COMMUNICATION AND MEDIA MANAGEMENT (GABELLI GRADUATE) (CMGB)

CMGB I. MEDIA MANAGEMENT WORKSHOP. (3 Credits)
This course will take an in-depth look at the Strategies, Plans, and Programs developed and implemented by Media Industry Executives to help their businesses survive and thrive in an increasingly changing and competitive media environment. The course will include case studies, topic-specific projects, and reviews of current industry trends, issues, and opportunities. Media industry executives and subject matter experts will be asked to guest lecture certain classes to provide a practical perspective about how to address and solve industry challenges. The class will look at the business’ audience and marketplace dynamics, content offerings, media distribution and delivery platforms, branding, marketing, business models, and Operations. We will also review how a business’ Mission, Vision, Strategic Plan, Goals, Strategies, Priority Initiatives, Operating Plans, Financials, etc., create a successful business. The course includes lectures, discussion and guest speakers along with current articles and other readings, video materials, and digital sources. Whenever possible, the course draws on Fordham’s unique setting in New York City, the media capital of the world.

CMGB 75AB. THE POWER OF OPEN KNOWLEDGE. (3 Credits)
This is a hybrid course and include active participation in MOOC (Massive Open Online Learning Course). The goal of this course is to prepare business students to the foundations of open knowledge creation, use, dissemination, and evaluation, to collaborate with professionals from other cultures and disciplines, and to work effectively in rapidly changing knowledge environments. It has been designed to help students develop a high level of self-determination in their own learning, which is a critical skill for future professional success.

CMGB 75AC. ORGANIZATIONAL COMM & THEATER. (3 Credits)
In this course students critically analyze theatrical works about business and leadership issues using through the lens of organizational communication theories. Throughout the semester students analyze a range of theatrical works and performances through readings, guest lectures, and attendance at theatrical events outside of class. Upon completion of the course students will have developed a unique perspective on how theatrical works bring organizational communication concepts and theories to life.

CMGB 75AD. THE STORYTELLING PROJECT. (3 Credits)
In this course students apply narrative theories from multiple disciplines - communication, psychology, literature, neuroscience, and theater - to critically analyze the anatomy of effective and persuasive stories. Investigating historical folklore and contemporary narrative paradigms from the 21st century, students analyze why some stories and forms are more persuasive, inspiring, and mythic than others. Through practice and developmental coaching, students enhance their own repertoire of persuasive storytelling abilities and discover their own authentic and rhetorical voices.

CMGB 75AE. GRADUATE STUDY TOUR POLAND. (3 Credits)
Media and technology industries in Poland and Central Europe Study Tour Course for Graduate Business students Krakow, Poland.

CMGB 75AF. BUSINESS & ENTERTAINMENT. (3 Credits)
This course will give students the opportunity to analyze different entertainment artifacts (television programs, movies, theatrical productions, and written publications) using a curated body of academic organizational communication theories.

CMGB 75AG. INTENSIVE SECTOR ANALYSIS: TV. (3 Credits)
Television has been one of the cornerstones of media for over 75 years and has become a medium through which we understand and study our culture. From the Moon Landing to “Who Shot JR”, to the White Ford Bronco chase, to the 2016 presidential election, television has helped to shape our industrial paradigms, social trends, and culture, and has served as a mirror to society. This class will study the sociocultural issues and effects associated with television by looking at it from various angles - including social, economic, political, and entertainment perspectives - and by reviewing the past, present, and future of television.

CMGB 75AH. PROFESSIONAL COMMUNICATION. (3 Credits)
This course will prepare you for communicating in the workplace with multiple levels in an organization. We will examine group communication, decision making in organizations, professional presentations, and strategic communication, including issues and solutions for each. This course is appropriate for multiple levels in an organization, and you do not need a background in communication. It will help you better communicate at work whether you are a seasoned communicator or a novice wanting to improve.

CMGB 759A. THE MUSIC BUSINESS. (3 Credits)
This course is an introduction to the music industry from the analysis of demographic trends to the signing of new performers, contracts, copyright issues and connections to the digital economy. The full range of marketing and distribution topics will be discussed, including advertising and promotion, pricing, packaging, the new digital economy and financial consequences. Both U.S. and international marketing will be examined. Special emphasis will be placed on today’s new media and the role of the Internet in the future promotion of recorded music. The course will include lectures, discussion and guest speakers, along with texts and supplemental readings.

