

**MBA 290V-1/ENG290-5**  
**Innovation and Entrepreneurship in Telecommunications and Media**

Dr. Reza Moazzami

**REVISED September 2, 2008**

**Class Schedule**

Date: Tuesdays  
Time: 6:00 – 9:00 PM  
Location: C135 Cheit  
Office Hours: Tuesdays 4:45 - 5:45 PM or by appointment  
Office: F497 Haas School  
Email: rezam at haas dot berkeley dot edu

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**Course Description:**

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

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

Topics are covered through a series of case studies complemented by first-hand accounts from guest speakers.

**Requirements:**

A letter grade (no pass/fail option) for the course will be assigned based on the following:

Participation	40%
<u>Preparation</u>	<u>60%</u>
Total	100%

**Participation:**

Each week, you will earn a participation score based on your overall participation in course-related activities for that week. Course-related activities include the class session, email discussion list, and office hours.

Criteria for the participation score include

- promptness and regular attendance in class
- attentiveness during class
- adherence to class etiquette (see below)
- application of concepts and information gathered from the reading
- clear and concise comments relevant to the reading and/or class discussion
- ability to enhance the discussion through insightful analysis or probing questions
- relevant comments and follow-on discussion on the class email list
- quality of comments matters more than quantity

There are 14 class sessions (hence 14 participation scores) during the semester. Your top 13 participation scores will contribute to your overall participation score (40% divided by 13 or just over 3% of course grade per week) for the semester.

**Class Etiquette:**

- Be on time. Email me in advance if you expect to miss or arrive late to class.
- Food is only permitted during the class break. Beverages are permitted at all times.
- Laptops, cell phones, consumer electronics or similar devices will be turned off during the class session and left in your backpack or briefcase.

**Preparation:**

Every Wednesday I will email the reading and writing assignment to be completed before the next class session. You are expected to familiarize yourself with the reading material to (1) complete the written assignment and (2) prepare for class participation. Class time is intended to build on concepts and material introduced in the reading and to fill in gaps. You may have trouble following and participating in the class discussion if you have not completed the reading before class. The reading material is required even if you elect not to submit the written assignment for that week.

The written assignment consists of

- responses to a set of questions (usually 2-3) related to the reading
- two questions you propose to serve as a basis for discussion either in class or on the class email list

Written assignments are due via email on Tuesdays at 1 pm (i.e. 5 hours prior to the beginning of class on the day of the respective case discussion). Also submit a paper copy at the beginning of class on Tuesday. Please make sure your two questions are submitted in the same format/attachment as your responses to the assigned questions (e.g., your questions are included in the same pdf file as your responses, not separately in the body of your email). No late assignments will be accepted.

Responses should be no more than two pages in length (double-spaced) and outline clear and concise arguments with relevant supporting evidence (such as from the reading material or other sources) where appropriate to defend your position.

At the end of the semester, your top 8 responses will be used to determine your class preparation score. You may elect to only submit 8 out of the 11 assignments or submit additional assignments to make up for low scores. Note that the final course grade can suffer from missing even a single assignment as each assignment contributes 7.5% of the overall grade (60% divided by 8).

Written assignments are evaluated based on the following criteria:

- Demonstrate knowledge of key issues, concepts, and data from the assigned reading, other sources (list the source), and your own experience.
- Apply relevant analytical framework such as ecosystem, industry structure and value chain, four lenses, and others.
- Recognize implications of key positions advocated. Address likely future scenarios and anticipate how other participants may react in such scenarios.
- Communicate ideas clearly. Specify key assumptions. Avoid or justify contradictory and/or inconsistent statements.
- List references and other borrowed material. Limit quotes to one or two sentences and clearly mark them as quotes. You will be asked to sign a plagiarism statement during the semester.

Common pitfalls:

- Skipping the reading and focusing on the written assignment. The readings are selected to introduce concepts and raise issues with which you may not be familiar. Your grade is likely to suffer if you skip the reading.
- Advocating a position based on your own self-interest as a consumer/student rather than from the point of view of the parties relevant to the case. You have to demonstrate the ability to analyze situations from the perspective of different participants in the industry.
- Advocating a position based on your preferred ideology/belief system without providing sufficient supporting evidence and/or a compelling argument for how your stated position can be realized in practice.

POLICY ON WORKING IN GROUPS: Discussion of the reading or the written assignment with other students is encouraged but please submit individual responses to the questions.

