INSTRUCTOR DETAILS
AMIR MALIN
EMAIL: amalin@stern.nyu.edu
OFFICE HOURS: By appointment
OFFICE LOCATION: Stern School of Business
Additional Information: Please contact Teaching Fellow for all correspondence for this course.

COURSE MEETINGS
Meeting time(s): Monday, 6:30 PM to 7:45 PM
Location: TBD
Final Exam: Monday, December 8, 2013
Class will NOT meet on: Monday, October 13, 2013; Wednesday, December 10, 2013
Class will meet on: Double session on Monday, December 8, 2013

COURSE DESCRIPTION AND LEARNING GOALS
This course is designed to provide both business and film students with a systematic overview of the modern day filmed entertainment business. The analysis will not only cover the traditional “Hollywood System” operating out of Los Angeles but will examine the independent film model as well.

This course will take a critical look at the financing, production, marketing, and distribution of filmed entertainment. Particular attention will be focused on the various revenue streams inherent in the exploitation of such product, in both the domestic marketplace and international arena.

The primary objective of the course is to provide students with real life experiences, the practical realities, and a keen understanding of how things actually work in the film business. The course will hopefully provide students with a requisite background and orientation that can lead to an entry-level position with a film production or distribution company, an international sales organization, or related support organizations.

COURSE OUTLINE
Week #1 (September 8) – Introduction
General review of the course syllabus
Expectations (attendance, classroom participation, grading, etc.)
Testing and group project assignment
Review required reading assignment

Week #2 (September 15) – Motion Pictures / production and acquisition
The development process
Spec scripts
The agencies and management firms
Producer’s reps
The budget
Festival and markets
Week #3: (September 22) – Motion Pictures / financing
The studio model
The independent model
The hybrid model

Week #4 (September 29) – The Marketing of Motion Pictures, Part 1

Week #5 (October 6) – The Marketing of Motion Pictures, Part 2

Week #6 (October 20) – Midterm Examination

Week #7 (October 27) – Movie Screening

Week #8 (November 3) – Distribution Strategy, Part 1

Week #9 (November 10) – Distribution Strategy, Part 2

Week #10 (November 17) – Revenue Streams
Home Entertainment

Week #11 (November 24) – Revenue Streams / Possible Guest Speaker
Pay TV
Free TV / Basic Cable TV
International

Week #12 (December 1) – Slate Financing

Week #13 (December 8) – Final Examination / Class Presentations

REQUIRED READING
Required reading for the course will include text from the following: MARKETING TO MOVIEGOERS – A HANDBOOK OF STRATEGIES AND TACTICS by Robert Marich (3rd Edition) and THE BUSINESS OF MEDIA DISTRIBUTION by Jeffrey Ulin (2010 Edition). In addition, students will be provided with handouts and directed to various periodicals, journals, and websites.

COURSE REQUIREMENTS
The class meets only once a week. Attendance and class participation are critically important. Reading assignments for each week will be posted in advance. Students are expected to be well prepared. In part, the class will be conducted in a Socratic style of teaching. This means that students may be called upon at random by the professor. The purpose is not to make the student nervous but to create a natural dialogue, encourage preparation, and get the entire class to participate. The dialogue will be between student and professor, students with each other, and general debate of the merits of each issue.

There will be two closed-book quizzes, one in the middle of the semester and one at the end. At the initial class session, students will be divided into groups of 5. Each group will be a representative of an investment fund. Each week the professor will give the groups additional fact patterns as they
investigate a potential investment in the filmed entertainment space. At the end of the term, each group will give a class presentation explaining their investment thesis and conclusions.

GROUP PROJECTS
Business activities involve group effort. Consequently, learning how to work effectively in a group is a critical part of your business education.

Every member is expected to carry an equal share of the group’s workload. As such, it is in your interest to be involved in all aspects of the project. Even if you divide the work rather than work on each piece together, you are still responsible for each part. The group project will be graded as a whole; its different components will not be graded separately. Your exams may contain questions that are based on aspects of your group projects.