CMGB 759B. SPORTS MEDIA& PROMOTIONAL COMM. (3 Credits)
Sports Media and Promotional Communication examines the mass media industry in relation to the sports field. The sports industry is unique in its economic structure and its consumers – the sports fans. The course focuses on the “off-the-field” industries of television, digital communication, advertising, sponsorship, marketing, and public relations that greatly impact all sports. The course looks at various sports as well as various forms of media and various promotional communication strategies. Students will get an understanding of the industry today, as well as learn about the history of the sports media and the pivotal people who helped shape the field.
CMGB 759C. MANAGING ACROSS MEDIA. (3 Credits)
This course considers how media and entertainment industries are led and managed at a time when there is a clash between traditional media companies and functions and those that are distinctly a product of the digital age. Multi-media firms like Time Warner, Disney, and Viacom sit alongside mostly concerned with a single media industry, such as newspapers and magazines. At the same time the great search engines like Google and Yahoo! have emerged as full-blown media companies. And traditional companies have acquired new entities like YouTube and MySpace and various networking sites which are redefining media, media content and distribution. Everything is changing and understanding how to navigate, manage and lead at such a time is a profound challenge. Arguing persuasively that they are truly different from other corporate entities, these industries are often idiosyncratic and nuanced due to what they regard as their special legal franchise, their quasi-regulated nature and other factors. This course will explore those assumptions in the context of the major media industries and will be adjusted to the interests and needs of students in the course.

Attribute: ABEP.

CMGB 759E. PERSUASION & INFLUENCE IN COMM. (3 Credits)
The ability to present an idea or proposal persuasively has been identified as a critical requirement for advancement to top management (for example, see Harvard Business Review, May-June ‘98 Conger’s “The Necessary Art of Persuasion”). Influence has come to replace authority as the means of gaining commitment (buy-in) from senior management, boards of directors, direct reports, larger constituencies. One’s ability to persuade can make or break a career. The Wall Street Journal (11/4/03, Managing Your Career column) pointed out the earnings consequences of not having persuasion skills. This course provides students with insight into the dynamics associated with the process of influencing others—individuals, groups, or other constituencies. The class will examine leading theories addressing the factors affecting persuasion attempts. The skills required to present a proposal effectively, including anticipating and addressing likely objections, are a main focus of study, discussion and practice. Negotiation theory and techniques are examined and applied to such matters as achieving a promotion and compensation increases. CEOs and others in management positions find the ability to persuade essential in communicating everything from a vision for the firm to a believable response to a client problem. A survey of performance evaluation forms used by organizations to assess an executive’s abilities reveals most firms specifically rate a manager’s skill at persuasion. Persuasion and Influence seeks to take current and future business leaders through the process of assessing relationship problems to devising creative strategies. Students work on practical business situations and create approaches to responding to problems. Securing an MBA-level position or internship...including one in an industry different from a candidate’s prior work experience, often is a challenge. Getting fully valued at one’s current employer presents a similar difficulty. Since doing either of these requires insights and abilities similar to those entailed in the creation and implementation of any persuasive endeavor, students are allowed to work with the professor on their own career plans as an applied exercise in the first part of the term (or choose a present workplace persuasion opportunity, e.g., looking to advance a new idea or work on a persuasive presentation). Graduates report that the use of principles learned in this course result in far more invitations for job interviews than the response level to be expected. The course then focuses on influencing group decisions through persuasive presentations, and communicating with larger constituencies. The goal of the course is nothing less than equipping MBA candidates to be in command of themselves at all times, in all situations...becoming a person of greater influence and impact.

CMGB 759F. GLOBAL MEDIA. (3 Credits)
This course takes up the concept and practice of global media ranging from large multinational firms to smaller entrepreneurial efforts. Media of major regions of the world—Europe, Latin America, Africa, Asia and the Middle East will be considered.

Attribute: ABIB.

CMGB 759G. MOTIVATION & INFLUENCE. (3 Credits)
This MBA course is designed to enable students to master and apply several prominent theories of motivation and influence. The communication skills necessary for effective leadership are honed through a series of exercises, including experimentation with different techniques.

