

University of North Texas

G. Brint Ryan College of Business

SENM 4310-501: Talent Management in the Sport Entertainment Industry

I. General Course Information.

Credit Hours.	Three (3)
Semester.	Fall 2025 [16-week]
Instructor.	Dr. Misun Won
Contact.	Misun.Won@unt.edu
Office.	Inspire Park 277 (UNT at Frisco Campus)
Office Hours.	Wednesday 2:00-4:30PM or by appointment
Course Location.	Frisco Landing 214
Lecture Time.	Wednesdays 6:30-8:20PM
Seminar Format.	Instructor will provide weekly readings in Canvas, and students are expected to read them through prior to class. In addition, students work in groups to develop international strategies for the industry partner.
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 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.

III. Course Learning 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.

IV. Required Readings.

No physical textbook is required, but required contents will be posted in Canvas.

V. Course Format | Expectations.

- **Academic Integrity.** According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. These include, but not limited to, (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, (c) no citation of all outside sources in the manner requested by your instructor, and (d) use of an AI generated content when not permitted by an instructor. 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 is hybrid and follows the philosophy of an inverted classroom. Through Canvas, students will review the reading materials assigned for each week and complete assignments (if assigned). Within the class, students will participate in class discussions, case studies, group projects, and engage with the instructor and guest lecturers. Aside from theoretical examinations online, students will complete essential Talent MGMT projects throughout the semester. This includes their contribution to the **2026 FIFA World Cup Volunteer Interviews** in October through December.
- **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. Arriving a class on time is very important as punctuality becomes an essential asset to any professionals in the real world. Students are allowed to miss four classes (including their participation at the FIFA World Cup Volunteer Center) 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. 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.

Excused absences:

- Traveling for an interview (a 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 are due on time and submitted in Canvas. Late submissions are not accepted. However, when they are accepted, students will receive a 15% deduction.

- 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, those 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. **SENM 4310 – Resume – Won**).
- PDF submissions are not allowed (unless instructed). 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 online module is expected. There is an expectation that each student will read the assigned articles, undertake independent research, actively consume the online lectures, take the weekly quizzes, and actively participate in weekly debates.
- **Group Work Contribution.** If a group member causes any of the following issues, Dr. Won has a right to (a) remove the student from the group and inform to work alone or (b) adjust scores of the group assignments (i.e., a deduction to the student's grade)
 - No responding to messages or chats
 - Not complying with a group's agreed deadline
 - Not contributing to his/her parts while others do

VI. Course Evaluation.

Assignments.	Learning Outcome.	Points.	Due.
Syllabus Quiz		4	8/20/25
Guest Speaker Engagement (3 sessions @ 5 points each)	1 - 7	15	See the schedule
Mock Interview & New Hire Decision	1,2,4,6,7	5	8/27/25
▪ Selection of job advertisement		5	9/10/25
▪ Resume submissions		10	10/8/25
▪ Resume reviews		17	10/22 & 10/29
▪ List of interview questions & Mock interviews		13	11/12/25
▪ New hire decision presentation			
FIFA WC – Volunteer Interviews	1-7		8/24/25
▪ Application completion (ungraded, deduction applies)			October
▪ Training participation (ungraded, deduction applies)			Oct. – Nov.
▪ In-person participation (ungraded, deduction applies)		28	11/23 & 12/7
▪ 2 reflection papers (@ 14 points each)		3	12/13/25
▪ Proof of 3 rd week participation (@ 3 points)			
Total Points Possible		100	

**Instructor remains the right to replace certain activities, pending the needs of the industry partner.*

VII. Grading:

- A 90–100
- B 80–89.9
- C 70–79.9
- D 60–69.9
- F ≤59
- Note: Grades are not rounded to the closest digit.

VIII. Assignments.

1. Syllabus Quiz

[4 points total]

On the first day of class, students will take a syllabus quiz to make sure everyone understands course expectations, assignment rules, and specifics to some assignments. This quiz can only be taken in class. However, if a student misses the first class with reasonable excuses, they may get a permission to take the quiz after class.

The quiz consists of 10 (or more) questions which are T/F or multiple choice based.

2. Guest Speaker Engagement

[3 sessions @ 5 points each | 15 points total]

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 in Canvas. The two questions should be highly related to talent management principles (not career paths or career tips). 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 1 point-deduction per question.

When this session is done through Zoom, students are required to activate their cameras to properly interact with and respect our guests. Additionally, students should not lie in bed while in guest speaker sessions (this is very respectful). Connecting guest speakers on LinkedIn is highly recommended. Each guest speaking session will worth 5 points. Late submissions will not be accepted at all for this assignment.