It is recommended that each group establish ground rules early in the process to facilitate your joint work, including a problem-solving process for handling conflicts. In the infrequent case where you believe that a group member is not carrying out his or her fair share of work, you are urged not to permit problems to develop to a point where they become serious. If you cannot resolve conflicts internally after your best efforts, they should be brought to my attention, and I will work with you to find a resolution.

You will be asked to complete a peer evaluation form to evaluate the contribution of each of your group members (including your own contribution) at the conclusion of each project. If there is consensus that a group member did not contribute a fair share of work to the project, I will consider this feedback during grading.

GRADING
15% Class Participation
30% Midterm Quiz (in-class/closed-book)
30% End-of-Semester Quiz (in-class/closed-book)
25% Team Project / Class Presentation

INSTRUCTOR POLICIES
Attendance/Lateness: Students are expected to attend each class and actively participate in all discussions. Being absent or showing up late will adversely affect the student’s grade. Given the limited class time, students will be required to arrive promptly and in no event later than 6:30 PM. Attendance will be taken by the teaching assistant. Class disturbance will not be tolerated – talking, arriving late, checking email, watching internet TV, manicures, pedicures, leaving early, etc.

Cheating/Plagiarism: Students are expected to adhere to the Stern School’s Honor Code, “I will not lie, cheat, or steal to gain an academic advantage, or tolerate those who do.”

Students with Disabilities: If a student needs special accommodations, make sure that these are documented with the University so that we can properly assist you.

PROFESSIONAL RESPONSIBILITIES FOR THIS COURSE
Attendance
- Class attendance is essential to your success in this course and is part of your grade. An excused absence can only be granted in cases of serious illness, grave family emergencies, or religious
observance, and must be documented. Job interviews and incompatible travel plans are considered unexcused absences. Where possible, please notify me in advance of an excused absence.

- Students are responsible for the course materials, including lectures, from the first day of this class forward. It is the student’s obligation to bring oneself up to date on any missed coursework.

Participation
In class contribution is a significant part of your grade and an important part of our shared learning experience. Your active participation helps me to evaluate your overall performance. You can excel in this area if you come to class on time and contribute to the course by:
- Providing strong evidence of having thought through the material
- Advancing the discussion by contributing insightful comments and questions
- Listening attentively in class
- Demonstrating interest in your peers’ comments, questions, and presentations
- Giving constructive feedback to your peers when appropriate

Assignments
Late assignments will either not be accepted or will incur a grade penalty unless due to documented serious illness or family emergency. Exceptions to this policy for reasons of religious observance or civic obligation will only be made available when the assignment cannot reasonably be completed prior to the due date and you make arrangements for late submission in advance.

Classroom Norms
- Arrive to class on time and stay to the end of the class, period. Chronically arriving late or leaving class early is unprofessional and disruptive to the entire class. Repeated tardiness will have an impact on your grade.
- Turn off all electronic devices prior to the start of class. Laptops, cell phones, and other electronic devices are a distraction to everyone.

STERN POLICIES
General Behavior
The School expects that students will conduct themselves with respect and professionalism toward faculty, students, and others present in class and will follow the rules laid down by the instructor for classroom behavior. Students who fail to do so may be asked to leave the classroom.

Collaboration on Graded Assignments
Students may not work together on graded assignments unless the instructor gives express permission.

Course Evaluations
Course evaluations are important to us and to students who come after you. Please complete them thoughtfully.

ACADEMIC INTEGRITY
Integrity is critical to the learning process and to all that we do here at NYU Stern. As members of our community, all students agree to abide by the NYU Stern Student Code of Conduct, which includes commitment to:
- Exercise integrity in all aspects of one’s academic work, including, but not limited to, the preparation and completion of exams, papers, and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- Clearly acknowledge the work and efforts of others when submitting written work as one’s own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing creative expression, or any other incorporation of the work of others should be fully referenced.
- Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community.

The entire Stern Student Code of Conduct applies to all students enrolled in Stern courses and can be here:

Undergraduate College: www.stern.nyu.edu/uc/codeofconduct
Graduate Programs: w4.stern.nyu.edu/studentactivities/involved.cfm?doc_id=102505

To help ensure the integrity of our learning community, prose assignments you submit will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived web pages, periodicals, journals, and other publications. Additionally, your document will become part of the Turnitin database.

