

**Master of Entertainment Industry Management**

<p><b>Course Information</b></p>	<p><b>Film Economics: Marketing &amp; Distribution</b>  <i>(Feature Film Business: Studios vs. Independent Perspectives)</i>            Course Number: 93.851 Units: 12</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">Class 1</td><td style="width: 85%;">Fri. 9/6 2:30pm – 5:30pm</td></tr> <tr><td>Class 2</td><td>Fri. 9/13 2:30pm – 5:30pm</td></tr> <tr><td>Class 3</td><td>Fri. 9/20 2:30pm – 5:30pm</td></tr> <tr><td>Class 4</td><td>Fri. 9/27 2:30pm – 5:30pm</td></tr> <tr><td>Class 5</td><td>Fri. 10/4 2:30pm – 5:30pm</td></tr> <tr><td>Class 6</td><td>Wed. 10/9 6pm – 9pm</td></tr> <tr><td>Class 7</td><td>Wed. 10/16 6pm – 9pm</td></tr> <tr><td>Class 8</td><td>Wed. 10/23 6pm – 9pm</td></tr> <tr><td>Class 9</td><td>Wed. 10/30 6pm – 9pm</td></tr> <tr><td>Class 10</td><td>Wed. 11/6 6pm – 9pm</td></tr> <tr><td>Class 11</td><td>Wed. 11/13 6pm – 9pm</td></tr> <tr><td>Class 12</td><td>Wed. 11/20 6pm – 9pm</td></tr> </table> <p>Instructor: Jonathan Baker, <a href="mailto:jtbaker@andrew.cmu.edu">jtbaker@andrew.cmu.edu</a>; 310-614-7734 cell            TA: Leah Silberman, <a href="mailto:lsilberm@andrew.cmu.edu">lsilberm@andrew.cmu.edu</a>; 847-513-2883 cell</p>	Class 1	Fri. 9/6 2:30pm – 5:30pm	Class 2	Fri. 9/13 2:30pm – 5:30pm	Class 3	Fri. 9/20 2:30pm – 5:30pm	Class 4	Fri. 9/27 2:30pm – 5:30pm	Class 5	Fri. 10/4 2:30pm – 5:30pm	Class 6	Wed. 10/9 6pm – 9pm	Class 7	Wed. 10/16 6pm – 9pm	Class 8	Wed. 10/23 6pm – 9pm	Class 9	Wed. 10/30 6pm – 9pm	Class 10	Wed. 11/6 6pm – 9pm	Class 11	Wed. 11/13 6pm – 9pm	Class 12	Wed. 11/20 6pm – 9pm			
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<p><b>Description</b></p>	<p>This course will provide an overview of the feature film industry, from the filmmaking process to the marketing and distribution machine. Although it covers financing, pre-production, production, and post-production, it is not a technical production class for filmmakers. Rather, it is a business class in how to manage feature film product as a studio executive or independent producer.</p>																											
<p><b>Course Materials (Required Text)</b></p>	<p>Provided Lecture Presentations should be reviewed before lectures.</p>																											
<p><b>Evaluation Method</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Focus of grading</th> <th style="width: 40%;">Basis of grading</th> <th style="width: 30%;">Percent of grade</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Class participation</td> <td>Constructive participation and contribution to class discussion</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>Attendance and/or tardiness</td> <td></td> </tr> <tr> <td>Attitude</td> <td></td> </tr> <tr> <td rowspan="3">Assignments</td> <td>Team Project peer evaluation</td> <td></td> </tr> <tr> <td>Adhere to guidelines</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>Turned in by deadline</td> <td></td> </tr> <tr> <td rowspan="3">Final</td> <td>Quality of work</td> <td></td> </tr> <tr> <td>Proposal</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>Oral pitch</td> <td style="text-align: right;">25%</td> </tr> <tr> <td></td> <td>Greenlight exercise</td> <td style="text-align: right;">5%</td> </tr> </tbody> </table> <p>Bonus points are offered to films green-lit at the end of class.</p>	Focus of grading	Basis of grading	Percent of grade	Class participation	Constructive participation and contribution to class discussion	20%	Attendance and/or tardiness		Attitude		Assignments	Team Project peer evaluation		Adhere to guidelines	30%	Turned in by deadline		Final	Quality of work		Proposal	20%	Oral pitch	25%		Greenlight exercise	5%
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**Final Project**

Students are required to pick either:  
 A. an original concept for a new film to develop, or  
 B. an existing intellectual property with available film rights.  
 Then play the role of an independent producer throughout the course.