CMGB 759H. ECONOMICS OF MEDIA INDUSTRIES. (3 Credits)
The course examines the central economic concepts relevant to understanding the structure and behavior of media industries, to understanding audiences in their consumption of media products, and to understanding the end-user technologies and networks used to distribute media content.

CMGB 759I. MEDIA MANAGEMENT WORKSHOP. (3 Credits)
Media management workshop.

CMGB 759J. LEADERSHIP W/PUB RELATIONS. (3 Credits)
This course examines real-world public relations campaigns and case studies, current and historic. Through readings, discussions and projects, students learn to strategize, make recommendations and review ways a public relations professional develops and executes a campaign in situations, crises or brand recognition with the intention to shape favorable public opinion.

CMGB 759K. MOTIVATION & COMMUNICATION. (3 Credits)
This course examines the links between communication and motivation theory to current leadership challenges, including restoring morale in a work force following a traumatic event (layoffs, restrukturings, etc.).

CMGB 759L. COMM FOR ENTREPRENEURS. (3 Credits)
This advanced course, granted an “Entrepreneurship and Venture Initiation” (ENT) designation, will help you launch your venture. Specifically, this class with help you: (1) Pitch your ideas with clarity and confidence. (2) Sell your ideas to critical stakeholders. (3) Brand yourself and establish your credibility in less than 60 seconds. (4) Spin your ideas so they “stick” in a crowded marketplace. (5) Gain valuable feedback about your ideas, brand, and expertise.

Attribute: ABEP.
CMGB 759M. MGMT & COMM FOR GLOB SUST: SOC & ENV
RESPONSIBLE BUS. (3 Credits)
This is a foundation course for those interested in learning about
global business sustainability and power and influence strategies that
are effective within business organizations and in the marketplace.
Readings, guest lectures, films, and case studies of for-profit companies
and entrepreneurial ventures will demonstrate the strategic decision-
making, communication, and negotiation challenges and opportunities
faced by corporate leaders and entrepreneurs as they develop more
socially and environmentally responsive business models. Power
and influence strategies and skills related to effecting change toward
global sustainability will be emphasized. The course will help class
members become change leaders driving organizational change of
any kind (economic, environmental, social, and other). This course is
not a "read-and-take-the-exam course." Instead, class members will
develop and present (orally and in writing) an individual project – for
example, an analysis of a particular company's or sector's change
strategy, or a proposal for advancing change in their own company or
other organizational setting. We seek students seriously committed to
learning how to use problem analysis, stakeholder mapping, and systems
thinking to diagnose business opportunities and obstacles, and then
apply strategic decision making, communication, and negotiation skills
to make change happen. Also offered as MGGB 769M.
Attribute: ABGS.

CMGB 759N. MOTIVATION & COMMUNICATION COMPLETELY ONLINE.
(3 Credits)
This course examines the links between communication and motivation
theory to current leadership challenges, including restoring morale in
a work force following a traumatic event (layoffs, restructurings, etc.).
Students will learn of the latest research findings in intrinsic and
self-motivation, a distinctive type of drive which has been shown to correlate
with better performance, greater creativity, lower turnover, and less
stress-related illness. MBA-candidates will have the opportunity to
master the science and art of creating a work environment in which
this superior type of motivation flourishes. Topics include mitigating
interpersonal conflict in groups, confronting and changing unproductive
employees, and communicating matters pertaining to compensation,
performance evaluation and team building. Students' experiences as
well as case studies serve to bring lively issues to the classroom each
session. The course includes the professor's concept of psychological
fusion – how it is that other people can often "make us feel.".

CMGB 759O. INTERNATIONAL COMM & NEG. (3 Credits)
Addresses three broad topics: 1. Culture and Behavior: How culture,
and cultural differences, affect human behavior in general and
communication in particular. 2. Culture and business communication
needed adaptations in correspondence, presentations, and meeting
behavior to accommodate cultural differences 3. Culture and Negotiation.
How culture becomes a factor in business negotiations, how it changes
"the game".

CMGB 759P. PRESENTATIONS FOR BUSINESS. (3 Credits)
Being a great speaker elevates your success, bolsters your credibility, and
gives you a competitive edge. This intensive, high-impact course will help
you learn to speak with clarity and conviction, develop a strong rapport
with an audience, and confidently persuade others to take action. There
is one mandatory in-person intensive workshop the first week of classes.
You must attend this workshop or you may not enroll in this course. The
rest of the course may be completed entirely online; there are no weekly
(live or virtual) meetings.