RECORDING OF CLASSES
Your class may be recorded for educational purposes.

STUDENTS WITH DISABILITIES
If you have a qualified disability and will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Students with Disabilities (CSD, 998-4980, www.nyu.edu/csd) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.

READING ASSIGNMENTS

Week #1 (September 8)
Marich:
  Pgs. 399-408
  Glossary

  Pgs. 319-340
  Major Studios
  Independent Distributors

Week #2 (September 15)
Moore Handout:
  Pgs. 13-20
  The Basics:
Most Films Lose Money!
Schemers and Dreamers
Money In, Money Out, and Control
Keep It Simple
Contract Basics

Pgs. 53-58
The Budget:
Dominance of the Budget
Items Included Within the Budget
Above the Line, Below the Line, and Other
Where Does the Buck Stop?

Ulin:
Pgs. 48-73
The Development Process
Development Costs
Mock-Ups and Storyboards
Optioning Properties
Pitching
Copyrights
Trademarks
Piracy

Week #3 (September 22)
Ulin:
Pgs. 74-101
Principal Methods and Financing Films
Variety of Financing Methods
Studio Financing
Independent Financing
Rent-A-Distributor

Handout:
Production/Distribution Agreement Sample

Week #4 (September 29)
Marich:
Pgs. 6-37
Marketing/Creative Strategy
Outside Agencies
Talent Presentations
Conceptual Approaches
Teaser Campaigns
Trailers
Television Commercials
Creative/Print Ads
Pgs. 77-83
Traditional Media Advertising
Crisis in Media Buying

Pgs. 87-109
Advertising Strategies
Buying Mechanics
Television Advertising
Radio Advertising
Newspaper Advertising
Magazine Advertising
Out-of-Home Media

Week #5 (October 6)
Marich:

Pgs. 112-124
Marketing in Digital Media
New Media Planning
Digital Publicity
Cyberspace Buzz
Social Media

Pgs. 211-248
Publicity
Independent PR Agencies
Publicity in Production
Screenings
Film Critics
Exclusive Leaks and Interviews
Junkets and Talent
Targeting Affinity Organizations
Promotional Documentaries
Promotional Video via Online and DVD
Oscar Campaigns

Week #6 (October 20)
MIDTERM EXAMINATION

Week #7 (October 27)
MOVIE SCREENING

Week #8 (November 3)
Marich:

Pgs. 251-286
Theatrical Distribution
Benchmarks and Sequels
Selecting Release Dates
Films Colliding
**Week #9 (November 10)**

Marich:
- Pgs. 287-318
- Exhibition
- Audience Profile
- Economics
- Theater Chains
- Giant Screen
- Canada
- Marketing by Theaters
- Independent Theaters
- Film Piracy
- Group Screenings
- History of Exhibition

**Week #10 (November 17)**

Ulin:
- Pgs. 160-211
- The Home Video Business
- Compelling Value Proposition
- History and Growth
- Maturation of the DVD Marketplace
- Inventory Management
- International Variations
- Video Economics
- The Future of Video

**Moore Handout:**
- Pgs. 115-119
- Video-on-Demand
- Speed
- Quality
- Piracy
- Window
- Pricing

**Week #11 (November 24)**

Ulin:
- Pgs. 222-236
- Free Television US
Free VOD
Distribution Patterns and Windows
Economics and Pattern of Licensing Feature Films

Pgs. 258-279
Pay Television
International Market

Pgs. 292-300
Internet Distribution
Consuming Video Content

Pgs. 303-312
Limited Studio Attempt to Make the Market
Retailers Offering Online Solutions
Economics

POSSIBLE GUEST SPEAKER

Week #12 (December 1)
Ulin:
  Pgs. 84-90
  Studio Financing

Vogel Handout:
  Pgs. 178-196
  Pgs. 96-97

Week #13 and #14 (December 8 Double Session)
FINAL EXAMINATION
CLASS PRESENTATIONS