

University of North Texas Department of Management, COB

MGMT 5490 Consulting in the Sport Entertainment industry

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Office hours: Wednesday 1-3 pm or by appointment

Zoom invite for office hours and/or online sessions: <https://unt.zoom.us/j/83991626019>

Time: W 6.30 PM – 8:20 PM

Class Room: FRIP 1006 @ Inspire Park

Canvas:

unt.instructure.com

OVERVIEW

This course is meant to solidify our students as experts in the sport entertainment industry, and provide them with the necessary analytical skills to consult and support a chosen organization within the sport entertainment industry. As the sport entertainment industry has entered a stage of rapid change and uncertainty, the role of the consultants to guide organizations through these changes has become more important. This course will prepare students to take on the role of consultants in the sport entertainment industry. The course will make extensive use of industry speakers who will share their experiences with the students, and expose students to both best practices and failures in consultancy and strategic planning in the sport entertainment industry. At the beginning of the course, students will acquire their own sport entertainment client, and negotiate with them a project that can be completed by the end of the semester. This project will be presented back at the end of the semester to both the clients, and in class in front of the other students. The tangible outcomes of this project should be both a written report and a presentation (accompanied by an executive summary)

CATALOG DESCRIPTION

This course serves as the capstone course for MBA Sport Entertainment Management Track and allows these students to combine the content they have been exposed to in their coursework, and use this knowledge to consult clients in the sport entertainment industry. The focus in the course is on the development of a strategic report, and to present this back to their clients. The majority of classes will have a guest speaker from the various segments of the industry share their experiences, particularly in the context of consultancy, and provide mentorship to the students in their own consultancy efforts.

COURSE OBJECTIVES

- Understand the principles of client acquisition
- Perform strategic analyses to understand the position of your client in the industry.
- Develop a strategic plan that benefits their client in the sport entertainment industry.
- Present and communicate the strategic plan in front of your client, and engage in question/answer session to discuss the proposed plan.
- Evaluate the viability of consultancy reports previously done on behalf of clients.

COURSE STRUCTURE

This is a hybrid course consisting of a combination of face-to-face sessions, online assignments, and potentially a few remote Zoom sessions. The philosophy behind the hybrid structure is the ‘inverse classroom’, in which theory is shared, digested and analyzed online, and where the class sessions are used to meet, discuss, present and exchange the application of those theories. It is crucial that students come to class prepared and have read the content that is discussed that class session. The class sessions and online content are not always complementary and/or synergetic. Some of the content covered in class is not discussed online, and vice versa. It is the responsibility of the student to keep track of both.

READINGS

- A selection of academic articles related to various aspects of consultancy in the sport entertainment industry.
- A selection of case studies related to consultancy in the sport entertainment industry.

TECHNICAL ASSISTANCE

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

UIT Help Desk: UIT Student Help Desk site (<http://www.unt.edu/helpdesk/index.htm>)

Email: helpdesk@unt.edu

Phone: 940-565-2324

In Person: Sage Hall, Room 130

Walk-In Availability: 8am-9pm

Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

Laptop Checkout: 8am-7pm

For additional support, visit [Canvas Technical Help](https://community.canvaslms.com/docs/DOC-10554-4212710328) (<https://community.canvaslms.com/docs/DOC-10554-4212710328>)

ATTENDANCE

Students are expected to attend all classes, arriving prior to the start of class. If a student is going to be absent, the student will inform the instructor prior to class (regardless of whether the absence will be excused). If class is conducted through a zoom meeting, students are expecting to have their cameras turned on.

COVID-19 Impact on Attendance

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding

COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Statement on Face Covering

Face coverings are encouraged in all UNT facilities. Students are expected to wear face coverings during this class. If you are unable to wear a face covering due to a disability, please contact the Office of Disability Access to request an accommodation. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via the instructor.

RULES OF ENGAGEMENTS

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use “I” statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual’s experiences.
- Use your critical thinking skills to challenge other people’s ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (<https://clear.unt.edu/online-communication-tips>) for more information.

