investment
- Cultural and Regulatory Considerations in International Business
- Assessing Market Potential and Demand in Foreign Markets
- International Marketing and Branding Strategies
- Supply Chain Management in Global Markets
- Managing Currency and Political Risks
- Intellectual Property Protection and Legal Issues
- Cross-Cultural Negotiation and Relationship Building
- Sustainable Development Goals and International Business
- Case Studies on Successful International Expansion
- Marketing and Sales Strategies
- Management Team Expertise and Experience
- Financial Projections and Funding Requirements
- Exit Strategy
- Formatting and Presentation of the Business Plan
- Pitching Your Business Plan to Investors

Practical

Business Plan Development Project: To develop a comprehensive business plan focusing on development, diversification, or market expansion for a chosen industry or organization. The project will involve conducting market research, financial analysis, strategic planning, and presenting the business plan to the class.

Developing a business plan for a hypothetical media startup or new ventured involving identifying market opportunities, formulating a business model, designing revenue streams, and outlining strategic objectives. Students can present their business plans and receive feedback from peers or industry professionals

Suggested Readings:

- Barney, J. B., &Hesterly, W. S. (2020). Strategic management and competitive advantage: Concepts and cases (7th ed.). Pearson.
- Dess, G. G., Lumpkin, G. T., Eisner, A. B., & McNamara, G. (2019). Strategic management: Creating competitive advantages (9th ed.). McGraw-Hill Education.
- Grant, R. M. (2019). Contemporary strategy analysis: Text and cases edition (10th ed.). Wiley.
- Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2019). Strategic management: Theory & cases: An integrated approach (13th ed.). Cengage Learning.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). Entrepreneurship (10th ed.). McGraw-Hill Education.
- Ireland, R. D., &Hoskisson, R. E. (2018). Understanding business strategy: Concepts and cases (4th ed.). Cengage Learning.
- Kotler, P., Keller, K. L., & Brady, M. (2019). Marketing management (15th ed.). Pearson.
- Mullins, J. W., & Walker, O. C. (2014). Marketing management: A strategic decision-making approach (8th ed.). McGraw-Hill Education.
- Pearce, J. A., & Robinson, R. B. (2018). Strategic management: Planning for domestic & global competition (15th ed.). McGraw-Hill Education.
- Timmons, J. A., Spinelli, S., &Zacharakis, A. (2019). New venture creation: Entrepreneurship for the 21st century (10th ed.). McGraw-Hill Education.

Semester IV

MA-MBS CE 404: Effective Leadership and Team Building

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To understand the theories and models of effective leadership.
2. To explore the characteristics and qualities of successful leaders.
3. To analyze various approaches to team building and development.
4. To develop skills in motivating and influencing team members.
5. To enhance communication and interpersonal skills essential for effective leadership.
6. To learn strategies for conflict resolution and managing team dynamics.
7. To examine the role of emotional intelligence in leadership and team effectiveness.
8. To apply leadership concepts and techniques in real-world scenarios through case studies and simulations.

Unit 1

Foundations of Effective Leadership

- Definition and importance of leadership
- Leadership theories: Trait theory, Behavioural theory, Contingency theory
- Leadership styles: Autocratic, Democratic, Transformational, Transactional
- Vision and goal setting
- Integrity and ethics in leadership
- Analysis of different ego states
- Analysis of Transactions
- Strokes and Life Position Empathy, Trust, Social Skills & Relationship Management
- Emotional Intelligence: Self- Awareness, Core emotions, Self-regulation, Understanding others

Unit 2

Building High-Performing Teams

- Characteristics of high-performing teams
- Stages of team development: Forming, Storming, Norming, Performing, Adjourning
- Strategies for building trust and cohesion within teams
- Motivation theories: Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory
- Building High-Performance Teams: The Rocket Model
- Importance of groups in organization
- Interactions in group
- Group Decision Taking

- Team Building
- Interaction with the Team
- How to build a good team

Unit 3

Importance and Influence of Communication

- Importance of effective communication
- Communication competence
- Different communication styles (e.g., assertive, aggressive, passive) and their impact on leadership and team dynamics
- Flow of Communication
- Strategies for clear, persuasive communication: framing, storytelling, nonverbal cues
- Importance of active listening in leadership and team interactions
- Techniques for empathetic communication and understanding diverse perspectives
- Providing constructive feedback: principles, best practices, and pitfalls to avoid
- Performance communication: setting expectations, goal alignment, and performance appraisal
- Challenges and opportunities of communication in virtual teams
- Cultural considerations in cross-cultural communication: language, norms, and values
- Power and influence in leadership
- Barriers of Communication
- How to overcome barriers of communication
- Motivation: Types of Motivation, How to motivate team members
- Building Trust and Motivation through Communication

