

**MEDIA & ENTERTAINMENT MANAGEMENT & MARKETING**  
**An Industry in Transformation... Perils and Riches**

Course Syllabus

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**Class Time:** Mondays/Wednesday Afternoons 1-4pm  
Summer A – 6-Week Term (June 22-July 31)

**Course Instructor:** [NELSON GAYTON](#)  
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**Office and Office Hours:** TBA and By Appointment, respectively.

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The course is organized to examine the structure of traditional media and entertainment companies and their business models and to focus better on the roles over time of influential drivers in the industry's value chain. The underlying question of the course focuses on what our media and entertainment enterprises look like today, what they may be like in the future and why. Ultimately, the course will examine the driving changes that will transform these experiences as businesses.

Competitive forces from within each industry and from outside will be closely examined. The goal is that by the end of the course students will understand the major institutions in the entertainment and media industries; how those industries are structured, and; where opportunities as managers might be created or hindered due to industry transformation. This course will examine how major factors have been pushing these sectors into periods of change, and provides a strategic framework to assess these changes.

In this course, future industry leaders in the class will have tools to examine decision-making in organizations given uncertain future and relationships with consumers, and managers in other industries will have a view into the media industries as a tool to examine their own industry's transformation.

**Course Objectives**

- To examine the decision-making processes and economic challenges facing the

entertainment and media industries, today and tomorrow.

- To understand the role of industry players globally and assess the role of new media players upon global competition for consumers' time and money.
- To examine what will happen as computers, portable phones and individual video technologies continue to make significant inroads? Where can value be created convergence?

### **Course Materials**

The reading material will consist of (1) the Movie Business Book (MBB) by Jason Squire, available for purchase at the University Bookstore or on Amazon.com, and (2) business cases and articles, available for purchase as a Course Reader (CR) at the University Bookstore or electronically through [www.study.net](http://www.study.net).

Please register at [www.study.net](http://www.study.net) for online access and purchase of these materials as well as for course administration, including assignments and schedule changes.

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.

Helpful websites include:

1. [www.variety.com](http://www.variety.com)
2. [www.hollywoodreporter.com](http://www.hollywoodreporter.com)
3. [www.techcrunch.com](http://www.techcrunch.com)

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 must 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. The professor will answer any phone that rings in class!

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 14<sup>th</sup> (midterm) and July 30 (final).

### **Internship Field Project**

In order to receive a grade in the course, you will be required to participate in a real-life internship project with a sports organization. Details of the internship project will be provided during the first week of class.

### **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:

- Midterm Examination (30%) - a comprehensive case study covering course material and its application.
- Internship Project (20%) – Details to be provided in first week of class.
- Final Examination (35%) - a comprehensive case study covering course material and its application.
- Class Participation (15%) – regular class attendance and participation in class activities and case discussions. Feedback on participation will be provided.

## Class Schedule

Class #	Discussion Topic	Required Text and CR Readings
1 June 24 Wednesday	Course Overview and Introduction to Event Management in the Filmed Entertainment Business <b>(Guest Speaker)</b>	<b>CR:</b> Coming Soon to a Theater Near You <b>MMB:</b> Chapter VII (Film Festivals & Markets)
June 25 6-8pm Thursday	<b>Industry Networking Event</b> (Fowler Museum)	<b>Guest Speaker:</b> Dmitry Shapiro Founder & CEO, Veoh Networks Preview of “Internet Power Player”
XDAY June 26 Friday	<b><u>Experience Day #1:</u></b> Los Angeles International Film Festival (Westwood Village, CA)	
2 June 29 Monday	Producing the Independent Film vs. the Studio Film Experience <b>(Guest Speaker)</b>	<b>CR:</b> Roadside Attractions, LLC. <b>MMB:</b> Chapter I (The Creators) <b>MMB:</b> Chapter II (The Property) <b>MMB:</b> Chapter III (The Money)
June 30 Tuesday	<b>Industry Lunch</b> (See “Business of Entertainment” Course Schedule)	
3 July 1 Wednesday	The In-Home Entertainment Experience: From Television to Home Video to DVD to Home Delivery and Beyond <b>(Guest Speaker)</b>	<b>CR:</b> Blockbuster (A), (B), (C), (D) <b>MMB:</b> Chapter XI (Home Video)
	<b>NO EXPERIENCE DAY – JULY 4<sup>TH</sup> WEEKEND.</b>	

4 July 6 Monday	Internet Technology, the Democratization of Media and the Emergence of the Long Tail <b>(Guest Speaker)</b>	<b>CR:</b> Convergence 2008: Video Over the Internet <b>CR:</b> Bright-cove and the Future of Internet Television <b>MBB:</b> Chapter XIV (The Future)
July 7 Tuesday	<b><i>Industry Lunch</i></b> (See “ <i>Business of Entertainment</i> ” Course Schedule)	
5 July 8 Wednesday	Entertainment & The Economics of the Movie Business <b>(Guest Speaker)</b>	<b>CR:</b> Coming Soon to a Theater Near You (continued) <b>CR:</b> Coming Soon to a Theater Near You (continued) <b>MBB:</b> Chapters IX and X, Theatrical Exhibition and Distribution)
XDAY July 10 Friday	<b><u>Experience Day #2:</u></b> Television Production Set Visit: Rita Rocks (Lifetime Original Sitcom)	
6 July 13 Monday	The Development, Production and Management of Network and Cable Television <b>(Guest Speakers)</b>	<b>CR:</b> Law & Order: Special Victims Unit "Show-runner" <b>CR:</b> A Look At Three Regulatory Forces Influencing Content And Distribution In The Motion Picture And Television Industries <b>MBB:</b> Chapter VIII (Revenue Streams)
July 14 Tuesday	<b><i>Industry Lunch</i></b> (See “ <i>Business of Entertainment</i> ” Course Schedule)	
7 July 15 Wednesday	<b><i>MIDTERM EXAMINATION</i></b>	Not applicable

July 17 Friday	<b><u>Experience Day #3:</u></b> IMAX Release: Harry Potter and the Half-Blood Prince	
8 July 20 Monday	Disruptive Innovations and the Impact on the Artist as the Entrepreneur <b>(Guest Speakers)</b>	<b>CR:</b> Online Music Distribution in a Post-Napster Era <b>CR:</b> Creative Company: How to Own & Harvest Great Ideas <b>CR:</b> Co-Authoring the Myth: Building and Iconic Brand with the Help of Culture Industries & Populist Worlds
July 21 Tuesday	<b><i>Industry Lunch</i></b> <i>(See “Business of Entertainment” Course Schedule)</i>	
9 July 22 Wednesday	Marketing and Advertising in the Media and Entertainment Industries (Guest Speaker)	<b>CR:</b> BMW Films <b>MBB:</b> Chapter VII (Marketing)
XDAY July 24 Friday	<b><u>Experience Day #4:</u></b> Studio Tour – Sony Pictures Entertainment (Culver City, CA)	
10 July 27 Monday	Creative Entrepreneurship in the Entertainment and Media <b>(Guest Speaker)</b>  Course Wrap Up	<b>CR:</b> International Fight League: Strategy for a Mixed Martial Arts Start-up  <b>MBB:</b> Chapter XII (Consumer Products) <b>MBB:</b> Chapter XIII (International) Not applicable
July 28 Tuesday	<b><i>Industry Lunch</i></b> <i>(See “Business of Entertainment” Course Schedule)</i>	

11 July 29 Wednesday	<b><i>FINAL EXAMINATION</i></b>	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.