Carnegie Mellon University
School of Drama
TECHNICAL MANAGEMENT
COURSE SYLLABUS - FALL 2015

✱ COURSE INFORMATION:

Instructor:	Molly McCarter
Course Number:	DRA 54271
Course Credit:	PTM Core Course, 6 units
Course Meeting:	MW 9am-10:20a, PCA 103
Office Hours:	PCA 336, By Appointment
Email:	mollyem@andrew.cmu.edu

✱ COURSE DESCRIPTION:

This class builds on the knowledge learned in Basic PTM by exploring management principles and their application to the theatrical environment. Students will learn and discuss management theory and methods for collaborative work and supervision of resources.

In addition, the class will provide preliminary instruction in the kinds of computer software that managers often use in the performing arts. Projects and assignments will require students to demonstrate not only a facility with the programs, but the ability to organize, manage and present information. Software sessions will take place in the campus clusters.

✱ LEARNING OBJECTIVES:

Upon completion of this course students should be able to
- Explain basic managerial terms and theory as well as determine how it is applied to theatrical organizations
- Create paperwork and other forms of communication for various areas of management in production using multiple software platforms.
- Demonstrate the ability to accomplish basic personnel management and team leading.
- Demonstrate an understanding of organizational structures and functions of the performing arts and the role management plays in that structure.
- Demonstrate an understanding of the typical roles in theatre as well as organizations, institutions and legal issues that are common.

✱ CLASS STRUCTURE:

CLASS SESSIONS: This course will consist of lecture, in class activities and general discussion. Class discussion will utilize real world examples from our own experiences. Skills in negotiating and problem solving will drive most of our discussion. Respectful class discussion is essential. Participation in this class should offer a safe and stimulating environment for students to hone their spoken communication skills. Students will be evaluated on both the quality and quantity

of their participation. At times information shared in class may be of a confidential nature and everyone is asked to give any such confidence the utmost respect.

BLACKBOARD/WEBSITE: Assignments, readings and grading will be managed through combination of blackboard and the class website: http://128.2.49.70/15-16/tech-mgmt/

✻ ASSIGNMENTS:

HOMEWORK ASSIGNMENTS: Every assignment must be uploaded to the website AND to Blackboard by the due date and time. This dual submission allows for you to develop skills in website creation as well as provide an opportunity for easily accessible feedback.

Assignments for this class consist of written papers, reports, charts, paperwork and other communications. All work must be completed to presentation standard. Before turning in any work, students should proofread for clarity, grammatical errors and spelling. The ability to communicate via the written word is important in life and in this class. It will be weighed heavily in grading.

READING: There will be, on rare occasion, outside reading. This will be distributed via blackboard.

NEWS/QUIZZES: In keeping with the School of Drama's efforts to promote community, students in this class are required to follow the News From the Real World web page found at: http://cmuptm.blogspot.com/
Articles on this page will cover a wide range of theatre and entertainment topics. Students are encouraged to post their comments along with the stories on the web page. There will be weekly quizzes covering NewsPage items. Students may place out of quiz questions by commenting five times on the stories online. Quizzes will occur on Wednesdays and will cover the Monday-Sunday week prior.
Comments must be attributed and substantive. The heft of a comment is completely up to the instructor. Students are encouraged to create a blogger account for commenting. Remember, this is published to the world and there ostensibly forever – use good judgment.

PRESENTATION REQUIREMENTS: Many of the homework projects are paperwork, which one creates in the course of production management work. All reports for homework projects must contain all of the following elements. A 5% penalty is assessed for each missed "required element."
1.   Document Title
2.   Producing Organization / Venue
3.   Production title (if appropriate)
4.   Preparers name
5.   Revision number or date
6.   Portrait configuration

All formal papers must be written to MLA standards:
 https://owl.english.purdue.edu/owl/resource/747/01/

✱ **GRADING:**

Your grade in this course will be assessed by the following percentages:

Assignments -	40%
Midterm -	15%
Final -	15%
NFTRW Quizzes-	10%
Participation -	20%

Grading for this course will be ABCDR as shown in the School of Drama handbook. For this course, the SOD Conservatory grading scale is as follows:

100% - 93%	A
92% - 84%	B
83% - 74%	C
73% - 65%	D
64% and Below	R

Assignments will typically be graded on 100 point scale. Work submitted acceptably presenting everything as required by the project instructions will likely receive a score in the 80's depending on presentation. A 90 will be awarded for excellent work. To receive a 100 a student will have to demonstrate something special, a dimension to their work, presentation, or improvement that was exceptional and unexpected.

