Business and Management of Games

USC School of Cinema-Television, CTIN 458

Instructor: Robert Nashak
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Units: 2

Course Description:
This course provides students with a deep understanding of the current marketplace for digital entertainment and games in preparation for successful careers in the games and/or digital media industry. We’ll cover marketplace dynamics across a wide variety of platforms including console and PC games, social gaming, smart phone and tablet games, MMOs and more. With a focus on entrepreneurialism, we’ll cover a wide range of business, management and legal issues, including an overview of current business models in games and interactive media, methods for pitching and getting products funded, legal issues pertaining to copyright and intellectual property issues, production management techniques, as well as business start-up nuts and bolts for aspiring entrepreneurs.

The course will consist of lectures, discussions and hands-on exercises that will prepare students to generate creative, innovative ideas for today’s ever-changing entertainment market, while working with common business tools such as spreadsheets, budgets, schedules and contracts.

You will be required to come up with an original game product or service based on current marketplace trends. By the end of the semester, you will create a world-class funding presentation to pitch your original product or service.

Multiple Guest speakers will illuminate aspects of the industry from a first-hand perspective.

Meeting Information:
Lecture, Participation and Discussion: 3 hours

Evaluation of student performance:
The course will have ongoing in-class assignments, and one final project that will start mid-term and continue to the end of the semester. Students will be graded based on creativity and ability to apply class teachings. Students are also graded for a final presentation of their project at the end of the class.

Graded Assignments:
1) Game presentation to class: Each student will present a short PowerPoint/Keynote presentation to class giving an overview of a game of their choice from any game platform. The presentation will provide an overview of the gameplay and also show what’s innovative about the game: e.g. monetization, social features, user-generated content, etc.
2) Half-way through the semester, students will submit the first half of their final project presentation. Slides to be submitted: Company Overview, Market Dynamics, Key Competitors, Vision, and a first pass at the Product Overview
3) Final Presentation presented in class and submitted for grading on the exam day.

Grade value will be apportioned as follows:

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<thead>
<tr>
<th>Assignment</th>
<th>Grade Value</th>
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<tbody>
<tr>
<td>Participation</td>
<td>10</td>
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<tr>
<td>In-class Assignments</td>
<td>10</td>
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<td>Mid-Term Project Preso</td>
<td>30</td>
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<td>Final Project</td>
<td>40</td>
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<td>Final Presentation</td>
<td>10</td>
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<td><strong>Total:</strong></td>
<td><strong>100</strong></td>
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Course content:

**Week 1: Introduction to the Class**
Lecture/discussion:
- Syllabus Overview
- Investor Deck Example: Show early investor deck and walk through the timeline toward company acquisition

**Week 2: Games Market Overview Part 1**
Lecture/discussion:
- Overview of the games market across all key platforms:
  - Social, console, pc/mac, mobile/tablet

**Week 3: Games Market Overview Part 2**
Lecture/discussion:
- Overview of the games market across all key platforms:
  - Social, console, pc/mac, mobile/tablet

**Week 4: Creative Game Development**
- Student Game Demos
- Overview of what makes for great game design and great gamification

**Week 5: Sizing the Market**
Lecture/discussion:
- Student Game Demos
- Market Opportunity Analysis
- How to size the market opportunity for your product or service

**Week 6: History of Video Games & Digital Media Trends**
Lecture/discussion:
- Guest Speaker
- Overview of the history of games, including Asia gaming market

**Week 7: Multi-platform Entertainment and Market Sizing**
Lecture/discussion:
- Student Game Demos
- Students present preliminary market sizing assumptions

**Week 8: How to Start and Run a Games Business**
Lecture/discussion:
- Guest Lecture
- Overview of running games businesses

**Week 9: Marketing and Business Plan Essentials**
Lecture/discussion:
- Student Game Demos
- Business Plan Essentials
- Sources of Funding
- Development Planning
- Marketing/PR
- Opportunity/Mission/Vision

**Week 10: P&Ls, Making your Business Case, Legalities**
Lecture/discussion:
- Student Game Demos
- How to Create P&Ls for your business
• Licensing, Contracts, and IP ownership

Week 11: TV and Movies and Games and the future
Lecture/discussion:
• Student Game Demos
• Pitch Presentation

