

## **Administration and Management of Film: The Role of Bangladesh Film Development Corporation (BFDC)**

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**Abstract:** We watch movie or cinema only for more or less two hour but a vast managerial process involve before screening. Film management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims. Film management is a distinct process consisting of planning, organizing, actuating and controlling performed to determine and accomplish stated objectives with the use of human beings and other resources. Film management is the art directing and inspiring people. Film director performs all the managerial functions, he leads to actuating functions of planning, organizing, staffing, motivating and controlling. Film directors cannot perform their tasks well unless they have an understanding of, and are responsive to, the many elements of the external environment- economic, technological, social, cultural, political and ethical factors. Film management manage all the film managerial functions, directors put up a new idea to producers for new creation of movie if producers agree with director's idea and financing, then film directors start their managerial functions to making film. Often producers himself involve to making cinema as a director and perform managerial functions. BFDC is the 'core-centre' for the affairs of all about films in Bangladesh. The foundation of FDC is marked as a remarkable success in the history of our socio-cultural and political reformation.

**Keywords:** Film Administration, Film Management, Bangladesh Film Development Corporation, pre- shooting functions, Shooting functions, post-shooting functions.

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### **I. Introduction**

BFDC is the main body to perform the all managerial activities for the affairs of all about films in Bangladesh. BFDC is marked as a notable success in film management. With a view to making film in east while East Pakistan the Government Film Division Laboratory was established in Dhaka on June 19, 1955. The then Pakistan Government declared a Five Year Plan for the production and development of films in this part of Pakistan. The then Industry and Commerce Minister Bangobondhu Shaikh Mojibor Rahman raised "The East Pakistan Film Development Organisation Bill" in the Parliament on the 3<sup>rd</sup> April, 1957. After passing the bill, the East Pakistan Film Development Corporation (EPFDC) was established in the year 1958. After the War of Independence of Bangladesh it was renamed as Bangladesh Film Development Corporation (BFDC), release Bangladesh Film Development Corporation or BFDC (more familiar as FDC) set up under the Act xv-1957 to promote local film industry, it is an autonomous self-financing organisation which provides sufficient support in the entire process of making film, from first take to its release. FDC provides all types of mechanical and technical logistics supports for shooting, dubbing, editing, lab-processing and printing of films for film makers and also provides raw films, skilled manpower, indoor and outdoor shooting facilities. The Corporation is under the administrative control of Ministry of Information, it has a governing body and an executive body. Governing body is the supreme authority for management and policy making. However, the film industry of Bangladesh, as a whole and every locally produced film, in general, are indebted to BFDC for its unforgettable contribution behind all we have achieved so far.

### **II. Objectives**

The primary objective of this study is to find out the film management sector of Bangladesh which practices in film making and the role of BFDC's support in implementing the managerial activities.

- ❖ To study the film management and practices.
- ❖ To find out the functions of film management.
- ❖ To review the existing logistic support of BFDC.
- ❖ To examine the role of BFDC in film management.
- ❖ To identify the problems of BFDC in practicing film management.

### **III. Methodology**

This study has used both primary and secondary data collection techniques. The major research techniques employed are as follows:

- Conducting observation, questionnaire, interviews direct and over phone with relevant director, producer, production manager, management and personnel of film industry.
- Discussion with 100 directors, producers and workers to know and analyze the attitude and beliefs of workers towards film management.
- Studying related books, newspaper, articles, journals and other secondary sources to supplement primary data.

#### **IV. Functions Of Film Management**

Film management's functions are three categories i.e.-

- ❖ pre- shooting functions.
- ❖ Shooting functions.
- ❖ post-shooting functions.

##### **Pre-Shooting functions**

- ❖ Focus on new idea or theme about movie by the director and producer.
- ❖ Selection of story, preparing screen play and shooting script.
- ❖ Application to the authority for making film.
- ❖ Permission of authority.
- ❖ Planning and budgeting.
- ❖ Assembling of cast.
- ❖ Selecting locations.
- ❖ Fixing schedule for shooting.
- ❖ Production unit formation or preparation for shooting.