The 5 points are allocated as follows:

- Each question to post in canvas by deadline is worth 1.5 point (3 points in total).
 - To receive full credit, submit course related questions only.
- Actual engagement with guest speakers in session is worth 1 point.
- LinkedIn connection and posting is worth 1 point. You have three weeks to complete this activity after each session.
 - After each session, students need to complete either of these two options:
 - ❖ Option 1: Connecting with the guest speaker on LinkedIn and sending a private message to thank for their advice and time in class
 - ❖ Option 2: Connecting with the guest speaker on LinkedIn and uploading a post to thank for their advice and time (and to show your new connection with the speaker to other users on LinkedIn)
 - You can make your own posting or share Dr. Won's group photo posting with your own thoughts.
 - Sharing Dr. Won's posting without your own thoughts will give you a half credit (0.5 points) only.

- If a student is present on Zoom and lies in bed, I will deduct 2 points for not respecting our guests.

3. Mock Interviews & New Hire Decision [5 submissions; 50 points total | Objective 1,2,4,6,7]

This assignment intends to help students fully understand the process of new hires at any organizations. To help students with this, the following submissions and work should be completed.

- Selection of job advertisement (5 points): Students in groups will be required to identify one company/brand and a job that they are interested in getting. Upon this identification, groups will submit a job advertisement from their chosen company along with their justification of this choice.
- Resume submissions (5 points): Students (individually) will notify Dr. Won to which job advertisement they would apply and get interviewed. Then, they will submit their resumes.
- Resume reviews (10 points): Upon receipt of resumes, each group will review and evaluate resumes and write a report on how they evaluate the resume (and why used that particular evaluation metrics) and who they value as the most compelling candidate (and why this candidate is the most compelling).
- Interview questions & Mock interviews (20 points): Before conducting interviews, each group will create a list of 10 questions that they will use during a 30-minute interview. The list should be a mix of questions relevant to behaviors, skills, career goals, fit with the company, and the candidate oneself. While interviewing each interviewee, groups may use 5-7 questions from the list. Everyone will act as an interviewer and an interviewee, hence they need to dress professionally (not business casual but business suits). Interviews will be conducted in study rooms at Frisco Landing. Each interview will have 3-4 interviewers and 1 interviewee each time. Groups will record each interview, and each recording should clearly capture everyone in the room. Upon completion of the interviews, each group should upload the recordings and completed evaluation forms in Canvas.
- New hire decision presentation (12 points): As a final assignment of Mock Interviews & New Hire Decision project, each group will deliver a presentation that outlines and summarizes their process of new hire. The presentation will discuss introduction of job advertisement, the review process of resumes and mock interviews, and justification of final decision to extend an offer.

See the detailed instructions and rubrics in Canvas.

4. FIFA WC – Volunteer Interviews

[31 points total] Objectives 1-7]

This assignment intends to assist students in effectively gaining a hands-on experience interviewing volunteers and managing interviewees for the 2026 FIFA World Cup games in North Texas.

Within this assignment, students are required to complete and/or submit the following:

- **Application Completion [ungraded, but a deduction applies]**: On the first week of the Fall 2026 semester, students need to complete their application for the 2026 FIFA World Cup through this link: www.dallasfcw26.com/volunteer. When applying, students must indicate they are from **UNT** and click **Yes** to the question of “Are you interested in volunteering November interviews?” This helps the North Texas FIFA Local Organizing Committee easily track students in this course and contact them in regards to the November interviews. Upon

completion of the registration, students will submit a proof (a confirmation email or page on the website) in Canvas by August 24th Sunday 11:59PM.

- **Training Participation [ungraded, but a deduction applies]:** Students are required to participate and complete the trainings in October. Upon completing the training(s), students will submit a proof (a selfie or photo of students with the background indicating their attendance of the training) in Canvas by October 29th 6:30PM.
- **In-person Participation of Interviews [see Reflection Papers below]:** Upon completion of the training(s) in October, students will be prepared to shadow (or conduct) interviews and manage interviewees at the Volunteer Center (located at Fair Park, Dos Equis Pavilion). Students are required to do one shift per week for three weeks (The weeks of Nov. 17th, Dec. 1st, and Dec. 8th). Each shift will last up to 5 hours and meals will be provided.
- **2 Reflection Papers [14 points each]:** While completing weekly shifts at the Volunteer Center, students will write and submit two reflection papers (Due Nov. 23rd and Dec. 7th 11:59PM). Each reflection paper will worth 14 points each and describe the following:
 - (a) what a student did during their shift (worth 2 points)
 - (b) what a student learned about talent management during their shift (worth 2 points)
 - (c) choose one of the two (worth 2 points):
 - Something that a student observed as mismanagement of interview process and how the student would like to improve the interview process to well manage volunteers/interviewees
 - Something that a student observed as good management of interview process and why the student claimed it well-managed

Students should provide critically thought reflections on each paper (worth 3 points). Each paper should be proofread (free of any writing errors; worth 2.2 points) and have particular writing format (worth 2.8 points).