Class Recordings & Student Likenesses

Synchronous (live) sessions in this course will be recorded for students enrolled in this class section to refer to throughout the semester. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

GRADING AND ASSIGNMENTS

Consultancy plan 70 points, Client Presentation 20 points, Peer evaluation of consultancy plans 10 points

Consultancy plan guidelines

1. Organization overview

Deliverable 1

25 points

The purpose of this part is to provide the reader with a clear description of the organization, and the industry it is located in. To this end, you could/should incorporate the following elements

- General introduction of company
- Industry analysis
- Competitor analysis
- Client strategy
- VRIO analysis organization

Note: Do not limit yourself to these questions and bring in other relevant components if necessary.

2. Database research

Deliverable 2

5 points

The purpose of this assignment is to focus on retrieving/obtaining data that could help you with a better understanding of your consultancy project and/or to explore potential solutions. Students will use SBRNet (<https://sportsmarketanalytics-com.libproxy.library.unt.edu/home.aspx>) as a starting point to collect secondary data. Students will turn in a one-pager that incorporates or centers around five separate data points (e.g. participation data, sponsorship trends, attendance, etc.).

3. Literature Review

Deliverable 3

5 points

The purpose of this assignment is to explore what sport business scholars have found on your subject. Using google scholar as your starting point, find 10 peer-reviewed articles that explore component of your subject/project. Students will write a 2-page essay in which the 10 articles are integrated in an overall narrative that outlines what is known about the subject.

4. Results/recommendations

Deliverable 4

35 points

This is the actual consultancy report, to be presented as a separate report, presented both to the instructor and the company (Part 1 to 3 will only be shared with the instructor). Guidelines for this particular project are to be put together with the instructor, depending on the nature of the project. In general, final projects should include the following sections: 1) intro/summary of organization based on the 5 analyses (500-

1000 words), the challenge (500-1000 words), the findings (500-1000), and the recommendations (1000 words)

5. Client Presentation

Student will set up presentation for client in consultation with the professor. 30 minutes will be allocated for this session. Presentation should be 10-15 minutes and leave considerable time for Q&A by client.

6. Peer evaluation Score sheet

During the last day of class, students will be present to each other in small groups. Students will turn in score sheets evaluating the presentations of their fellow students. Students are graded on their ability to critically evaluate their fellow students and provide recommendations (so they are graded on their own score sheet – not on the presentation they provide!)

ACADEMIC INTEGRITY

Students caught cheating or plagiarizing will receive a "0" for that particular assignment or exam [or specify alternative sanction, such as course failure]. Additionally, the incident will be reported to the Dean of Students, who may impose further penalty. According to the UNT catalog, the term "cheating" includes, but is not limited to: a. use of any unauthorized assistance in taking quizzes, tests, or examinations; b. dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; c. the acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university; d. dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s); or e. any other act designed to give a student an unfair advantage. The term "plagiarism" includes, but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment; and b. the knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

ACCEPTABLE STUDENT BEHAVIOR

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <http://deanofstudents.unt.edu>.

ACCESS TO INFORMATION – EAGLE CONNECT

Your access point for business and academic services at UNT occurs at <http://www.my.unt.edu>. All official communication from the university will be delivered to your Eagle Connect account. For more

information, please visit the website that explains Eagle Connect and how to forward your e-mail: <http://eagleconnect.unt.edu>.

ADA STATEMENT

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information, see the Office of Disability Accommodation website at <http://disability.unt.edu>. You may also contact them by phone at (940) 565-4323.

EMERGENCY NOTIFICATION & PROCEDURES

UNT uses a system called Eagle Alert to quickly notify you with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at <http://www.my.unt.edu>. Some helpful emergency preparedness actions include: 1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held, 2) determine how you will contact family and friends if phones are temporarily unavailable, and 3) identify where you will go if you need to evacuate the Denton area suddenly. In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

RETENTION OF STUDENT RECORDS

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. You have a right to view your individual record; however, information about your records will not be divulged to other individuals without the proper written consent. You are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the university's policy in accordance with those mandates at the following link: <http://essc.unt.edu/registrar/ferpa.html>.