**New idea or Theme:** Director or producer thinks about new movie, he/she express the new idea of the new movie to the financier or circulate to the public in commercial purpose.

**Screenplay /Script writing:** The director's first duty upon being assigned to a feature motion picture is to spend some time with the writer who developed the script in conjunction with the producer. Script writers are written or polished according to director's viewpoints.

**Application and permission:** producer or director applies for making a film to the concern authority in a prescribed application form or an application for seeking permission. If film makers want to make film under the support of BFDC, he/she should must applies in prescribed form with relevant documents and contact with the authority for seeking permission.

**Planning and budgeting:** In designing an environment for the effective performance of individuals working together in a group, film directors should draw a plan of the whole making process. Budgeting is closely related function of planning, a budget is a statement of expected results expressed in numerical terms. It may be called a "quantified" plan. Film makers or directors are preparing a plan and budget which is submitted to producers for collecting money to making a cinema.

**Assembling of Casts:** Directors or producers will be concerned with casting and all cases where a star is not involved, director will usually have a complete veto over casting. He may not get every actor he desires for his picture, but seldom does a producer saddle him with a performer he does not want. Assembling of cast is the important function of film management.

**Selecting locations:** It is one of the major functions of a director; the director will want to scout his locations-that is, his exterior locales away from the studio. In a major studio this is done in collaboration with the location department. The modern feature film utilizes natural backgrounds to an extent never realized by the studios when they were in assembly line production

**Fixing schedule for shooting:** When the assistant director first lays out a shooting schedule, one of things he takes into consideration is the number of script pages the director will be able to shoot in a day and whether or not his schedule is realistic. The director fix the time of shooting at day or night according to script, location and other factors.

**Production unit formation and preparation for shooting:** This is the important function of pre-shooting stage. While the director is interviewing actors for many parts in a feature picture, he must determine with the

art director the style, size and arrangement of the sets that will shortly be constructed. Set are designed today with careful attention given to the aspect ratio with which they are to be photographed.

### **Shooting functions**

- ❖ Production manager arranges all technical and non- technical aspects by the instructions of director.
- ❖ Actors-actresses, raw- film, camera man, light man, make-up man, costume, set designer, sound engineer, choreographer, production unit, floor are ready for rehearsal or taking a shot according to the shooting script or the desire of director.
- ❖ Cut or take shots or make sequences by the direction of director.
- ❖ Transportation and meal.

**Functions of production unit for shooting:** Production manager plays vital role in shooting stage, he arrange all technical and non-technical logistical support by the order of director or according to shooting plan. Production manager and his unit are engage in various works for starting shooting; first, they go to the location and ensure to the director about man, material, and machine which are ready for shot. If production department fails to manage all facilities for shooting, the director will not continue the shooting program. Production manager, assistant production manager, and other employees of this department are working hard to maintaining the schedule of film making; they work very close with the director in shooting phase.

**Actors-actresses:** Actor and actresses cast by producer and director. Director or assistant director will communicate with selected actors and actresses for the schedule of shooting and rehearsal of shooting, shooting schedule depend on them because they are the key persons to perform. Though producer or director casts the stars for film but shooting depends on the star's scheduling. Director or his team will talk with them to confirmation the shooting where actors-actresses strongly influence on the timing of shooting; it's an important function of a skill production manager to properly communicate with the actors and actresses for completing shooting timely.

**Technical and technological support for shooting:** It is a very important function of film management to giving support of technical and technological men and materials for shooting. Director or manager manages script, raw-film, camera, lighting, sound, sets, costumes, make-up, floor etc. and skill manpower; without this support shooting program will be fail, so director should know the availability of technical and technological equipment and men.

**Shooting:** if director or manager will satisfy above functions he/she take shot, scene, sequence to follow the script and plan, cut any shot if performer cannot perform properly. The director tells loudly action, cut, n/g(not granted),take, ok in the shooting period to take or cut the long-shot, med- shot, close- shots etc. according to shooting plan, one shot may be shoot several times until director's satisfaction. Since directing deals with emotions as well as the mechanics of staging and photography, the director must have a thorough knowledge of human nature and psychology of dealing with others.