The final will consist of submitting a proposal that outlines the film and a pitch meeting with a prospective financier. The expectations of this project will be introduced in class, and detailed elements of the project built throughout the course as class assignments.

Of note, option A will be subject to more scrutiny. As these concepts are “original” they have not been vetted by the marketplace, such as an existing IP.

Final pitches are in the form of a mock meeting with potential investors (your instructor) for your film. They are strictly timed in four-minute intervals, performed in front of the class. The proposal for your film will be handed in at the end of that pitch.

NOTE ON PITCHING – The mock meeting with the investor is far and away the most revealing of conversations. The depth and mastery of your knowledge will be tested and challenged, from industry terms, market knowledge, your film’s talent strategy, finance model waterfall, production strategy, etc. The best way to prepare is practice this process with other students, and in office hours. **Start practicing as soon as possible.**

**Class Participation Rubric**

**Grading for Class Participation**

	<b>A Grade</b>	<b>B Grade</b>	<b>C Grade</b>	<b>D/R Grade</b>
<b>Frequency and Quality</b>	Attends class regularly and <i>always contributes</i> to the discussion by raising thoughtful questions, analyzing relevant issues, building on others’ ideas, synthesizing across readings and discussions, expanding the class’ perspective, and appropriately challenging assumptions and perspectives.	Attends class regularly and <i>sometimes contributes</i> to the discussion in the aforementioned ways.	Attends class regularly but <i>rarely contributes</i> to the discussion in the aforementioned ways.	Attends class regularly but <i>never contributes</i> to the discussion in the aforementioned ways.

**Learning/Course Objectives**

<b>Learning Objective</b>	<b>How Assessed</b>
Learn the terminology of filmmaking development, finance, production, marketing, and distribution	Oral Pitch, Proposal, Class Discussion, Assignments
Recognize how projects are developed from concept to distribution	Oral Pitch, Proposal, Class Discussion
Explore the fundamental connections between the business and the creative process	Proposal, Class discussion, Assignments
Gain an understanding of how the studios and production companies relate on business deals in a talent verses money power balance	Class discussion, Oral Pitch, Proposal
Understand the various teams within a studio’s marketing department and their primary roles and responsibilities, and how their involvement impacts a film’s financial success	Class discussion, Assignments
Develop your own creative concept into an investment proposal (final project) explaining why it is a marketable film that is worthy of investment dollars.	Assignments, Oral Pitch, Proposal

<b>Grading Scale</b>	A+	99.0-100%	Exceptional
	A	94.0-98.9%	Excellent
	A-	91.0-93.9%	Very Good
	B+	88.0-90.9%	Good
	B	84.0-87.9%	Acceptable
	B-	81.0-83.9%	Fair
	C+	78.0-80.9%	Poor
	C	74.0-77.9%	Very Poor
	C-	71.0-73.9%	Minimum Passing
R	below 71 pts (< 71%)	Failing	

<b>Course/Topical Outline:</b>	<b>Class 1 – Fri 9/6 2:30pm – 5:30pm</b>		
	<b>Film – A Macro Perspective</b>		
	Topic	Hour 1: Film in a Nutshell – Part 1 Hour 2: Film in a Nutshell – Part 2 Hour 3: Introduce Final Project	
	Deliverable	Review “From Concept to Coin” & “Who is this Professor” Presentations	
	Assignment	Brainstorm project ideas – be able to specify a source, the genre, and the concept Review “Film History” Presentation	
	<b>Class 2 – Fri 9/13 2:30pm – 5:30pm</b>		
	<b>Film History</b>		
	Topic	Hour 1: History - Part 1 Hour 2: History - Part 2 Hour 3: Intro to Comps & Discussion – hear a few student ideas for the final project	
	Deliverable	Have identified two I.P. for the final project for class feedback	
	Assignment	Review “Development 101” Presentations; continue brainstorming project ideas	
	<b>Class 3 – Fri 9/20 2:30pm – 5:30pm</b>		
	<b>Development 101</b>		
	Topic	Hour 1: Business overview - the option agreement Hour 2: Creative overview: log-line lesson, structure, concept Hour 3: Discussion – hear a few student ideas for the final project	
	Deliverable		
	Assignment	Narrow your options to just two ideas for the vote. Prepare your loglines.	
	<b>Class 4 – Fri 9/27 2:30pm – 5:30pm</b>		
	<b>Developing Your Project</b>		
	Topic	Hours 1-3: Discussion – vote on ideas for final project; introduce case studies – <i>Crown Heights, Sylvie’s Love, The Banker, Underworld, Silent Hill, Big Fish, Spider Man</i>	
	Deliverable	Present two ideas by sharing your loglines.	
	Assignment	<b><u>TO BE TURNED IN NEXT WEEK:</u></b> <b>Project Proposal Part 1 - Development:</b> list a) the intellectual property source, b) log-line, c) three paragraph plot summary (first, second and third acts), d) target Above-The-Line attachments (3-4 options for each; director, writer and key cast), e) list of comps	