Leadership Communication in Crisis and Change

- Communicating effectively during crises: transparency, empathy, and resilience
- Leading through organizational change: managing uncertainty and resistance

Unit 4

Conflict Resolution and Decision Making

- Types and sources of conflict
- Conflict resolution strategies: Collaborating, Compromising, Avoiding, Accommodating, Competing
- Identifying conflict response styles
- Identifying layers of a conflict
- Understanding conflict management process
- Decision-making models: Rational, Intuitive, Bounded Rationality
- Understanding Stress, Causes, Managing Stress

Unit 5

Ethical Leadership and Other Emerging Trends

- Ethical dilemmas
- Ethical decision making and ethical theories
- Emerging issues in leadership
- Technological Advancements and Digital Leadership
- Current trends shaping the future of leadership
- Emerging challenges and opportunities for leaders

Practical

- Case studies on successful leaders Indian and global
- Role-playing scenarios to simulate giving and receiving feedback in leadership and team contexts
- Project on leadership and team development

Suggested Readings:

- Bagchi, S. (2010). *The Professional: Defining the New Standard of Excellence at Work*. Penguin Random House India.
- Bhagat, R. S. (2011). *The Leadership Sutra: An Indian Approach to Power*. Penguin Random House India.
- Bhatt, A. K. (2019). *Win-Win Corporations: The Indian Way of Shaping Successful Strategies*. SAGE Publications India.
- Bhogle, H. (2014). *The Winning Way: Learnings from Sport for Managers*. Westland Publications.
- Buckingham, M., & Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently*. Gallup Press.
- Covey, S. R. (2004). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. Simon & Schuster.
- Desai, A. (2016). *The Wisdom of Gandhi on Leadership: 10 Principles to Guide Modern Leaders*. HarperCollins India.
- Duhigg, C. (2016). *Smarter Faster Better: The Secrets of Being Productive in Life and Business*. Random House.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Krishnan, V. (2012). *From Smart to Wise: Acting and Leading with Wisdom*. Jossey-Bass.
- Lencioni, P. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass.
- Northouse, P. G. (2018). *Leadership: Theory and Practice*. Sage Publications.
- Parthasarathy, A. (2009). *Discover the Diamond in You*. Penguin Random House India.
- Rao, S. (2006). *CEO's Secret Weapon: How Great Leaders and Their Assistants Maximize Productivity and Effectiveness*. Portfolio.
- Sinha, S. K. (2010). *The Essential Gandhi: His Life, Work, and Ideas*. Oxford University Press.

Semester-IV

MA-MBS CE 405: Risk and Crisis Management

Marks-100

Theory-75 Marks Practical 25 Marks

Credits: 4

Course Objectives:

1. To develop a comprehensive understanding of risk management principles and concepts.
2. To identify and assess different types of risks faced by organizations and societies.
3. To explore strategies for mitigating and managing risks effectively.
4. To understand the concept of crisis management and its significance in organizational resilience.
5. To analyze crisis management strategies and best practices for prevention, preparedness, response, and recovery.
6. To develop skills in crisis communication, leadership, and decision-making.
7. To examine ethical considerations and dilemmas in risk and crisis management.
8. To apply theoretical knowledge to real-world scenarios through case studies and simulations.
9. To enhance critical thinking, problem-solving, and decision-making skills in risk and crisis situations.
10. To collaborate effectively with team members and stakeholders in risk and crisis response efforts.

Unit 1

Introduction to Risk Management

- Definition and concept of risk
- Definition and Scope of Risk Management
- Types of Risk: Financial, operational, strategic and reputational
- Importance of risk management in organizations
- Risk management process: Identification, assessment, mitigation, and monitoring
- Enterprise Risk Management (ERM)
- Risk Management Standards and Frameworks
- Risk Culture and Organizational Resilience
- Emerging Trends in Risk Management
- Risk appetite and tolerance
- Role of stakeholders in risk management

Risk Assessment and Analysis

- Qualitative vs. quantitative risk assessment methods
- Probability and impact analysis
- Risk identification techniques and assessment: SWOT Analysis, Brainstorming, scenario analysis, and risk registers

