

University of North Texas

G. Brint Ryan College of Business

SENM 3600: Venue & Event Operations

I. General Course Information.

Credit Hours.	Three (3)
Semester.	Spring 2026 [16-week]
Instructor.	Rob Matwick, EVP Public Affairs, Texas Rangers Baseball
Contact.	Rob.Matwick@unt.edu
Office.	UNT at Frisco Campus
Office Hours.	Thursdays 11:30 AM-12:30 PM, or by appointment
Course Location.	Frisco Landing, Room 228 (UNT at Frisco)
Lecture Time.	Thursdays 10:00-11:30 AM
Seminar Time.	Instructor will address questions on readings and lecture content in the classroom. Students will work in groups of two to develop a SWOT Analysis for a multi-purpose sports or performing arts venue in the Dallas-Fort Worth Metroplex, which must follow the guidelines and include the elements outlined in the project overview, which will be shared in Canvas.
Course Website.	www.canvas.unt.edu Students are encouraged to check the website daily for communications, postings, deadlines, and updates.

II. Course Overview.

Venue and event operations are an integral component to sports management regardless of the level of the industry. Annually, billions of dollars are invested in maintaining and building sports facility infrastructure, and events housed in these venues are an integral part of the US economy.

Students will utilize the International Association of Venue Managers (IAVM) textbook, ***“Public Assembly Venue Management,” 3rd Edition, (Mahoney, Esckilsen, Jeralds, Camp)*** as a basis for reading and classroom lectures.

Quoting from the publication, “Those who manage public assembly venues are continually challenged to operate venues in such a way that brings success to venue ownership and meets the needs of those who utilize them. Accomplishing this task is not simple, nor is it consistent from venue-to-venue. Venue missions vary based upon venue type, location, and goals set by those in leadership. To achieve the established goals, management must continually fine tune their venue management skills and keep abreast of social and economic trends. The textbook aims to introduce the student to the business of public assembly venue management. These venues are found worldwide, and while purposes and goals may differ, the management, principles, and practices are fundamentally alike. The student should be

able to glean relevant information that applies to venues of all types, large and small, local and international.”

In this class, students will first learn the history and role of public assembly venues, followed by the other significant areas of venue management, including venue ownership and management; venue planning, finance, design and construction; booking the venue; marketing; ticketing; ancillary revenue; venue operations; event management; and safety and security.

The class will conclude with project presentations due on Canvas by each student group. Each group will be asked to create a SWOT Analysis of an existing venue in the Dallas-Fort Worth Metroplex. The Analysis must adhere to the guidelines and include all elements of the project overview.

III. Course Learning Objectives.

Upon successful completion of this course, the student will be able to:

1. Understand the history of public assembly venues and differentiate between the types of venues and their primary uses.
2. Understand the ownership and management structures of public assembly venues.
3. Learn how venues are planned, financed, designed, and constructed.
4. Be introduced to the financial management of public assembly venues, including financial processes, operating budgets, capital improvement plans and human resources functions.
5. Have exposure to booking a venue, plus understanding the role of supporting elements like marketing, ticketing and ancillary revenues.
6. Have a clear understanding of the roles of venue operations, event management, and security and safety.

IV. Required Readings.

- All required readings will be from the course textbook. Students are required to read Chapter assignments prior to each class in which those Chapters will be discussed. **By 12 noon on the day prior to each Chapter discussion (by 12 noon on Wednesday prior), students will email Instructor two questions from the material covered, plus a surprise or reflection from the Chapter. Instructor email address is: rob.matwick@unt.edu.**

V. Course Format | Expectations | General Course Policies

- **Academic Integrity.** According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviours including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. These include (a) unauthorized assistance on examinations, homework, research papers or case analyses, (b) large scale “cutting and pasting” from other sources regardless of citing the source, and (c) no citation of all outside sources in the manner requested by your instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.
- **Format.** The composition of this course consists of assigned readings, independent research, and in-person synchronous seminars to discuss lecture content with instructor. Each course

Chapter contains a brief summary of reading materials, discussion of case studies, and group work on a group project.