CMGB 759Q. THE EXECUTIVE PLAYBOOK. (3 Credits)
This course covers all aspects of planning, strategy, personnel, budgeting
and other aspects of operational media leadership and management in
an information industries firm and is taught by John Sateja, the Executive
Vice President for Consumer Reports.

CMGB 759R. SOCIAL MEDIA. (3 Credits)
This course examines the phenomenon of social networking as a
business as it has evolved from start-ups to large scale firms. Social
networking is treated in the context of New, Digital media generally with
attention to business models, the role of advertising and other relevant
issues. Benefits and hazards of social media, including search, will
be discussed. The course will be taught by Athan Stephanopoulos of
Gorillaspot.com, an interactive social media platform that allows content
publishers and advertisers to reach audiences through the social web,
and who has taught New Media courses at Fordham previously. Guest
speakers will include leading executives and managers from New Media
and social networking firms.

CMGB 759S. COMM FOR MANAGERS & BUS LEADER. (3 Credits)
This course focuses on the role of effective communication for
management personnel and leaders in business enterprises. Includes
public speaking and written communication through various channels
and platforms to key clients and constituencies. What makes an effective
senior manager or executive in terms of communication strategy, style
and follow through is emphasized in the course. Practical exercises and
formal presentations are given and critiqued.

CMGB 759T. COMM WITH HIGH LEVEL EXECS. (3 Credits)
The objective of this course is to enable students to develop analytic and
communication skills in realistic contexts that managers are likely to
encounter in global business. The course is designed around a series of
interviews conducted by the instructor with major world leaders (Nelson
Mandela, Benjamin Nethanyahu, Benazir Bhutto, Bill Clinton and others).
Students will observe and critically analyze the communication content
in the interviews and will participate in individual and group role play
simulations to actively develop speaking and negotiating skills.

CMGB 759U. MEDIA ENTREPRENEURSHIP. (3 Credits)
Media Entrepreneurship is an active learning course to provide
students with knowledge and tools to take their own idea for a media or
communications innovation and determine the feasibility of launching it
as a business. Students will work in teams to brainstorm ideas, separate
out those that are real opportunities and choose one. Through the
course of the semester they will work through the market feasibility,
strategy, planning, capital and operations budgeting. They will identify
sources of start-up capital. The final product produced by each team is a
comprehensive business plan suitable for launching a real business. They
will “pitch” their plan to a panel of angel and/or venture capital investors.
This course is designed for both students planning to pursue careers as
entrepreneurs and those who wish to learn more about small business
management in the information age. Topics include entrepreneurship,
planning and budgeting, innovation, unique challenges of managing a
small media or communication technology firm. Articles and case studies
are employed to illustrate successes and failures in the information and
media sectors. Classroom time is devoted to lecture, project work and
discussion.
Attribute: ABEP.
CMGB 759V. INNOVATION IN MEDIA BUS MODELS. (3 Credits)
This course focuses on developing an understanding of the factors that contributed to the emergence, institutionalization, and decline of traditional media business models, as well as exploring, assessing, and critiquing the wide range of new and innovative business models that are emerging in the digital media environment. Students will draw upon these analyses to develop new business models or innovative variants of existing business models for discussion and critique.

CMGB 759W. EXECUTIVE PRESENTATION SKILLS. (3 Credits)
CMGB 759X. MOBILE COMMERCE & APPLICATIONS. (3 Credits)
Roughly two-thirds of the world’s population participates in the new mobile economy. Leveraging the mobile marketplace requires a conceptual understanding of mobile-commerce as well as the practical skills needed to create the next generation of wireless enabled goods and services. This course will provide both, using a combination of global case studies and hands-on experience in building mobile applications for handheld device.

Attributes: ABEB, ABIB.

CMGB 759Y. EFFECTIVE BUSINESS COMMUNICATION. (3 Credits)
Communication skills are a vital component of every aspect of business life, and understanding their techniques is essential both to a successful education and a successful career. This is a non-theoretical, practical course that is a highly interactive experience. It will reinforce the basics of business communication strategy and delivery; assignments will include written documents and oral presentations; and you will present both individually and in teams.

