Sports and Entertainment Management

8177/36 weeks

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Acknowledgments

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Course Description

Suggested Grade Level: 11 or 12

Students will build on prior knowledge of sports and entertainment marketing. This course focuses on the principles of management and planning supported by research and by financial, economic, ethical, and legal concepts. Students will be able to plan and execute an event, establish a sports, entertainment, or recreation marketing product/business, and develop a career plan.

Task Essentials Table

- Tasks/competencies designated by plus icons (➕) in the left-hand column(s) are essential
- Tasks/competencies designated by empty-circle icons (⊙) are optional
- Tasks/competencies designated by minus icons (➖) are omitted
- Tasks marked with an asterisk (*) are sensitive.

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Virginia Department of Education
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<td>Analyze the effects of biased media.</td>
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<td>Explain risk management and its relationship to the sports and entertainment industries.</td>
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<td>Identify purposes, types, and terms of contracts.</td>
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<td>Identify sources of data for market research in the sports and entertainment industries.</td>
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<td>Describe external factors affecting the sports and entertainment marketing process.</td>
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<td>Describe the steps in developing a market research project.</td>
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Exploring Revenues and Expenditures

| 80     | Identify revenue sources related to the sports and entertainment industries. |
| 81     | Identify expenditures related to the sports and entertainment industries. |
| 82     | Identify the components of a budget. |
| 83     | Analyze financial statements. |

Managing Safety and Security

| 84     | Explain the importance and types of indoor and outdoor security (life and property safety). |
| 85     | Describe partnerships with safety and security professionals or agencies. |
| 86     | Explain the security needs of a venue. |
| 87     | Explain the use of emergency preparedness plans to address threats to a venue. |

Understanding Event Management

| 88     | Explain the process for planning an event. |
| 89     | Describe factors that motivate consumers to attend sports and entertainment events. |
| 90     | Explain how event popularity and competitive factors relate to attendance. |
| 91     | Analyze personnel needs for an event. |
| 92     | Analyze the financial resources required for each event activity. |
| 93     | Develop a marketing plan for an event. |
| 94     | Develop a budget for an event. |
| 95     | Develop follow-up activities to recognize and thank participants after the event. |
| 96     | Manage a sports and entertainment event. |
| 97     | Evaluate the sports and entertainment event. |

Developing Career Goals

| 98     | Identify career and employment-related information sources. |
| 99     | Identify career opportunities at different levels in the sports and entertainment industries. |
| 100    | Describe education and training needed for a sports and entertainment management career. |
| 101    | Identify barriers to employment and strategies to overcome them. |
| 102    | Identify professional development opportunities in the sports and entertainment industries. |
| 103    | Collect information about a prospective employer. |
| 104    | Develop a career plan. |

Legend: ✦Essential  ◦Non-essential  ☐Omitted

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**Curriculum Framework**

**Describing the Economics of the Industries**

**Task Number 39**

**Describe U.S. economic indicators and their effects on the sports and entertainment industries.**

**Definition**

Description should include defining the following economic indicators and discussing how each one of these will affect consumer-spending habits concerning sports and entertainment activities:

- Inflation
- Employment
- Deflation
• Pricing
• Gross Domestic Product (GDP)
• Productivity
• Gross National Product (GNP)
• Consumer Price Index (CPI)
• Producer Price Index (PPI)

Process/Skill Questions

• What is the relationship between pricing and inflation?
• How do productivity, CPI, and PPI relate to inflation?
• What effect does inflation have on purchasing power?
• How does a rising unemployment rate affect sports and entertainment industries?
• What are the contributions of sports and entertainment to the country’s GDP and GNP?

National MBA Research Standards – Business Administration

Understand economic indicators to recognize economic trends and conditions.

Task Number 40

Describe the economic impact of sports and entertainment.

Definition
Description should include examples of the global economic impact of sports and entertainment on the following levels:

• Local (e.g., ticket prices)
• State (e.g., horse racing)
• National (e.g., salary caps)
• International (e.g., Olympic site selection)

Process/Skill Questions

• What is the economic impact of salaries in the sports and entertainment industries?
• What is the short-term vs. long-term impact of a sports and entertainment venture in a given geographic area?
• How could a dynamic vs. variable ticket pricing strategy result in a positive economic impact?
• How is the equilibrium price of tickets met in the sports and entertainment industries?
• Why do local economies invest in sports and entertainment venues?

National MBA Research Standards – Business Administration

Understand global trade's impact to aid business decision-making.

Understand the nature of business to show its contributions to society.

Task Number 41

Identify cultural and political environments and their economic impact on the global sports and entertainment industries.
Definition
Identification of cultural environmental factors should include common beliefs, behaviors, and heritage.

Identification of political environmental factors should include

- government structure
- laws
- economic stability
- terrorism
- current events
- international agreements.

Process/Skill Questions

- What political and cultural relationships are necessary to support the global sports and entertainment industries?
- How does global infrastructure support the sports and entertainment industries?
- How does culture affect the growth of the sports and entertainment industries?
- What initiatives has each of the major leagues undertaken to expand their reach in other countries?
- What are examples of security measures in place to keep consumers and professionals safe?

National MBA Research Standards – Business Administration
Understand economic systems to be able to recognize the environments in which businesses function.

Understand the nature of business to show its contributions to society.

Explaining the Structure of Sports and Entertainment Businesses

Task Number 42

Explain the advantages and disadvantages of operating as a for-profit or nonprofit organization.

Explanation should include

- advantages of for-profit (e.g., business growth and investment potential)
- disadvantages of for-profit (e.g., loss of revenue and business risk)
- advantages of nonprofit (e.g., tax exemptions and more public support)
- disadvantages of nonprofit (e.g., skepticism, insufficient volunteers, excessive accountability requirements, government regulations).

Process/Skill Questions

- What are the tax implications for a profit vs. a nonprofit organization?
- What are the primary fundraising options for a nonprofit organization?
- Why would it make sense to start a for-profit vs. a nonprofit organization?
- Instead of profit, what is/are the main goal(s) of a nonprofit organization?
National MBA Research Standards – Business Administration

Acquire information to guide business decision-making.

Analyze cost/profit relationships to guide business decision-making.

Analyze financial needs and goals to determine financial requirements.

Identify potential business threats and opportunities to protect a business' financial well-being.

Task Number 43

Explore the organizational structures within the sports and entertainment industries.

Definition
Exploration should include models that reflect for-profit businesses, nonprofit organizations, and public-private partnerships, such as

- professional sports leagues
- sports recreation leagues
- general business studios
- venues (public vs. private)
- governing bodies (e.g., NCAA)
- parks and recreation authorities.

Process/Skill Questions

- What are the similarities and differences in the employment structure and opportunities between a for-profit and a nonprofit organization?
- How does the organizational structure vary between a public and a private organization?
- When might it be wise to choose a public vs. a private venue?
- What is the organizational structure of a sports league?
- Who makes up the governing body of the NCAA and what are their basic job descriptions?

National MBA Research Standards – Business Administration

Recognize management's role to understand its contribution to business success.

Utilize planning tools to guide organization's/department's activities.

Exploring Entrepreneurship in Sports and Entertainment

Task Number 44

Explore entrepreneurship opportunities related to sports and entertainment marketing.

Definition
Exploration should include
• funding sources
• starting up and operating a business
• starting up franchises.

Process/Skill Questions

• What are the advantages and disadvantages of starting a business?
• What is the role of entrepreneurship in the sports and entertainment industries?
• What are the legal considerations when starting a business?
• What are some opportunities for entrepreneurship in the sports and entertainment industries?
• Why do governments encourage entrepreneurship?
• How are new professional teams or franchises established or approved?
• How are new franchises or entertainment ventures typically funded?

National MBA Research Standards – Business Administration
Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy.

Understand the nature of business to show its contributions to society.

Task Number 45

Identify the characteristics of an entrepreneur.

Definition
Identification should focus on the importance of

• risk-taking
• work ethic
• motivation
• discipline
• resiliency
• creativity
• reliability
• social skills.

Process/Skill Questions

• How does one develop entrepreneurial skills?
• How does one develop an entrepreneurial work ethic?
• Who are some well-known owners of professional franchises or entertainment ventures?
  What entrepreneurial characteristics do they have?
• What entrepreneurial opportunities are available to sports or entertainment figures? While playing/performing? After retirement?
• What are examples of creative financing deals used to establish new teams or franchises?

National MBA Research Standards – Business Administration
Manage internal and external business relationships to foster positive interactions.

Recognize management's role to understand its contribution to business success.

Utilize project-management skills to improve workflow and minimize costs.

Task Number 46
Identify the steps of establishing a business.

**Definition**
Identification should include

- identifying the business structure
- analyzing government regulations
- making legal, financial, market, and personnel decisions
- reviewing parts of the business plan.

