

THE BUSINESS OF GLOBAL ENTERTAINMENT
From Ah-ha to Wow!

Course Syllabus

Class Time: See Class Schedule
Tuesdays – Thursday Mornings, 9am-11:30am
June 22 – July 31

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The multi-billion dollar business of entertainment (including sports) has become pervasive in our economy and society. Major business elements of the industry regularly move from the arts, culture and sports pages (where the focus is dominantly on competition) to the business pages and occasionally to even the front page. Also, treatment of the business has become increasingly global, reflected in worldwide coverage of the business dimensions of mega-events such as the Olympics and the World Cup, to motion picture releases, global concert and new media market entrants. Understanding the enlarged landscape for the business of entertainment calls for recognition of global markets and the possible limits to growth in money and/or time on the part of fans, broadcast viewers/listeners, merchandise consumers, and sponsors/advertisers. The focus of this course is on the challenges and perspectives of the ever-changing entertainment business environment and how ideas and talent become real businesses.

Course Objectives

The objective of this course is to introduce students to the concepts, analyses, and activities that comprise the management of global entertainment enterprises, and to provide practice in assessing and solving related business problems. This course provides students with unique learning opportunities to gain insight into various management functions within the

entertainment industry. As such, the course provides a balanced approach to the business, providing a value-added, “real world” education in the marketing of entertainment products with a considerable focus on customer or user experience.

Students will:

- Gain a framework for understanding entertainment management strategies in the global marketplace;
- Gain familiarity with key strategic issues that cut across the entire entertainment and business landscape;
- Learn basic and unique concepts, terms and management principles that apply to the entertainment industry;
- Understand the basic economic principles underlying all aspects of the entertainment industry;
- Appreciate the challenge involved in marketing and managing entertainment in rapidly changing technological and global environments.

The course content is designed to lend theoretical with practical applications. Through the use of reading material and guest lectures, this course will also meet the following objectives:

- Provide a critical examination of entertainment industries and the marketing issues driving their evolution into the 21st century.
- Provide a “non-techy” introduction to the digital age and their role in marketing and distributing entertainment content.
- Provide a comprehensive understanding of marketing and other functional aspects of managing global entertainment enterprises.

Course Materials

The reading material will consist of (1) The Entertainment Economy (EE) by Michael J. Wolf, available for purchase at the University Bookstore or on Amazon.com, and (2) course business cases and articles, available for purchase as a Course Reader (CR) at the University Bookstore or electronically through www.study.net. Please register at www.study.net for online access and purchase of these materials.

As much of the class discussion centers on content timely in nature, students will be required to keep up with current events in the entertainment industry. Regular reading of newspapers and magazines pertinent to the industry is strongly suggested. Students of entertainment management should make every attempt to learn about current issues facing entertainment executives.

Any readings that are not in the textbook or the course reader will be available in class.

Classes

Topics and reading materials for each week of the course are identified on the Course Schedule. It is important that you do the assigned readings *in advance* of the lecture, since that session will build on the text and other reading materials. The lecture will NOT be a

reiteration of the reading. Rather, it will go well beyond the material in breadth and depth of content as well as industry applications.

The quantity and quality of your participation in class discussions is an important part of the learning process in this course (and an important element of your final grade), so you should carefully read the assigned materials in preparation.

Attendance

Attendance is required at all scheduled class sessions and the final examination. All students, whether taking the course pass-fail or not, must complete all the course requirements in order to receive a grade for the course. ***Class meetings will begin promptly as scheduled.*** As a result, it is critical that students arrive to class at least 5 minutes ahead of schedule. Lateness will not be tolerated and will be addressed individually, especially as it affects the instructor and the entire classroom environment.

Class Participation

Class participation can result in a half grade upward or downward departure (i.e. an A- to an A, or a B+ to a B). Students are expected to be prepared for every class. Attendance is not participation! Please be sure to silence or disable all mobile communications devices, as use of them is disruptive to the learning environment. Any students engaging in the use of these devices (i.e. text messaging, instant messaging, emailing, phone ringing) may receive a downward grade departure in class participation. Any phone that audibly rings in class will be answered by the professor!

The quality of participation, as reflected in careful reading and thorough analysis of the assigned materials, is important. It is also important to build upon other students' comments. This requires attentive listening. Class participation will be judged on the basis of quality and consistency. In addition, the student's participation grade may be negatively impacted by deficient attendance. Students are encouraged to discuss the adequacy of their participation with the professor.

Midterm & Final Examination

There will be a midterm and final examination in the course. These will be comprehensive covering reading materials and our discussion. The exams will consist of applied learning exercises based on the assigned readings, discussions and cases in the course. The dates of these exams are Jul 14th (midterm) and July 30 (final).

Exam and Assignment Policy Guidelines

All examinations must be taken during the scheduled examination time. Late work and missed presentations will receive a zero.

The UCLA Anderson School of Management and the Entertainment & Media Management Institute is committed to academic honesty. All cases of alleged plagiarism, cheating on examinations and similar forms of academic dishonesty will be reviewed by the appropriate

disciplinary bodies. Students found to have engaged in academic dishonesty will fail the course in addition to any discipline imposed by the University.

Honesty in all academic work is expected of every student. This means giving one's own answers in all class work, papers, and examinations without help from sources not approved by the professor. Written material is to be the student's own original composition. It is expected that ideas that are taken from articles, books, the internet, etc. will be properly noted in all written papers submitted. It is important to remember that to copy or to paraphrase someone else's work, ideas, or language without proper reference is plagiarism.

