

University of North Texas
G. Brint Ryan College of Business

MGMT 699: Talent Management in the Sport Entertainment Industry

I. General Course Information

Credit Hours: 3
Semester: Fall
Instructor: Dr. Matthew Walker
Contact: matt.walker@unt.edu
Office Hours: T/TH: 9:00am → 10:00am
Office Location: ###
Course Location: ###
Meeting Time: TH: 6-8:00pm
Course Website: www.canvas.unt.edu

Students are encouraged to check the website on a daily basis as this forum will serve as a means for communication, posting of assignments, course readings, etc.

II. Course Overview:

Most corporate leaders will describe people as their most critical asset. These same leaders see talent as a competitive advantage where recruitment, development, and retention are key drivers of corporate success. Accordingly, this course explores the underlying concepts and managerial issues associated with talent management in the sport entertainment industry. Emphasis is on the application of materials and proposing solutions to problems in developing, recruiting, and managing talent. Subjects discussed in the course are talent attraction and development, talent evaluation, team building, and general leadership approaches to effectively manage talent.

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

III. Course Objectives:

Upon successful completion of this course, the student will be able to discuss and offer perspectives on:

- Systems: attract, dev, retain
 - Create systems, evaluate systems.
- The dynamics of talent management in the sport entertainment industry
- Talent development systems
- Talent attraction, development, and retention
- Performance appraisal systems
- Leadership approaches used to manage talent, retain talent, and lead strategic change.

IV. Required Readings:

- Readings (e.g., articles and book chapters) are available on the course website.
- I have a few books identified but not sure I will use. I like cases, chapters, and articles best. *Book Option: Bolman and Deal if you need a book. Does a lot of good stuff on 4 frames.*

V. Course Format:

The composition of this course will consist of mini-lectures, assigned readings, case studies, group assignments, and weekly discussions.

VI. General Course Policies:

1. Assignments: All assignments and quizzes are due on time. Late assignments are **not** accepted, unless you have prior arrangements with 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 APA (6th) format**.
2. Participation: Active participation in the class is expected. There is an expectation that each student will read the assigned articles and book chapters, and come to class prepared to discuss.

VII. Course Evaluation:

Assignments	Weight
Onboarding Plan	50%
Employee Training Development Plan	30%
Stay Interview	10%
Team Building Exercise	5%
Knowledge Quizzes	5%

VIII. Students with Disabilities:

The G. Brint Ryan College of Business complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you have an established disability as defined in the Americans with Disabilities Act and would like to request accommodation, please contact your course professor as soon as possible. Office hours, locations, phone numbers, etc., are presented above. Note: University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.

The Canvas Learning System is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Canvas Learning System® complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software. Canvas Learning System has worked with the Adaptive Technology Resource Centre (ATRC) at the University of Toronto on compliance requirements. Canvas Learning System® enables faculty or course designers with disabilities to use assistive technologies with Canvas Learning System in their course creation and delivery.

IX. Grading:

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

X. Assignments:

1. **Onboarding Plan:** Guiding new employees through an onboarding process will foster organizational culture, ensure that appropriate work group fit, and increase productivity. Hiring and onboarding are two-way processes: businesses want to attract and keep top talent, and employees want to feel like their workplace is a good fit. Onboarding programs should increase employee satisfaction and reduce turnover.

For this project, we will work alongside Cowboys HRD to design a comprehensive employee onboarding plan and associated materials. Deliverables will include:

- a. Plan deck: Comprehensive chart of the onboarding process (preparation, orientation, integration, implementation strategy, and life-cycle); and the onboarding checklist for the HR staff to use as guideposts.
- b. Presentation: Include the problem, associated research, and plan development goals, evaluation system, implementation process, and ROI calculations.

- 2. Training | Development Plan:** Employee development is a strategic tool for organizational growth, productivity, and talent retention. Training and development activities should focus not only on the job a person currently holds but also on jobs that may be of interest to them in the future. Too often, training and development activities focus only on short-term issues and challenges, instead of longer-term aspirations. This project will be informed through the implementation, delivery, and reporting of a validated employee training program (i.e., the Conflict Management Profile -- a development program designed to assess workplace conflict and employee handling). This immersion will shape their perspective on developing their own tool and training protocol for employee development

 - For this project, you will work alongside Cowboys HR to implement and design a corporate training program and protocol. Deliverables include: a training course and an assessment.
- 3. Stay Interview Design:** Stay interviews (i.e., formal or informal) are conversations between managers and their subordinates. If utilized correctly, the stay interview is one of the most valuable measures of employee engagement. Unlike the exit interview, where HR managers gain employee insights regarding turnover, and the performance review, where managers assess employee productivity, the stay interview asks the question most managers want to ask their top talent: What could we do to make you stay?

 - For this project, we will work alongside Cowboys HR to design a stay interview guide and implementation plan. Deliverables will include a plan outline, question vetting procedure, and mock interview.
- 4. Team Building Exercise:** For this assignment, you team must prepare a team building exercise and come prepared to facilitate the team building in class. Possible focus areas include (*but are not limited to*): (a) building trust, (b) improving communication, (c) managing conflict, (d) goal setting.

Course Timeline

Date	Topic Agenda	Readings	Due
Week 1 <i>August 29</i>	Class team selection; Systems Perspectives on Talent	<i>See Canvas</i>	-----
Week 2 <i>September 5</i>	Attraction: Employee Profiles	<i>See Canvas</i>	-----
Week 3 <i>September 12</i>	Attraction: Employee Fit (145)	<i>See Canvas</i>	Onboard update 1
Week 4 <i>September 19</i>	Attraction: Human Resource Basics	<i>See Canvas</i>	Team Building Exercise
Week 5 <i>September 26</i>	Attraction: Job Designs Descriptions	<i>See Canvas</i>	Onboard update 2 Stay 1
Week 6 <i>October 4</i>	Attraction: On-Boarding	<i>See Canvas</i>	Dev 1
Week 7 <i>October 11</i>	Develop: Conflict Resolution (2)	<i>See Canvas</i>	Onboard update 3 Stay 2
Week 8 <i>October 18</i>	Develop: Communication Styles (22, 32)	<i>See Canvas</i>	Dev 2
Week 9 <i>October 25</i>	Develop: Negotiations Bargaining (89)	<i>See Canvas</i>	Onboard update 4
Week 10 <i>November 7</i>	Develop: Training Compliance (159)	<i>See Canvas</i>	No Class (SMA)
Week 11 <i>November 14</i>	Retain: Diversity Inclusion (43)	<i>See Canvas</i>	Onboard update 5 Stay 3
Week 12 <i>November 21</i>	Retain: Strategic Management (123)	<i>See Canvas</i>	Dev Final
Week 13 <i>November 28</i>	Retain: Succession Planning	<i>See Canvas</i>	No Class
Week 14 <i>December 5</i>	Final Projects	<i>See Canvas</i>	Onboard Final