**Process/Skill Questions**

- What are the financial requirements for starting a business?
- What are the legal requirements for starting a business?
- What are the personnel requirements for starting a business?
- What is vertical integration?
- How is ownership percentage established for new businesses or franchises?
- What are the operational considerations for starting a business?
- How can a new business prepare for and/or pivot during unexpected or unpredictable natural, health, or economic challenges?

**National MBA Research Standards - Marketing**

Employ marketing-information to plan marketing activities.

Interpret marketing information to test hypotheses and/or to resolve issues.

Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

**National MBA Research Standards – Business Administration**

Acquire information to guide business decision-making.

Understand marketing's role and function in business to facilitate economic exchanges with customers.

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**Task Number 47**

**Describe the economic impact of small businesses.**

**Definition**
Description should include the aspects of the economy that are affected and current trends in small business growth.

**Process/Skill Questions**

- Why do local governments grant tax exemptions to small businesses?
- What are some examples of small businesses in the sports and entertainment industries?
- What factors are considered when determining the economic impact of sports teams, concerts, or special events?
- What are the current growth trends in the sports and entertainment industries?
- What are the career growth opportunities in a small business?

**National MBA Research Standards – Business Administration**

Understand economic indicators to recognize economic trends and conditions.

Understand the nature of business to show its contributions to society.
Developing Customer Service Skills

Task Number 48

Respond to inquiries and suggestions from customers, coworkers, and supervisors in a sports and entertainment context.

Definition
Response should include

- clarifying inquiries
- locating sources of relevant and accurate information
- responding in a culturally appropriate, professional, and timely manner
- using direct, descriptive, and specific language
- following company policy regarding referral of inquiries to coworkers or supervisors
- treating every customer contact as a potential sale and retention opportunity.

Process/Skill Questions

- When might it be important to clarify an inquiry?
- How can a customer inquiry be turned into a sales opportunity?
- Why is it important to set realistic expectations for customers?
- What is considered a timely response to a customer inquiry?

National MBA Research Standards - Marketing

Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

National MBA Research Standards – Business Administration

Apply verbal skills to obtain and convey information.

Task Number 49

Explain company policy to a customer in a sports and entertainment context.

Definition
Explanation of company policy should include the importance of eliminating customer confusion, providing consistent guidelines for customers, and developing a positive company image. Explanation should consist of

- understanding the policies oneself
- describing relevant policies simply and accurately
- keeping abreast of policy changes
- knowing when to refer a policy matter to a supervisor or specialist.
Process/Skill Questions

- What types of customer-service policies exist during a sports or entertainment event?
- Where should company policies and procedures be located for quick reference?
- What are some consequences of an employee not following company policy?
- What is employee empowerment? Why is it important for managers to empower their employees?
- When dealing with a customer, when should an employee consider asking for assistance from a supervisor or manager?

National MBA Research Standards – Business Administration
Apply verbal skills to obtain and convey information.

Exploring Sports and Entertainment Management

Task Number 50

Define the role of the sports and entertainment manager.

Definition
Definition should include

- facility and operations management
- union, league, and team management
- talent/client management.

Process/Skill Questions

- What is the role of a sports and entertainment manager?
- What characteristics must a successful sports and entertainment manager display? Why are they important?
- What educational path does a successful sports and entertainment manager take? What degrees, if any, are required?

National MBA Research Standards – Business Administration
Exhibit techniques to manage emotional reactions to people and situations.
Foster self-understanding to recognize the impact of personal feelings on others.
Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Implement organizational skills to facilitate others' work efforts.
Manage internal and external business relationships to foster positive interactions.
Manage staff growth and development to increase productivity and employee satisfaction.
Staff a business unit to satisfy work demands while adhering to budget constraints.

Task Number 51
Examine the competencies and skills successful sports and entertainment managers possess.

**Definition**
Examination should include

- differentiating between management and leadership
- exhibiting creativity and motivation to reach target market(s)
- prioritizing market and consumer wants and needs
- exhibiting work ethic, flexibility, and drive.

**Process/Skill Questions**

- How does one develop managerial skills?
- How might a sports and entertainment manager display sensitivity to consumers' wants and needs?
- How do sports and entertainment managers balance what a target market wants with strategic, profitable planning?
- What kind of work hours can a successful sports and entertainment manager expect?

**National MBA Research Standards – Business Administration**
Exhibit techniques to manage emotional reactions to people and situations.
Foster self-understanding to recognize the impact of personal feelings on others.
Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Implement organizational skills to facilitate others' work efforts.
Manage internal and external business relationships to foster positive interactions.
Manage staff growth and development to increase productivity and employee satisfaction.

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**Task Number 52**

Identify functions successful sports and entertainment managers must perform with consumers, partners, and employees.

**Definition**
Identification should include

- planning
- organizing
- implementing
- budgeting
- understanding the sales process
- controlling functions.

**Process/Skill Questions**

- What organizational methods could a sports and entertainment manager implement for successful campaigns?
- What are the key stages of successful implementation methods?
- What methods can be used to motivate employees?
Task Number 53

Evaluate the sports and entertainment manager’s role in decision-making for campaigns, employees, and partners.

Definition
Evaluation should include the following steps of the decision-making process:

- Determining what needs to be decided
- Identifying possible courses of action
- Listing the pros and cons of each alternative
- Examining the remaining options
- Making a choice
- Evaluating the outcome

Process/Skill Questions

- What situations may sports and entertainment managers face when making decisions?
- What kinds of decisions do sports and entertainment managers routinely make?
- How does one’s rank or level of authority affect one’s decision-making?
- What management techniques do effective sports and entertainment managers use?

National MBA Research Standards – Business Administration
Achieve organizational goals to contribute to company growth.
Acquire information to guide business decision-making.
Control an organization's/department's activities to encourage growth and development.
Exhibit techniques to manage emotional reactions to people and situations.
Foster self-understanding to recognize the impact of personal feelings on others.
Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Implement organizational skills to facilitate others' work efforts.
Manage internal and external business relationships to foster positive interactions.
Manage staff growth and development to increase productivity and employee satisfaction.
Recognize management's role to understand its contribution to business success.
Staff a business unit to satisfy work demands while adhering to budget constraints.
Understand and follow company rules and regulations to maintain employment.
Utilize critical-thinking skills to determine best options/outcomes.
Utilize planning tools to guide organization's/department's activities.

### Task Number 54

**Evaluate various sports and entertainment management opportunities.**

**Definition**

Evaluation should include the roles of

- public relations (PR) manager
- data analytics manager
- sales manager
- social media manager
- digital marketing manager
- advertising manager
- website manager
- event manager
- media manager
- operations management (e.g., human resources).

**Process/Skill Questions**

- Why are there different areas of management within an organization?
- How do different industries identify specific sports and entertainment management jobs?
- How do sports and entertainment organizations define *area-specific management*?
- Why do sports and entertainment management jobs vary widely in roles and responsibilities?

**National MBA Research Standards – Business Administration**

Acquire information to guide business decision-making.

Control an organization's/department's activities to encourage growth and development.

Implement organizational skills to facilitate others' work efforts.

Manage internal and external business relationships to foster positive interactions.

Manage staff growth and development to increase productivity and employee satisfaction.

Recognize management's role to understand its contribution to business success.

Staff a business unit to satisfy work demands while adhering to budget constraints.

Utilize planning tools to guide organization's/department's activities.

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**Task Number 55**
Evaluate sports and entertainment management levels on an organizational chart.

Definition
Evaluation should include examples of

- executives
- mid-level managers
- supervisors.

Process/Skill Questions

- Where do sports and entertainment managers typically fall on organizational charts?
- What makes a chain of command an effective organizational tool? What can make it ineffective?
- How does the organization chart of a professional team compare to that of a movie studio?

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.
Control an organization's/department's activities to encourage growth and development.
Implement organizational skills to facilitate others' work efforts.
Manage internal and external business relationships to foster positive interactions.
Manage staff growth and development to increase productivity and employee satisfaction.
Recognize management's role to understand its contribution to business success.
Staff a business unit to satisfy work demands while adhering to budget constraints.
Utilize planning tools to guide organization's/department's activities.

Task Number 56

Explain facilities management as it relates to the sports and entertainment industries.

Definition
Explanation should include

- content (e.g., concert, sporting event, convention)
- safety and security
- ticket sales (e.g., box office, ticketing technology)
- on-site retail (e.g., gift shops, concessions)
- accessibility (e.g., physical, financial)
- parking and public transportation options
- restrooms
- ingress and egress
- elements that enhance sports facilities.

Process/Skill Questions

- What are the functions of event security and security plans?
- What are common concerns and risks for security at sports and entertainment facilities?
• What are special concerns for high-risk facility locations?
• What methods are used to move spectators to, from, and around facilities?
• What are current trends in facilities management?
• How can one identify the sales methods critical for one’s target market?
• What physical features of a facility may deter a customer from returning?

