

FBLA HS: Sports & Entertainment Marketing

| Competency A: Sports and Entertainment Marketing/Strategic Marketing | MBA Research Performance Indicators | LAPs |
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| Tasks | | |
| 1. Recognize the importance of marketing to the sports and entertainment industry. | MK:012 Explain the nature of sports marketing (CS) | LAP-MK-012 The Wide, Wide World of Sports Marketing (Nature of Sports Marketing) |
| 2. Explain the seven marketing functions and their importance in sports and entertainment. | MK:002 Describe marketing functions and related activities (CS) | LAP-MK-002 Work the Big Seven (Marketing Functions) |
| 3. Describe the steps in developing a market research project. | IM:010 Explain the nature of marketing research (SP) IM:284 Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (SP) IM:281 Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (SP) | LAP-IM-010 Seek and Find (Marketing Research) LAP-IM-284 Better by Design (Marketing Research Designs) LAP-IM-281 What's the Source? (Obtaining Marketing-Research Data) |
| 4. Identify the challenges, obstacles, and limitations associated with sports and entertainment marketing. | MK:012 Explain the nature of sports marketing (CS) | LAP-MK-012 The Wide, Wide World of Sports Marketing (Nature of Sports Marketing) |
| 5. Discuss the significance of the four P's to the target market. | MP:001 Explain the concept of marketing strategies (CS) | LAP-MP-001 Pick the Mix (Nature of Marketing Strategies) |
| 6. Compare and contrast the differences of the marketing mix components in sports and entertainment. | MP:001 Explain the concept of marketing strategies (CS) | LAP-MP-001 Pick the Mix (Nature of Marketing Strategies) |

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| <p>7. Analyze the various pricing strategies and factors that affect pricing sports and entertainment products.</p> | <p>PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP)</p> <p>PI:048 Describe pricing issues associated with sport/event products (e.g., cost, value, objectives) (SP)</p> | <p>LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)</p> |
| <p>8. Calculate the markup of sports and entertainment products.</p> | <p>PI:019 Determine cost of product (breakeven, ROI, markup) (MN)</p> | |
| <p>9. Examine ticket sales policies/strategies in sports and entertainment.</p> | <p>SE:932 Explain company selling policies (CS)</p> | <p>LAP-SE-932 Sell Right (Selling Policies)</p> |
| <p>10. Identify types of market segmentation.</p> | <p>MP:037 Describe the nature of target marketing in sport/event marketing (SP)</p> <p>MP:038 Identify ways to segment sport/event markets (SP)</p> | |
| <p>11. Discuss the issues related to branding strategies of products in sports and entertainment.</p> | <p>PM:141 Explain the nature of sport/event brand/branding (SP)</p> | |
| <p>12. Examine product lines for sports and entertainment organizations (including manufacturing costs).</p> | <p>PM:079 Explain elements of the sport/event product (CS)</p> | <p>LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products)</p> |
| <p>13. Describe why sports/entertainment organizations implement promotions.</p> | <p>PR:001 Explain the role of promotion as a marketing function (CS)</p> | <p>LAP-PR-901 Razzle Dazzle (Nature of Promotion)</p> |
| <p>14. Determine the role of advertising technology in sports and entertainment.</p> | <p>PR:177 Explain advertising media used in the sport/event industries (SP)</p> <p>PR:240 Describe sport/event industries' utilization of digital media (SP)</p> | |

