CAPILANO UNIVERSITY COURSE OUTLINE
MOPA 220 – LINE PRODUCING AND PRODUCTION MANAGEMENT
Fall 2017

Division	School of Motion Picture Arts	
Course Name	MOPA 220 Line Producing and Production Management	Credits: 3
Instructor	@capilanou.ca	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, which includes two weeks for final exams.

COURSE PREREQUISITES
25 credits of 100-level MOPA.
Note: MOPA 220 is equivalent to IDF 208. Duplicate credit will not be granted for this course and IDF 208.

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.

PROGRAM LEARNING OUTCOMES
Program Mission
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.
Program Goals
Our program goals include: - Identify and clarify the specific hierarchies and corresponding workflows of the diverse entertainment industry sectors; - Build upon students' skills in industry-standard time management, communications, human resources and team-based working processes; - Advance creative and technical skillsets within the context of industry standards; Assist students in building critical awareness of their unique interests and aptitudes in relation to the diverse employment opportunities in the entertainment industries.

PROGRAM STUDENT LEARNING OUTCOMES
Students successfully completing this program will: 1. Analyze historical, technological, philosophical and theoretical trends in the national and global cinemas; 2. Acquire a range of skills and applications of visual communication in order to expand their potential to realize and create meaningful career opportunities; 3. Contribute their technical skills, creative skills, and personal vision to the art of filmmaking; 4. Consult, liaise and negotiate in a professional manner in all aspects of the filmmaking process; 5. Develop industry relationships and create authentic learning environments in order to provide opportunities to expand their potential as independent filmmakers.

REQUIRED TEXTS

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

WEEKS 1-15
WEEK 1:
*Line producer and production manager job descriptions; scope of work and workflows; working with key crew.
WEEK 2:
*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

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*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 (4th) hour activities may include workshops, guest speaker sessions, screenings, forums, and feedback sessions.

EVALUATION PROFILE	
Assignments*	65%
Final examination	20%
Attendance, Participation, and Professional Behaviour**	15%
Total	**100%**

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*ASSIGNMENTS	
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%
Total	**65%**

**Attendance and Participation	10%
Professional Behaviour	5%
Note: Students will receive a mid-term progress report on Attendance and Participation that includes Professional Behaviour. In addition to forming part of the grade for this course, the end-of-term reports are reviewed by the supervising faculty.	
Total	15%

FEEDBACK
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.

Grading Profile			
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%	

OPERATIONAL DETAILS:
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.
ATTENDANCE:
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.
PUNCTUALITY:
Punctuality is essential and forms part of the participation grade. Two lates will count as an absence (see above). Late attendance will be reflected in the student's final grade.
LATENESS:
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.

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CHEATING/PLAGIARISM:
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.
INCOMPLETE GRADES:
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.
ENGLISH USAGE:
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.
STUDIO/FILMING DISCIPLINE:
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.
COMPUTER COURSE REQUIREMENTS/RESPONSIBILITIES:
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.
ELECTRONIC DEVICES/LAPTOPS:
Use of electronic devices is not allowed during class time, except at the discretion of the instructor.
COMPUTER LAB USAGE:
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.
PARTICIPATION/PROFESSIONAL BEHAVIOUR:
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.
EMERGENCY PROCEDURES:
Students should familiarize themselves with emergency procedures posted in the classroom.

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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

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3.   Ethical standards
Measurement criteria: The student demonstrates: * honesty   * sense of duty   * accountability   * integrity   * commitment   * respect for colleagues' dignity   * respect for University property
4. Good work habits
Measurement criteria: * Shows up at call time or on time for meetings   * Does not miss meetings or shoots   * Dresses appropriately for shooting   * Required notes or paperwork are effective and legible   * Appropriate adherence to the hierarchy on the set
5. Time management
Measurement criteria: * Meets deadlines for prep   * Is prepared for shoot   * Completes tasks on time
6. Critical thinking
Measurement criteria: * Applies an appropriate model to assess problems facing the task at hand   * Clearly (and collaboratively if necessary) recommends appropriate choice of action   * Can clearly defend outcomes in a professional and ethical manner
7. Communication
Measurement criteria: * Displays appropriate oral communication skills within the group   * Written communication skills are appropriate for the position   * Paperwork is completed and submitted on time