

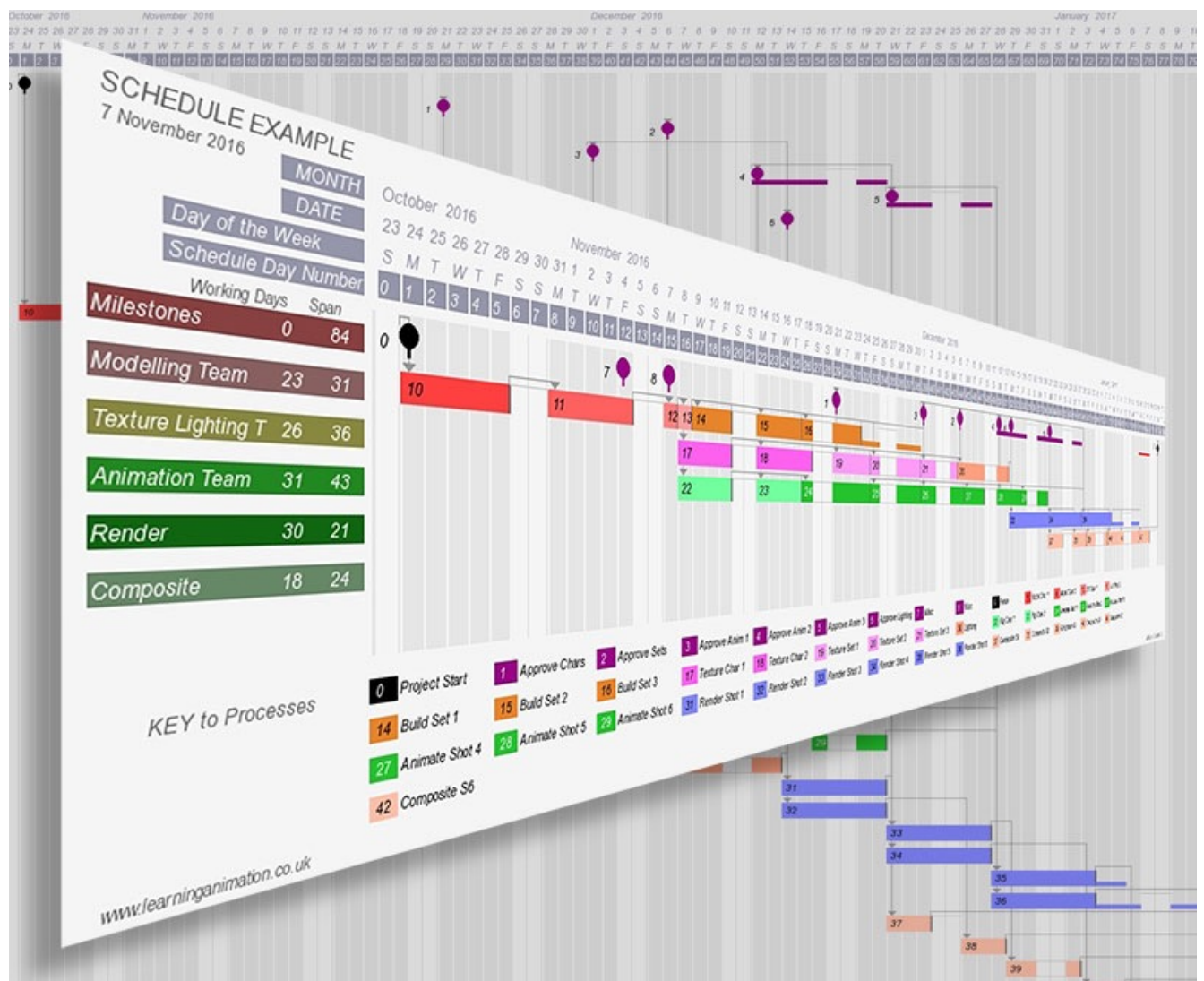
MA 3DCA Module Guide:

Production Management:

Code: M7X00661

Module value 10 credits

(Created 15-02-2016) (Revised 15-01-2018)



The Schedule expressed as a Gantt Chart:

From Programme Document:**Content:**

Designed to foster students' critical awareness of computer generated imagery (CGI) industry standard production practices in the rapidly evolving field of computer animation.

Aims:

This module is designed to foster students' critical awareness of computer generated imagery (CGI) industry standard production practices in the rapidly evolving field of computer animation.

Module Intended Learning Outcomes:

Upon the successful completion of the module the student will be able to:

1. Demonstrate a systematic and comprehensive understanding of the techniques and roles associated with a production team for CGI.
2. Demonstrate self-direction and originality in applying solutions to problems in production management. development tools necessary for the creation of 3D

Module Tuition Information:

This module is usually taught in Semester 2:

Times to be confirmed.

Room Number AD204

This module runs from the beginning of January through to the beginning of May when it is then assessed via two pieces of written work.

Module Content:

What is Production Management?

This topic can seem alien to people who consider themselves as "creative" and therefore can believe that quotations, payment, invoices, deadlines, schedules and other business and management related subjects are at best, 'not nice' and at worst 'irrelevant'.

The Schedule.

The key to good Production Management is a well thought out schedule, and this relates to one of the most important elements which is the control of time and resources.

Unfortunately, we can't affect time directly by jumping forward or backward through it but we can organise how it is distributed through a series of processes by forming an interactive network which can be used to supervise a complex project or production where several people or crew members are involved in executing the project or production.