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| 15. Evaluate the advertising forms (print, broadcast, specialty, social media, etc.) suitable in the sports and entertainment industry. | PR:177 Explain advertising media used in the sport/event industries (SP) PR:240 Describe sport/event industries' utilization of digital media (SP) | |
| 16. Assess demographic and geographic considerations related to sports and entertainment. | MP:038 Identify ways to segment sport/event markets (SP) | |
| 17. Explain the central focus of the marketing concept. | MK:001 Explain marketing and its importance in a global economy (CS) | LAP-MK-901 Have It Your Way! (Nature of Marketing) |
| 18. Explain the reasons for increased entertainment options. | MK:012 Explain the nature of sports marketing (CS) | LAP-MK-012 The Wide, Wide World of Sports Marketing (Nature of Sports Marketing) |
| 19. Explain the importance of understanding buyer behavior when making marketing decisions. | MK:014 Explain factors that influence customer/client/business buying behavior (SP) | LAP-MK-014 Cause and Effect (Buying Behavior) |
| 20. List and describe means of collecting marketing information for use in decision making. | IM:289 Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (SP) | LAP-IM-289 Hunting and Gathering (Data Collection Methods) |
| 21. Define market segmentation. | MP:037 Describe the nature of target marketing in sport/event marketing (SP) MP:038 Identify ways to segment sport/event markets (SP) | |
| 22. Explain the importance of outstanding customer service. | CR:003 Explain the nature of positive customer relations (CS) | LAP-CR-003 Accentuate the Positive (Nature of Customer Relations) |

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| 23. Explain what it means to establish a service culture. | CR:016 Discuss the nature of customer relationship management (SP) | LAP-CR-016 Know When To Hold 'Em (Nature of Customer Relationship Management) |
| 24. Explain the role of travel and tourism in sports and entertainment. | PD:401 Explain the nature of the travel and tourism industry (CS) | |
| 25. Explain how marketers determine direction and focus for a marketing plan. | MP:001 Explain the concept of marketing strategies (CS) | LAP-MP-001 Pick the Mix (Nature of Marketing Strategies) |
| 26. List and describe the components of a marketing plan. | MP:007 Explain the nature of marketing plans (SP) | LAP-MP-007 A Winning Plan (Nature of Marketing Plans) |
| 27. Define the product mix, product extension, and product enhancement. | PM:079 Explain elements of the sport/event product (CS) | LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products) |
| 28. List and describe the components of the product mix. | PM:079 Explain elements of the sport/event product (CS) | LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products) |
| 29. Explain the high cost for sports and entertainment events. | PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) | LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product) |
| 30. Define customizing. | | |
| 31. Describe the financial impact of Baby Boomers on the sports and entertainment industry. | | |

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| 32. List and describe the stages of the product life cycle. | PM:024 Identify the impact of product life cycles on marketing decisions (SP) | LAP-PM-024 Get a Life (Cycle) (Product Life Cycles) |
| 33. Explain how products are positioned in the marketplace. | PM:042 Describe factors used by marketers to position products/services (SP) | LAP-PM-042 Getting Piece of Mind (Factors Used To Position Products/Services) |
| Competency B: Facility and Event Management | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Determine the requirements in choosing a location and/or building and operating a facility. | PM:132 Select business location (ON) PJ:039 Determine site selection criteria (SP) | |
| 2. Examine operating procedures for a facility. | OP:032 Identify routine activities for maintaining business facilities and equipment (SP) | |
| 3. Evaluate financing opportunities for a sports and entertainment facility. | FI:522 Determine financing options for a company (MN) | |
| 4. Evaluate support activities in operating a sports and entertainment facility (concessions, security). | | |
| 5. Employ the principles of safety to sports and entertainment. | PJ:036 Identify health and safety requirements (SP) | |
| 6. Discuss prevention procedures and preparation techniques including risk management. | SM:075 Explain the nature of risk management (SP) | LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) |
| 7. Describe the event triangle as it relates to event marketing/management. | | |
| 8. Examine event possibilities in various sports and entertainment industries. | | |
| 9. Describe potential marketing and sales techniques used before, during, and after events. | PR:082 Explain promotional methods used by the hospitality and tourism industry (SP) | |