STUDENT EVALUATION OF TEACHING (SETE)

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website \(http://spot.unt.edu/\)](http://spot.unt.edu/) or email spot@unt.edu

SUCCEED AT UNT

UNT endeavors to offer you a high-quality education and to provide a supportive environment to help you learn and grown. And, as a faculty member, I am committed to helping you be successful as a student. Here's how to succeed at UNT: Show up. Find Support. Get advised. Be prepared. Get involved. Stay focused. To learn more about campus resources and information on how you can achieve success: <http://success.unt.edu/>.

Tentative Course Schedule

Note: A strong emphasis will be placed on student presentations in which they either provide an analysis of their client, or guest Q&A sessions

Topic & date	Content & materials
Week 1 Aug 31 Introduction	<ul style="list-style-type: none"> • Course objectives discussion • Project outline
Module 1: Getting to know your client	
Week 2 Sep 7 How do you acquire clients?	<ul style="list-style-type: none"> • Networking in sport entertainment • Building a personal expert brand • How to value your work • Case studies in consultancy <p><i>Materials: Check online for module including the readings</i></p>
Week 3 Sep 14	<p>Porter, M. E. (2006) How competitive forces shape strategy. <i>Harvard Business Review</i>, 137-145.</p> <p>Deliverable 1a due – General intro client</p>
Week 4 Sep 21 What industry is your client in?	<p>Brandenburger, A. M., & Nalebuff, B. J. (1995). The right game: Use game theory to shape strategy. <i>Harvard Business Review</i>, July-August, 57-71.</p> <p>Peter Thiel on competition https://startupclass.samaltman.com</p> <p>Deliverable 1b due – Industry analysis</p>
Week 5 Sep 28 Who are their competitors?	<p>Deliverable 1c due – Competitor analysis</p> <p>Online session – guest speaker</p>
Week 6 Oct 5 What is the strategy of your client?	<p>Barrett, R. (1998). Liberating the corporate soul: Building a visionary organization. Butterworth & Heinemann: Boston. Chapter 6, pp 103 – 111.</p> <p>Porter, M. E. (Nov-Dec 1996). What is Strategy? <i>Harvard Business Review</i>, 61-78</p>
Week 7 Oct 12 What makes your client unique?	<p>Barney, J. (1991). Firm resources and sustained competitive advantage. <i>Journal of Management</i>, 17(1), 99.</p> <p>Deliverable 1d due – Mission set</p>
Week 8 Oct 19 Midterm updates on clients	<p>Student presentations</p> <p>Deliverable 1e due – VRIO analysis</p>

Module 2: Working with your client	
Week 9 Oct 26 How do you collect/present data for or from your clients?	<ul style="list-style-type: none"> • Access to the organization • Access to reliable/valid data • Interviewing people • Observing people • Case studies in consultancy <p>Deliverable 2 work in class</p>
Nov 2	Deliverable 2 due – database research
Nov 9 How do you present change?	<p>Moskowitz, T. J., & Wertheim, L. J. (2011). Scorecasting: The hidden influences behind how sports are played. New York. Crown Publishing. Chapter 3. “Go for it.”</p> <p>Zimbalist, A. S. (2002). Competitive balance in sport leagues: An introduction. <i>Journal of Sports Economics</i> 3(2), 111-121.</p>
Nov 16	<p>Deliverable 3 work in class</p> <p>Guest Speaker: TBD</p>
Nov 23	<p>Deliverable 3 due</p> <p>Guest Speaker: TBD</p>
Nov 30	Thanksgiving
Dec 7	<p>Deliverable 4 due</p> <p>Peer evaluation presentations in groups</p>
DATE TBD	Final presentations will be set up in consultation with professor and client