**Task Number 57**

**Explain on-site merchandising and concessions as they relate to sports and entertainment facilities.**

**Definition**
Explanation should include types of concessions and on-site merchandising. Examples may include:

- refreshment stands
- premium services such as at-seat service, suites, and touch screen order delivery
- high-end vending
- exclusive sponsorships
- suites
- parking
- ticketing/registration
- restaurants
- retail stores and kiosks.

**Process/Skill Questions**

- How do premium concession services impact ticket price and seating for the spectator?
- Why is on-site merchandising important to team owners and entertainers?
- How are new sports and entertainment facility designs incorporating on-site merchandising and concessions?
- How are parking, ticketing, restaurants, and full-scale retail stores being leveraged at various venues to enhance the customer experience?

**Task Number 58**

**Identify online merchandise methods as they relate to the sports and entertainment industries.**

**Definition**
Identification should include
• lodging and travel
• sports and entertainment retail stores
• auction sites
• ticket sales
• merchandise development websites
• mobile apps
• secure payment methods.

Process/Skill Questions

• What are some popular websites that sell sports and entertainment merchandise?
• What are advantages and disadvantages of buying from an online auction site vs. a retail website?
• How do online ticket sales vendors vary their services?
• Why is a merchandise development website important to offer to online users?
• What are some security concerns related to e-commerce?

National MBA Research Standards - Marketing
Acquire foundational knowledge of channel management to understand its role in marketing.
Manage channel activities to minimize costs and to determine distribution strategies.

Task Number 59

Explore niche markets in the sports and entertainment industries.

Definition
Exploration should include

• e-sports
• fantasy sports
• gaming.

Process/Skill Questions

• What is the difference between e-sports, fantasy sports, and other forms of gaming?
• What are current trends in online gaming?
• What niche markets are currently showing an increase in growth?

National MBA Research Standards - Marketing
Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

Exploring Ethical Issues in Sports and Entertainment

Task Number 60

Identify ethical issues related to the sports and entertainment industries.
Definition

Identification should include examples from the professional, digital, and legal realms of sports and entertainment and the cost associated with ignoring ethical issues.

Process/Skill Questions

- How can ethical choices affect one's career?
- What is the connection between ethics and the law?
- What are the ethical responsibilities of role models in the sports and entertainment industries?
- What costs are associated with adhering or failing to adhere to ethical principles?
- Why should companies have a formal code of ethics? How is this enforced?
- How should companies handle employee violations of their code of ethics?

National MBA Research Standards – Business Administration

Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Task Number 61

Examine social and environmental responsibility in relation to sports and entertainment management.

Definition

Examination should include

- community-based initiatives
- connections with charitable organizations
- environmental sustainability standards and procedures
- corporate citizenship standards.

Process/Skill Questions

- How can sports and entertainment organizations demonstrate social responsibility?
- How should companies be held accountable for violating environmental sustainability standards?
- Why should companies create a social responsibility code? An environmental responsibility code?
- What costs are associated with being socially responsible? Environmentally responsible?
- What are the potential costs for not being socially and environmentally responsible?

National MBA Research Standards – Business Administration

Understand the nature of business to show its contributions to society.

Task Number 62

Analyze the effects of biased media.

Definition

Analysis should include the persuasive and sensational techniques used by mass media and the effects it has on sports and entertainment public relations.
Process/Skill Questions

- What is bias? How can bias in media be identified?
- Why does the media focus much of their resources on negative, scandalous, and superficial stories?

National MBA Research Standards - Marketing

Acquire a foundational knowledge of promotion to understand its nature and scope.

National MBA Research Standards – Business Administration

Read to acquire meaning from written material and to apply the information to a task.

Task Number 63

Describe the value of sports and entertainment to the community.

Definition

Description should include the impact of sports and entertainment events and venues on the local community and its economy, including

- reflecting diversity and inclusion
- encouraging a sense of community
- promoting social equity
- increasing health awareness
- enhancing quality of life
- offering opportunities for personal development or enrichment
- providing business opportunities.

Process/Skill Questions

- How can sports and entertainment encourage community involvement?
- How can sports and entertainment increase social equity and health awareness within a community?
- How can a sports franchise enhance or damage a community's image?
- How might entertainers or an entertainment company promote social equity?

National MBA Research Standards – Business Administration

Understand the nature of business to show its contributions to society.

Exploring the Legal Aspects of Sports and Entertainment

Task Number 64

Explain risk management and its relationship to the sports and entertainment industries.
Definition
Explanation should include definitions of the terms risk, liability, loss, insurance, and disclaimers, and an interpretation of how these factors shape a risk-management plan for the sports and entertainment business.

Process/Skill Questions

- Why should sports and entertainment businesses be concerned about risks?
- What is the purpose of liability insurance? Who needs it?
- How do kinds of weather and natural disasters affect sports and entertainment businesses?
- What is the Occupational Safety and Health Administration (OSHA) and why is it important in the sports and entertainment industries?
- How often should a business modify its risk management plan?
- When is a disclaimer appropriate?
- What types of risk and precautions should a company consider when introducing new products and services?

National MBA Research Standards – Business Administration
Adhere to health and safety regulations to support a safe work environment.

Determine needed safety policies/procedures to protect employees.

Develop policies/procedures to protect workplace security.

Identify potential business threats and opportunities to protect a business' financial well-being.

Implement security policies/procedures to minimize chance for loss.

Task Number 65

Identify purposes, types, and terms of contracts.

Definition
Identification should include

- reasons for contracts
- types of contracts (i.e., express, implied, unilateral, bilateral)
- aspects of sports and entertainment management that require contracts (e.g., player-team contract, vendor agreements, sponsorship agreements, employment agreements)
- essential elements of a contract.

Process/Skill Questions

- What are the essential elements of contracts? What are additional elements of contracts?
- What is contractual capacity?
- What are the effects of profit splits?
- What are the key legal considerations when signing a contract?
- What is a performance clause in a contract, and what is its purpose? A behavior clause?

National MBA Research Standards – Business Administration
Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Implement expense-control strategies to enhance a business's financial well-being.
Task Number 66

Examine the role of labor and antitrust law in sports and entertainment industries.

Definition
Examination should include definition of

- the relationship between management and employees
- right-to-work
- the role of labor unions
- pay scales
- benefits
- schedules
- labor supply
- workers compensation
- collective bargaining agreement (CBA).

Process/Skill Questions

- What is the purpose of a labor union?
- What has been the historical role of labor unions in sports and entertainment industries?
- What are the advantages and disadvantages of belonging to a union?

National MBA Research Standards – Business Administration
Analyze cost/profit relationships to guide business decision-making.
Apply knowledge of business ownership to establish and continue business operations.
Understand human-resource laws and regulations to facilitate business operations.

Task Number 67

Identify unions relevant to the sports and entertainment industries.

Definition
Identification should include unions for groups such as

- entertainers (e.g., actors, writers, musicians)
- athletes (e.g., professional, leagues)
- technical support (e.g., stagehands, transportation workers).

Process/Skill Questions

- What is a right-to-work state? How do right-to-work laws affect sports and entertainment?
- How does the presence of a labor union affect job security?
- What, if any, are some instances where unions may be deemed counterproductive?

National MBA Research Standards – Business Administration
Analyze cost/profit relationships to guide business decision-making.
Understand human-resource laws and regulations to facilitate business operations.
Task Number 68

Describe the impact of the Americans with Disabilities Act (ADA) on sports and entertainment events and facilities.

Definition
Description should include a brief explanation of the ADA and examples of accommodations (e.g., closed captioning, signing, Braille programs, accessible parking, restrooms equipped for people with disabilities, transportation, ramps, wheelchairs).

Process/Skill Questions
- Why was the ADA enacted?
- What is "reasonable accommodation"?
- What are examples of sports-and entertainment-related accommodations required under ADA?

Task Number 69

Describe the impact of laws and regulations in the sports and entertainment industries.

Definition
Description should include

- Title IX
- intellectual property laws
- codes (e.g., OSHA, health, Bureau of Capital Outlay Management)
- Ted Stevens Act
- Sports Agent Responsibility and Trust Act (SPARTA) and Uniform Athlete Agent Act (UAAA).

Process/Skill Questions
- How does Title IX affect the sports industry? What are the outcomes of noncompliance with Title IX?
- How do antitrust laws affect the sports industry?
- What are the implications of intellectual property laws for the music industry?
- What is bootlegging? How does it affect sports and entertainment?
- How do streaming services affect licensing in sports and entertainment?
- What are the effects of Title IX specifically on an athlete?
What codes are commonly upheld by sports and entertainment facilities and organizations?