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| 10. Describe the role of sponsorship and evaluate potential techniques for effective utilization. | PR:175 Explain the nature of sponsorship in the sport/event industries (SP) | LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships) |
| 11. Discuss criteria for selecting venues. | PJ:060 Select venue (MN) | |
| 12. Explain the process for planning an event. | PD:348 Describe the duties of event planners (SP) | |
| 13. Develop a budget for an event. | FI:795 Develop event budget (SP) | |
| 14. Develop follow-up activities to recognize/thank participants after the event. | SE:057 Plan follow-up strategies for use in selling (SP) | LAP-SE-057 Follow Up! (Follow-Up Strategies) |
| 15. Implement and evaluate a sports and entertainment event to promote retention and service for future events. | PJ:077 Determine whether goals/objectives were met (MN) | |
| 16. Explain factors affecting attendance at an event. | | |
| 17. Examine concessions sales policies/strategies in sports and entertainment. | | |
| 18. Explain the importance of budgets as related to sports and entertainment management. | FI:106 Describe the nature of budgets (SP) | LAP-FI-106 Money Tracks (Nature of Budgets) |
| 19. Describe the management necessary for major events. | SM:001 Explain the concept of management (CS) | LAP-SM-001 Manage This! (Concept of Management) |
| 20. Define the four types of economic utility as they relate to sports and entertainment events. | EC:004 Determine economic utilities created by business activities (CS) | LAP-EC-904 Use It (Economic Utility) |
| 21. Describe the factors of production in a market economy. | EC:003 Explain the concept of economic resources (CS) | LAP-EC-903 Be Resourceful (Economic Resources) |
| 22. Explain how universities increase revenues through entertainment events. | | |

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| 23. Explain the different types of organizational structures. | EC:103 Explain the organizational design of businesses (SP) | LAP-EC-103 Designed to Work (Organizational Design of Businesses) |
| 24. Describe the value of special events and their importance during shoulder periods. | PR:214 Plan special events for sports/events (SP) | |
| 25. Describe the latest technology trends impacting entertainment. | NF:065 Identify sport/event trends (SP) | |
| 26. Explain the developmental phase for sports and entertainment planning. | | |
| 27. Explain how objectives set guidelines for entertainment events. | PJ:17 Determine event vision, mission, and goals (MN) | |
| 28. Define mission for the sports and entertainment industry. | PJ:17 Determine event vision, mission, and goals (MN) | |
| 29. Define risk and describe the categories and classifications of risk. | SM:075 Explain the nature of risk management (SP) | LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) |
| 30. Describe the four strategies for risk management. | SM:075 Explain the nature of risk management (SP) | LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) |
| 31. Define industry and give examples of subdivisions of the sports and entertainment industry. | PD:115 Discuss the nature of the sport/event industries (CS) | |
| 32. Explain why marketing decisions are based on industry standards, norms, and trends. | | |

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| Competency C: Human Resource Management (Labor Relations) | MBA Research Performance Indicators | LAPs |
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| Tasks | | |
| 1. Identify the functions and responsibilities of human resources. | HR:410 Discuss the nature of human resources management (CS) | LAP-HR-410 People Pusher (Nature of Human Resources Management) |
| 2. Analyze personnel needs for an event. | HR:558 Determine staffing needs for events (SP) | |
| 3. Describe the importance of job descriptions and separation of responsibilities in a large organization. | HR:518 Develop job descriptions and profiles (MN) | |
| 4. Describe the recruiting and retention processes. | HR:498 Recruit new employees (SU) | |
| 5. Identify general managers for professional teams and their duties. | | |
| 6. Describe the roles of scouts, agents, and managers and their benefits. | PD:279 Describe the role of governing bodies in the sport industry (SP) PM:143 Explain the role of agents in sports (SP) | |
| 7. Establish criteria, policies, and procedures to be used to determine compensation, benefits, and promotion. | HR:429 Develop hiring policies and procedures (MN) | |
| 8. Explain the need for human resources. | HR:410 Discuss the nature of human resources management (CS) | LAP-HR-410 People Pusher (Nature of Human Resources Management) |
| 9. Define the four functions of human resource departments: planning and staffing, performance management, compensation and benefits, and employer relations. | HR:410 Discuss the nature of human resources management (CS) | LAP-HR-410 People Pusher (Nature of Human Resources Management) |