**Transportation and meal:** production manager's another function is arrangement of transport and meal for shooting unit. This function will be important when shooting program is in outdoor location. Director hands over this responsibility to assistant director or production manager to bringing man, material, and machine smoothly in the location timely and supplying proper and edible meal for the shooting unit in keeping healthy environment.

### **Post-shooting functions**

- ❖ Editing.
- ❖ Sound recording and dubbing.
- ❖ Develop negative and positive in the laboratory.
- ❖ Printing the final print.

**Editing:** While shooting the picture, the director will from time to time confer with the film editor about the manner in which the scenes he has filmed should be treated in the cutting room. Cutting is just another extension of the director's ability to tell a story well.

**Sound recording and Dubbing:** Film is shot in a series of separate camera set-ups; clapper-board being shown at head or inverted at the tail of each takes for identification and sound/picture sync mark. Location sound is recorded on ¼ inch magnetic tape it is later dubbed selectively onto full-coat sprocket magnetic film. Various

additional sound tracks are prepared or assembled i.e-music, commentary, effects, background music etc. All sounds are then dubbed by using dubbing mixture machine onto one mixed master soundtrack to match the edited picture.

**Develop negative and positive in the laboratory:** Master negatives are prepared by the laboratory through machine and chemical which correspond to editor's cutting copy with his wax-pencil code marking. Master negative's edge-numbers are used for section/ frame identification. Print-sections supplied Specimen test-strip in the laboratory for approval of processing color balance, exposure variations, corrections, etc. then, edited negative and sound negative combined convert into positive in the laboratory.

**Printing the final print:** This is a combined print which has the picture united with optical or magnetic sound track or is double-headed having separate picture and magnetic track which run synchronously. This final print is processed by laboratory which is also called censor print.

## **V. Logistics Support In Film Making Process**

A film maker should know about the logistics supports to making a film. Logistics supports of filmmaking are-

### **Raw Stock**

- ❖ Film negative.
- ❖ Sound negative.
- ❖ Magnetic tape.
- ❖ Positive.
- ❖ Picture positive.
- ❖ Inter negative.
- ❖ Inter positive.
- ❖ Negative for still picture.
- ❖ ¼ magnetic tape.
- ❖ Leader.

### **Machinery: (indoor and outdoor)**

- ❖ Camera.
- ❖ Related machinery for camera.
- ❖ Tape recorder.
- ❖ Generator/ electricity supply.
- ❖ Light.
- ❖ Trolley.
- ❖ Editing table.
- ❖ Music recording.
- ❖ Dubbing instruments.
- ❖ Sound projection machine.
- ❖ Re- recording.
- ❖ Optical.
- ❖ Picture observation machinery.

### **Transportation**

- ❖ Pre-shooting phase.
- ❖ Shooting phase.
- ❖ Post-shooting phase.

### **Housing/ rest house**

- ❖ Pre-shooting phase.
- ❖ Shooting phase.

### **Meal arrangement**

- ❖ Pre-shooting phase.
- ❖ Shooting phase.
- ❖ Post- shooting phase.

### **Location**

- ❖ Indoor facility.

- ❖ Floor facility.
- ❖ Outdoor facility.

**Others support**

- ❖ Furniture.
- ❖ Costume.
- ❖ Ornament.
- ❖ Set's material.
- ❖ Make-up material.
- ❖ Others materials.

**Man power**

- ❖ Director.
- ❖ Assistant director.
- ❖ Story writer.
- ❖ Script writer.
- ❖ Dialogue writer.
- ❖ Music composer.
- ❖ Music director.
- ❖ Art director.
- ❖ Assistant art director.
- ❖ Skill manpower for set making.
- ❖ Make-up man.
- ❖ Assistant make-up man.
- ❖ Costume's related persons.
- ❖ Production manager.
- ❖ Assistant production manager.
- ❖ Production's related persons.
- ❖ Electricians.
- ❖ Light man.
- ❖ Assistant light man.
- ❖ Camera man.
- ❖ Assistant camera man.
- ❖ Still photographer.
- ❖ Sound recorder.
- ❖ Assistant sound director.
- ❖ Supervisor of sound machine.
- ❖ Editor.
- ❖ Assistant editor.
- ❖ Artists and co-artists.

