

Carnegie Mellon Heinz College

Master of Entertainment Industry Management TELEVISION ECONOMICS – CLASS 93.869 (SPRING 2024)

Fridays: 10:00am -1:00pm

Pat Quinn pat@patquinnmedia.com (310) 228-8720

Francois Vallerian francois.vallerian@paramount.com (323) 956-5017

TA : Devyn Hinkle devynahinkle@gmail.com

Class 1: Friday, January 19 10:00am - 1:00pm

Class 2: Friday, January 26 10:00am - 1:00pm

Class 3: Friday, February 2 10:00am - 1:00pm

Class 4: Friday, February 9 10:00am - 1:00pm

Class 5: Friday, February 16 10:00am - 1:00pm

Class 6: Friday, February 23 10:00am - 1:00pm

Course Information	Shifts in technology and distribution are impacting corporate business models and content creators – especially in the television industry. The goal of this class is to provide students with the solid economic and structural fundamentals of the U.S. television industry, from real life development, production and financing paradigms to business and marketplace fundamentals (with a bit of practical theory thrown in for good measure).	
Learning/ Course Objectives*	By the end of this course, students will be able:	
	Learning Objective	How Assessed
	To critically examine and master the main economic models for commercial television production and distribution in the U.S.	<ul style="list-style-type: none"> Class discussion In class project
	To become comfortable with the business complexities that regularly confront television creative and production executives.	<ul style="list-style-type: none"> Class discussion In class project
	To learn about the life cycles of ancillary products and how they affect the potential profitability and risk of the principal programs they are based on, including financing arrangements.	<ul style="list-style-type: none"> Class discussion
	To understand how “backend” participation formulas actually play out in the real world and affect decisions to produce and/or distribute content.	<ul style="list-style-type: none"> Class discussion In class project
	To appreciate and become familiar with the day-to-day financial realities of TV development and production.	<ul style="list-style-type: none"> Class discussion

Evaluation* Method	The focus of the grading will be divided in the following areas:																																		
Class Participation Rubric	Class attendance, participation		10%																																
	Class Project 1: Create a route to market strategy for one of the digital streamers launching in 2021		45%																																
	Class Project 2: Development and Production for a scripted series based on IP		45%																																
	Frequency and Quality	A Grade Attends class regularly and <i>always contributes</i> to the discussion by raising thoughtful questions, analyzing relevant issues, building on others' ideas, introducing original ideas, synthesizing across discussions, expanding the class' perspective, and appropriately challenging assumptions and perspectives	B Grade Attends class regularly and <i>sometimes contributes</i> to the discussion in the aforementioned ways.	C Grade Attends class regularly but <i>rarely contributes</i> to the discussion in the aforementioned ways.	D/R Grade Attends class regularly but <i>never contributes</i> to the discussion in the aforementioned ways.																														
Grading Scale*	<table border="1"> <tr> <td data-bbox="345 1003 418 1339">A+</td> <td data-bbox="423 1003 829 1039">99.0-100%</td> <td data-bbox="834 1003 1502 1039">Exceptional</td> </tr> <tr> <td data-bbox="345 1039 418 1075">A</td> <td data-bbox="423 1039 829 1075">94.0-98.9%</td> <td data-bbox="834 1039 1502 1075">Excellent</td> </tr> <tr> <td data-bbox="345 1075 418 1110">A-</td> <td data-bbox="423 1075 829 1110">91.0-93.9%</td> <td data-bbox="834 1075 1502 1110">Very Good</td> </tr> <tr> <td data-bbox="345 1110 418 1146">B+</td> <td data-bbox="423 1110 829 1146">88.0-90.9%</td> <td data-bbox="834 1110 1502 1146">Good</td> </tr> <tr> <td data-bbox="345 1146 418 1182">B</td> <td data-bbox="423 1146 829 1182">84.0-87.9%</td> <td data-bbox="834 1146 1502 1182">Acceptable</td> </tr> <tr> <td data-bbox="345 1182 418 1218">B-</td> <td data-bbox="423 1182 829 1218">81.0-83.9%</td> <td data-bbox="834 1182 1502 1218">Fair</td> </tr> <tr> <td data-bbox="345 1218 418 1253">C+</td> <td data-bbox="423 1218 829 1253">78.0-80.9%</td> <td data-bbox="834 1218 1502 1253">Poor</td> </tr> <tr> <td data-bbox="345 1253 418 1289">C</td> <td data-bbox="423 1253 829 1289">74.0-77.9%</td> <td data-bbox="834 1253 1502 1289">Very Poor</td> </tr> <tr> <td data-bbox="345 1289 418 1325">C-</td> <td data-bbox="423 1289 829 1325">71.0-73.9%</td> <td data-bbox="834 1289 1502 1325">Minimum Passing</td> </tr> <tr> <td data-bbox="345 1325 418 1360">R</td> <td data-bbox="423 1325 829 1360">below 71 pts (< 71%)</td> <td data-bbox="834 1325 1502 1360">Failing</td> </tr> </table>					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
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Course Materials/ Readings	<p>There is no textbook. Assigned reading materials will be distributed in advance of class sessions. Materials for in Class Projects will be distributed during class sessions. Students are expected to stay current on events in the entertainment industry by reading DEADLINE, THE HOLLYWOOD REPORTER and VARIETY daily.</p> <p>“This week in Entertainment”: Every week for about 20 minutes, we will discuss recent news in Media / Entertainment that may have a significant impact on the business. Students are expected to select and submit a recent article of their choice (URL links or PDFs sent to Mary) by noon on every Thursday. You should come prepared to discuss the article you chose.</p> <p>Prior to Class 3, please watch an episode of NCIS - S15 ep. 7 and of Yellowstone (links will be provided). The series will be featured and used as use cases throughout class.</p> <p>You will also be asked to fill out a simple questionnaire at the beginning of Class 1.</p>																																		
Absences or Tardy	Attendance is mandatory and will be reflected in the class participation portion of your grade. If you know you are going to be late or absent, please contact me prior to class via email, pat@patquinmedia.com or office phone (310) 228-8720.																																		

