



The Lee Kong Chian School of Business
Academic Year 2023/24
Term 2

MGMT345 DIGITAL MEDIA, ENTERTAINMENT & E-COMMERCE ECOSYSTEM

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COURSE DESCRIPTION

This course is designed to help students develop an in-depth understanding and analysis of strategic business challenges and opportunities in the dynamic and complex environment of Digital Media and Entertainment E-Commerce Ecosystem (DMEEE) in Asia. Value co-creation is an integral performance outcome in digital platform ecosystems. In developing their digital strategies, leading companies in these systems increasingly aggregate and analyze data from both e-commerce activities and media content consumption to gain a multifaceted understanding of their customers, and to develop deep knowledge about media, entertainment, and e-commerce. As tech titans like Amazon, Netflix, Alibaba, Tencent, and Bytedance redefine the DMEEE landscape in Singapore and Southeast Asia, other ecosystem players including media firms, entertainment firms, manufacturers and retailers are presented with the challenge of developing their own digital strategies to thrive. This elective will introduce key concepts in strategic management in DMEEE and involve students in real-life strategic business challenges from **Mediacorp**, Singapore's leading media and entertainment group, and **JUMBO Group**, a leading multi-dining concept F&B group which owns JUMBO Seafood, and Love, Afare.

Participants will have the opportunity to engage business leaders in project discussions.

LEARNING OBJECTIVES

By the end of this course, students will be able to:

- Demonstrate a deep understanding of the key concepts in Strategic Management in Digital Media and Entertainment E-Commerce Ecosystem (DMEEE).
- Identify key learning and experiences from the real-life strategic business challenge proposed by Mediacorp, & JUMBO Group.
- Explain how changes in the DMEEE could lead to new high-growth opportunities for Singapore.
- Explain how the differences in the consumer consumption of digital media, entertainment and e-commerce for Asians and non-Asians will impact the digital strategy in DMEEE
- Identify and analyze potential strategic business opportunities in Asia.
- Develop an innovative digital strategy to compete in DMEEE in Asia.

PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)

Please refer to the Course Catalogue on OASIS for the most updated list of pre-requisites / co-requisites for this particular course. Do note that if this course has no co-requisite.

ASSESSMENT METHODS

(a) Class Participation:	20%
(b) Group Project: Interim Presentation	10%
(c) Group Project: Final Presentation	40%
(d) Reflective 'Lessons Learnt' Article:	30%
Total:	100%

INSTRUCTIONAL METHODS AND EXPECTATIONS

Class Participation: Class participation includes attendance, constructive contribution to class discussions, and written comments. The ability to think analytically and critically, and to develop those thoughts into an oral argument, is a crucial skill in the business world. Distinctive, insightful, and engaging comments and good questions are required to achieve a high grade in this component. High quality comment on a regular basis is the key for you to be distinguished from your peers. This course involves the discussion of both readings and cases, and discussion with guest speakers.

Group Project: You will be assigned into project groups by the instructor to work on a strategic business challenge given by Mediacorp or JUMBO Group. You can choose to work with one (1) buddy. Please email the name of your buddy by week #2 to your TA. Otherwise, we will randomly assign you into your project group. You will be given a list of project topics to choose from. I will brief more about the Group Project in class.

Marks amongst individual members in group projects may differ as a confidential peer evaluation system will be conducted. This is to minimize the chance of free-riding in the group projects. Each participant in a group will assess his/her team-mates' efforts/contribution. The assessments will be held in the strictest confidence and will not be divulged to any team member.

Final Reflective 'Lessons Learnt' Article: Towards the end of the course, each student will have to write and submit a 'Lessons Learnt' article of 2000 words(+/- 20%), with the most relevant learning points and insights. There are plans to publish these articles provided they are of excellent quality.

CONSULTATIONS

Consultations hours will be announced in class.

CLASS TIMINGS

The course is taught in 12 sessions over 13 weeks in Term 2. Each session is 3-hour.