**Reference and Supplementary Material:**

The following web sites are good sources of up-to-date news and information for the specified topics:

- Regulation: [www.regulateonline.org](http://www.regulateonline.org)
- Municipal Broadband: [broadbandproperties.com](http://broadbandproperties.com) [www.oplan.org](http://www.oplan.org) [muniwireless.com](http://muniwireless.com)  
[freepress.net/communityinternet](http://freepress.net/communityinternet)
- International Telecommunications: [telecommagazine.com](http://telecommagazine.com) [www.telecomweb.com](http://www.telecomweb.com)  
[www.americasnetwork.com](http://www.americasnetwork.com) [www.totaltele.com](http://www.totaltele.com)
- Asia: [www.telecomasia.net](http://www.telecomasia.net)
- Latin America: [www.convergencialatina.com](http://www.convergencialatina.com)
- Communications Technology: [www.cedmagazine.com](http://www.cedmagazine.com)
- Optical Networking: [www.lightreading.com](http://www.lightreading.com)
- Wireless Communications: [www.wirelessweek.com](http://www.wirelessweek.com)
- Telephony: [telephonyonline.com](http://telephonyonline.com)
- Broadband & Statistics: [point-topic.com](http://point-topic.com) [dslreports.com](http://dslreports.com) [telegeography.com](http://telegeography.com)
- Cable: [www.multichannel.com](http://www.multichannel.com)
- Broadcasting: [www.broadcastingcable.com](http://www.broadcastingcable.com)
- Advertising: [adage.com](http://adage.com)
- Film and Video Production: [www.filmjournal.com](http://www.filmjournal.com) [digitalcontentproducer.com](http://digitalcontentproducer.com)  
[www.studiodaily.com](http://www.studiodaily.com)
- Digital Cinema: [dcinematoday.com](http://dcinematoday.com) [digitalcinemareport.com](http://digitalcinemareport.com)
- Digital Media: [www.screendigest.com](http://www.screendigest.com) [dmwmedia.com](http://dmwmedia.com) [www.paidcontent.org](http://www.paidcontent.org)  
[streamingmedia.com](http://streamingmedia.com)
- Digital Media Law & Policy: [www.broadcastlawblog.com](http://www.broadcastlawblog.com)
- Radio and Music: [radioandrecords.com](http://radioandrecords.com)

The following sites provide more information on various industry groups and agencies:

- Telecommunications Industries Association (technology vendors): [www.tiaonline.org](http://www.tiaonline.org)
- US Telecommunications Association (local exchange carriers): [www.usta.org](http://www.usta.org)
- National Cable & Telecommunications Association (cable operators): [www.ncta.com](http://www.ncta.com)
- Competitive Telecommunications Association: [www.comptel.org](http://www.comptel.org)
- National Association of Broadcasters: [www.nab.org](http://www.nab.org)
- European Telecommunications Standards Institute: [www.etsi.org](http://www.etsi.org)
- European FTTH Council: [europeftthcouncil.com](http://europeftthcouncil.com)
- International Telecommunication Union: [www.itu.int](http://www.itu.int)
- Cable Television Labs (cable standards): [www.cablelabs.com](http://www.cablelabs.com)
- HomeGrid Forum: [www.homegridforum.org/home](http://www.homegridforum.org/home)
- IP TV Forum: [www.iptv-forum.com](http://www.iptv-forum.com)

- 3G Partnership Project: [www.3gpp.org](http://www.3gpp.org)
- CDMA Development Group: [www.cdg.org](http://www.cdg.org)
- Cellular Telecommunications and Internet Association: [www.wow-com.com](http://www.wow-com.com)
- Internet Engineering Task Force: [www.ietf.org](http://www.ietf.org)
- IEEE Standards Association: [standards.ieee.org](http://standards.ieee.org)
- North American Network Operators' Group: [nanog.org](http://nanog.org)
- Copyright Royalty Board: [www.loc.gov/crb/](http://www.loc.gov/crb/)
- Federal Communications Commission: [www.fcc.gov](http://www.fcc.gov)
- For statistics on OECD countries, refer to OECD website at [www.oecd.org](http://www.oecd.org) and the OECD Communications Outlook 2008 report.

**Course Content:**

<i>SEPTEMBER 2</i>	INTRODUCTION AND LONG-HAUL NETWORK INVESTMENT
<i>SEPTEMBER 9</i>	COMPETITION IN COMMUNICATIONS SERVICES
<i>SEPTEMBER 16</i>	INNOVATION IN COMMUNICATIONS SERVICES
<i>SEPTEMBER 23</i>	NETWORK INVESTMENT IN THE LAST MILE
<i>SEPTEMBER 30</i>	TECHNOLOGY AND STANDARDS I
<i>OCTOBER 7</i>	INNOVATION IN VIDEO SERVICES I
<i>OCTOBER 14</i>	TECHNOLOGY AND STANDARDS II
<i>OCTOBER 21</i>	INTERCARRIER EXCHANGES
<i>OCTOBER 28</i>	INNOVATION IN VIDEO SERVICES II
<i>NOVEMBER 4</i>	IMPACT OF BROADBAND AND COMPETITION POLICY ON INNOVATION I
<i>NOVEMBER 11</i>	HOLIDAY
<i>NOVEMBER 18</i>	IMPACT OF BROADBAND AND COMPETITION POLICY ON INNOVATION II
<i>NOVEMBER 25</i>	DEVICES AND PLATFORMS
<i>DECEMBER 2</i>	INNOVATION IN CONTENT DISCOVERY
<i>DECEMBER 9</i>	COURSE WRAP-UP