**National MBA Research Standards – Business Administration**

Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Acquire knowledge of commerce laws and regulations to continue business operations.

Apply knowledge of business ownership to establish and continue business operations.

Understand human-resource laws and regulations to facilitate business operations.

Understand tax laws and regulations to adhere to government requirements.

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**Task Number 70**

**Describe the impact of national, state, and local laws and regulations on sports and entertainment.**

**Definition**

Description should include

- no-smoking and alcoholic beverage control laws
- fire codes
- waste management regulations.

**Process/Skill Questions**

- What are the implications of facility regulations for the sports and entertainment industries?
- Who is responsible for ensuring compliance with applicable laws and regulations?
- Where can the facility manager or owner find reliable information on current laws and regulations?

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**Task Number 71**

**Identify the purposes of licensing.**

**Definition**

Identification should include

- purposes of licensing, such as product recognition, financial gain, legal protection, and product loyalty
- difference between copyright and trademark
• impact of copyright infringement.

Process/Skill Questions

• Why does a celebrity or athlete license his or her name?
• Why does a business engage in licensing?
• How can a license agreement protect the individual and the organization?
• How does licensing affect an artist’s brand?
• What role does licensing play in the changing format of marketing in the music industry?

National MBA Research Standards – Business Administration
Position company to acquire desired business image.
Position products/services to acquire desired business image.

Understanding Market Research

Task Number 72

Explain market research and its use in the sports and entertainment industries.

Definition
Explanation should include

• the purpose of market research (i.e., gathering information that will help guide marketing decisions to improve a company’s bottom line)
• how market segmentation is used in market research
• the process used to gather the information, analyze it, and report findings
• application of research to all seven functions of marketing (e.g., how research drives promotion, product service management).

Process/Skill Questions

• How is the scientific method applied to market research?
• What ethical guidelines should govern market research?
• What market research method offers participants an easy way to respond?
• How does cost affect market research decisions?
• How are demographics, geographics, psychographics, and behavioral data used in the sports and entertainment industries?

National MBA Research Standards – Business Administration
Acquire foundational knowledge of marketing-information management to understand its nature and scope.
Evaluate marketing research procedures and findings to assess their credibility.
Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

Task Number 73
Explain the need for market research for all functions of marketing.

Definition
Explanation should include application of research to all seven functions of marketing:

- Selling
- Marketing-information management
- Marketing planning
- Pricing
- Promotion
- Product-service management
- Distribution (channel management)

Process/Skill Questions

- What are the most effective ways to provide research data for the seven functions of marketing in the sports and entertainment industries?
- How does a business owner determine the need for market research?
- What can happen to a sports or entertainment business if it fails to conduct market research, or if the research is insufficient?
- How is market research used to enhance or change a current product or service?
- How can geographic and demographic data affect product service management and pricing?
- How can psychographic and behavioral data drive sponsorship and endorsement choices?
- How is market research used to identify new target markets?
- How can sports and entertainment managers use data to make financial decisions regarding facility utilization and investment in personnel?

National MBA Research Standards - Marketing
Acquire foundational knowledge of marketing-information management to understand its nature and scope.
Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.

Task Number 74

Identify sources of data for market research in the sports and entertainment industries.

Definition
Identification should include

- surveys
- experimentation
- social media and blog observation
- financial statements
- point-of-sale data
- consumer panels or focus groups
- trade reports.
Process/Skill Questions

- What is the value of primary research? Secondary research?
- What are the advantages and disadvantages of quantitative vs. qualitative research?
- What are the advantages and disadvantages of secondary data?
- What are the Nielsen and Arbitron ratings?
- What are examples of government data that can be used in secondary research for the sports and entertainment industries?
- How is market intelligence (competitive intelligence) used in the sports and entertainment industries?
- How is social-media analytics critical to current trends in industry?
- What is sample size, and why is it important for market research?
- What are the most utilized market research data sources in the sports and entertainment industries?
- How can sports and entertainment trade reports be obtained?

National MBA Research Standards - Marketing
Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

Task Number 75

Describe external factors affecting the sports and entertainment marketing process.

Definition
Description should include how sports and entertainment marketers are faced with political, legal, and regulatory environments that affect their strategic decisions.

Process/Skill Questions

- What impact has Title IX had on female athletes?
- What is FIFA, and what is its role in promoting soccer?
- How do professional leagues/owners/commissioners affect decision-making in the sports and entertainment industries?
- What impact do player unions have on the sports and entertainment industries?

National MBA Research Standards – Business Administration
Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Task Number 76

Describe the steps in developing a market research project.

Definition
Description should include steps such as the following, as well as ways the Internet can be used throughout the process:

- Define the problem.
- Analyze the situation.
- Develop a process for collecting data.
- Collect, organize, and analyze the data.
• Determine a solution to the problem.
• Evaluate the solution.
• Prepare the report.

Process/Skill Questions

• How does a business determine the timing for market research?
• How is database management used in market research?
• What is the importance of a sales forecast during the market research process?
• How does a company decide whether to outsource research or conduct it in-house?
• How does a company evaluate whether it has identified the correct problem to research?
• How does a company determine which trends are relevant to its business?

National MBA Research Standards - Marketing
Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Assess marketing research briefs to determine comprehensiveness and clarity.

Evaluate marketing research procedures and findings to assess their credibility.

Interpret marketing information to test hypotheses and/or to resolve issues.

Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

Understand marketing-research activities to show command of their nature and scope.

Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

Task Number 77

Develop a market research project.

Definition

Development of project should include identifying a problem and completing the steps of market research.

Process/Skill Questions

• Who is involved in developing a market research project?
• How does the sports and entertainment business identify the populations it wishes to survey?
• What is the purpose of a research hypothesis?
• What are some examples of problems that businesses may need to solve in their product development department?

National MBA Research Standards – Business Administration
Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Assess marketing research briefs to determine comprehensiveness and clarity.

Evaluate marketing research procedures and findings to assess their credibility.

Interpret marketing information to test hypotheses and/or to resolve issues.
Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

Understand marketing-research activities to show command of their nature and scope.

Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

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**Task Number 78**

**Evaluate the results of a market research project.**

**Definition**
Evaluation will include analyzing data, proposing a solution, and reporting findings to the management team.

**Process/Skill Questions**

- How do businesses organize and present research findings?
- What role does data management play in market research?
- When would it make sense to propose alternative solutions to market research findings?
- What are some reasons that market research might lead to the wrong conclusions or actions?
- How does a business determine if the data collected is relevant to the problem it needs to address?
- What methods can be used to evaluate and present conclusions and recommendations to sports and entertainment professionals?
- How much data is needed to provide a statistically valid data pool?

**National MBA Research Standards - Marketing**
Evaluate marketing research procedures and findings to assess their credibility.

**National MBA Research Standards – Business Administration**
Apply verbal skills to obtain and convey information.

Read to acquire meaning from written material and to apply the information to a task.

Write internal and external business correspondence to convey and obtain information effectively.

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**Task Number 79**

**Develop a market segmentation analysis.**

**Definition**
Development should include identification of the type of product or business to be offered and an analysis of the target market in terms of types of segmentation.

**Process/Skill Questions**

- How can market segmentation influence promotion, distribution, and price decisions?
- Why is it important to keep an eye on trends within the market segment? How can that affect product planning?
- What data is required to perform a market segmentation analysis?
- How can market segmentation data be obtained?
Exploring Revenues and Expenditures

Task Number 80

Identify revenue sources related to the sports and entertainment industries.

Definition
Identification should include

- ticket sales (e.g., group sales, season tickets, subscriptions, all-day pass, packages weekend, seasonal packages, seat license, memberships)
- promotion (e.g., sponsorships, naming rights, advertising, licensing, endorsements)
- merchandising (e.g., apparel, equipment)
- broadcasting (e.g., television, radio, streaming)
- concessions and parking
- fundraising and development.

Process/Skill Questions

- How does a sports and entertainment business grow and protect revenue sources?
- What is the impact of broadcast opportunities/rights on sports and entertainment revenues?
- What is the role of sponsorship in sports and entertainment revenue?
- What are the most volatile revenue streams?
- What are the potential negative aspects of long-term sponsorship?
- How does the life cycle of a product relate to revenue streams?
- How does management of a player/entertainer’s image affect revenue streams of ancillary products?
- How does a company determine the right mix of sponsors to best support its image and bottom line?
- How important is on-site merchandising as a revenue source?
- How does a change in primary venue sponsorship affect other sponsor relationships?

National MBA Research Standards – Business Administration

Acquire a foundational knowledge of accounting to understand its nature and scope.

Analyze financial needs and goals to determine financial requirements.

Implement accounting procedures to track money flow and to determine financial status.

Implement expense-control strategies to enhance a business's financial well-being.

Manage financial resources to ensure solvency.