- **Attendance.** Attendance is a part of the academic requirement of a course and reflects your commitment to students' academic careers. Students are expected to attend each lecture and come to class prepared as demonstrated by class discussion of the assigned readings, assignments, and/or additional materials. Attendance is required in order to participate in discussions and activities. The collaborative discussion and peer interactions during class meetings help students develop the critical thinking skills that are necessary in managerial positions within the sport industry. All students are expected to participate in class discussions. Students are allowed to miss four classes during the semester. Students are allowed to have up to 4 absences (25% of the total number of class meetings) without any penalty. Though, late arrivals will not be penalized, students are expected to arrive on time. Arriving at class on time is very important as punctuality becomes an essential asset to any professionals in the real world. If a student misses a class, he or she is highly recommended to ask other students for class notes or materials covered in class. More than 4 absences will result in a failure of this course. Absences due to documented illness or quarantine will be excused (only if the documentations are provided to the instructor prior to class).

Excused absences:

- Traveling for an interview (proof required)
 - Serious illness (a doctor's note required)
 - Death in the immediate family (a copy of obituary required)
 - Religious observance (an email should be sent to instructor in advance)
 - Jury duty (documentation required)
 - Involvement in University-sponsored activity (documentation from the sponsoring office required)
- **Assignments.** All assignments and quizzes are due on time. No late assignments accepted, unless you have prior arrangements with the instructor.
 - All written assignments are to be error-free (i.e., grammar, punctuation, spelling, flow, and general composition) and are expected to follow APA (7th) format. Follow the assignments guidelines for assignment formatting and submissions instructions.
 - If students use any previously published journals or work in their papers, that work should be cited in-text and in a reference page.
 - When saving and uploading each assignment, they should be titled as course title, assignment title, and student's last name (e.g. **SENM3600 – Analysis – Matwick**).
 - 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 upload assignments in Pages®, Word Perfect®, or linked to Google Docs®.
 - **Engagement.** Active participation for each module is expected. There is an expectation that each student (and group) will read the assigned articles, undertake independent research, respond to the review questions, actively consume the textbook module contents, take the quizzes, and actively participate in weekly debates.

VI. Course Evaluation.

Assignments.	Learning Outcome.	Points.	Due.	
3 Quizzes @ 10 points each (in class)	1-6	30	See the syllabus	Individual
Venue & Event Operations Project SWOT Analysis	1-6	40 total		Group/ Individual
Project Deliverables 1. 3 Work Progress Updates 2. Final presentation		20 20		Group/Ind. Group/Ind.
Chapter Assigned Reading/Questions	1-6	20	Day prior to Chapter Review	Individual
Guest Speaker Engagement	3,5,6	10	See the syllabus	Individual
Total Points Possible		100		

VII. Grading:

- A 90–100
- B 80–89
- C 70–79
- D 60–69
- F ≤59
- Note: Grades are not rounded to the closest digit.

VIII. Assignments.

1. Three Quizzes (3 quizzes | 30 points total | Learning Outcome 1-6).

In class on Week 6 (February 19), Week 11 (April 2) and Week 15 (April 30) there will be a quiz. Questions will be derived from lectures and assigned readings for that particular module. Quizzes will test student comprehension and recall. Each quiz will be 10-15 questions worth a total of 10 points. Each quiz consists of multiple choice, True/False questions, or short answers (fill-in-the blanks). Each quiz is timed at 15-20 minutes.

2. Venue& Event Operations Project – SWOT ANALYSIS (40 points total | Learning Outcome 1-6)

At the start of the semester, students will be paired and each group of two will create a SWOT Analysis of a multi-purpose sports or performing arts venue in the Dallas-Fort Worth Metroplex. An overview of the Analysis will be provided on Canvas and discussed in class.

Students are encouraged to use a number of sources to compile their analysis, including the following, amongst others:

- Venue Website
- Interview venue representative(s)
- Media sources (local and industry)
- Social media & reviews

(a) Work Progress (20 points total)

Three times during the semester, students will be graded based on their work progress. **In each instance, a progress report should be submitted by the group on Canvas by 5 pm on the day of the Update presentations.** Groups should also be prepared to do a short, in-person update. Each student is expected to present a portion of the update. While in-person presentations will be shared for participation purposes, the best result for this project will require joint participation and collaboration across the entirety of the SWOT Analysis.

Update 1: Prepare a brief introduction and background on your group's venue. Discuss the implications of your findings. While the in-person portion of this work can be brief, the progress report submitted on Canvas should be at least 500 words for a) the facility introduction and b) the implications of your findings. One group member should be responsible for each portion of this work.

Update 2: Provide a preliminary presentation of the SWOT Analysis, highlighting each of the four areas under study: Strengths, Weaknesses, Opportunities and Threats for your specific venue. Cite research and data you are using to backup your analysis. Again, this will be a brief in-person presentation, with more complete details uploaded to Canvas.