**Course
Outline:***

OUTLINE OF COURSE TOPICS
(Note: Class dates for topics may be approximate and order may change.)

Class 1 – Friday, January 19 10:00am -1:00pm

Topic	<ol style="list-style-type: none"> 1. Introductions (Teachers, Students and Class Syllabus) 2. Big Media and the Hollywood Studios/Consolidation and Mergers 3. Class Project 1: Case Study: Current streaming services (Subscription based and Free Ad-Supported): Opportunities and Challenges – (45% of Total Grade) 4. Break into groups to discuss: <table border="0" style="width: 100%; margin-left: 40px;"> <tr> <td style="text-align: center;"><u>Group 1</u></td> <td style="text-align: center;"><u>Group 3</u></td> <td style="text-align: center;"><u>Group 5</u></td> </tr> <tr> <td>Tatiana</td> <td>Averi</td> <td>Aditya</td> </tr> <tr> <td>Kelly</td> <td>Erin</td> <td>Angela</td> </tr> <tr> <td>Reese</td> <td>Natalie P</td> <td>Renee</td> </tr> <tr> <td>Akanksha</td> <td>Izzy</td> <td>May</td> </tr> <tr> <td></td> <td>Jai</td> <td>Nevada</td> </tr> <tr> <td colspan="3"> </td> </tr> <tr> <td style="text-align: center;"><u>Group 2</u></td> <td style="text-align: center;"><u>Group 4</u></td> <td></td> </tr> <tr> <td>Violet</td> <td>Natalie G</td> <td></td> </tr> <tr> <td>Juju</td> <td>Sarah</td> <td></td> </tr> <tr> <td>Rue</td> <td>Scott</td> <td></td> </tr> <tr> <td>Tyler</td> <td>Julia</td> <td></td> </tr> <tr> <td>Hongyun</td> <td>Ziqi</td> <td></td> </tr> </table> 	<u>Group 1</u>	<u>Group 3</u>	<u>Group 5</u>	Tatiana	Averi	Aditya	Kelly	Erin	Angela	Reese	Natalie P	Renee	Akanksha	Izzy	May		Jai	Nevada				<u>Group 2</u>	<u>Group 4</u>		Violet	Natalie G		Juju	Sarah		Rue	Scott		Tyler	Julia		Hongyun	Ziqi	
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Class 2 – Friday, January 26. 10:00am -1:00pm

Topic	<ol style="list-style-type: none"> 1. This week in Entertainment 2. Class Project 1 Presentation: Case Study: Current streaming services (Subscription based and Free Ad-Supported): Opportunities and Challenges (Powerpoint presentation) 3. TV and Streaming landscape in the U.S. 4. Point of View: Producer/Studio, Network/Buyer/Creatives 5. Scripted Programming “deficit financing” 6. Scripted “co-pro”, International Co-Productions
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Class 3 – Friday, February 2 10:00am -1:00pm