Task Number 81
Identify expenditures related to the sports and entertainment industries.

**Definition**
Identification should include expenditures for facility/venue, salaries, and promotion.

**Process/Skill Questions**
- What are the key elements of venue operations? How do they contribute to overhead expenditures?
- How do expenses affect promotional decision-making in the sports and entertainment industries?
- How can you cut expenses without negatively affecting operations?
- What expenditures are the most volatile?
- How would you ensure that increased expenditures result in increased revenue?
- How would you decrease fixed expenditures?

**National MBA Research Standards – Business Administration**
Acquire a foundational knowledge of accounting to understand its nature and scope.

Analyze financial needs and goals to determine financial requirements.
Implement accounting procedures to track money flow and to determine financial status.
Implement expense-control strategies to enhance a business's financial well-being.
Manage financial resources to ensure solvency.

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**Task Number 82**

**Identify the components of a budget.**

**Definition**
Identification should include
- fixed expenses (e.g., rent/mortgage, insurance, cost of borrowing)
- variable expenses (e.g., salaries, supplies, equipment, utilities, taxes, maintenance, marketing)
- income (e.g., sources of revenue).

**Process/Skill Questions**
- What are the steps in determining a budget?
- How often should actual expenses and revenues be compared against the budget?
- What are some examples of unanticipated expenses? How could these be handled in budget planning?
- Which budget components are difficult to predict?
- How does a business budget differ from a personal budget?
- What budget factors are unique to sports and entertainment industries?

**National MBA Research Standards – Business Administration**
Analyze financial needs and goals to determine financial requirements.

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**Task Number 83**
Analyze financial statements.

Definition
Analysis should include determining an organization’s financial health by examining documents such as
- balance sheet
- income statement (profit and loss)
- cash flow statement.

Process/Skill Questions
- What is the difference between an income statement and a balance sheet?
- What are the elements of a cash flow statement? How is it used?
- How often should a thorough analysis of financial documents be completed?
- What level of management is involved in financial analysis?

National MBA Research Standards – Business Administration
Acquire a foundational knowledge of accounting to understand its nature and scope.
Analyze financial needs and goals to determine financial requirements.
Implement accounting procedures to track money flow and to determine financial status.
Implement expense-control strategies to enhance a business's financial well-being.
Manage financial resources to ensure solvency.

Managing Safety and Security

Task Number 84
Explain the importance and types of indoor and outdoor security (life and property safety).

Definition
Explanation should include
- reasons for security (e.g., crowd control, crime prevention, general safety of participants and customers)
- types of security measures (e.g., cameras, mirrors, sensors, metal detectors, gates, fencing, vehicles, dogs)
- security personnel (e.g., police officers, private security guards).

Process/Skill Questions
- Why is security an important marketing component in the sports and entertainment industries?
- What is the impact of security on customer privacy?
- How does a sports and entertainment business select appropriate security tools?
- How can a company encourage customers to comply with security measures?
- Who benefits from event security? How?

National MBA Research Standards – Business Administration
Adhere to health and safety regulations to support a safe work environment.
Determine needed safety policies/procedures to protect employees.
Develop policies/procedures to protect workplace security.
Implement purchasing activities to obtain business supplies, equipment, and resources.
Implement security policies/procedures to minimize chance for loss.

Task Number 85

Describe partnerships with safety and security professionals or agencies.

Definition
Description should include partnerships with local, state, national, and international agencies (e.g., police, emergency medical technicians [EMT], fire, Federal Bureau of Investigations [FBI], private security, in-house security, Homeland Security, Interpol) and their relationship to event management.

Process/Skill Questions

• How does a sports and entertainment business identify the government agency with jurisdiction over its sports and entertainment venue or event?
• What communication systems are needed as part of security planning?
• Why is relationship marketing important to safety and security?

National MBA Research Standards – Business Administration
Develop policies/procedures to protect workplace security.
Implement security policies/procedures to minimize chance for loss.
Understand operation's role and function in business to value its contribution to a company.

Task Number 86

Explain the security needs of a venue.

Definition
Explanation should address

• emergency management
• health and safety measures
• capacity
• location
• contingency plans
• evacuation plan
• security devices
• first aid
• staffing
• lighting
• clear traffic ways
• rails and seating
• netting.
Process/Skill Questions

- How has technology changed security measures at newer facilities?
- How do government regulations affect security measures at an event site?
- What is a contingency plan?
- Where are evacuation plans located in venues, and how are attendees informed of them?
- How do security requirements vary depending on the size of the event?

National MBA Research Standards – Business Administration
Adhere to health and safety regulations to support a safe work environment.
Determine needed safety policies/procedures to protect employees.
Implement security policies/procedures to minimize chance for loss.

Task Number 87

Explain the use of emergency preparedness plans to address threats to a venue.

Definition
Explanation should include federal laws that impact security at sports and entertainment events and resources from the U.S. Department of Homeland Security for planning for emergencies.

Process/Skill Questions

- What federal resources are available for emergency preparedness?
- How can emergency preparedness assist customers attending an event or venue?
- How can emergency and security personnel promote customer understanding of “right to know” laws?
- Why would it make sense to include emergency preparedness plans in welcome messages before the event?

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.
Adhere to health and safety regulations to support a safe work environment.
Develop policies/procedures to protect workplace security.
Implement security policies/procedures to minimize chance for loss.

Understanding Event Management

Task Number 88

Explain the process for planning an event.
Definition

Explanation should include determining

- event theme
- location
- budget
- insurance and liability
- work plan
- personnel needs
- financial needs
- promotional needs
- sponsorship opportunities
- customer service
- means of evaluation
- virtual component.

Process/Skill Questions

- How can a sports and entertainment business create a profitable event?
- Why is it important to match the product to the market?
- What are the risks of staging a controversial event?
- What is facility management?
- What is ingress? Egress?

National MBA Research Standards - Marketing
Employ product-mix strategies to meet customer expectations.
Generate product ideas to contribute to ongoing business success.

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.
Maintain business records to facilitate business operations.

Task Number 89

Describe factors that motivate consumers to attend sports and entertainment events.

Definition
Description should include

- motives for attending or watching sports and entertainment events
- how different consumer groups interact with sports and entertainment events.

Process/Skill Questions

- How do sports and entertainment events offer a diversion from everyday life?
- What part does entertainment play?
- How can increasing spectator interaction be beneficial to the event?
Task Number 90

**Explain how event popularity and competitive factors relate to attendance.**

**Definition**
Explanation should include how event attractiveness influences attendance and the customer experience.

**Process/Skill Questions**
- How does the skill or celebrity status of individual players increase spectator attendance?
- How do special events or high-profile games create game attraction?
- What part does the media play in game attraction?
- What other factors influence attendance besides star players?

National MBA Research Standards – Business Administration
Understand economic systems to be able to recognize the environments in which businesses function.

Task Number 91

**Analyze personnel needs for an event.**

**Definition**
Analysis should include volunteer and paid personnel needs (e.g., security staff, ushers, concession vendors, support acts, cleanup crew) based on the number of anticipated participants.

**Process/Skill Questions**
- How might personnel needs vary from one sports and entertainment event to another?
- What factors should an event planner consider when determining the number of volunteers needed?
- What are some methods for recruiting volunteers?
- How does employee and volunteer training differ from one sports and entertainment event to another?
- What are the pros and cons of outsourcing personnel?

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.

Staff a business unit to satisfy work demands while adhering to budget constraints.

Task Number 92
Analyze the financial resources required for each event activity.

Definition
Analysis should include
- supplies and operational expenses
- staffing requirements (e.g., numbers, hours, qualifications, additional training)
- determining event viability and break-even point.

Process/Skill Questions
- How are financial resources identified?
- When would the finance department and the marketing department differ about event planning?
- How do you determine the break-even point for an event?
- Why might an organization choose to hold an event even if it is likely that the event will lose money?
- How do sponsorships generate revenue for an event?

National MBA Research Standards – Business Administration
Analyze financial needs and goals to determine financial requirements.
Implement expense-control strategies to enhance a business's financial well-being.
Manage financial resources to ensure solvency.

Task Number 93
Develop a marketing plan for an event.

Definition
Development should include
- promotional activities (e.g., advertising, public relations, sales promotion, sponsorship, licensing, endorsement)
- sales/ticket pricing
- partnership options.

Process/Skill Questions
- How does a sports and entertainment business organize its marketing plan?
- How does a sports and entertainment business implement its marketing plan?
- When would an organization adjust its marketing plan?
- What would be included in an effective public relations campaign for an event?
- How should an organization handle negative publicity?
- Why would it be important to develop an effective sponsorship program for an event?
- What are the factors to consider when determining ticket price points?
- How can a sports and entertainment business/organization create a profitable ticket program?

