

# CAPILANO UNIVERSITY COURSE OUTLINE

## MOPA 220 – LINE PRODUCING AND PRODUCTION MANAGEMENT

Fall 2016

Division	School of Motion Picture Arts	
Course Name	MOPA 220 Line Producing and Production Management	Credits: 3
Instructor	<a href="mailto:x@capilanou.ca">x@capilanou.ca</a>	604.986.1911 local x

### VISION STATEMENT

The School of Motion Picture Arts is dedicated to inspiring a new generation of independent Canadian filmmakers through the fostering and mentoring of emerging talent utilizing progressive learning environments and authentic production experiences, such that graduates make valued contributions to the global media culture.

### COURSE FORMAT

Four lecture hours per week, for 15 weeks.

### COURSE PREREQUISITES

25 credits of 100 level MOPA.

### STUDENT LEARNING OUTCOMES

#### General

This course is an exploration of the function and practices of line producers and production managers in the entertainment industry.

#### Instructional

Upon successful completion of this course the student will be able to:

- \* Identify the job duties of production managers and line producers;
- \* Describe core production workflows relating to human resources, production resources, unions and guilds, and accounting;
- \* Prepare industry standard production budgets;
- \* Utilize industry standard production budgeting software;
- \* Evaluate the production requirements of professional projects.

<b>PROGRAM LEARNING OUTCOMES</b>
<b>Program Mission</b>
We teach motion picture entertainment industry workflows by advancing student skills in the areas of technical motion picture arts practices and other professional work processes.
<b>Program Goals</b>
<p>Our program goals include:</p> <ul style="list-style-type: none"> <li>- Identify and clarify the specific hierarchies and corresponding workflows of the diverse entertainment industry sectors;</li> <li>- Build upon students' skills in industry-standard time management, communications, human resources and team-based working processes;</li> <li>- Advance creative and technical skillsets within the context of industry standards;</li> </ul> <p>Assist students in building critical awareness of their unique interests and aptitudes in relation to the diverse employment opportunities in the entertainment industries.</p>

<b>PROGRAM STUDENT LEARNING OUTCOMES</b>
<p>Students successfully completing this program will:</p> <ol style="list-style-type: none"> <li>1. Apply creative principles used to develop a screenplay and critique scripts for production purposes;</li> <li>2. Execute basic film directing skills, including conceiving a visual strategy for telling a story using motion picture arts, working with actors and leading a film crew;</li> <li>3. Design and produce sophisticated short independent films while employing protocols of professional film set procedures and advanced technical skills in a professional manner;</li> <li>4. Schedule and budget the pre-production, production and post-production of short independent films;</li> <li>5. Identify and describe major factors that influenced filmmaking over the course of cinema history.</li> </ol>

### **REQUIRED TEXTS**

Resource material is provided by the instructor. Check Moodle for assignments and readings.

<b>WEEKS 1-15</b>
<b>WEEK 1:</b>
*Line producer and production manager job descriptions; scope of work and workflows; working with key crew.
<b>WEEK 2:</b>
*Negotiating with unions and guilds, union and guild contracts, master production agreements, rates and fringes. Sourcing crew, negotiating crew deals, managing crew, and conflict resolution.
*Assignment #1: due week 3

**WEEK 3:**

\* Corporate video and short form quoting, short form corporate video budgets and working with corporate clients.

\*Assignment #1 due

\*Assignment #2: due week 6

**WEEK 4:**

\*Sourcing suppliers and negotiating supplier deals, production insurance, pre-production and production scheduling, and time management.

**WEEK 5:**

\*Introduction to industry-standard budgeting: breakdowns, structures, research.

\*Assignment #3: due week 10

**WEEK 6:**

\*Introduction to industry standard budgeting software: Movie Magic Budgeting. Budget templates, globals, fringes and accounts.

\*Assignment #2: due

**WEEK 7:**

\*Movie Magic Budgeting software use and practice.

**WEEK 8:**

\*Budgeting above-the-line and production costs.

**WEEK 9:**

\*Budgeting post-production and other costs.

**WEEK 10:**

\*Budgeting for VFX and animation.

\*Assignment #3 due

**WEEK 11:**

\*Production accounting procedures and reports: cost reports, hot costs, payroll, PO's and other standard practices.