Class 5 – Fri 10/4 2:30pm – 5:30pm Development Financing	
Topic	Hour 1: Intro to the “Waterfall” Hour 2: Development financing deal structure & language Hour 3: Discuss projects and identify potential development “ask”
Deliverable	<b><u>TURN IN:</u></b> <b>Project Proposal Part 1 - Development:</b> Logline & Three Act Structure, Above-the-line list, Comps List
Assignment	Draft Project Proposal - <b>Part 2.a: Development financing deal language</b> Revise List of Comps

Class 6 – Wed. 10/9 6:00pm – 9:00pm Production Financing	
Topic	Hour 1: Return and discuss Proposal Part 1 - Development Hour 2: Production Financing - Indie vs. Negative-pick-up vs. Studio Set-up Hour 3: Discuss projects and potential production financing pathways
Deliverable	<b><u>TURN IN:</u></b> <b>Part 2.a - Development financing deal language</b> (Add it to Part 1 – Development) Revise List of Comps
Assignment	<b><u>TO BE TURNED IN NEXT WEEK:</u></b> <b>Part 2.b Production financing deal language</b>

Class 7 – Wed. 10/16 6:00pm – 9:00pm Models	
Topic	Hour 1: Define budget ranges & use of comps Hour 2: Define marketing budget ranges Hour 3: Discuss projects considering production models with P&A
Deliverable	<b><u>TURN IN:</u></b> <b>Proposal with Parts 1 &amp; 2.a.b.</b>
Assignment	Review “Physical Production” Presentations Research List of Comps: (budget, genre, etc.)  <b><u>TO BE TURNED IN NEXT WEEK:</u></b> <b>Part 3 - Add Business model/budget:</b> Studio set-up, negative pick-up, independent

Class 8 – Wed. 10/23 6:00pm – 9:00pm Physical Production	
Topic	Hour 1: Discuss Part 2 feedback Hour 2: Overview of physical production Hour 3: Discuss projects’ physical considerations
Deliverable	<b><u>TURN IN:</u></b> <b>Proposal with Parts 1, 2, &amp; 3: Business model, budget, comps list</b>
Assignment	Research comps and “best-guess” their waterfall as far as you can

Class 9 – Wed. 10/30 6:00pm – 9:00pm Marketing	
Topic	Hour 1: Discuss Part 3 and comps water-fall assumptions Hour 2: Creative marketing overview, research Hour 3: Discuss project marketing considerations
Deliverable	
Assignment	<b><u>TO BE TURNED IN NEXT WEEK:</u></b> <b>Part 4.a – Comps Research, Waterfall Assumptions Chart &amp; Positioning Statement</b>