CMGB 759Z. GAINING GLOBAL BUS PERS:GALWAY. (3 Credits)
This course provides students the opportunity to travel to Galway, Ireland and participate in a week-long study program that will focus on global business from an Irish perspective. The objectives of the course include: Understand the business environment in Ireland, Understand the role of multinational versus start-up organizations within Ireland; Identify benefits to investing in Ireland; Practice key communication skills for global business. The course will include academic sessions and industry site visits. Participants of the course will include Executive MBA students, MBA students, eligible MS students, and executive education participants. Please click here for more information. Please contact Francis Petit, Associate Dean at petit@fordham.edu for additional information on registration, logistics and cost. Professor Dr. Meghann L. Drury, Ph.D., M.A., H.Dip.B.S. Assistant Professor, Communication and Media Management.

Attribute: ABIB.

CMGB 7500. MEDIA SYSTEMS & MARKETS. (3 Credits)
Introduces students to all of the key elements that constitute contemporary media systems and to the key stakeholders in—and evolving dynamics of—contemporary media markets. Includes comparative analyses of international media systems and the economic, technological and regulatory parameters under which they operate. Also provides historical, economic and technological perspectives on the evolution of media systems and markets. PREVIOUSLY TITLED: MEDIA & COMMUNICATION INDUSTRIES.

Attribute: ABEB.

CMGB 7525. CROSS CULT. NEG & COMM. (3 Credits)
Explores how cultural differences and international settings affect business communication and negotiation—key skills for managers who seek to get solutions accepted and implemented. The dimension of culture is used to increase the student-managers’ self-awareness and reflection and to build flexibility in their conceptual understandings and skills. Emphasizes specific strategies, styles and techniques that help the negotiator/communicator.

Attributes: ABGS, ABIB.

CMGB 7528. COMM NEGOTIATION& CONFLICT RES. (3 Credits)
Negotiation and conflict resolution are part of the everyday life of managers, yet few managers know how to approach negotiation and conflict resolution in systematic ways. This course develops students’ appreciation of different negotiation models and exposes them to game theory and cognitive theory approaches. Applying these concepts will help students to enhance organizational and personal effectiveness, make better deals, improve working relationships and break through stalemates and deadlocks. Selected readings will be supplemented by hands-on exercises in a highly interactive learning environment. Concepts and exercises increase in sophistication and complexity as the course progresses. The course is appropriate for both those new to negotiation and conflict resolution and those with prior experience.

CMGB 7530. INNOVATION IN MEDIA BUSINESS MODELS. (3 Credits)
This course examines the factors that have contributed to the emergence, institutionalization, and decline of traditional media business models, as well as exploring, assessing, and critiquing the wide range of new and innovative business models that are emerging in the contemporary media environment. Students will draw upon these analyses to develop new business models or innovative variants of existing business models for discussion and critique.

Attribute: ABEP.

CMGB 7531. COMM CORP IMAGE RESPONSIBILITY. (3 Credits)
Demonstrates the value of pragmatic public relations activities through basic principles, case studies and guest speakers. Examines how inept communications and resulting public perceptions can create or deepen corporate crises. Stresses criteria for selecting outside counsel, establishing relationships with the media and communicating with employees and stockholders. Also offered as MKGB 7782.

Attribute: ABGS.

CMGB 7534. LEADERSHIP WITH PR. (3 Credits)
Examines the use of public relations strategies to replace or augment more traditional communications efforts. Agency publicists and company representatives discuss this trend. Case studies illustrate how techniques such as video press releases, expert spokespeople and inventive news pegs are used as part of an overall communications plan.

CMGB 7537. CRISIS COMM & MEDIA STRATEGIES. (3 Credits)
Explores the experiences of both instructor and guest speakers in managing public battles, including strategies, flash points, media relations, chains of causality and often-critical personalities. Crises include product poisonings, tanker groundings, nuclear accidents and other disasters that come without warning.

Attribute: ABIB.
CMGB 7540. INTENSIVE SECTOR ANALYSIS: MUSIC BUSINESS. (3 Credits)
This course has a rotating focus each semester that it is offered; but in each instance will involve an intensive focus on a single industry sector. Specific sectors that will be the subject of semester-long intensive analysis include the Television Industry, the Music Industry, and the Motion Picture Industry. Students will apply the analytical skills and conceptual understandings developed in other courses in the curriculum to achieving a detailed understanding of the challenges and opportunities facing an individual media sector. Students will also gain a detailed understanding of the history, evolution, economics, and key stakeholder dynamics of these individual industry sectors.