Grading

Your grade will be calculated in the following manner:

- Class Participation (30%) – regular class attendance and participation in class activities and case discussions. Feedback on participation will be provided.
- Midterm Examination (30%) - a comprehensive exam covering course material and its application.
- Final Examination (40%) - a comprehensive exam covering course material and its application.

Class Schedule

Class #	Discussion Topic	Required Text and CR Readings
1 June 23 Tuesday	Course Overview and Introduction to the Business of Entertainment	CR: Welcome to the Experience Economy EE: You are Now Entering the Entertainment Zone (Chapter 1)
2 June 25 Thursday	Research Tools in Media, Entertainment & Sports	CR: Marketing Research: An Overview of Research Methods EE: The Battle for Your Attention (Chapter 4)
June 25 6-8pm Thursday	Industry Networking Event (Fowler Museum)	Guest Speaker: Dmitry Shapiro Founder & CEO, Veoh Networks On "Internet Power Player"
3 June 30 Tuesday	The Entertainment Consumer: Who they are and How do they Consume* (Guest Speaker) Industry Lunch**	CR: Gen Y in the Workforce VIDEO: "Grown Up Digital: How the Net Generation is Changing the World" EE: Hedonomics: The Fun-Focused Consumer (Chapter 2)
4 July 2 Thursday	Creating the Entertainment Experience: The Nature of Narrative in Traditional & Emerging Media	CR: Telling Tales EE: The E-Factor: There's No Business Without Show Business (Chapter 3)
5 July 7 Tuesday	Entertainment in the Digital Age: An Industry in Transformation (Guest Speaker) Industry Lunch**	CR: Industry Transformation EE: Interactivity: The Internet & Reality (Chapter 7)
6 July 9 Thursday	Producing & Financing Entertainment: From Ah-ha to Wow!	CR: The Strategy and Sources of Motion Picture Finance EE: Breakout: The Genesis of Phenomenon (Chapter 6)
7 July 14 Tuesday	MIDTERM EXAMINATION Industry Lunch**	Not applicable

8 July 16 Thursday	Distributing Entertainment: The Entertainment Value Chain	CR: Should You Invest in the Long Tail? EE: The View from Tomorrow (Chapter 10)
July 16 6-8pm Thursday	Industry Networking Event (External Industry-Related)	
9 July 21 Tuesday	Global Marketing of Entertainment (Guest Speaker) Industry Lunch**	CR: Marketing Across Borders: It's a Big, Big World EE: Mogul Kombat: Struggle for World Domination (Chapter 5)
10 July 23 Thursday	Integrated Marketing Communications in Entertainment, Media and Sports	CR: Integrated Marketing Communications EE: And Now a Word from Our Sponsors (Chapter 9)
11 July 28 Tuesday	Entertainment Marketing: Brands and Branding (Guest Speaker) Course Wrap-Up Industry Lunch**	CR: Brands & Branding EE: Brand Empires (Chapter 8)
12 July 30 Thursday	FINAL EXAMINATION	Not applicable
July 31 Friday	Charity Softball Tournament Closing Reception (Fowler Museum)	

Helpful Information & Guidelines

The following information is being provided to effectively manage the administrative aspects of the course. Understanding this information and following some of the suggested guidelines will enable me to be efficient with the course material, course requirements and provide you with prompt responses to any requests, comments or clarification you may need as we go along.

1. Identify Yourself

- Sign your name on all emails. I may recognize you. However, my assistant may not be able to from just an email address.

- Assignments/Exams/Documents - include your name, course#, date and other relevant data on the **TOP** of any assignment/exam/document you submit.
- Team Assignments/Projects - include names of ALL group members
- If you contact me or my assistant via telephone and receive voicemail, please be sure to identify yourself and what course you are taking in your message. It is not okay to just say, "I'm a student in Professor Gayton's class". I've had thousands of students, many of whom still stay in touch with me.

2. **Email**

- Due to the frequent emails, if you have a work, home or other additional email address that you want the emails to be sent to, please send an email and notify me you want them sent to BOTH addresses. This may be important for emails sent during your workday that may affect class that day.
- If you change email addresses, please send an email from the NEW email address advising us of the change.
- Assignments/Exams/Documents - Please send as an attachment to your email. Do not put the assignment/exam/document in the body of the email; it doesn't format correctly with our email server.
- Documents that you submit need to be formatted, saved and attached as "Word" or .doc files. Some of the newer programs save as .DOC files and I will not be able to open them. The only exceptions to this may be if you are submitting a spreadsheet or PowerPoint file.
- Documents that you submit should be double spaced and checked for proper grammar and spelling. These items are considered when grading.
- Attachments must be identified as described above as well.
- **Please always provide me both an electronic as well as a hard copy of your course submissions.**

3. **Network**

- Many times your classmates can be your best resource if you need help.
- Take the initiative! If you come across something interesting relevant to our course work or have other thoughts on the material we discussed in class, please feel free to share it with me in class. The entire class may benefit from your initiative and class participation is VERY much encouraged and considered in the course.

4. **Responses/Timeframes** - If all of the above are in place, the administrative aspects of the course will be an enjoyable supplement to the class itself. Please note, however, that if there is a delay in a response to you or if materials that were supposed to be sent, posted or distributed are not done so as scheduled, it is solely due to a system problem that may be beyond our control at the moment. Please be patient and be assured that I will respond or provide you with the materials as soon as possible.