Topic	<ol style="list-style-type: none"> 1. This week in Entertainment 2. Independent Production Companies 3. International Distribution of content and TV Markets 4. International formats distribution business
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Class 4 - Friday, February 9 10:00am -1:00pm

Topic	<ol style="list-style-type: none"> 1. This week in Entertainment 2. Where is the trail of money? How are the shows financed and how do networks, studios, streamers pull a profit? 3. “Hollywood Accounting” and Accounting Firms 4. Making money from a show as a profit participant, Audits 5. Discussion for Class Project 2: Case Study: Negotiation – development and production of scripted series evaluating broadcast, cable and digital proposals. (45% of Total Grade)
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	<p>6. Break into groups to discuss:</p> <table border="0" style="width: 100%; text-align: center;"> <tr> <td><u>Group 1</u></td> <td><u>Group 3</u></td> <td><u>Group 5</u></td> </tr> <tr> <td>Tatiana</td> <td>Averi</td> <td>Aditya</td> </tr> <tr> <td>Kelly</td> <td>Erin</td> <td>Angela</td> </tr> <tr> <td>Reese</td> <td>Natalie P</td> <td>Renee</td> </tr> <tr> <td>Akanksha</td> <td>Izzy</td> <td>May</td> </tr> <tr> <td></td> <td>Jai</td> <td>Nevada</td> </tr> <tr> <td> </td> <td></td> <td></td> </tr> <tr> <td><u>Group 2</u></td> <td><u>Group 4</u></td> <td></td> </tr> <tr> <td>Violet</td> <td>Natalie G</td> <td></td> </tr> <tr> <td>Juju</td> <td>Sarah</td> <td></td> </tr> <tr> <td>Rue</td> <td>Scott</td> <td></td> </tr> <tr> <td>Tyler</td> <td>Julia</td> <td></td> </tr> <tr> <td>Hongyun</td> <td>Ziqi</td> <td></td> </tr> </table>	<u>Group 1</u>	<u>Group 3</u>	<u>Group 5</u>	Tatiana	Averi	Aditya	Kelly	Erin	Angela	Reese	Natalie P	Renee	Akanksha	Izzy	May		Jai	Nevada	 			<u>Group 2</u>	<u>Group 4</u>		Violet	Natalie G		Juju	Sarah		Rue	Scott		Tyler	Julia		Hongyun	Ziqi	
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<p>Plagiarism and Cheating Notice*</p>	<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> <ol style="list-style-type: none"> 1. Plagiarism (explained below); 2. Submission of work that is not the student’s own; 3. Submission or use of falsified data; 4. Unauthorized access to an exam or assignment; 5. Use of a stand-in for an exam; 6. Use of unauthorized material in the preparation of an assignment or during an examination; 7. Supplying or communicating unauthorized information to another student for use in an assignment or exam; 8. Unauthorized collaboration on an assignment. Collaboration must be explicitly permitted by an instructor for it to be considered authorized. 9. Submission of the same work for credit in more than one course. <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 the work of another</p>																																							

	<p>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>Cheating and/or plagiarism on an essay assignment will result in a failing grade (0 points) for that assignment. The essay 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>Academic Dishonesty: 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>Artificial Intelligence Policy:</p>	<p>IT IS NOT ALLOWED IN THIS CLASS</p> <p>Any use of generative AI for any graded component of this course is explicitly prohibited. Using ChatGPT or other generative AI to generate any course content will be considered an academic integrity violation.</p>
<p>Your Well Being</p>	<p>Take care of yourself. Do your best to maintain a healthy lifestyle this semester by eating well, exercising, avoiding drugs and alcohol, getting enough sleep and taking some time to relax. This will help you achieve your goals and cope with stress.</p> <p>All of us benefit from support during times of struggle. You are not alone. There are many helpful resources available and an important part of the college experience is learning how to ask for help. Asking for support sooner rather than later is often helpful.</p> <p>If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support. Counseling and Psychological Services (CaPS) is here to help: call 412-268-2922 and visit their website at http://www.cmu.edu/counseling/. Consider reaching out to a friend, faculty or family member you trust for help getting connected to the support that can help.</p>