- Risk mapping and heat maps
- Sensitivity analysis and scenario planning
- Monte Carlo simulation and other quantitative modeling approaches
- Key risk indicators (KRIs) and risk dashboards

Unit 2

Risk Mitigation Strategies

- Risk response strategies: Avoidance, acceptance, reduction, mitigation, and transfer
- Risk control measures, Countermeasures and techniques
- Diversification and hedging strategies
- Insurance and risk transfer mechanisms
- Contracts and legal agreements in risk management
- Business continuity planning and disaster recovery
- Risk communication and stakeholder engagement
- Ethical considerations in risk mitigation
- Enterprise Risk Management (ERM)
- Components of ERM Frameworks
- Integrating Risk Management into Strategic Planning
- ERM Implementation Challenges and Best Practices
- Case studies on successful risk mitigation strategies

Risk Governance and Compliance

- Corporate governance principles and risk oversight
- Role of the board of directors and executive management in risk governance
- Regulatory requirements and compliance standards
- Internal controls and risk assurance
- Risk reporting and transparency
- Risk management policies and procedures
- Risk-based decision-making
- Auditing and assurance of risk management processes
- Role of internal and external auditors in risk assessment
- Emerging trends in risk governance and compliance

Unit 3

Introduction to Crisis Management

- Definition and Scope of Crisis Management
- The Evolution of Crisis Management Theory
- The Importance of Crisis Preparedness
- Understanding Risk and Vulnerability Assessment

- Crisis Management Models and Frameworks
- Crisis Management Lifecycle: Prevention, Preparedness, Response, Recovery
- Crisis Management Planning and Implementation
- Crisis Management Team Roles and Responsibilities
- Legal and Regulatory Considerations in Crisis Management
- Crisis Management Technologies and Tools

Types and Causes of Crisis

- Natural Disasters and Environmental Crisis
- Technological Failures and Accidents
- Human-Induced Crisis: Sabotage and Terrorism
- Economic Crisis: Recession, Market Instability
- Public Health Emergencies and Pandemics
- Reputation and Brand Crisis
- Workplace Violence and Security Threats
- Cybersecurity Breaches and Data Breaches
- Political Crisis and Civil Unrest
- Supply Chain Disruptions and Product Recalls

Unit 4

Crisis Planning and Preparedness

- Crisis Planning and Policy Development
- Crisis Communication Planning
- Crisis Leadership and Decision-Making
- Business Continuity Planning (BCP)
- Disaster Recovery Planning (DRP)
- Crisis Simulation and Exercises
- Crisis Team Formation and Training
- Emergency Response Planning
- Technology and Tools for Crisis Preparedness

Crisis Response and Communication

- Crisis Response Strategies and Tactics
- Importance of Effective Communication in Crisis Situations
- Crisis Communication Strategies and channels
- Media Relations and Spokesperson Training
- Internal Communication and Employee Engagement
- Social Media Management in Crisis
- Stakeholder Communication and Engagement
- Reputation Management

- Public Relations in Crisis Management
- Ethical Issues in Crisis Communication
- Crisis Aftermath and Recovery Communication
- Evaluating Crisis Communication Effectiveness

Leadership and Decision-Making in Crisis

- Leadership Styles in Crisis Situations
- Crisis Leadership Challenges and Opportunities
- Decision-Making Models in Crisis Management
- Crisis Command and Control
- Crisis Negotiation and Conflict Resolution
- Psychological Factors in Crisis Leadership
- Building Resilient Organizational Cultures
- Leading Teams in High-Stress Environments
- Post-Crisis Leadership and Recovery Strategies
- Leadership Lessons from Past Crisis

Unit 5: Ethics, Evaluation, and Continuous Improvement

- Ethical Considerations in Risk and Crisis Management
- Corporate Social Responsibility in Crisis Management
- Crisis Management Evaluation Metrics
- After-Action Reviews and Lessons Learned
- Crisis Simulation Debriefing
- Implementing Lessons Learned and Recommendations
- Continuous Improvement in Risk and Crisis Management
- Future Trends and Innovations in Risk and Crisis Management
- Global Perspectives on Risk and Crisis Management
- Professional Development in Risk and Crisis Management

