

University of North Texas
G. Brint Ryan College of Business

SENM 4870: Business Planning in the Sport Entertainment Industry

I. General Course Information

Credit Hours.	Three (3)
Semester.	Spring 2026 16-week
Instructor.	Jeff MacCharles, PhD
Contact.	Jeffrey.Maccharles@unt.edu
Office Hours.	Tuesday 2-3pm @ Frisco Landing or by appointment
Course Location.	Frisco Landing Room 380
Meeting Time.	Tuesday 10:00AM – 11:50AM
Course Website.	www.canvas.unt.edu Students are encouraged to check the website daily for communications, postings, deadlines, and updates.

II. Course Overview:

This course will initially provide students with a brief overview of many of the revenue acquisition methods available for aspiring sport business managers to inform the business planning perspective. The initial portion of this course will focus on strategy and competitive forces and move to the application of key financial techniques utilized in the administration and operation of a sport business. The remainder of the course will cover a wide spectrum of topics geared towards basic sport business planning. Overall, the multiple course purposes are intended to broaden the student's perspective on the means for financing a sport-related start-up and to examine the various means for controlling costs, minimizing investment and business risk, while increasing (*and projecting*) revenues.

In this course, you will not learn all of the answers, but you will learn to ask intelligent questions.

III. Course Objective:

1. This course develops analytical and conceptual skills necessary to engage in strategic planning for a sport entity. Concepts involved in this course will be applicable to those attempting to start a new sport business venture or engage in business development opportunities and activities for a sport business entity.

Caveat. As a capstone-style course that is centered around a major group project, students will be required to show high involvement and input. And since this is a hybrid course, the expectation is that key concepts, ideas, and narratives are consumed outside of class and used as fuel for our class meetings, which will be dedicated project work time. These ends can only be met through peer interaction and active peer and literature engagement. Business planning and strategic development should reflect careful research, require thoughtful analysis, and process planning and will take a great deal of your time. This course is rigorous and robust. It begins with the assumption that you have chosen to make this journey and are willing to work collaboratively with a group.

IV. Required Readings:

- There is no required textbook for the course.
- Readings (e.g., articles, book chapters, and cases) are available on the course website.

V. Course Format:

The composition of this course will include heavy group work, guest lectures, readings and case studies, micro-assignments, quizzes, and discussion.

VI. General Course Policies:

1. **Assignments:** All assignments and quizzes are due on time. **Late assignments are not accepted, unless prior arrangements have been made with the instructor.** You must notify the instructor prior to the time the assignment is due in order to request an extension. **If an extension has not been asked for prior to the deadline, the assignment will be assessed as a zero.** For last minute emergencies, documentation may be requested by the instructor.

1a. All written assignments are to be error-free (i.e., grammar, punctuation, spelling, flow, and general composition). All written assignments are to be typewritten in WORD and are expected to follow *light* APA (6th) format.

2. **Participation:** Active participation in the class is expected. There is an added expectation that each student will read the assigned articles and/or cases, contribute the necessary and equal effort to the group work, come to class prepared to interact, and maintain a positive

and inquisitive disposition. Failure to contribute to the group effort, confirmed via intermittent peer feedback, will result in removal from your assigned group.

VII. Course Evaluation:

Assignments	Weight
Business Development Plan	40%
Business Development Plan Presentation	20%
Peer Evaluation	10%
Participation (In-class activities, homework, etc...)	10%
Quizzes	20%

VIII. Disabilities | Emergency Notifications.

Accommodating Students with Disabilities. UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students 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 ODA website at: disability.unt.edu.

Emergency Notification & Procedures. UNT uses a system called Eagle Alert to quickly notify students 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). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

COVID-19 Impact on Attendance. While attendance for each class session is expected, it is important for all of us to be mindful of the health and safety of everyone in our community (*and yourself*), 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 decide about accommodating your request to be excused from class. If you are experiencing any [symptoms of COVID-19](#) 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.

