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, Virtual Reality, Augmented Reality, eSports, 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.

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.

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:

Participation	10
In-class Assignments	10
Mid-Term Project	30
Final Project	40
Final Presentation	10
Total:	**100**

Course content:

Week 1: Introduction to the Class

Lecture/discussion:
- Syllabus Overview and intro to course

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 in today's changing marketplace

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:
- Student Game Demos
- 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: Virtual Reality Deep Dive
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
Digital Storytelling: A Creator's Guide to Interactive Entertainment
       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
       Andew 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
Digital Storytelling: A Creator's Guide to Interactive Entertainment
        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 8:30am5:00pm 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 Standardshttps://scampus.usc.edu/1100-behavior- violating-university-standards-and-appropriate-sanctions/. 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.htmlprovides 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.