Emerging Trends in Risk Management

- Cybersecurity risks and data protection
- Climate change and environmental risks
- Geopolitical risks and global uncertainties
- Technological innovations and digital disruption
- Supply chain risks and resilience
- ESG (Environmental, Social, and Governance) risks
- Behavioural economics and psychological biases in risk management
- Risk management in the era of artificial intelligence and automation
- Integrating risk management into strategic planning
- Future outlook and challenges in risk management

Practical

- Analyze real-world case studies of past crises faced by organizations from various industries
- Through discussions and group activities, examine the challenges, strategies and outcomes of these crisis
- Develop crisis response plans tailored to specific case scenarios, incorporating risk assessment, communication strategies, leadership roles and recovery measures
- Create presentations of the developed response plans p for peer feedback and refinement of above strategies

Suggested Readings:

- Barton, L. (2001). *Crisis in Organizations II*. Butterworth-Heinemann.
- Beasley, M. S., Branson, B. C., & Hancock, B. W. (2013). *Enterprise Risk Management: An Executive Perspective*. John Wiley & Sons.
- Boin, A., Comfort, L. K., & Demchak, C. C. (Eds.). (2010). *Designing Resilience: Preparing for Extreme Events*. University of Pittsburgh Press.
- Comfort, L. K., & Kapucu, N. (2006). Inter-organizational Coordination in Extreme Events: The World Trade Center Attacks, September 11, 2001. *Natural Hazards*, 39(2), 309-327.
- Coombs, W. T. (2012). *Ongoing Crisis Communication: Planning, Managing, and Responding*. Sage Publications.
- Crouhy, M., Galai, D., & Mark, R. (2014). *The Essentials of Risk Management*. McGraw-Hill Education.
- DeMarco, T. (2016). *Risk Management for IT Projects: How to Deal with Over 150 Issues and Risks*. Auerbach Publications.
- Fink, S. (2013). *Crisis Management: Planning for the Inevitable*. Routledge.
- Fraser, J., & Simkins, B. (2016). *Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives*. Pearson FT Press.
- Harrington, H. J., & Esseling, P. (2016). *Risk Management in Healthcare Institutions: Limiting Liability and Enhancing Care*. CRC Press.
- Heath, R. L., & O'Hair, D. (2010). *Handbook of Risk and Crisis Communication*. Routledge.
- Hillson, D., & Murray-Webster, R. (2017). *Understanding and Managing Risk Attitude*. Routledge.
- Hopkin, P. (2017). *Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management*. Kogan Page Publishers.
- Hubbard, D. W. (2009). *The Failure of Risk Management: Why It's Broken and How to Fix It*. John Wiley & Sons.
- Kaplan, R. S., & Mikes, A. (2012). *Risk Management and Strategic Planning*. Harvard Business Review Press.

- Lam, J. (2014). *Enterprise Risk Management: From Incentives to Controls*. Wiley.
- Mitroff, I. I., & Anagnos, G. (2000). *Managing Crises Before They Happen: What Every Executive and Manager Needs to Know About Crisis Management*. AMACOM.
- Pearson, C. M., & Clair, J. A. (1998). Reframing Crisis Management. *Academy of Management Review*, 23(1), 59-76.
- Rosenthal, U. (1998). The Role of Culture in Crisis Management: An Inquiry into the Impact of Culture on the Crisis Management Process. *International Journal of Public Administration*, 21(5-6), 871-899.
- Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2016). *Effective Crisis Communication: Moving from Crisis to Opportunity*. Sage Publications.

Semester-IV

MA-MBS ME 406: Analyzing Annual Reports

Theory 25, Practical 25

2 Credits

Course Objectives:

1. To understand and analyze annual reports from leading media and entertainment companies, extracting insights from key sections such as business segments and corporate governance practices.
2. To gain proficiency in financial analysis concepts relevant to media management.
3. To develop skills in cash flow management tailored to the unique needs of media enterprises.
4. To identify and assess financial risks specific to the media industry, implementing risk management strategies to mitigate threats and uncertainties.
5. To examine the principles of corporate governance in media organizations and analyze their application through financial reporting and disclosures.
6. To explore non-financial performance indicators and ESG metrics relevant to media sustainability.