**Laboratory facilities**

- ❖ Modern negative process machinery.
- ❖ Sound negative machinery.
- ❖ Positive process instrument.
- ❖ Optical instrument.
- ❖ Chemicals for process.
- ❖ Print and color machine, etc

Film director, film producer and film production manager ensure above logistic supports for successfully completion a movie. Logistic supports expedite the movie making, film management specially focus on this aspect.

## **VI. Administration Of BFDC**

The researcher found in studying the organisational structure of BFDC that it is under the control of Ministry of information, there is a two body, one is governing body and another is executive body. According to the 6<sup>th</sup> clause of Bangladesh Film Development Corporation law, the responsibilities of the governing body include providing general instructions for the corporation as well as maintaining its administration and activities. And the 7<sup>th</sup> clause of this law describes how the governing is formed. Executive body manages the affairs of the

Corporation under the direction of the governing body and provision of the Act, Rules and Regulations and also responsible for administration, discipline and proper conduct of the affairs of the Corporation.

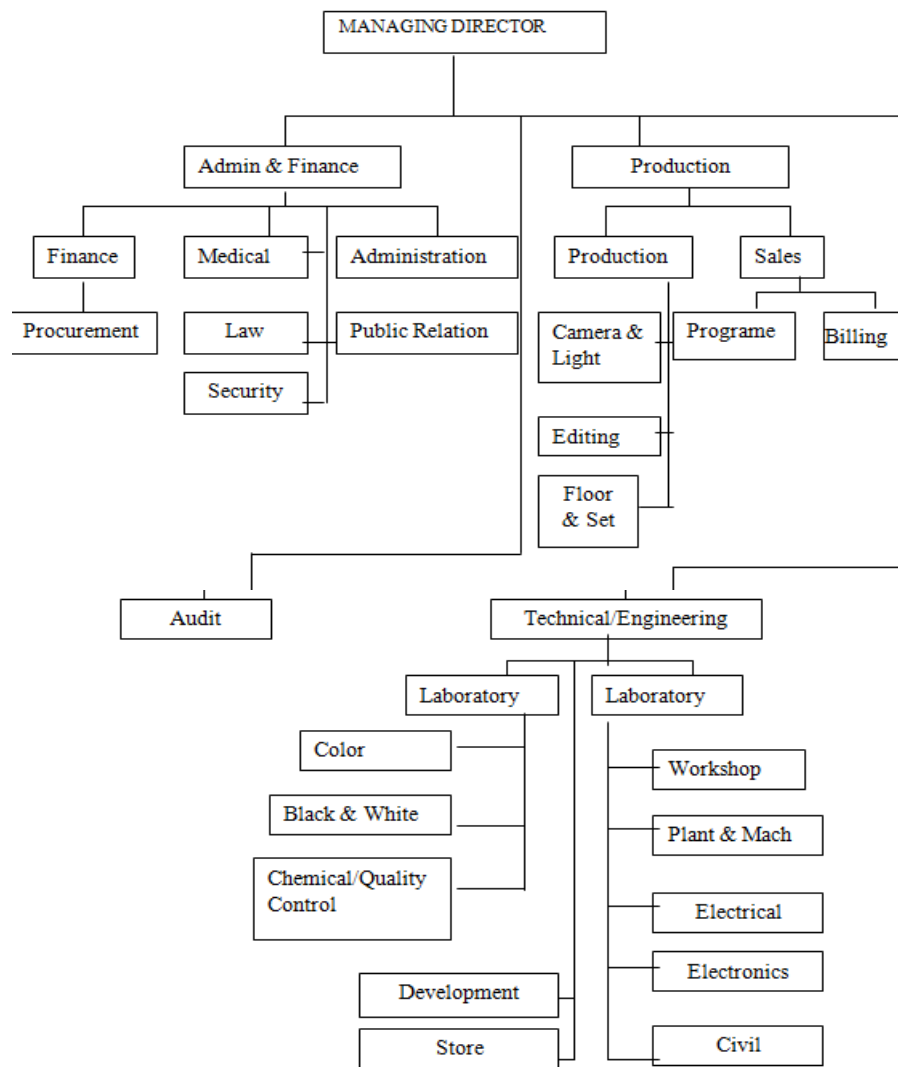
**Governing Body of BFDC**

BFDC has Board of Directors or Governing Body consisting eight members as appointed by the government. By the authority of his position, the secretary for Information Ministry becomes the chairman of this body. It is the top authority of management which governs the policy, rules and regulations. The governing body of BFDC consists of following members:

The Person Assigned	The Position Held
The Secretary [The Ministry of Information]	Chairman
The Joint Secretary, Internal Trade[The Ministry of Trade]	Member
The Joint Secretary, Development[The Ministry of Information]	Member
The Joint Secretary, Expenditure Control & Inspection[Finance Department, the Ministry of Information]	Member
The Managing Director, Consular & Welfare[The Ministry of Foreign Affairs]	Member
The joint Secretary [Ministry of Cultural Affairs]	Member
The Managing Director[Bangladesh Film Development Corporation]	Member
The President,[Bangladesh Film Producers' & Distributors' Association]	Member

**Executive Body of BFDC**

Managing Director is the executive head of BFDC, the work of the Corporation is managed through Administration Department, Finance Department, Production Department, Technical and Engineering Department. Total number of sanctioned post is 462. Class –wise break up is 38 Class-I, 20 Class-II, 328 Class-III and 76 Class-IV. The Executive Body’s chart is given below:



## **VII. BFDC's Logistics Support In Film Making**

At present, Bangladesh Film Development Corporation gives many logistics support in facilitating the making of full-length movies. Corporation performs various activities in supporting the logistics i.e.-

1. Supplying all kinds of raw films.
2. Providing floor facilities.
3. Providing manpower and equipment for outdoor shooting.
4. Providing editing facilities.
5. Providing facilities for dubbing, background music, re-recording, sound transfer.
6. Providing facilities for film developing and printing.

### **BFDC's production and technical departments have given the under logistics facilities in filmmaking Floor and Set**

- ❖ Number of Floors:- 9(Nine) but presently used 7(Seven).
- ❖ Number of Make-up Rooms:- 14
- ❖ Number of Floor Attached Store Rooms:-12

### **Camera and Light**

- ❖ Arrey- II C: 7
- ❖ Arrey-III:C:3
- ❖ Arrey 435:2
- ❖ Arrey 435:1(Presently in Faulty Condition)

Besides these, two II C & III C high speed cameras and 5 zoom lenses have been hired for present use. Five Chinese cameras are also in stock but these have scarcely any use these days.

### **Editing**

- ❖ Equipped Rooms- 11
- ❖ Cutting Rooms -22
- ❖ Total -33

### **Laboratory**

- ❖ Negative Processing Machine- 1
- ❖ Positive Processing Machine - 2
- ❖ Sound Negative processing Machine- 1
- ❖ Color Analyzer Machine - 1
- ❖ Printing Machine - 2

### **Sound Complex**

- ❖ Dubbing Theatre – 3
- ❖ Re-recording Theatre-1
- ❖ Background Theatre- 1

### **Raw Films& Chemical**

BFDC imports necessary amount of raw films for the film making. In addition, various chemicals equivalent to the value of BDT 10 million (approx) are imported every year for printing films in the laboratory.

## **VIII. Policies Regarding Film In BFDC**

Bangladesh Film Development Corporation (BFDC) is only the industry for producing film. Since its very birth, BFDC has made every single step in order to support the making films or to secure and enhance the possibilities of the progress of our film industry by adopting newer technologies and implementing innovative ideas. This industry has promoted the facilities and worked for film making by some policies which corporation possess and strictly maintains to manage and manipulate the available resources with a view to benefit and inspire the film makers to more concentrate on the betterment of their work as well as to secure the revenue of the state at the same time.

### **Making Facilities & Regulations**

Bangladesh Film Development Corporation provides film makers with any kind of service, technician and raw film as necessary for their work. Producer and the corporation signed an agreement usually after a certain amount of security money is deposited, then producers have to be registered in any of the following four categories to avail these facilities.