Everyone should manage their time efficiently because firstly, it can slip away so quickly if you don't keep your eye on it and secondly, organising time by using schedules is essential when you are working in a team.

Scheduling is primarily about the management of time, sometimes your own and sometimes other people's.

You can view time as a slippery and unpredictable substance and so the organisation of it, in a coherent and logical way is beneficial if you need to get the best use of it.

This module will examine scheduling in detail by building charts representing the stages and parts of your production process placed on a time line. This should encourage you think about all the stages of your production and which bits rely on others. You will also be looking at how to extract information from a schedule including 'slack' , 'lateness' and other useful data like 'Critical Paths'.

Scoping.

A good schedule relies almost totally on an accurate assessment of how long things will take and this (scoping the project) needs to be done before any schedule can be embarked upon. Scoping usually involves everybody in the production team. Production Managers don't always know how long things will take so they have to ask you, the practitioner and your colleagues.

You can't Scope without the facts:

Make sure you have what you need before you decide how long each process might take. For example, for an animation project, you will need to see a storyboard which should tell you how many characters, sets, and action sequences there are. The approximate duration of each shot is useful. The clients expectations should also be known and if they are high then process durations should be multiplied accordingly. Some clients like to involve themselves to lesser or greater extent so you may need to schedule in meetings or viewing sessions where the client has a chance to approve parts of the production before being finished

Communication.

Good communication in all it's forms is essential for good production organisation. You will be looking at how to communicate with your clients, their commissioners and with members of your own production team both in terms of verbal and written comms. At the heart of the production should be a robust filing system which uses clear ordering and naming conventions and where access and storage is strictly controlled and organised.

What you will be learning.

You will be learning how to organise your team communications and shared file systems including naming conventions.

You will be learning how to communicate effectively with clients and others crew members associated with a 3D computer animated project from a business and budgetary perspective.

You will predict the size and scope of a new project accurately. The first assignment will ask you to look at a completed 3D CG sequence and ask you to gauge how long, in human hours, it took to complete. This will help you to structure elements of scoped data into a logical and understandable format.

In the second assignment you will learn how to construct a complex schedule for the running of a team project. This will include all elements of production including client liaison and remakes. You will learn how to calculate a budget for the project with built in profit margins and how organise your crew.

Supporting Web Material:

Use this site link below for more information and detail about production management. This has been written specially for you, so take advantage.

http://www.learninganimation.co.uk/production_manage/index.php

Weekly Activities:

Week No:	Lecture / Tutorial	Practical Studio Work
	The lecturer demonstrates and explains the practical and creative aspects of the topics listed below,	This is where you work on your own in the studio on the activities listed below and the lecturer will help you if you need it.
Week 1: 31st Jan	The elements of production management.	Experiment with Filing Systems
Week 2:	Predicting the Scope of a new project.	Experiment with prediction of projects
Week 3:	Scoping of an existing project by reverse engineered analysis.	Experiment with the scope of an existing project.
Week 4:	Analysis of Assignment 1: The Scoping Exercise.	Experiment with the scope of an existing project.
Week 5:	Client control & communications. Crew control & communications.	Experiment with communications.
Week 6:	Money control and monitoring.	Experiment with budgets.
Week 7:	The basics of scheduling.	Experiment with schedules.
Week 8:	Analysis of Assignment 2: The Production Schedule and Communications.	Your Own Practical Studio time.
Week 9:	Experimenting with A2 schedule	Your Own Practical Studio time
BREAK	No lectures or Tutorials	Your Own Practical Studio time
BREAK	No lectures or Tutorials	Your Own Practical Studio time
BREAK	No lectures or Tutorials	Your Own Practical Studio time
Week 10:	Guidance on Assignment Completion	Your Own Practical Studio time
Week 11:	Guidance on Assignment Completion	Your Own Practical Studio time
Week 12:	Assignments Hand In Day.	Assignments Hand In Day.

Reading Lists:

Essential Texts

Author	Date	Title	Publisher
Avery, C.	2001	Teamwork is an Individual Skill: Getting Your Work Done When Sharing Responsibility	Berrett-Koehler Publishers
Kientz, C. and Curwen, C.	2005	Production for Video, Film, and Games	Charles River Media Graphics

Background Reading

Author	Date	Title	Publisher
Albee, T.	2004	CGI Filmmaking	Wordware Publishing Inc
Clark, B.	2004	Guide to Postproduction for TV and Film: Managing the Process	Focal Press 2 Rev Ed
Davies, A. and Wistreich, N.	2005	The UK Film Finance Handbook: How to Fund Your Film	Netribution Ltd
Nowell-Smith, G. and Ricci, S.	1998	Hollywood and Europe: Economics, Culture, National Identity:	London: BFI.
Oppenheim, A.	1992	Questionnaire Design, Interviewing and Attitude Measurement	London: Continuum.
Pilling, J.	1997	A Reader in Animation Studies	London: John Libbey

Finally:

Don't forget to ask your tutor if you are not sure about any issue or topic on this Module Guide or any issue arising from the Assignment Specification.

Can I ask a question at any time?

Yes, even during assessments.

I don't like asking questions because:-

I will look stupid in front of my Colleagues.

Your colleagues may want to ask the same question but are too shy to do so.

Although it is nice to demand the respect of your colleagues, it doesn't really matter what they think of you at this stage of the programme.

I don't like asking questions because:-

I will look stupid in front of my Tutor and he /she will not give me good marks.

Not true. If you ask questions it means that you are awake and are listening.