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| 10. Explain the need for continuous professional development. | PD:033 Explain the need for ongoing education as a worker (PQ) | |
| 11. Describe the rules of conduct for a workforce. | PD:251 Follow rules of conduct (CS) | <i>*LAP-PD-251 Know the Code (Following Rules of Conduct)</i> |
| 12. Define SWOT analysis, benchmarking, and scenario building. | SM:010 Conduct an organizational SWOT (ON) SM:027 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (MN) | **Just for You! SM:010, Conduct an organizational SWOT |
| 13. Describe fringe benefits offered to sports and entertainment employees. | HR:467 Explain components of total rewards system (SP) | |
| 14. Explain the importance of job orientation. | HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU) | **Just for You! HR:360, Orient new employees |
| 15. Explain the importance of evaluating employee performance. | HR:368 Assess employee performance (SU) | |
| 16. Describe diversity in the workplace. | HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP) | |
| 17. Describe strategies to recruit sports and entertainment employees. | HR:498 Recruit new employees (SU) | |
| 18. Define human resources management identify human resource management activities. | HR:410 Discuss the nature of human resources management (CS) | LAP-HR-410 People Pusher (Nature of Human Resources Management) |

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| 19. Describe the procedure to recruit and hire the best personnel. | HR:498 Recruit new employees (SU) HR:356 Select and hire new employees (SU) | **Just for You! HR:356, Select and hire new employees |
| 20. Explain why coordinating and giving feedback are important responsibilities of human resource management. | HR:410 Discuss the nature of human resources management (CS) | LAP-HR-410 People Pusher (Nature of Human Resources Management) |
| Competency D: Promotion, Advertising, and Sponsorship for Sports and Entertainment Industry | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Distinguish between collegiate athletics, amateur sports, professional sports, and sports camps. | PD:115 Discuss the nature of the sport/event industries (CS) | |
| 2. Compare and contrast sponsorships and endorsements. | PM:140 Explain the role of endorsements in sports/event marketing (SP) PR:175 Explain the nature of sponsorship in the sport/event industries (SP) | LAP-PM-140 Play the Name Game (Celebrity Endorsements) LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships) |
| 3. Evaluate the sports and entertainment industry as a valuable segment of the economy. | NF:187 Measure economic impact of sport/event (MN) | |
| 4. Analyze the components of the sports and entertainment industry. | PD:115 Discuss the nature of the sport/event industries (CS) | |
| 5. Analyze growth and trends of sports and entertainment as an industry in local, state, national, and international areas. | NF:065 Identify sport/event trends (SP) | |

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| 6. Identify new trends and areas of growth in amateur sports. | NF:065 Identify sport/event trends (SP) | |
| 7. Describe the goals of promotion. | PR:001 Explain the role of promotion as a marketing function (CS) | LAP-PR-901 Razzle Dazzle (Nature of Promotion) |
| 8. List and define the elements of promotion. | PR:003 Identify the elements of the promotional mix (SP) | |
| 9. List and describe the steps involved in developing effective advertising. | PR:251 Explain the importance of coordinating elements in advertisements (SP) | |
| 10. Describe the use of product placement. | PR:323 Explain the use of product placement (SP) | |
| 11. Define publicity and explain its role in creating a positive public image. | PR:252 Identify types of public-relations activities (SP) | |
| 12. Describe different types of sales promotions. | PR:187 Identify “out-of-the-box” sales promotion ideas for sports/events (SP) | LAP-PR-187 What’s the Big Idea? (“Out-of-the-Box” Sales Promotion for Sports/Events) |
| 13. List the steps in developing the promotional plan. | PR:097 Develop promotional plan for a business (MN) | **Just for You! PR:097, Develop promotional plan for a business |
| 14. Explain the benefits of sponsorship to the sponsor. | PR:175 Explain the nature of sponsorship in the sport/event industries (SP) | LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships) |
| 15. Explain the promotional value of involvement in seasonal themed events. | | |
| 16. Explain the promotional value of entertainment awards. | | |