RECOMMENDED TEXT AND READINGS

There are no prescribed texts for this course. Readings, including articles from academic journals and popular business journals, are available electronically in the SMU library online journal collection. The instructor will compile a digital course pack including selected articles and cases for you to purchase.

UNIVERSITY POLICIES

Academic Integrity

All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences.

All work (whether oral or written) submitted for purposes of assessment must be the student's own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offense.

When in doubt, students should consult the instructors of the course. Details on the SMU Code of Academic Integrity may be accessed at <https://oasis.smu.edu.sg/Pages/DOS-WKLSWC/UCSC.aspx>.

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Accessibility

SMU strives to make learning experiences accessible for all. If you anticipate or experience physical or academic barriers due to disability, please let me know immediately. You are also welcome to contact the university's disability services team if you have questions or concerns about academic provisions: DSS@smu.edu.sg. Please be aware that the accessible tables in our seminar room should remain available for students who require them.

Digital Readiness for Teaching and Learning (DRTL)

As part of emergency preparedness, instructors may conduct lessons online via the Zoom platform during the term, to prepare students for online learning. During an actual emergency, students will be notified to access the Zoom platform for their online lessons. The class schedule will mirror the current face-to-face class timetable unless otherwise stated.

CLASS SCHEDULE (subject to changes)

Week	Topics	Details
1	Course Introduction Course overview and DMEEE Mediacorp: Corporate Introduction & Strategic Business Challenge	Introduction & lecture by Course Instructor Briefing by Mediacorp
2	Strategic Management in DMEEE JUMBO Group: Corporate Introduction & Strategic Business Challenge	Lecture by Course Instructor Briefing by JUMBO Group
3	Disruptive Innovations in DMEEE Guest Speaker Session with Mediacorp	Lecture by Course Instructor Industry Insights Interact and advise on group projects
4	Data Science & AI in DMEEE Guest Speaker Session with JUMBO Group	Lecture by Course Instructor Industry Insights Interact and advise on group projects
5	Agility in DMEEE Guest Speaker Session with Mediacorp	Lecture by Course Instructor Industry Insights Interact and advise on group projects
6	Monetization Strategies in DMEEE Case Discussion on "From Broadcaster to National Media Network: Tracing Mediacorp's Evolution to a Transmedia Ecosystem" (SMU-22-0013: https://cmp.smu.edu.sg/case/5536) Session with JUMBO Group	Lecture by Course Instructor Case Discussion with Course Instructor Interact and advise on group projects
7	Disruptive Innovator in the U.S Guest Speaker Session with Mediacorp	Lecture by Course Instructor Industry Insights Interact and advise on group projects
8	Mid-term break (no class)	

9	<p>Global Disruptive Innovator</p> <p>Case Study: TikTok's Rise to Global Markets Buy case https://hbsp.harvard.edu/import/964184</p> <p>Guest Speaker</p> <p>Session with JUMBO Group</p>	<p>Lecture by Course Instructor</p> <p>Case Discussion with Course Instructor</p> <p>Industry Insights</p> <p>Interact and advise on group projects</p>
10	<p>DMEEE in Asia: Eagle & Dragon</p> <p>Case Study: China's Tencent: Leading the Way in Monetizing Platforms Buy case https://hbsp.harvard.edu/import/964184</p> <p>Interim Presentations to JUMBO Group</p>	<p>Lecture by Course Instructor</p> <p>Case Discussion with Course Instructor</p> <p>Feedback from JUMBO Group</p>
11	<p>Interim Presentations to Mediacorp</p> <p>Guest Speaker</p>	<p>Feedback from Mediacorp</p> <p>Industry Insights</p>
12	<p>Final Presentations to JUMBO Group</p>	<p>Final Feedback and Evaluation from JUMBO Group</p>
13	<p>Final Presentations to Mediacorp</p> <p>Course Wrap Up</p>	<p>Final Feedback and Evaluation from Mediacorp</p> <p>Course Instructors</p>