\*Assignment #4: due week 12

**WEEK 12:**

\*Budgeting and production management for ultra low budget productions; analysis of an independent feature film or television series and corresponding production budget

\*Assignment # 4 due

\*Assignment #5: due week 13

**WEEK 13:**

\*Budgeting and production management for ultra low budget productions; analysis of an independent feature film or television series and corresponding production budget

\*Assignment #5 due

\*Course review

**WEEKS 14-15:**

\*Final exam period: no classes and exam schedule TBD. Opportunity for one-on-one student feedback.

Fourth (4<sup>th</sup>) hour activities may include workshops, guest speaker sessions, screenings, forums, and feedback sessions.

<b>ASSIGNMENTS*</b>	
Assignment #1 - Calculate union rates and requirements.	5%
Assignment #2 - Corporate video quoting and budgeting (BizX Awards)	15%
Assignment #3 -Detailed industry-standard production budget utilizing industry-standard software.	15%
Assignment #4 - Reading and using cost reports.	15%
Assignment #5 - Ultra low budget production budget (budgeting with Telefilm or Excel templates.)	15%
<b>Total</b>	<b>65%</b>

<b>EVALUATION PROFILE</b>	
Assignments*	65%
Final examination	20%
Professionalism (See <i>BMPA Standards for Professional Behaviour</i> )	15%
<b>Total</b>	<b>100%</b>

<b>FEEDBACK</b>
Students will receive feedback on a weekly basis in relation to the course assignments and also at regular task-oriented intervals. The feedback takes the form of one or more of, in-person guidance, written commentary and grading, and in some cases response from relevant industry representatives.

<b>Grading Profile</b>			
A+ = 90-100%	B+ = 77-79%	C+ = 67-69%	D = 50-59%
A = 85-89%	B = 73-76%	C = 63-66%	F = 00-49%
A- = 80-84%	B- = 70-72%	C- = 60-62%	

<b>OPERATIONAL DETAILS:</b>
Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.
<b>ATTENDANCE:</b>
Attendance will be taken daily and will form part of the final grade (See Evaluation Profile). When students are absent from class/production, their professionalism grade will be affected. Crew time sheets will be filled out each day during production. Lateness or unexplained absences will affect professionalism grade. Additionally, where lateness or unexplained absence prevents student from executing their designated crew responsibilities, term grade for that specific role will be impacted as well – up to and including overall course failure for substantially incomplete work.
<b>PUNCTUALITY:</b>
Punctuality is essential and forms part of the participation grade.
<b>LATENESS:</b>
All student work must be performed at the place and time authorized by the instructor. Lateness will only be accepted if prior approval for lateness has been given by the instructor.

<b>CHEATING/PLAGIARISM:</b>
Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. All students should familiarize themselves with the University Policy on Cheating and Plagiarism (See the University Website) as such behaviour can result in suspension from the University.
<b>INCOMPLETE GRADES:</b>
Grades of Incomplete "I" will be granted only if there is a valid reason for extending the evaluation deadline and if students have a reasonable chance of improving their grade to pass the course.
<b>ENGLISH USAGE:</b>
All written work submitted must use good academic English and follow the guidelines provided in the Capilano University Guide to Writing Assignments (available from the University Bookstore). It is the responsibility of students to proof-read all their writing for any grammatical, spelling and stylistic errors.
<b>STUDIO/FILMING DISCIPLINE:</b>
Students must be dressed appropriately. Wet and cold weather requires waterproof and warm clothing. Students are required to wear work clothes for technical and production sessions. Clothing may be subjected to dirt, paint and dust. Sturdy shoes are a must. No food or beverages are allowed on set during production activities and during technical classes.
<b>COMPUTER COURSE REQUIREMENTS/RESPONSIBILITIES:</b>
You are expected to abide by the Statement of Appropriate Use of Information Technology Facilities and Services in any use of computers at the University. This statement can be obtained from your department, the Library, Computer Services or on the University website.
<b>ELECTRONIC DEVICES/LAPTOPS:</b>
Use of electronic devices is not allowed during class time, except at the discretion of the instructor.
<b>COMPUTER LAB USAGE:</b>
No food or beverages are allowed in the University's computer labs at any time. Students must not abuse internet privileges by visiting inappropriate or illegal websites. Intentionally opening and/or altering other students' projects will not be tolerated. Respect for other students' work is of utmost importance. Offences regarding the above will result in the "0" mark in the participation grade, and restricted access to facilities.
<b>PARTICIPATION/PROFESSIONAL BEHAVIOUR:</b>
Students are expected to demonstrate a professional attitude and behaviour towards their work, fellow-students, and their instructor. Students should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in this course. Students should have respect for equipment and systems, and a constructive response to criticism.
<b>EMERGENCY PROCEDURES:</b>
Students should familiarize themselves with emergency procedures posted in the classroom.