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| Competency E: Financing and Economic Input | MBA Research Performance Indicators | LAPs |
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| Tasks | | |
| 1. Describe the economic impact of sports and entertainment events in various areas: locally, regionally, nationally, and internationally. | NF:187 Measure economic impact of sport/event (MN) PD:107 Describe the impact of sports/events on communities (CS) | |
| 2. Explain supply and demand and the relationship of the economic system to the sports and entertainment industry. | EC:005 Explain the principles of supply and demand (CS) | LAP-EC-905 It's the Law (Supply and Demand) |
| 3. Describe economic indicators and growth of sports and entertainment industry. | EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP) | LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles) |
| 4. Explain the advantages and disadvantages of operating as a for-profit or not-for profit organization. | EC:070 Explain the role of business in society (CS) | LAP-EC-070 Business Connections (Business and Society) |
| 5. Identify revenue sources as related to sports and entertainment industries and for specific events. | | |

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| 6. Examine economic impact studies, previous results, and relate these to financing decisions. | NF:187 Measure economic impact of sport/event (MN) | |
| 7. Identify expenditures for the sports and entertainment industries. | | |
| 8. Describe the importance of business and financial plans. | SM:007 Explain the nature of business plans (MN) FI:503 Discuss the nature of short-term (operating) financial plans (SP) FI:504 Describe the nature of long-term (strategic) financial plans (MN) | LAP-SM-007 Plan Now, Succeed Later (Nature of Business Plans) |
| 9. Analyze basic financial documents: budgets, income statements, balance sheets, and breakeven point analysis. | FI:102 Interpret financial statements (MN) FI:508 Analyze cash budget/forecast variances (SP) OP:192 Conduct breakeven analysis (MN) | **Just for You! FI:102, Interpret financial statements |
| 10. Identify types of budgeting techniques used in local, collegiate, and professional sports. | | |
| 11. Define risk and describe the categories and classifications of risk. | SM:075 Explain the nature of risk management (SP) | LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) |
| 12. Describe the four strategies for risk management. | SM:075 Explain the nature of risk management (SP) | LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) |
| 13. Define industry and give examples of subdivisions of the sports and entertainment industry. | PD:115 Discuss the nature of the sport/event industries (CS) | |

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| 14. Explain why marketing decisions are based on industry standards, norms, and trends. | IM:012 Describe the need for marketing data (CS) | LAP-IM-012 Data Do It (Need for Marketing Data) |
| 15. Explain the role of travel and tourism in sports and entertainment. | PD:401 Explain the nature of the travel and tourism industry (CS) | |
| Competency F: Planning, Distribution, Marketing, Pricing, and Selling Sports and Entertainment Events | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Identify and explain the steps in the planning process and the strategic planning tools used by managers. | SM:063 Discuss the nature of managerial planning (SP) SM:040 Describe the strategic planning process in an organization (MN) | |
| 2. Identify advantages and risks of strategic management. | SM:040 Describe the strategic planning process in an organization (MN) | |
| 3. Explain the steps in a successful change process. | SM:096 Explain the change-management lifecycle (SP) | |
| 4. Explain the different types of organizational structures with the sports and entertainment industries. | EC:103 Explain the organizational design of businesses (SP) | LAP-EC-103 Designed to Work (Organizational Design of Businesses) |
| 5. Identify current trends in the workforce concerning organizational structures. | EC:103 Explain the organizational design of businesses (SP) | LAP-EC-103 Designed to Work (Organizational Design of Businesses) |
| 6. Explain the distribution of sports and entertainment. | OP:343 Explain distribution systems for the sport/event industries (SP) | |
| 7. List and describe distribution channels for sports and entertainment. | OP:343 Explain distribution systems for the sport/event industries (SP) | |