National MBA Research Standards - Marketing
Assess marketing strategies to improve return on marketing investment (ROMI).
Employ marketing-information to plan marketing activities.
Task Number 94

Develop a budget for an event.

Definition
Development should include anticipated sources of revenue and expenditures, both fixed and variable.

Process/Skill Questions

- What factors should be considered when developing an event budget?
- What factors are involved in projecting income and expenses for an event?
- How important is risk management in developing a budget for an event?
- What is the importance of sales forecasts?
- How does one determine whether financial objectives have been achieved?

National MBA Research Standards – Business Administration
Analyze financial needs and goals to determine financial requirements.
Identify potential business threats and opportunities to protect a business' financial well-being.
Implement financial skills to obtain business credit and to control its use.
Manage financial resources to ensure solvency.
Manage personal finances to achieve financial goals.
Understand the fundamental principles of money needed to make financial exchanges.
Understand the use of financial-services providers to aid in financial-goal achievement.

Task Number 95

Develop follow-up activities to recognize and thank participants after the event.

Definition
Development may include

- letters
- certificates of appreciation
- telephone calls
- emails
- press releases.

Process/Skill Questions

- Why are follow-up activities necessary?
- How can failure to conduct effective follow-up activities have a negative impact on future events?
- When might it be wise to choose one follow-up activity over another?
- How has technology changed the follow-up process?

National MBA Research Standards – Business Administration
Apply verbal skills to obtain and convey information.
Implement organizational skills to facilitate others' work efforts.
Write internal and external business correspondence to convey and obtain information effectively.

Task Number 96

Manage a sports and entertainment event.

Definition

Management should involve planning and executing the sports and entertainment event plan.

Process/Skill Questions

- What is the basic process for running a sports and entertainment event?
- How might the process differ from one sports and entertainment event to another?
- What are some common event problems for an event planner at a sports and entertainment event?

National MBA Research Standards – Business Administration

Acquire information to guide business decision-making.

Implement organizational skills to facilitate others' work efforts.

Staff a business unit to satisfy work demands while adhering to budget constraints.

Task Number 97

Evaluate the sports and entertainment event.

Definition

Evaluation should include a review of

- revenue
- expenses
- attendance
- feedback (e.g., from personnel, security, customer, sponsors)
- follow-up with customers.

Process/Skill Questions

- How is the success of a sports and entertainment event determined?
- Why is data collected and analyzed? How might the collected data be used?
- Why is it important to analyze event operations for strengths and weaknesses?
- Why do sponsors need to be evaluated annually?

National MBA Research Standards – Business Administration

Acquire information to guide business decision-making.

Apply verbal skills to obtain and convey information.

Read to acquire meaning from written material and to apply the information to a task.
Developing Career Goals

Task Number 98

Identify career and employment-related information sources.

Definition
Identification should include information sources such as

- the Internet (e.g., LinkedIn, Teamwork Online)
- trade associations and their publications
- government reports
- placement services/agencies
- personal networking
- college programs
- headhunters.

Process/Skill Questions

- How can a job seeker use resources to determine potential for employment opportunities?
- What impact has technology had on the availability of resources and information?
- Why is employment research important?

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.
Implement job-seeking skills to obtain employment.
Participate in career planning to enhance job-success potential.
Utilize career-advancement activities to enhance professional development.

Task Number 99

Identify career opportunities at different levels in the sports and entertainment.

Definition
Identification should include work-based learning opportunities, entry-level positions, mid-career positions, and advanced-career opportunities in

- facility management
- marketing
- operations
- corporate management
- client representation
- accounting and law
- cybersecurity.
**Process/Skill Questions**

- What is the difference between a mentorship and an internship? What are the advantages of each?
- What steps can lead to advancement in a sports and entertainment career?
- How could joining a trade or professional organization benefit a sports and entertainment employee's career?

**National MBA Research Standards – Business Administration**

Acquire information to guide business decision-making.

Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Implement job-seeking skills to obtain employment.

Implement organizational skills to facilitate others' work efforts.

Participate in career planning to enhance job-success potential.

Utilize career-advancement activities to enhance professional development.

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**Task Number 100**

**Describe education and training needed for a sports and entertainment management career.**

**Definition**

Description should include

- secondary and postsecondary education and training
- on-the-job experience.

**Process/Skill Questions**

- How can part-time experience contribute to a sports and entertainment career?
- What resources can assist with identifying college programs for sports and entertainment?

**National MBA Research Standards – Business Administration**

Apply verbal skills to obtain and convey information.

Read to acquire meaning from written material and to apply the information to a task.

Utilize career-advancement activities to enhance professional development.

---

**Task Number 101**

**Identify barriers to employment and strategies to overcome them.**

**Definition**

Identification should include

- employment barriers (e.g., experience, timing, economics, discrimination, disabilities, location, family responsibilities, and salary)
• strategies for addressing them (e.g., internships, education, placement services, entrepreneurship, legal services, networking, telecommuting).

Process/Skill Questions

• What types of social, economic, and personal barriers might a job seeker or employee encounter?
• What resources within the industry can assist with job placement and training?

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.

Apply verbal skills to obtain and convey information.

Participate in career planning to enhance job-success potential.

Read to acquire meaning from written material and to apply the information to a task.

Task Number 102

Identify professional development opportunities in the sports and entertainment industries.

Definition
Identification should include professional development resources such as

• Internet (e.g., articles and online training)
• mass media
• professional publications
• professional memberships and associations
• networking courses
• seminars
• conferences.

Process/Skill Questions

• What is continuing education?
• Why are conferences and seminars important to professional development?
• How does networking benefit the sports and entertainment management professional?

National MBA Research Standards – Business Administration
Acquire information to guide business decision-making.

Utilize career-advancement activities to enhance professional development.

Task Number 103

Collect information about a prospective employer.

Definition
Collecting information should include a variety of company data such as

• company history
• mission statement
• organizational structure
• employee benefits and pay scales
• future earnings outlook
• union requirements.

Process/Skill Questions

• Why should a job seeker research a prospective employer?
• What are some questions the job seeker should prepare to ask in an interview?
• Why is it important to know who will be conducting the interview?

National MBA Research Standards – Business Administration

Apply verbal skills to obtain and convey information.
Read to acquire meaning from written material and to apply the information to a task.

Task Number 104

Develop a career plan.

Definition
Development of a career plan should include designing a personal strategy for career success by exploring factors such as

• a résumé
• work values
• lifestyle goals
• personal traits
• work environment
• duties and responsibilities
• required skills
• aptitudes
• social media (e.g., LinkedIn, Twitter, Facebook)
• required education and training
• career outlook
• salary
• benefits (e.g., flexible work schedule, time off).

Process/Skill Questions

• Why does a career plan change over time?
• What is the relationship of a person’s lifestyle to his or her career plan?
• How can your social media profiles help or hurt you?
• How can one tailor one’s résumé using keywords from the job posting?

National MBA Research Standards – Business Administration

Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Apply verbal skills to obtain and convey information.
Communicate with staff to clarify workplace objectives.
Participate in career planning to enhance job-success potential.
Read to acquire meaning from written material and to apply the information to a task.
Utilize career-advancement activities to enhance professional development.
Write internal and external business correspondence to convey and obtain information effectively.