### MOTION PICTURE ARTS STANDARDS FOR PROFESSIONAL BEHAVIOUR

Professional behaviour is essential in employment situations in the film and television industry. Professional behaviour, combined with professional technical and craft skills are the essential components that directors, producers, writers, actors, cinematographers, editors, agents, funders, broadcasters and distributors consider when deciding to build a team, hire, cast or green light a project. By acknowledging this, the Motion Picture Arts program fosters professional behaviour by evaluating each student according to these standards.

In all student projects, professional behaviour forms part of the mark, students will be given interim reports in order to adjust behaviour that needs improvement. These standards reflect the values of professionalism in the film and television industry and represent the expected standard of behaviour required of employment in the field.

The desired behaviours are described below as “outcomes” which are followed by a list of criteria against which the student’s behaviour will be measured.

### PROFESSIONAL BEHAVIOURAL OUTCOMES AND MEASUREMENT CRITERIA

#### 1. Ability to work in peer groups

Measurement criteria: The student demonstrates:

- \* Leadership by proposing goals and tasks, initiating discussion and keeping peers focused
- \* Reinforcement of others by, verbally or nonverbally, encouraging and supporting others and giving recognition for contribution
- \* Openness and acceptance of others’ ideas
- \* Mediating by persuading members to analyze constructively differences of opinion, by searching for common ground and compromising one’s own opinion to completion of the task
- \* Challenging by seeking information or elaboration from others to clarify their ideas
- \* Summarizing, evaluating and closing by restating major points, helping to assess group process and decisions and by defining completion

#### 2. Self-awareness, self-care, self-learning (self-motivation)

Measurement criteria: The student demonstrates:

- \* A reflective practice which allows the student to be aware of his/her own competence in his/her position in the crew.
- \* An awareness of internal and external factors in one’s personal life and how they can affect professional performance
- \* The ability to identify and remediate one’s own knowledge, skills and abilities gaps
- \* The ability to accept, evaluate and respond appropriately to professional criticism

3. Ethical standards
<p>Measurement criteria: The student demonstrates:</p> <ul style="list-style-type: none"> <li>* honesty</li> <li>* sense of duty</li> <li>* accountability</li> <li>* integrity</li> <li>* commitment</li> <li>* respect for colleagues' dignity</li> <li>* respect for University property</li> </ul>
4. Good work habits
<p>Measurement criteria:</p> <ul style="list-style-type: none"> <li>* Shows up at call time or on time for meetings</li> <li>* Does not miss meetings or shoots</li> <li>* Dresses appropriately for shooting</li> <li>* Required notes or paperwork are effective and legible</li> <li>* Appropriate adherence to the hierarchy on the set</li> </ul>
5. Time management
<p>Measurement criteria:</p> <ul style="list-style-type: none"> <li>* Meets deadlines for prep</li> <li>* Is prepared for shoot</li> <li>* Completes tasks on time</li> </ul>
6. Critical thinking
<p>Measurement criteria:</p> <ul style="list-style-type: none"> <li>* Applies an appropriate model to assess problems facing the task at hand</li> <li>* Clearly (and collaboratively if necessary) recommends appropriate choice of action</li> <li>* Can clearly defend outcomes in a professional and ethical manner</li> </ul>
7. Communication
<p>Measurement criteria:</p> <ul style="list-style-type: none"> <li>* Displays appropriate oral communication skills within the group</li> <li>* Written communication skills are appropriate for the position</li> <li>* Paperwork is completed and submitted on time</li> </ul>