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| 8. Explain the relationships among supply, demand, and price. | PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) | LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product) |
| 9. Discuss the government's influence on pricing. | PI:017 Explain legal considerations for pricing (SP) | |
| 10. Discuss pricing strategies used by businesses to increase sales. | PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) | LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product) |
| 11. Define the business cycle and describe its impact on entertainment. | EC:018 Determine the impact of business cycles on business activities (SP) | LAP-EC-918 Boom or Bust (Impact of Business Cycles) |
| 12. Discuss the importance of monitoring customer trends. | NF:065 Identify sport/event trends (SP) | |
| 13. List the steps of the sales process. | SE:048 Explain the selling process (CS) | LAP-SE-048 Set Your Sales (The Selling Process) |
| 14. Explain the difference between ticket brokers and ticket scalpers. | | |
| 15. Explain sales strategies for attracting groups to sports and entertainment venues. | | |
| 16. Describe how corporations use sports and entertainment to motivate employees and impress clients. | | |
| 17. Discuss how laws impact entertainment marketing. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |

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| 18. Explain copyright law. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 19. Describe contract law for the sports and entertainment industry. | BL:002 Describe the nature of legally binding contracts (SP) | |
| 20. List and describe distribution channels for sports and entertainment. | OP:343 Explain distribution systems for the sport/event industries (SP) | |
| 21. Explain the relationships among supply, demand, and price. | PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) | LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product) |
| 22. Discuss the government’s influence on pricing. | PI:017 Explain legal considerations for pricing (SP) | |
| 23. Discuss pricing strategies used by businesses to increase sales. | PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) PI:048 Describe pricing issues associated with sport/event products (e.g., cost, value, objectives) (SP) | LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product) |
| 24. List the steps for determining price. | PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) | LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product) |
| 25. Define the business cycle and describe its impact on entertainment. | EC:018 Determine the impact of business cycles on business activities (SP) | LAP-EC-918 Boom or Bust (Impact of Business Cycles) |
| 26. Discuss the importance of monitoring customer trends. | NF:065 Identify sport/event trends (SP) | |

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| Competency G: Sports Law | MBA Research Performance Indicators | LAPs |
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| Tasks | | |
| 1. List legal issues affecting the marketing and management of the sports and entertainment industry. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 2. Describe the impact of national, state, and local laws and regulations on sports and entertainment. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 3. Describe the impact of the Americans with Disabilities Act on sports and entertainment events and facilities. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 4. Discuss the impact of Title IX on management of college athletics. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 5. Examine environmental issues/laws as they relate to sports and entertainment industries. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 6. Describe how monopoly laws affect professional sports. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 7. Discuss the impact of labor laws on sports. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 8. Analyze the impact of labor unions on sports and entertainment, including pricing and strikes. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) EC:144 Describe the impact of unions on sports (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |

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| 9. Explain the purpose and benefits of copyright protection. | BL:058 Describe legal issues affecting the marketing of sports/event products (SP) | LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing) |
| 10. Identify purpose, types, and terms and need for contracts. | BL:002 Describe the nature of legally binding contracts (SP) | |
| 11. Explain the agent’s and general manager’s roles in an athlete’s contractual agreement. | PD:279 Describe the role of governing bodies in the sport industry (SP) PM:143 Explain the role of agents in sports (SP) | |
| Competency H: Communication in Sports and Entertainment (Media) | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Identify the roles of public relations and publicity in sports and entertainment. | PR:252 Identify types of public-relations activities (SP) | |
| 2. Compare and contrast media sources for public relations and advertising. | PR:177 Explain advertising media used in the sport/event industries (SP) PR:183 Explain media relations in the sport/event industries (SP) PR:240 Describe sport/event industries’ utilization of digital media (SP) | |
| 3. Compare/evaluate advance publicity in sports and entertainment. | PR:252 Identify types of public-relations activities (SP) | |
| 4. Utilize effective communication skills including proper grammar and writing skills. | CO:088 Select and utilize appropriate formats for professional writing (CS) CO:089 Edit and revise written work consistent with professional standards (CS) | |