Update 3: As all venues are located in the Metroplex, students should consider a visit to their project venue, in addition to connecting with a member of the venue staff to discuss this SWOT Analysis. Students may choose to collaborate on these objectives, or take on one each. A site visit to the venue should include images of areas that are accessible, whether inside, outside or adjacent to the venue. Details on the site visit and the discussion with a venue operations person should be formulated into a report which will be uploaded to Canvas.

(b) Final Presentation (20 points total)

Students will prepare a final presentation of their SWOT Analysis and upload this document on Canvas by 5 pm on the final day of the semester. The final presentation should include and refine detail, data and information from the three Project Updates into a finished product.

3. Chapter Assigned Reading/Questions (11 Chapters| 20 points total | Learning Outcome 1-6).

Students are expected to read each of the 11 chapters of the textbook prior to the class when each will be reviewed and discussed. On the day prior to each chapter discussion, students are expected to email the Instructor two question about the material in the chapter, plus one surprise or reflection about the material covered. Students must email the Instructor at the

following address: rob.matwick@unt.edu. Email responses must be received by 12 noon on the day prior to the specific Chapter discussion. Late submissions will receive a 1-point deduction.

4. Guest Speaker Engagement (3 Guests | 10 points total | Learning Outcome 3,5,6).

Students are encouraged to interact with guest speakers. In order to properly engage with them, students will be required to prepare two questions that they want to ask guest speakers prior to the guest speaking session. The two questions should be highly related to venue management, event operations, or any other topics related to the course. Students will get the full credit only if their submitted questions are relevant to the course. Students may ask career tips or advice in person in class, however, submitted questions should only be related to the course. Failure to follow this rule will result in a 0.3 points-deduction per question.

Connecting guest speakers on LinkedIn is highly recommended.

Each guest speaking session will be worth 3 points. If the class has more than 3 guest speaking sessions, the lowest grade on engagement will be eliminated. The 3 points are allocated as follows:

- Each question posted in Canvas by deadline is worth 0.75 points (1.5 points in total).
 - **Late submission of question upload will not be accepted.**
 - Questions not related to venue operations or event management, other course topics or work related to the guest will result in a 0.5 point deduction per question.
- Class behaviour in person during the guest session is worth 1.5 points.
 - Behaviours such as not focusing on the guest, watching sports on laptop/mobile devices, using a cell phone, working on an assignment, etc. will result in a 1 point-deduction.

IX. 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.

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.

SENM3600; Venue & Event Operations Course Timeline

Guest list: Thomas Smith, HKS Architects

REV Entertainment

UNT Athletic Department

Date.	Topic.	Class Notes
Week 1 Jan. 15	Course introduction, Group formation, Venue Draft	
Week 2 Jan. 22	Chapter 1: History & Role of Public Assembly Venues Group Project Work in class	
Week 3 Jan. 29	Chapter 2: Venue Ownership & Management Group Project Work in class	
Week 4 Feb. 5	Chapter 3: Venue Planning, Finance, Design & Construction <i>Guest – Thomas Smith, HKS Architects</i>	
Week 5 Feb. 12	Chapter 4: Business & Financial Management Group Project Work in class	
Week 6 Feb. 19	Quiz 1 Project Update 1	Project Update 1 due in Canvas by 5 pm
Week 7 Feb. 26	Chapter 5: Booking the Venue <i>Guest – TBD REV Entertainment</i>	
Week 8 Mar. 5	Chapter 6: Marketing Group Project Work in class	
Mar. 12	Spring Break (March 9 – March 15)	
Week 9 Mar. 19	Chapter 7: Ticketing Group Project Work in class	
Week 10 Mar. 26	Chapter 8: Ancillary Revenue Group Project Work in class	
Week 11 April 2	Quiz 2 Project Update 2	Project Update 2 due in Canvas by 5 pm
Week 12 Apr. 9	Chapter 9: Venue Operations Group Project Work in class	
Week 13 Apr. 16	Chapter 10: Event Management <i>Guest – TBD UNT Athletic Department</i>	
Week 14 Apr. 23	Chapter 11: Safety & Security Group Project work in class	
Week 15 Apr. 30	Quiz 3 Project Update 3	Project Update 3 due in Canvas by 5 pm

Week 16 May 7	Final SWOT Analysis Due Today	Final Project due in Canvas by 5 PM
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Note: This course timeline is subject to change based on guest speaker and the process of class discussions.