## SOL Correlation by Task

<table>
<thead>
<tr>
<th>Task</th>
<th>English:</th>
<th>History:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe U.S. economic indicators and their effects on the sports and entertainment industries.</td>
<td>11.5, 12.5</td>
<td>VUS 14, Govt 14, 15</td>
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<tr>
<td>Describe the economic impact of sports and entertainment.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Identify cultural and political environments and their economic impact on the global sports and entertainment industries.</td>
<td>11.5, 12.5</td>
<td>Govt 7, 8, 9, 14, 15</td>
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<tr>
<td>Explain the advantages and disadvantages of operating as a for-profit or nonprofit organization.</td>
<td>11.5, 12.5</td>
<td>Govt 7, 8, 9, 14, 15</td>
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<tr>
<td>Explore the organizational structures within the sports and entertainment industries.</td>
<td>11.5, 111.8, 12.5, 12.8</td>
<td>Govt 7, 8, 9</td>
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<tr>
<td>Explore entrepreneurship opportunities related to sports and entertainment marketing.</td>
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<tr>
<td>Identify the characteristics of an entrepreneur.</td>
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<td>Govt 14, 15</td>
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<td>Identify the steps of establishing a business.</td>
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<td>Govt 14, 15</td>
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<tr>
<td>Describe the economic impact of small businesses.</td>
<td>11.5, 12.5</td>
<td>Govt 14, 15</td>
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<tr>
<td>Respond to inquiries and suggestions from customers, coworkers, and supervisors in a sports and entertainment context.</td>
<td>11.1, 12.1</td>
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<tr>
<td>Explain company policy to a customer in a sports and entertainment context.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Define the role of the sports and entertainment manager.</td>
<td>11.3, 12.3</td>
<td>PS.1*, PS.2*, PS.3*, PS.4*, PS.7*</td>
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<tr>
<td>Examine the competencies and skills successful sports and entertainment managers possess.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Identify functions successful sports and entertainment managers must perform with consumers, partners, and employees.</td>
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<tr>
<td>Evaluate the sports and entertainment manager’s role in decision-making for campaigns, employees, and partners.</td>
<td>11.5, 11.6, 12.5, 12.6</td>
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<tr>
<td>Evaluate various sports and entertainment management opportunities.</td>
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<tr>
<td>Evaluate sports and entertainment management levels on an organizational chart.</td>
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<tr>
<td>Explain facilities management as it relates to the sports and entertainment industries.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Explain on-site merchandising and concessions as they relate to sports and entertainment facilities.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Topic</td>
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<td>Identify online merchandise methods as they relate to the sports and entertainment industries.</td>
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<tr>
<td>Explore niche markets in the sports and entertainment industries.</td>
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<td>Identify ethical issues related to the sports and entertainment industries.</td>
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<tr>
<td>Examine social and environmental responsibility in relation to sports and entertainment management.</td>
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<tr>
<td>Analyze the effects of biased media.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Describe the value of sports and entertainment to the community.</td>
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<tr>
<td>Explain risk management and its relationship to the sports and entertainment industries.</td>
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<tr>
<td>Identify purposes, types, and terms of contracts.</td>
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<tr>
<td>Examine the role of labor and antitrust law in sports and entertainment industries.</td>
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<tr>
<td>Identify unions relevant to the sports and entertainment industries.</td>
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<tr>
<td>Describe the impact of the Americans with Disabilities Act (ADA) on sports and entertainment events and facilities.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Describe the impact of laws and regulations in the sports and entertainment industries.</td>
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<tr>
<td>Describe the impact of national, state, and local laws and regulations on sports and entertainment.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Identify the purposes of licensing.</td>
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<tr>
<td>Explain market research and its use in the sports and entertainment industries.</td>
<td>11.5, 11.6, 11.7, 12.5, 12.6, 12.7</td>
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<tr>
<td>Explain the need for market research for all functions of marketing.</td>
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<tr>
<td>Identify sources of data for market research in the sports and entertainment industries.</td>
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<tr>
<td>Describe external factors affecting the sports and entertainment marketing process.</td>
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<tr>
<td>Describe the steps in developing a market research project.</td>
<td>11.3, 11.5, 11.6, 11.7, 12.3, 12.5, 12.6, 12.7</td>
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<td>Activity</td>
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<td>Mathematics Levels</td>
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<td>Develop a market research project.</td>
<td>11.1, 11.6, 11.7, 12.1, 12.6, 12.7</td>
<td>COM.1, COM.2, COM.3, COM.4, COM.5, COM.6, COM.7, COM.8, COM.9</td>
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<tr>
<td>Evaluate the results of a market research project.</td>
<td>11.5, 11.6, 11.7, 12.5, 12.6, 12.7</td>
<td>PS.8*, PS.9*, PS.10*, PS.11*, PS.12*, PS.16*, PS.17, PS.18</td>
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<td>Develop a market segmentation analysis.</td>
<td>11.5, 11.6, 11.7, 12.5, 12.6, 12.7</td>
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<tr>
<td>Identify revenue sources related to the sports and entertainment industries.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Identify expenditures related to the sports and entertainment industries.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Identify the components of a budget.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Analyze financial statements.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Explain the importance and types of indoor and outdoor security (life and property safety).</td>
<td>11.5, 12.5</td>
<td>Govt 9</td>
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<tr>
<td>Describe partnerships with safety and security professionals or agencies.</td>
<td>11.5, 12.5</td>
<td>Govt 7, 8, 9, 10, 15</td>
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<tr>
<td>Explain the security needs of a venue.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Explain the use of emergency preparedness plans to address threats to a venue.</td>
<td>11.5, 12.5</td>
<td>Govt 7, 8, 9, 15</td>
</tr>
<tr>
<td>Explain the process for planning an event.</td>
<td>11.5, 11.6, 11.7, 12.5, 12.6, 12.7</td>
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<tr>
<td>Describe factors that motivate consumers to attend sports and entertainment events.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Explain how event popularity and competitive factors relate to attendance.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Analyze personnel needs for an event.</td>
<td>11.5, 12.5</td>
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<tr>
<td>Analyze the financial resources required for each event activity.</td>
<td>11.5, 12.5</td>
<td></td>
</tr>
<tr>
<td>Develop a marketing plan for an event.</td>
<td>11.1, 11.5, 12.1, 12.5</td>
<td></td>
</tr>
<tr>
<td>Develop a budget for an event.</td>
<td>11.1, 11.5, 12.1, 12.5</td>
<td></td>
</tr>
<tr>
<td>Develop follow-up activities to recognize and thank participants after the event.</td>
<td>11.1, 11.5, 12.1, 12.5</td>
<td></td>
</tr>
<tr>
<td>Manage a sports and entertainment event.</td>
<td>11.5, 12.5</td>
<td></td>
</tr>
<tr>
<td>Evaluate the sports and entertainment event.</td>
<td>11.5, 12.5</td>
<td></td>
</tr>
<tr>
<td>Identify career and employment-related information sources.</td>
<td>11.5, 12.5</td>
<td>Govt 14, 15</td>
</tr>
<tr>
<td>Identify career opportunities at different levels in the sports and entertainment.</td>
<td>11.5, 11.8, 12.5, 12.8</td>
<td>Govt 14, 15</td>
</tr>
<tr>
<td>Describe education and training needed for a sports and entertainment management career.</td>
<td>11.5, 12.5</td>
<td></td>
</tr>
<tr>
<td>Identify barriers to employment and strategies to overcome them.</td>
<td>11.5, 12.5</td>
<td></td>
</tr>
<tr>
<td>Identify professional development opportunities in the sports and entertainment industries.</td>
<td>11.5, 12.5</td>
<td></td>
</tr>
<tr>
<td>Collect information about a prospective employer.</td>
<td>11.5, 12.5</td>
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</tbody>
</table>
DECA, Inc. Information

DECA, the co-curricular student organization for Marketing, provides many opportunities through its program of work for students to apply the knowledge, skills, and processes learned in a variety of courses. The purposes of DECA’s program of competitive events are as follows:

- To contribute to the development of skills necessary for careers in marketing, merchandising, management, and entrepreneurship
- To evaluate student achievement of the skills through careful measurement devices (performance indicators)
- To provide opportunities for student and team recognition
- To provide constructive avenues for individual or team expression, initiative, and creativity
- To motivate students to assume responsibility for self-improvement and self-discipline
- To provide a vehicle for students to demonstrate (via performance indicators) their acquired skills through individual or team activities
- To assist students in acquiring a realistic self-concept through individual and team activities
- To help students participate in an environment of cooperation and competition
- To provide visibility for the educational goals and objectives of marketing education.


Common Skills Developed When Participating in DECA Events

- Communication skills—The ability to exchange information and ideas with others through writing, speaking, reading, or listening
- Analytical skills—The ability to derive facts from data, findings from facts, conclusions from findings, and recommendations from conclusions
- Critical thinking/problem-solving skills
- Production skills—The ability to take a concept from an idea and make it real
- Teamwork—The ability to plan, organize, and conduct a group project
- Priorities/time management—The ability to determine priorities and manage time commitments
- The ability to evaluate presentations

Related DECA, Inc. Competitive Events
Career and Technical Education student organization information correlates to course content. As an integral part of the classroom curriculum, DECA’s industry-validated competitive events apply learning, connect to business and promote competition. DECA’s competitive events program is aligned to National Curriculum Standards in the career clusters of marketing, business management and administration, finance, and hospitality and tourism.

The Virginia DECA events are designed to assist students in the preparation of potential career areas within Marketing, Management, Finance, and Hospitality. DECA members currently affiliated at the state and national level are encouraged to take part in competitive events by beginning competition at the district level.

There are a variety of competitive events that students can participate in but this is a decision that should be made between the student and instructor depending upon the student’s career interest and path *. Refer to the Chapter Management Guide at [http://vadeca.org](http://vadeca.org) for further details of Virginia events.

Please use the model below provided by DECA Inc. to guide student placement in appropriate competitive events.

Suggested Grade Levels:

1. Freshman year: **Principles of Business Administration Events** are designed for first-year DECA members who are enrolled in introductory-level principles of marketing/business courses. Students were previously members of DECA are not eligible for these events.

   - Sophomore year: **Team Decision Making Events** measure students’ ability to analyze one or a combination of elements essential to the effective operation of a business in specific career area.