1. **Normal Film:** under this condition, the producer has to deposit an amount of BDT one lac (1,00,000) as the security money. By virtue of this agreement, the producer gets in credit the entire service from the shooting phase to the censor print development in the provision that the developed negative of the film will be mortgaged to BFDC. But the producer belonging to this category is supposed to buy the necessary raw films from the corporation in cash.
2. **Semi P-Film:** In this regulation, the producer has to deposit an amount of BDT two lac fifty thousand (2,50,000) as the security money. By virtue of this agreement, the producer gets in credit a certain amount of raw films and the entire service from the shooting phase to censor print development in the provision that the developed negative of the film will be mortgaged to BFDC. The amount of films allocated for the producers as per market price of films belonging to this category are described below in the table- 5.1:

**Table-5.1**

Types of Films	Amount of Films
Picture Negative	40000 feet
Sound Negative	16000 feet
Positive	46000 feet
Magnetic Tape	20000 feet

3. **P-Film:** The producer has to deposit an amount of BDT four lac thirty thousand (4,30,000) as the security money according to this regulation. By virtue of this agreement, the producer receives the entire service from the shooting phase to censor print development in credit in the provision that the developed negative of the film will be mortgaged to BFDC. The amount of films allocated for the producers as per market price of films belonging to this category are described below in the table-5.2:

**Table-5.2**

Types of Films	Amount of Films
Picture Negative	50,000 feet
Sound Negative	18,000 feet
Positive	56,000 feet
Magnetic Tape	25,000 feet

4. **Cash Purchase:** According to this procedure, the producer does not require to deposit any security money to BFDC. Rather, the entire amount charged for the services and raw films has to be paid in advance. In case the charge for any service is increased, the revised bill is duly submitted to the producer during the process of film making.

### **IX. Recommendations**

The researcher has tried to find out the problems of filmmaking process in Bangladesh. Without these, researcher observed and studied on the solving ways for mitigating sufferings of film management and film administration in Bangladesh which are given below as recommendations:

- Government should take initiative for preparing a National Film Policy.
- Bangladesh Film Development Corporation's (BFDC) administration should take step to mitigating the administrative problems.
- Government should attempt to removing of Video Piracy by the proper action of law.
- BFDC authority and filmmakers should take joint initiative for removing Obscenity from Bangladeshi film.
- Establish Film Institute for Artist to solving artist crisis and create benevolent fund for artist, specially for co-artists whose are suffering as inhumane life.
- Film makers should avoid to copying another film from home and abroad film, dishonesty, corruption.
- Film makers should encourage the good story writers and writings for good films.
- BFDC management should install new and the latest digital technology's machineries i.e- 439 Camera, Dubbing machine, Sound machine, lab processing machine, editing instruments, lighting equipment etc.
- BFDC management should take initiative for training courses and workshops to increasing skillness of manpower which will be helpful for repairing machineries rapidly.
- Establish Academy for Film to creating talented, educated and promising producer & director, crafts & specialists.
- BFDC should start P-Film system and reduce service charge which attract the investors/producers/directors in filmmaking.
- BFDC should be lessen bureaucrats and increase film related experienced and honest persons in participation of their administrations, these should be joint participatory (govt.-maker) management for the betterment of Bangladeshi film.



## **X. Conclusion**

From the long practice of this work it is learnt and understood that Bangladesh film industry is going to be a sick industry due to many problems of film administration and management. Film making is totally a technical aspect which depends on modern technology which is not found in Bangladeshi film making; Where 100 crore BDT have been investing per year in Bangladesh film industry, now it has reduced as half of that money. As a result, many people of film industry in Bangladesh are going to unemployed, many of them are seeking another profession which creates an acute crisis in this sector. Result of the study reveals that larger deal of information to the people, film makers, producers, film related persons and filmmaking administration of Bangladesh. The work is on understanding the management and logistics, technical and technological aspects in filmmaking process, managerial & technical process, artist & craft condition etc. of film making in Bangladesh. Some recommendations are included on filmmaking in Bangladesh which will be helpful for overcome the problems, betterment and upliftment of films and film industry in Bangladesh.

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