Quiz and exam scores will be evaluated on the same scale.

Any student not understanding any grade they have is encouraged (all but required) to make an appointment to discus the work, expectations and their performance.

Up to date grading and feedback on all assignments is available throughout the term on blackboard. Please keep tabs on your performance as you go.

✱ **COURSE POLICIES: THIS COURSE OPERATES ON A 2-2-2 POLICY**

2 ABSENCES: You are allowed two absences from this class for any reason. After your 2 absences each additional absence will drop your grade one full letter grade. There are no additional absences allowed except in case of extreme emergency with documentation and if neither of the 2 absences have been utilized.

2 TARDIES: You have a 3 minute window to get to class on time. After that it will count as a tardy. 2 Tardies equal one Absence and will be calculated as such.

2 EXTENSIONS: Scheduling can be difficult, but it can be anticipated. You are afforded 2 extensions. One must be requested at least 48 hours prior to the due date/time. The other extension must be requested 2 weeks prior to the due date.

Any request made after 5p on Friday will be considered submitted at 9am on Monday. If you miss a deadline other than under these circumstances you have one week to submit the work for a 20 point reduction. If the work is not submitted within the week you will receive a 0.

TECHNOLOGY: Please review the "Classroom Conduct" portion of your School of Drama handbook. Students are required to silence all phones and other technology. Please put cell phones away during class. Any student disrupting class may be required to leave.
Students are allowed to bring to class and utilize laptop computers to help with note taking. However, class time is not an appropriate time to be using computers for other functions, nor should this be an excuse for lack of engagement. Students who abuse the laptop privilege or who are distracted from participation, will be instructed to leave their computers at home.

COLLABORATION/CHEATING: This course falls under the University policy on cheating and collaboration. That policy is available on the web at: http://www.cmu.edu/policies/documents/Academic%20Integrity.htm Please review this policy.
Note that submitting anyone else's work (in full or in part) as your own and that collaborating on any assignment or exam without express direction to do so may be considered cheating under the University policy.

For the purpose of this course, you may not collaborate on any project without receiving specific instructions to do so from the instructor. When given, such instructions will apply to the current assignment only. Without additional instructions you must assume that future assignments must be completed independently.

Cheating and collaboration on assignments is a serious issue and can result in significant action. Please make an effort to stay informed of the specific instructions for each assignment.

TECHNICAL MANAGEMENT
Course Schedule
Fall 2015

September

Monday	Wednesday
31-Aug Intro & Adobe	2-Sep *Website* *LAB: BH 140F*
7 Labor Day No Class	9 Management Theory **DUE: Website**
14 Profit Vs. Non-Profit	16 NonProfit Structures
21 Org Charts	23 Financial Principles **DUE: Org Report**
28 Theatre Budgets	30 *Production Budgets* *LAB: BH 140F*

November

Monday	Wednesday
2 Labor Unions	4 Conflict Management **DUE: Scheduling**
9 Negotiation	11 Skills Lab
16 Difficult Conversations	18 Leadership
23 Final Review	25 Thanksgiving Break
30 Skills Lab (Leadership)	

October

Monday	Wednesday
5 Space/Safety **DUE: Org Chart**	7 Fire Safety & Access/Egress
12 MIDTERM	14 Schedule Calendar
19 Meetings	21 Communication **DUE: Budget**
26 Skills Lab (Communication)	28 Modern Business Ettiquette **DUE: Safety**

December

Monday	Wednesday
	2 FINAL
7 Playground - No Classes	9

*Note that the meeting minutes due date is not listed on this calendar. Please see blackboard.

EXTREMELY SUBJECT TO CHANGE