Policy on Face Coverings. UNT does not require face coverings on campus. However, any student may wear a face covering in class if they would feel more comfortable doing so. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via the instructor.

Connectivity Requirements. The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time. Textbook, software, technology. Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class. You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at [Licensing Agreement](#). Do not send me assignments in Pages, Word Perfect, or linked to Google Docs. You will also need access to a Windows or Apple compatible PC/ Tablet/ Smartphone connected to an electrical source and the Internet. Additional requirements include a screen, web cam, microphone, keyboard, mouse, speakers, printer, and video codec software. Most computers less than five years old have the necessary codec software. Campus access labs are also fully equipped.

Use of GenAI Tools

In this course, the use of GenAI tools is not permissible. No matter the approach, any attempt to represent GenAI output as a student's own work will be considered fabrication, cheating, and/or academic dishonesty as determined on a case-by-case basis.

IX. Grading:

- A 90–100%
- B 80–89%
- C 70–79%
- D 60–69%
- F ≤59%

X. Assignments (see *Canvas* for details):

1. **Business Development Project:** Students will work in groups to develop a business development strategy for a Dutch sport tech company that is aiming to grow their

company's presence in the United States. They will also work in close collaboration with students at a Dutch university who are working on the same project. The specific deliverables required will be explained in class and posted on Canvas. The project will involve a presentation at the end of the semester.

2. **Peer Evaluation:** Since this course requires a significant group project, students are required to show high involvement and input with their groups. The expectation is that students communicate actively and regularly with group members to meet the accelerated deadlines for the 16-week offering. You will have the opportunity to evaluate the 'task' and 'maintenance' contributions of your group members through two (2) peer evaluations across the 16-weeks. Less than favorable ratings may lead to your removal from the team and a reduced grade in the course.
3. **Participation:** Students will be required to complete small in-class activities or homework assignments periodically for credit. These activities will vary in type, but could include brief presentations, article reviews, worksheets, etc... These activities will assess students' knowledge consumption and application.
4. **Quizzes:** There will be several quizzes that will be administered through Canvas to assess students' understanding of the course content and their ability to apply the course content to sport business scenarios. Quizzes are to be completed individually, and any evidence of academic fraud, plagiarism, or AI usage will result in an investigation by the professor and penalties up to and including a zero on the quiz.

Course Timeline

Date	Topic(s)	Reading(s)	Due
Segment 1. Weeks 1-4 1: Jan 13 2: Jan 20 3: Jan 27 4: Feb 3	Team selection; Business Plan Overview; The Strategic Environment; Competitive Analyses.	See Canvas	Quiz 1: (Feb 3)
Segment 2. Weeks 5-8 5: Feb 10 6: Feb 17 7: Feb 24 8: Mar 3	The Marketing Mix; Marketing Activation Plans; Market Analyses; Cost Leadership and Differentiation Strategy; Consumer Segmentation.	See Canvas	BP Deliverable 1: (TBD) Peer Eval 1. (Mar 4) Quiz 2: (Mar 3)
Segment 3. Weeks 9-12 9: Mar 10** 10: Mar 17 11: Mar 24 12: Mar 31	Business Structures; Pitching the Business; Social Leadership; Leadership and Management Teams; Operations & Logistics Planning.	See Canvas	BP Deliverable 2: (TBD) BP Deliverable 3: (TBD) Quiz 3: (Mar 31)
**SPRING BREAK			
Segment 4. Weeks 13-16 13: Apr 7 14: Apr 14 15: Apr 21 16: Apr 28	Economic and Financing Fundamentals; Sales Forecasting and Budgeting; Raising Capital; Generating Sales Leads and Pitching; Financial Statements	See Canvas	BP Deliverable 4: (TBD) Quiz 4: (Apr 28)
FINALS WEEK May 4th	<i>Final Plan Presentations</i>	See Canvas	Presentation Peer Eval 2. (May 4)

*Dates subject to change; In-Class Activities to be announced in class; Guest Speaker schedule to be announced.