CMGB 7545. MEDIA STRATEGY PRACTICUM. (3 Credits)
This course involves the development and utilization of the analytical tools necessary to formulate and adjust strategic directions for media enterprises. Students in this course engage in the kind of in-depth analysis of a single media enterprise characteristic of a management consultant organization. Students formulate and present their analyses for discussion and critique.

Attribute: ABEP.

CMGB 7550. LEADERSHIP COMMUNICATION. (3 Credits)
A leader's success hinges on the ability to communicate effectively with diverse stakeholders in divergent settings. This applied course introduces students to academic theories that describe, explain, and predict effective and ineffective leadership communication behaviors. Throughout the semester students solicit candid and constructive feedback about their leadership communication strengths and improvement opportunities. Then, they apply practical strategies, validated by academic research, to improve their communication effectiveness as leaders. Previously titled Management Communication.

Attribute: ABEP.

CMGB 7554. CONSUMER ADOPT OF NEW MED. (3 Credits)
Examines new communications technologies using guest speakers, videotapes and case studies. Surveys cable, video, satellite transmission, digital television, Internet media and other new and emerging forms of information transmission, with particular emphasis on their interaction and impact on society and business. PREVIOUSLY TITLED: NEW MEDIA AND MASS COMMUNICATIONS.

Attribute: ABEB.

CMGB 7556. LAW OF TRAD & NEW MEDIA. (3 Credits)
Analyzes the legal parameters and constraints on freedom of expression that govern traditional and new communications technologies, focusing on the Internet. Probes the various constitutional, statutory and regulatory protections accorded the Internet and more traditional media, such as print, broadcast and cable, as well as governmental attempts to regulate certain aspects of them. Topics include modern First Amendment interpretation, defamation, privacy, commercial speech, indecency/obscenity, contracts, intellectual property and e-commerce. Also offered as BLGB 7325.

Attribute: ABEB.

CMGB 7560. COMM FOR ENTREPRENEURS. (3 Credits)
This advanced course, granted an “Entrepreneurship and Venture Initiation” (ENT) designation, will help you launch your venture. Specifically, this class with help you: (1) Pitch your ideas with clarity and confidence. (2) Sell your ideas to critical stakeholders. (3) Brand yourself and establish your credibility in less than 60 seconds. (4) Spin your ideas so they “stick” in a crowded marketplace. (5) Gain valuable feedback about your ideas, brand, and expertise.

Attribute: ABEP.

CMGB 7561. NEW MEDIA PRODUCT DEV PRAC I. (3 Credits)
Intended to help students understand the practical application and integration of compelling content and the various formats of modern media in business application. The course includes most forms of video, audio, and social media. Students will develop a media strategy, delivery plan, and create actual media to solve communications challenges for real companies.

Attribute: ABEP.

CMGB 7562. NEW MEDIA PROD DEV PRAC II. (3 Credits)
A continuation of the Spring term course. In part two of this course, students take the next steps in the development of the media product or enterprise conceptualized in part one. Students work on product development, learn about financing opportunities and strategies and begin to develop plans for marketing their media product, platform or service. Concludes with a final presentation and critique of the enterprise developed over the course of the two class sequence. Prerequisite: CMGB 7561.

Attribute: ABEP.

CMGB 7563. ETHICS & SOC RESP IN MEDIA ENT. (3 Credits)
This course explores the wide range of ethical issues affecting contemporary media enterprises and the role that social responsibility should play in the operation of these unique and influential enterprises. Specific issues addressed in this course include consumer privacy, codes of conduct and self-regulatory principles, the concepts of the 4th and 5th estates and their evolving role in the operation of media enterprises, and issues of media effects and how such potential effects should factor into decision-making.

Attribute: ABGS.

CMGB 7599. SPEC TOP COMM&MEDIA MGMT. (3 Credits)
These courses are offered from time-to-time to permit faculty and students to explore topics of special interest. The specific topic and prerequisites are announced when the course is offered.

CMGB 7811. MEDIA MANAGEMENT INTERNSHIP. (1-3 Credits)
CMGB 8001. PRESENTATION & REPORT WRITING. (1.5 Credits)
CMGB 8999. INDEPENDENT STUDY. (3 Credits)