Unit 1

Analyzing Annual Reports

- Media and Entertainment Reports- FICCI, EY, KPMG, PWC
- Analysing Media Reports at Global levels
- Analysing Annual Reports of Media Businesses/ companies
- Business Segments
- Key Performance Indicators
- Environment, social and Governance overview
- Management Discussion and analysis
- Corporate Governance
- Business Responsibility and sustainability
- FDI in media

Comparative and Trend Analysis

- Conducting comparative analysis of financial data across media companies
- Interpreting trend analysis to identify patterns and insights in media financial performance
- Using historical financial data to forecast future trends and performance

Unit 2

Introduction to Financial Analysis in Media Management

- Overview of financial analysis concepts and techniques
- Importance of financial analysis for media management
- Introduction to annual reports and financial statements of media companies

- Analysing Balance sheets

Financial Performance Analysis

- Understanding profitability ratios and metrics in media businesses
- Analyzing liquidity and solvency ratios in media management
- Assessing efficiency ratios and productivity measures in media enterprises

Unit 3

Cash Flow Management in Media Enterprises

- Understanding the components of the cash flow statement in media companies
- Analyzing operating, investing, and financing cash flows in media businesses
- Managing cash flow to support media business operations and growth strategies

Risk Assessment and Management

- Identifying and assessing financial risks specific to media companies
- Evaluating market risks, operational risks, and regulatory risks in media management
- Implementing risk management strategies to mitigate financial threats and uncertainties

Unit 4

Corporate Governance and Financial Reporting

- Understanding the principles of corporate governance in media organizations
- Analyzing corporate governance practices through annual reports and disclosures
- Assessing the role of financial reporting in promoting transparency and accountability in media management

Unit 5

Non-Financial Performance Indicators and ESG Metrics

- Exploring non-financial performance indicators relevant to media sustainability
- Evaluating environmental, social, and governance (ESG) metrics in media management
- Integrating ESG considerations into financial decision-making and strategic planning

Practical: Case Studies and Applications

- Analyzing case studies of financial analysis in media management
- Applying financial analysis techniques to real-world media business scenarios
- Presenting findings and recommendations based on financial analysis insights

Semester-IV

MA-MBS ME 407: Critical Thinking and Decision Making

Theory 25, Practical 25

2 Credits

Course Objectives:

1. To understand critical thinking's role in media business management.
2. To develop analytical skills for problem-solving in media contexts.
3. To evaluate media content critically for credibility and bias.
4. To navigate decision making amidst uncertainty and risk in media environments.
5. To enhance communication for effective decision making in media organizations.

Unit 1

Introduction to Critical Thinking and Decision Making in Media Business Management

- Introduction to key concepts and frameworks in critical thinking and decision making
- Critical thinking and its importance in media business management
- Understanding the decision-making process and its relevance in media contexts
- Case studies highlighting the impact of effective and ineffective decision making in media businesses

Unit 2

Analytical Thinking and Problem Solving in Media Business Management

- Developing analytical thinking skills for identifying and defining problems in media contexts
- Techniques for gathering relevant data and information in media business decision making
- Applying problem-solving frameworks to address challenges in media business management
- Case studies and practical exercises focusing on real-world media industry problems

Unit 3

Evaluating Information and Media Content Critically

- Understanding the role of critical evaluation in media content creation and consumption
- Techniques for critically assessing the credibility and reliability of media sources
- Analyzing biases and agendas in media content and their implications for decision making
- Ethical considerations in evaluating and using media information for decision making

Unit 4

Decision Making under Uncertainty and Risk in Media Business Management

- Recognizing and assessing uncertainty and risk factors in media business decisions
- Strategies for making informed decisions amidst uncertainty in media environments
- Understanding the concept of risk management and its application in media contexts
- Case studies and simulations focusing on decision making under uncertainty in media business scenarios

Unit 5

Communication and Collaboration in Effective Decision Making in Media Business

- Importance of effective communication in the decision-making process within media organizations
- Techniques for facilitating collaborative decision making among diverse stakeholders in media business contexts
- Role of leadership in fostering a culture of critical thinking and collaborative decision making in media enterprises
- Practical exercises and role-plays to enhance communication and collaboration skills in media business decision making

Suggested Readings:

- Halpern, D. F. (2014). *Thought & knowledge: An introduction to critical thinking* (5th ed.). Psychology Press.
- Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
- West, R., & Turner, L. H. (2014). *Understanding intercultural communication: Negotiating a grammar of culture* (2nd ed.). Routledge.
- Hammond, J. S., Keeney, R. L., & Raiffa, H. (2015). *Smart choices: A practical guide to making better decisions*. Harvard Business Review Press.
- Covey, S. R. (2004). *The 7 habits of highly effective people: Powerful lessons in personal change* (Revised and updated ed.). Free Press.