- **LinkedIn Post [3 points]:** Students will make a post on LinkedIn that briefly describes what they did for the November/December Interviews with the North Texas FIFA Local Organizing Committee along with a photo. The post should be made by December 13th 11:59PM. See the detailed instructions and rubrics in Canvas.

IX. Disabilities | Emergency Notifications.

1. **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.
2. **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.

- 3. 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.

TENATIVE CLASS SCHEDULE

DATE	TOPIC	Readings (in Canvas)	ASSIGNMENT
Week 1 8/20	Course Introduction Completing Volunteer Application for the 2026 FIFA WC		WC 1 – Application Completion proof by 8/24 11:59PM
Week 2 8/27	Topic 1: Introduction to Talent Management <ul style="list-style-type: none"> Talent Management Life Cycle Project Debrief – FIFA Local Organizing Committee/Dallas Sports Commission	Topic 1	
Week 3 9/3	Topic 2: Life Cycle 1 – Planning <ul style="list-style-type: none"> Job Search as Applicants Applicant Attraction Employer Branding 	Topic 2	New Hire 1 – Job Advertisement (end of class)
Week 4 9/10	Topic 2: Life Cycle 1 – Planning (Continued) <ul style="list-style-type: none"> Signaling theory 		New Hire 2 – Resume Submissions (before class)
Week 5 9/17	Topic 3: Life Cycle 2 – Attracting <ul style="list-style-type: none"> Recruitment of Applicants Attracting and Generating Interests Job Posting Job Analysis in HR Selection 	Topic 3	
Week 6 9/24	Topic 3: Life Cycle 2 – Attracting (Continued) <p>Guest Speaker – Eliud Jimenez (FC Dallas)</p>		Post 2 guest questions by 3PM
Week 7 10/1	Topic 4: Life Cycle 3 – Selecting <ul style="list-style-type: none"> An Intro to Selection The Selection Process 	Topic 4	
Week 8 10/8	Topic 4: Life Cycle 3 – Selecting (Continued) <ul style="list-style-type: none"> Legal Issues in Selection <p>Speakers – Juliana Johnson (Dallas Cowboys) & Rylee Klean (Dallas Stars)</p>		New Hire 3 – Resume Reviews (end of class) Post 2 guest questions by 3PM
Week 9 10/15	Topic 5: Life Cycle 4 – Developing <ul style="list-style-type: none"> Introduction of On-boarding Process Organizational Socialization Strategic On-boarding Process 	Topic 5	New Hire 4 – Submission of Interview Questions (end of class) Eliud J. LinkedIn Post (before class)
Week 10 10/22	Mock Interviews		Dress professionally – everyone will interview and be interviewed
Week 11 10/29	Topic 6: Life Cycle 5 – Retaining <ul style="list-style-type: none"> Employee Engagement A Learning Environment 	Topic 6	WC 2 – Proof of Training Participation (before class) New Hire 4 – Recordings of Mock Interviews (end of class)

	<ul style="list-style-type: none"> Performance Management <p>Guest Speaker – Andria Johnson (National Women's Soccer League)</p>		<p>Post 2 guest questions by 3PM</p> <p>Juliana & Rylee LinkedIn Post (before class)</p>
Week 12 11/5	<p>Topic 7: Life Cycle 6 – Transitioning</p> <ul style="list-style-type: none"> Reasons of Leaving the Job Succession Planning 	Topic 7	
Week 13 11/12	New Hiring Decision Presentation		Submission of Presentation Deck (before class)
Week 14 11/19	2026 FIFA World Cup On-site Work @Volunteer Center – Assisting in Interviews		<p>WC 3 – Reflection Paper 1 Due Nov. 23rd 11:59PM</p> <p>Andria J. LinkedIn Post (11/19 6:30PM)</p>
11/26	Thanksgiving Break – No Class		
Week 15 12/3	2026 FIFA World Cup On-site Work @Volunteer Center – Assisting in Interviews		WC 3 – Reflection Paper 2 Due Dec. 7th 11:59PM
Week 16 12/10	2026 FIFA World Cup On-site Work @Volunteer Center – Assisting in Interviews		WC 4 – LinkedIn Post Due Dec. 13th 11:59PM

Note: There are handful of readings and/or videos to read for each module. See those required materials in Canvas.

Note: This course timeline is subject to change based on guest speakers and the progress of each lecture.