Week 12: Pitch Presentations
Present Pitches
• Present project pitches

Week 13: Pitch Presentations
Present Pitches
• Present project pitches

Week 14: Pitch Presentations
Present project pitches
• Present project pitches

Suggested Readings:
The Art of Interactive Design
Chris Crawford
The Playful World: How Technology is Transforming Our Imagination
Mark Pesce
Playing For Profit: How Digital Entertainment Is Making Big Business Out of Child’s Play
Alice LaPlante/Rich Seidner
Trigger Happy: Games and the Entertainment Revolution
Steven Poole
Interactive Design for New Media and the Web
Nicholas V. Iuppa
Writing for Interactive Media: The Complete Guide
Jon Samsel/Darryl Wimberley
Carolyn Handler Miller
Game Architecture and Design: A New Edition
Andrew Rollings
Ultimate Game Design: Building Game Worlds
Tom Meigs
Creation Emotion in Games: The Craft and Art of Emotioneering
David Freeman
Developing Online Games: An Insider’s Guide
Jessica Mulligan/Bridgette Patrovsky
Andrew Rollings and Ernest Adams on Game Design
Andrew Rollings/Ernest Adams
Masters of Doom: How Two Guys Created An Empire and Transformed Pop Culture
David Kushner
Break Into the Game Industry: How to Get a Job Making Video Games
Ernest Adams
Game Over: Press Start to Continue
David Sheff
The Ultimate History of Video Games: From Pong to Pokemon – The Story Behind the Craze that Touched Our Lives and Changed the World
Steven L. Kent
High Score: The Illustrated History of Electronic Games
Rusel DeMaria/Johnny L. Wilson
Got Game: How a New Generation of Gamers Is Reshaping Business Forever
John Beck
The Visual Story: Seeing the Structure in Film, TV, and New Media  
Bruce A. Block

Carolyn Handler Miller

Pause and Effect: The Art of Interactive Narrative  
Mark Stephen Meadows

Rules of Play: Game Design Fundamentals  
Katie Salen/Eric Zimmerman

Interactive Television Demystified  
Jerry C. Whitaker

Bamboozled at the Revolution: How Big Media Lost Billions in the Battle for the Internet  
John Motavalli

The Medium of the Video Game  
Mark J.P. Wolf/Ralph H. Baer

The First Quarter: A 25-year History of Video Games  
Steven L. Kent

Game Development and Production  
Erik Bethke

Game Design Workshop  
Tracy Fullerton/Christopher Swain/Steven Hoffman

**Missing an Assignment, Incompletes:**
The only acceptable excuses for missing an assignment or taking an incomplete in the course are personal illness or a family emergency. Students must inform the instructor before the assignment is due and present verifiable evidence in order for a make-up to be scheduled. Students who wish to take incompletes must also present documentation of the problem to the instructor before final grades are due.

**Note for students with disabilities:**
Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to us as early in the semester as possible. DSP is located in STU 301, and is open 8:30am-5:00pm Monday through Friday. The phone number for DSP is (213) 740-0776.

**Academic Integrity:**
The School of Cinema-Television expects the highest standards of academic excellence and ethical performance from USC students. It is particularly important that you are aware of and avoid plagiarism, cheating on exams, submitting a paper to more than one instructor, or submitting a paper authored by anyone other than yourself. Violations of this policy will result in a failing grade band be reported to the Office of Student Judicial Affairs. If you have any doubts or questions about these policies, consult “SCAMPUS” and/or confer with the instructor.

**Statement on Academic Conduct and Support Systems:**

**Academic Conduct**

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Section 11, Behavior Violating University Standards. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, http://policy.usc.edu/scientific-misconduct/. Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the Office of Equity and Diversity http://equity.usc.edu/ or to the Department of Public Safety http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us. This is important for the safety whole USC community. Another member of the university community
– such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. The Center for Women and Men http://www.usc.edu/student-affairs/cwm/ provides 24/7 confidential support, and the sexual assault resource center webpage sarc@usc.edu describes reporting options and other resources.

Support Systems

A number of USC’s schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the American Language Institute http://dornsife.usc.edu/ali, which sponsors courses and workshops specifically for international graduate students. The Office of Disability Services and Programs http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, USC Emergency Information http://emergency.usc.edu/ will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.