   **Business Operations Research Events** provide an opportunity for participants to demonstrate knowledge and skills needed by management personnel through the preparations of a detailed written strategic plan and presentation based on the results of a research study.

   - Junior year: **Prepared Presentation Events** and **Individual Series Events** effectively measure the student’s proficiency in the knowledge and skills identified by occupational practitioners as essential to success in a given career. The student is given a description of a specific situation that measures skills, knowledge, and attitudes in a given career. Roles in these events could be content area expert, client, customer, employee, supervisor, manager, or entrepreneur.
• Senior year: Project Management Events, Business Plans, Integrated Marketing, Professional Selling and Consulting Events, and Online Events (Stock Market Game and Virtual Business Challenge)

• Tier 1—Business Administration Core: Consists of 12 instructional areas each with foundational knowledge and skills common to the four career clusters that DECA supports. Performance indicators in this tier are used in the Business Administration Core exam and the four Career Cluster exams. Performance indicators in this tier are used in role-plays for Principles of Business Administration Events, case studies for Team Decision Making Events and role-plays for Individual Series Events.

• Tier 2—Career Clusters: Each career cluster has its own set of instructional areas and knowledge and skills unique to careers within that cluster. Performance indicators in this tier are used in Career Cluster exams. Performance indicators in this tier are used in case studies for Team Decision Making Events and role-play for Individual Series Events.

• Tier 3—Career Pathways: Career Clusters are then separated into career pathway, grouping similar careers together in broad based pathways representing knowledge and skills unique to the pathway. Performance indicators in this tier are not used in exams. The performance indicators in the respective pathway are used in role-plays for Individual Series Events.

• Tier 4—Specialties: The specialty level addresses knowledge and skills needs for each specific career within a pathway. For example, in professional selling, some job
opportunities are pharmaceutical sales, real estate sales and advertising sales. Because they are so specialized, performance indicators from this tier are not used in DECA’s competitive events.

DECA Competitive Events Listing

Principles of Business Administrative Events

- Principles of Business Management and Administration (PBM)
- Principles of Finance (PFN)
- Principles of Hospitality and Tourism (PHT)
- Principles of Marketing (PMR)

Individual Series Events

- Accounting Applications (ACT)
- Apparel and Accessories Marketing Series (AAM)
- Automotive Services Marketing Series (ASM)
- Business Finance Series (BFS)
- Business Services Marketing Series (BSM)
- Entrepreneurship Series (ENT)
- Food Marketing Series (FMS)
- Hotel and Lodging Management Series (HLM)
- Human Resources Management Series (HRM)
- Marketing Communications Series (MCS)
- Quick Service Restaurant Management Series (QRSM)
- Restaurant and Food Service Management Series (RFSM)
- Retail Merchandising Series (RMS)
- Sports and Entertainment Marketing Series (SEM)

Personal Financial Literacy Event

- Personal Financial Literacy (PFL)

Team Decision Making Events

- Business Law and Ethics Team Decision Making (BLTDM)
- Buying and Merchandising Team Decision Making (BTDM)
- Entrepreneurship Team Decision Making (ETDM)
- Financial Services Team Decision Making (FTDM)
- Hospitality Services Team Decision Making (HTDM)
- Marketing Management Team Decision Making (MTDM)
- Sports and Entertainment Marketing Team Decision Making (STDM)
- Travel and Tourism Team Decision Making (TTDM)

Business Operations Research Events

- Business Services Operations Research (BOR)
- Buying and Merchandising Operations Research (BMOR)
- Finance Operations Research (FOR)
- Hospitality and Tourism Operations Research (HTOR)
- Sports and Entertainment Marketing Operations Research (SEOR)

Project Management Events

- Business Solutions Project (PMBS)
- Career Development Project (PMCD)
- Community Awareness Project (PMCA)
- Community Giving Project (PMCG)
• Financial Literacy (PMFL)
• Sales Project (PMSP)

Entrepreneurship Events

• Innovation Plan (EIP)
• Start-Up Business Plan (ESB)
• Independent Business Plan (EIB)
• International Business Plan (IBP)
• Business Growth Plan (EBG)
• Franchise Business Plan (EFB)

Integrated Marketing Campaign Events

• Integrated Marketing Campaign – Event (IMCE)
• Integrated Marketing Campaign – Product (IMCP)
• Integrated Marketing Campaign – Service (IMCS)

Professional Selling and Consulting Events

• Financial Consulting (FCE)
• Hospitality and Tourism Professional Selling (HTPS)
• Professional Selling (PSE)

Online Events

• Stock Market Game (SMG)
• Virtual Business Challenge Accounting (VBCAC)
• Virtual Business Challenge Fashion (VBCFA)
• Virtual Business Challenge Hotel Management (VBCHM)
• Virtual Business Challenge Personal Finance (VBCPF)
• Virtual Business Challenge Restaurant (VBCRS)
• Virtual Business Challenge Retail (VBCRT)
• Virtual Business Challenge Sports (VBCSP)

Other Events

• SBE Certification

*Other events may also be relevant predicated on career interests and the synthesis of multiple tasks listed in the curriculum. Students may also opt to spend time outside of class in occupationally specific skills so that curriculum tasks may be applied to occupationally specific events.

Teaching Resources


"Team Up for Sports Marketing." Education World, [http://www.educationworld.com/a_tsl/archives/03-1/lesson033.shtml](http://www.educationworld.com/a_tsl/archives/03-1/lesson033.shtml). Lesson plan in which students create a marketing campaign for a sports team. They create press releases, business cards, and ads or commercials, all using advertising techniques they have studied.

Teamwork Online. [http://www.teamworkonline.com](http://www.teamworkonline.com). Employment website that includes major and minor league sports, governing bodies, professional associations, and other career opportunities.


Teacher-created resources, including slideshows and links to relevant YouTube videos: [https://www.murrieta.k12.ca.us/Page/33431](https://www.murrieta.k12.ca.us/Page/33431)

**Movies and Shows Associated with Marketing**

Undercover Boss

Abstract: The Art of Design

The Founder

The Truman Show

Walt Before Mickey

Terms and Conditions May Apply

Pepsi vs Cola: The Marketing Battle of the Century

Wal-Mart: The High Cost of Low Price

Famous Nathan

Andy Paris: Bubblegum King

Moneyball

The Joneses

Jobs

The Circle

Jiro Dreams of Sushi

Anthony Bourdain: Parts Unknown

Inside: Chipotle

20 Feet from Stardom

Helvetica

Chef

Syrup

The Greatest Movie Ever Sold

The Hudsucker Proxy

Tucker: A Man and His Dream
Appendix: Credentials, Course Sequences, and Career Cluster Information

Industry Credentials: Only apply to 36-week courses

- A*S*K Fundamental Marketing Concepts Assessment
- Business of Retail: Operations & Profit Examination
- College and Work Readiness Assessment (CWRA+)
- Customer Service and Sales Certification Assessment
- National Career Readiness Certificate Assessment
- Recreation, Amusements, and Attractions Assessment
- Workplace Readiness Skills for the Commonwealth Examination

Concentration sequences: A combination of this course and those below, equivalent to two 36-week courses, is a concentration sequence. Students wishing to complete a specialization may take additional courses based on their career pathways. A program completer is a student who has met the requirements for a CTE concentration sequence and all other requirements for high school graduation or an approved alternative education program.

- Business Management (6135/36 weeks)
- Digital and Social Media Marketing (8125/36 weeks)
- Entrepreneurship (9093/36 weeks)
- Entrepreneurship, Advanced (9094/36 weeks)
- Introduction to Marketing (8110/36 weeks)
- Introduction to Marketing (8111/18 weeks)
- Marketing (8120/36 weeks)
- Marketing Management (8132/36 weeks)
- Marketing, Advanced (8130/36 weeks)
- Opportunities in Global Trade (8135/36 weeks)
- Opportunities in Global Trade, Advanced (8136/36 weeks)
- Principles of Business and Marketing (6115/36 weeks)
- Principles of Business and Marketing (6116/18 weeks)
- Sports and Entertainment Marketing (8175/36 weeks)

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<tr>
<th>Career Cluster: Hospitality and Tourism</th>
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<tr>
<td>Pathway</td>
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<td>Recreation, Amusements and Attractions</td>
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### Career Cluster: Hospitality and Tourism

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
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<tbody>
<tr>
<td>Travel and Tourism</td>
<td>Meeting and Convention Planner</td>
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<tr>
<td></td>
<td>Director of Convention and Visitors Bureau</td>
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<td></td>
<td>Director of Tourism Development</td>
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<td>Human Resources Manager</td>
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<td>Meeting and Convention Planner</td>
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<td>Tour, Travel Guide</td>
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<td>Travel Agent</td>
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