

**SENM 4310-501**  
**Talent Management in the Sport Entertainment Industry**  
**Spring 2026 | Jan. 12 – May 8, 2026**

**Professor:** Dr. Jeff MacCharles

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**CLASS MEETINGS:** Tuesdays 12:00PM – 1:50PM

**CLASS Location:** Frisco Landing 228

**OFFICE Location:** Inspire Park

**OFFICE HOURS:**

- In-person: Tuesdays 2PM-3PM (Frisco Landing Breakout Rooms)
- Virtual: By appointment

**REQUIRED TEXT:** No physical textbook is required, but required content will be posted in Canvas.

**COURSE OVERVIEW:**

Explores the unique managerial issues associated with talent management in the sport entertainment industry. Emphasis is on student application of material and proposing solutions to problems in developing, recruiting and managing talent in the sport entertainment industry. The course examines the entirety of the talent management life cycle, including attracting talent, hiring processes, effective onboarding, managing workplace dynamics, performance management, leadership development, and succession planning and change management.

**COURSE OBJECTIVES:**

An intensive review of the functional disciplines related to selection practices and professional development is the major focus of this class. Upon completion of this course, students will be able to:

1. Conceptualize and understand the talent management life cycle.
2. Broaden their general knowledge of the steps taken in developing a recruitment and hiring program.
3. Understand the specific legal requirements associated with recruitment and hiring.
4. Examine the composition of recruitment programs that will attract appropriate applicants.
5. Think strategically about how to develop talent and create transition and succession plans.
6. Develop their profiles (i.e., resume, cover-letter, LinkedIn) efficiently to showcase their strengths.
7. Evaluate current issues in the talent management field.

**COURSE ORGANIZATION:**

This course is offered **primarily in a face-to-face modality** (for course meetings) and Canvas (for course materials and assignment submissions). Virtual class meetings may be held at the Professor's discretion. It is the student's responsibility to access online materials and complete course requirements as assigned in the course schedule provided at the end of the syllabus. All online assignments are due on Central Standard or Daylight time, depending on the time of the year. If you are in a different time zone, you must be aware of the time differences and plan accordingly.

To login on the Canvas site, link to the following URL: <https://unt.instructure.com/login/ldap>. This will take you to the login page where you will type in your EUID and password. General information about Canvas is available through the "Help" tab on the Canvas system home page.

Be sure to check your Browser settings in accordance with the Canvas requirements, or you may encounter technical problems with this course. Furthermore, it is recommended that **STUDENTS USE CHROME. DO NOT USE**

**INTERNET EXPLORER.** In addition, be sure you **ENABLE POP-UPS AND CLEAR YOUR CACHE WHEN TAKING QUIZZES.**

**Be sure that you are using a RELIABLE COMPUTER AND INTERNET CONNECTION!**

Please note that your instructor is not equipped to deal with any technical problems students may experience with the Canvas system. If you experience technical problems, please FIRST contact the Help Desk at 940-565-2324 or [helpdesk@unt.edu](mailto:helpdesk@unt.edu).

### **COURSE REQUIREMENTS:**

| Assignments   | Grade                        |
|---|------------------------------|
| In-Class activities<br>1) Sport Org Recruitment/Attraction Presentation<br>2) LinkedIn Profile Building<br>3) Resume Screening Exercise**<br>4) Resume<br>5) Cover Letter | 15%                          |
| Quizzes<br>1) Quiz 1<br>2) Quiz 2<br>3) Quiz 3  | 20%                          |
| Short Presentation (Recruitment Strategy)   | 5%                           |
| Guest Speaker Reflection Papers   | 10%                          |
| Final Project – Job Interview<br>▪ Job Posting**<br>▪ Interview Panel**<br>▪ Word Document – Analysis of candidates   | 50%<br>→10%<br>→ 20%<br>→20% |
| <b>Total</b>  | <b>100%</b>                  |

\*\*Denotes pair or group work

Grades will be based on the total points earned during the course, according to the scale below:

A = 90% or above

B = 80% -89.9%

C = 70% - 79.9%

D =60% - 69.9%

F = Below 60%

### **Attendance (Ungraded)**

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.

Arriving a class on time is very important as punctuality becomes an essential asset to any professionals in the real world. **However, if a student is late for, or misses a class, missed in-class activities can only be completed at a later date if they have provided advance notice of the absence to the professor.**

### **Class activities & Homework**

**[15%]**

Throughout the semester, the class will have various class activities. The activities will be related to a particular topic as scheduled (see the last page of tentative schedules). Activities intend to engage students and broaden and apply their knowledge.

- Sport Org Recruitment/Attraction Presentation
  - Students will create a three-slide presentation and record themselves presenting it. The focus on the presentation will be analyzing sport organizations public facing attraction and recruitment efforts. Students will have to choose one example of an organization that does a poor job, and one that does an excellent job.
- Resume screening exercise
  - In class, students will work in pairs to assess candidates in an initial screening of resumes for a job in the sport industry. Students will be required to choose three candidates to move on to an interview, and will have to justify their recommendations in a written report. More specific details will be provided in class.
- LinkedIn profile building
  - Students will work on building out their LinkedIn profiles.
- Resume
  - This assignment intends to help students strengthen their resume. Students will be asked to submit their resume for not only a grade, but also for feedback so that it can be improved for when they are on the job market.
- Cover Letter
  - Students will also receive practice writing a job-specific cover letter, which will be graded, feedback will be provided, and the cover letter and resume will be used for the final project.

### **Quizzes (x3)**

**[20%]**

Quizzes will be based upon content taught in the lectures and in the required readings. They will be done on Canvas, will open on Friday mornings, and are due on Sunday evenings at 11:59pm. Quizzes will be timed but referring to notes is permitted.

