**UCLA Anderson**

**Center For MEMES**

1. **Course:** CONTENT CREATION IN GLOBAL DIGITAL AGE

**Instructor:** Brian Frons

**Course Description:** Examination of content creation and exploitation models as they have evolved and continue to evolve since early days of broadcast television through entry of cable, satellite, and digital platforms. Examination of challenges and opportunities presented by emerging platforms and rising importance and value of international marketplace. Students learn about traditional business models that incorporate costs and revenue streams associated with traditional TV production, including most major programming formats, (half-hour comedies, hour dramas, and reality formats), and formats tailored principally for emerging digital platforms. Students gain broad understanding of basic economics for content creation for these platforms, forces at work in current media landscape that place pressure on traditional exploitation methods, and some emerging monetization opportunities.

1. **Course:** ENTERTAINMENT BUSINESS MODELS

**Instructor:** Harry Sloan & Sanjay Sood

**Course Description:** The goal of this class is to introduce students to the business models underlying the entertainment industry, focusing on Movies studios, television, and online media. The course will be co-taught to leverage Harry Sloan’s wealth of business acumen and inside information while still retaining strong academic rigor. This is not a ‘war stories’ class. The class takes a critical look at the financing and revenue streams associated with the various business models. The course will follow content as it is produced by the studios and then goes from one window to another, being shown in theater, broadcasted on TV, and finishing on the Internet. At each stage, we will discuss the economics of providing content looking both at the investment needed to produce and disseminate the content, and how revenues are being extracted.

1. **Course:** ENTERTAINMENT FINANCE

**Instructor:** Steve Hendry

**Course Description:** Examination of financial elements behind production and distribution of filmed entertainment. Exploration of economics and risks underlying film and television production businesses. Discussion of various ways that this content is financed. Focus on giving students practical applications of fundamental concepts.

1. **Course:** ENTERTAINMENT MARKETING

**Instructor:** Sanjay Sood

**Course Description:** This course examines the marketing process in the entertainment industry. The entertainment industry has typically engaged in a specialized marketing process because movies are intangible products with a limited shelf life. Whereas traditional product based marketing typically highlights differentiating attributes, entertainment marketing typically highlights consumer experiences. The purpose of this course is to teach students how Marketing theories and best practices can create competitive advantage in the movie industry. The basic objectives are: 1) to familiarize students with the marketing process in entertainment; 2) To provide the appropriate theories, models, and other tools to make more effective marketing decisions; and 3) to provide a forum for students to apply these principles

1. **Course:** ENTERTAINMENT STRATEGY

**Instructor:** Derek Alderton

**Course Description:** This course considers the development, assessment and implementation of strategy decisions in a variety of media and entertainment industries. It highlights the level of difficulty of developing and executing effective strategies because of both the quantitative fundamental economic characteristics of most entertainment industries, and the qualitative issues, such as managing talent and uncertainty. A major theme of the course will revolve around developing an understanding of strategic decision-making and implementation with the ambiguity and uncertainty of information in the “real world”. Another major theme will be the use of numeric analysis to help shape strategy and/or to distinguish between strategic options. Although the course will focus on film and media conglomerates, examples

1. **Course:** MUSIC INDUSTRY: BUSINESS MODELS FROM THE PAST, PRESENT, & FUTURE

**Instructor: Fred Rosen/ Sanjay Sood**

**Course Description:** Examination of business issues in music industry. Industry has completely evolved business model several times, going from sales of recorded music to touring and merchandise. Critical examination of evolution of industry from 1950s to present.

1. **Course**: INTELLECTUAL PROPERTY: LAW AND STRATEGY

**Instructor**: Doug Lichtman

**Course Description**: Although details of intellectual property law are best left to specialized lawyers, no modern business leader can afford to be unaware of opportunities presented by--and pitfalls associated with--patent law, copyright law, and state trade secret regimes. Examination of this legal infrastructure not only by learning fundamental rules associated with each type of protection, but more importantly by studying business strategies that intellectual property law supports. Examples and case studies drawn from across content, technology, and pharmaceutical industries. No prior familiarity with legal doctrines or materials needed. Includes responses to various problem sets and final examination.

1. **Course:** MAKING CREATIVITY PROFITBABLE IN ENTERTAINEMNT AND TECHNOLOGY

**Instructor: Brian Frons**

**Course Description:** Introduction to business interactions that take place between financial and creative executives, and how to navigate this tension underlying entertainment industry. Focusing on studios, television, cable networks, and online media, study leverage instructor's breadth of business experience and inside information while retaining strong academic rigor. Concepts and practices presented help students navigate sea between business and creative factions that must work in tandem across entertainment spectrum. Management and creative must find working balance for successful entertainment to yield successful business.

1. **Course:** MANAGING DISRUPTIVE TECHNOLOGIES AND BUISNESS MODELS

**Instructor:** Brian Farrell

**Course Description:** Technological disruption has affected many industries, especially entertainment and new media. Students identify problems and solutions for managing rapidly changing technologies and evolving business models.

1. Course: INNOVATION SPORTS MARKETING

**Instructor:** TBD –

**Course Description:** In the past few decades, technologies emerged that allowed for a constant growth of media consumption for sports. Starting with the development and distribution of a true multi-channel cable universe in the 1980s. Sports television catapulted from a few hours of weekend coverage to a 24 hour / 7 day a week expectation. And so began a long-sustained revenue growth period for all facets of the Sports business: media companies, leagues, teams, and players. Fast-forward to present day, and this “Always On” expectation from Fans has only accelerated. As the entertainment industry is beset by technologies that allow for time-shifting (DVR, VOD, etc.) and improved avoidance of advertising – thereby impacting revenues – the importance and opportunity for Sports has grown stronger. The LIVE nature of Sports has separated its core importance in the industry. New digital technologies for many years fueled greater consumption of sports television, rather than cannibalized (as feared). But, this phenomenon has started to erode in recent years. Digital and mobile usage has skyrocketed. Social media continues to conquest share of time spent. OTT and subscription services continue to fragment usage patterns. New technology entrants aggregate others publisher content and walk the line of piracy laws. Sports rights have escalated exponentially in the past decade. Most importantly, the underlying business models that have supported this growth are now at jeopardy.

1. **Course:** SPORTS MARKETING MANAGEMENT

**Instructor:** **Bill Sanders**

**Course Description:** Introduction to sports marketing field. Study familiarizes students with field and exposes them to specialties within it, and experts within those specialties. The study covers the application of general marketing principles to sports business. Students practice solving marketing issues within the industry and gain an understanding of emerging issues and technologies that impact it.

1. **Course:** SPORTS MANAGEMENT

**Instructor:** Jeff Moorad, former owner San Diego Padres

**Course Description**: This course is designed to enhance students' national and international capacity to succeed in the highly global and complex marketing environment of the sports industry. Designed to enhance students' national and international capacity to succeed in the highly global and complex marketing environment of sports industry, a very unique arena in which products and services addresses a whole diverse range of interconnected needs such as health, entertainment, lifestyle or education. Success here requires excellence in dealing with fast-changing market dynamics and factors, across-industries perspective application, constant redefinition of competitive arena, and continued redesign of marketing strategies and plans.

1. **Course:** EXAMINING THE VIDEO GAME INDUSTRY: STATE OF PLAY

**Instructor: Brian Farrell**

**Course Description:** Exploration of robust and rapidly changing games business from number of different and unique perspectives. Using readings from current literature, case studies, and guest speakers with senior executive experience in industry, students exposed to different business models used on various gaming platforms, from consoles to PCs to mobile devices. Like gaming industry, class sessions intended to be interactive experience between instructor, speakers, and students.