<b>Class 10 – Wed. 11/6 6:00pm – 9:00pm</b>	
<b>Distribution</b>	
Topic	Hour 1: Review Part 4 - Comps research chart Hour 2: Water-fall projections lesson Hour 3: Discuss project pitch
Deliverable	<b><u>TURN IN:</u></b> <b>Proposal with Part 4.a – Comps Research, Waterfall Assumptions Chart, Positioning Statement</b>
Assignment	<b><u>TO BE TURNED IN NEXT WEEK:</u></b> <b>Part 4.b – Project Waterfall Projections Chart</b>  <b>Prepare for Oral Pitch</b>
<b>Class 11 – Wed. 11/13 6:00pm – 9:00pm</b>	
<b>Oral pitches</b>	
Topic Exercise	Hour 1: Review Part 4 Hour 2 & 3: Four-minute oral pitches are in the form of a mock meeting with potential investor (Baker) for your film performed in front of the class. The entire class must pay close attention to all pitches as they will be discussing them later.
Deliverable	<b>Oral Pitch</b>  <b><u>TURN IN:</u></b> <b>Complete Proposal by adding Part 4.b – Project Water-fall Projections Chart</b>
Assignment	Greenlight exercise information
<b>Class 12 – Wed. 11/20 6:00pm – 9:00pm</b>	
<b>Picture Picking</b>	
Exercise	Students play various executive roles within a mock mini-major company and buy projects for distribution. Films that are greenlit will receive bonus points.
Deliverable	
<b>Plagiarism and cheating notice</b>	<p>Plagiarism and other forms of academic misrepresentation are viewed as extremely serious matters. Misrepresentation of another’s work as one’s own is widely recognized as among the most serious violations. The violation is clearly flagrant when it occurs as plagiarism on a required paper or as cheating on an examination, including take-home as well as in class examinations. The punishment for such offenses can involve expulsion from the MEIM Program and Heinz School.</p> <p>Cheating includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Plagiarism (explained below)</li> <li>• Submission of work that is not the student’s own</li> <li>• Submission or use of falsified data</li> <li>• Unauthorized access to an exam or assignment</li> <li>• Use of a stand-in for an exam</li> <li>• Use of unauthorized material in the preparation of an assignment or during an examination</li> <li>• Supplying or communicating unauthorized information to another student for use in an assignment or exam</li> <li>• Unauthorized collaboration on an assignment. Collaboration must be explicitly permitted by an instructor for it to be considered authorized.</li> <li>• Submission of the same work for credit in more than one course</li> </ul> <p>Plagiarism is the failure to indicate the source of work either with quotation marks or footnotes. The source can be a phrase, a graphic element, a proof, specific language, or an idea derived from</p>

	<p>the work of another person. Note that material on the web is another person’s work and is therefore equally subject to the rules on plagiarism and cheating as any other source material.</p> <p><b>Cheating and/or plagiarism on an assignment will result in a failing grade (0 points) for that assignment.</b> The assignment in which the cheating occurs will <i>not</i> be excluded from the offending student’s assignments included in grade calculations; the points for that essay zero (0) will be factored into the grade.</p> <p>Furthermore, the cheating student’s final grade will be reduced one full letter grade. A cheating student’s final grade will be impacted significantly. In addition, cases of cheating and plagiarism will be submitted to and reviewed by the Dean’s Office; more severe penalties may be imposed, <i>up to and including expulsion from the Heinz School.</i></p> <p><i>Academic Dishonesty:</i> Students are expected to maintain the highest ethical standards inside and outside the classroom. Cheating on exams and term papers (i.e. plagiarism and unauthorized collaboration) is obviously discouraged and will be treated appropriately. The usual penalty for violations is a failing grade for the particular assignment in question; however, in some instances, such actions may result in a failing grade for the course.</p>
<p><b>Course Policies &amp; Expectations</b></p>	<p>Students who must miss class are required to get prior approval from Baker for material and lessons missed. Students will have an option to make up for their missed participation points by completing an additional essay or project. Such essay/project(s) will be handed in by the last lecture. Unexcused absences will not be allowed to make up participation points.</p> <p>Tardiness will result in a lowered participation grade for that class.</p> <p>Baker holds office hours one-on-one by appointment. Waiting until the end of the semester to get help is not advisable.</p> <p>Creative disclaimer: this is not a film theory nor a creative writing course. Students often present wonderful heartfelt stories that can be deeply personal and yet not survive the class marketplace. The very purpose of the exercise is to lessen the impression that such an outcome is a personal judgement against the student and their taste. <u>Please do not take anything personally.</u></p>
<p><b>Artificial Intelligence Policy:</b></p>	<p>In this class, you are welcome to use generative AI programs such as ChatGPT or DALL-E. Suggested uses include:</p> <ul style="list-style-type: none"> <li>○ Brainstorm new ideas</li> <li>○ Develop example outlines or approaches to your work</li> <li>○ Research topics, or generate different ways to talk about a problem</li> </ul> <p>You may not use AI to:</p> <ul style="list-style-type: none"> <li>○ Generate content that you cut and paste into an assignment with a written component without quotations and a citation</li> <li>○ Generate content that is not adequately paraphrased without a citation</li> <li>○ Generate bibliographies for topics that you haven’t researched yourself</li> <li>○ Generate other content (images, video, others) unless expressly permitted and following provided guidance.</li> <li>○ Otherwise use or present generative AI content that you pass off as your own work, when really it is not</li> </ul> <p>If you use AI:</p> <ul style="list-style-type: none"> <li>○ You must acknowledge the use of AI tools within your work.</li> </ul> <p><i>○ You should recognize that large language models often provide incorrect information, fake citations, contradictory statements or incorporate plagiarized materials</i></p>