### **Short Presentation (Recruitment Strategy)**

**[5%]**

Students will work in their assigned groups to develop a recruitment strategy for the position they are hiring for as part of their final project. This presentation will be five slides maximum and will be given in front of the class. Further details will be provided in class.

## Guest Speaker Reflection Papers

[10%]

Throughout the semester I aim to have two or three guest speakers visit the class to discuss their experiences with talent management in sport organizations. After speakers have visited, you will be required to complete a reflection about their visit. Specific prompts will be provided on Canvas.

## Final Project – Hiring Exercise (Job Interview)

[ 50%]

For the final project, you will get to engage in a mock hiring exercise. You will be assigned to a group, which will serve as a search committee. There are two group components to this project, and one individual component. They are explained below:

1. **Job Posting (GROUP)** – You must find a job posting for an entry level role at a sport organization. As a group, you will be required to improve the job posting and submit the revised version as part of your grade. Once graded, you must incorporate any necessary feedback and polish the job posting and resubmit a final version. Failing to submit a final version will result in a 50% deduction in the grade for the job posting. Then, that job posting will be provided to another group and those group members will each be required to submit a resume and cover letter to your “search committee” as if they are applying to that job.
2. **Interview Panel (GROUP)** – You will work with your group to develop a list of questions to ask your three candidates during their interview. Each interview should be 10-15 minutes in length. You will decide who will ask each question. You are able to ask follow up questions, even if they are not on your interview guide. You will be assessed on the questions in your interview guide, your ability to adjust on the fly, and your professionalism.
3. **Analysis of Candidates (INDIVIDUAL)** – During Final Exam week, in our assigned exam time, you will meet with the others on your interview panel to discuss the previous week’s interviews. After a 20-minute debrief, you will have 90 minutes to type up your analysis of the candidates. This written report will be due at the end of the session. Each member of your group will submit an individual assessment of all three candidates. You must rank the candidates in terms of preference for hiring (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>) and explain the rationale for coming up with that ranking. These are confidential and will not be seen by your group members or the candidates. This analysis should be two-to-three double spaced pages, not including an APA formatted title page.

*NOTE: In addition to serving on a “search committee”, you will be also be tasked with being the candidates for another group (and as such your submitted resume and cover letter will be used for another group’s search). Failure to complete this portion of the project will result in a 50% deduction on your Interview grade for this portion of the final project.*

### **SUBMISSION OF ASSIGNMENTS:**

1. Writing assignments should follow APA guidelines (7<sup>th</sup> edition) for formatting. If students use any previously published journals or work in their papers, those work should be cited in-text and in a reference page. Each student is highly encouraged to utilize the Writing Center. Proper spelling, grammar, thorough analysis of content, and overall format/appearance of students' work will be considered in the evaluation of all class assignments.
2. All assignments must be complete and turned in on time on Canvas. Late assignments are not permitted unless a conversation has been had with the professor prior to a late submission to make alternative arrangements
3. Writing assignments should be saved and submitted as a Word document.
4. Writing assignments will be checked for plagiarism and for use of AI programs (e.g., ChatGPT). Any academic integrity issues will be dealt with strictly and promptly. Further information regarding UNT's scholastic code of conduct can be found below.

### **POLICY FOR STUDENTS WITH DISABILITIES:**

*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://www.unt.edu/oda>. You may also contact them by phone at 940.565.4323.*

### **Special Note about Canvas:**

Canvas is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Canvas complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and those using assistive technologies, such as screen readers, to fully use the software.

### **SCHOLASTIC CODE OF CONDUCT:**

Below is the link to the UNT Policy on Academic Integrity that governs student standards on academic integrity and issues related to academic dishonesty:

[https://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student\\_Affairs-Academic\\_Integrity.pdf](https://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf)

***Violation for any noncompliance with university policy will be strictly enforced.***

### **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.

**TENTATIVE CLASS SCHEDULE (Subject to Change)**

| DATE               | TOPIC   | ASSIGNMENT*  |
|--------------------|---|--|
| 1/13               | Course Introduction                             |  |
| 1/20               | Talent Management Life Cycle<br>Resume building |  |
| 1/27               | Applicant Attraction                            | Resume (1/27)  |
| 2/3                | Applicant Attraction                            | Sport Org Recruitment/Attraction<br>Presentation (2/7)               |
| 2/10               | Recruitment                                     | IN- CLASS LinkedIn Profile Building<br>(2/10)                        |
| 2/17               | Recruitment                                     | Recruitment Strategy Presentation<br>(2/17)<br>Quiz #1 (2/20 - 2/22) |
| 2/24               | Selection                                       | Job Posting  |
| 3/3                | Selection                                       | IN CLASS Resume Screening (3/3)                                      |
| 3/10               | NO CLASS – SPRING BREAK                         |  |
| 3/17               | Organizational Socialization (Onboarding)       | Job Posting (Final Version)  |
| 3/24               | Organizational Socialization (Onboarding)       | Quiz #2 (3/27 - 3/29)  |
| 3/31               | Developing Employees                            | Cover Letter   |
| 4/7                | Developing Employees                            |  |
| 4/14               | Transition/Succession Planning                  |  |
| 4/21               | Transition/Succession Planning                  | Quiz #3 (4/24 - 4/26)  |
| 4/28               | INTERVIEWS                                      | Interview  |
| 5/5<br>FINALS WEEK | INTERVIEW PANEL DEBRIEF & ANALYSIS<br>REPORT    | IN CLASS Candidate Analysis &<br>Evaluation                          |

\*Assignments due on class day are due at the beginning of class, unless noted as “IN CLASS”, in which we will be doing the assignment during class, or if they are quizzes, in which they will be due on Sunday at 11:59pm.

\*\*Guest Speaker Reflections will be added as guest speakers are scheduled