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| 5. Discuss the importance of positive and negative public relations for sports; how firms assist in creating favorable images and how athletics can affect public perceptions. | PR:252 Identify types of public-relations activities (SP) | |
| 6. List and explain potential benefits of celebrity endorsement. | PM:140 Explain the role of endorsements in sports/event marketing (SP) | LAP-PM-140 Play the Name Game (Celebrity Endorsements) |
| 7. Describe public relations efforts related to fans, publishing, and speaking engagements. | PR:252 Identify types of public-relations activities (SP) | |
| Competency I: Ethics | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Describe ethical issues in sports (e.g., impact of performance-enhancing drugs and gambling). | | |
| 2. Evaluate social responsibility in sports and entertainment industry. | SM:082 Explain the nature of corporate social responsibility | **Just for You! SM:082, Explain the nature of corporate social responsibility |
| 3. Evaluate and apply principles of ethics as they relate to sports and entertainment. | EI:123 Describe the nature of ethics (CS) EI:125 Recognize and respond to ethical dilemmas (CS) | *LAP-EI-123 Rules to Live By (Nature of Ethics) *LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas) |
| 4. Define ethics. | EI:123 Describe the nature of ethics (CS) | *LAP-EI-123 Rules to Live By (Nature of Ethics) |
| 5. Discuss the impact of unethical behavior. | EI:123 Describe the nature of ethics (CS) | *LAP-EI-123 Rules to Live By (Nature of Ethics) |

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| Competency J: Licensing | MBA Research Performance Indicators | LAPs |
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| Tasks | | |
| 1. Explain royalties and licensed products. | PM:139 Explain the use of licensing in sports/event marketing (SP) | LAP-PM-139 Sign Here: Licensing for Profit (Licensing in Sports/Event Marketing) |
| 2. Evaluate the forms of product licensing and the product licensing process. | PM:139 Explain the use of licensing in sports/event marketing (SP) | LAP-PM-139 Sign Here: Licensing for Profit (Licensing in Sports/Event Marketing) |
| 3. Describe the financial value of licensing sports and entertainment merchandise. | PM:139 Explain the use of licensing in sports/event marketing (SP) | LAP-PM-139 Sign Here: Licensing for Profit (Licensing in Sports/Event Marketing) |
| Competency K: Sports Governance | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Determine the various types of sponsorship in sports and entertainment. | PR:175 Explain the nature of sponsorship in the sport/event industries (SP) | LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships) |
| 2. Evaluate the impact of sponsorship in sports and entertainment. | PR:175 Explain the nature of sponsorship in the sport/event industries (SP) | LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships) |
| 3. Identify and define standards of controlling professional sports. | PD:279 Describe the role of governing bodies in the sport industry (SP) | |

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| 4. Describe the managerial role of the NCAA and other collegiate governing bodies in college athletics. | PD:279 Describe the role of governing bodies in the sport industry (SP) | |
| 5. Describe the NCAA's, NAIA's and NJCAA's roles as the governing bodies in collegiate athletics. | PD:279 Describe the role of governing bodies in the sport industry (SP) | |
| Competency L: Careers | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Identify career opportunities available in the sports and entertainment industry. | PD:051 Explain career opportunities in sports/event marketing (CS) | LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing) |
| 2. Identify specific skills needed by today's sports and entertainment workforce. | PD:051 Explain career opportunities in sports/event marketing (CS) | LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing) |
| 3. Describe education and training needed for a job/career in sports management. | PD:051 Explain career opportunities in sports/event marketing (CS) | LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing) |
| 4. Identify barriers to employment and strategies to overcome them. | | |
| 5. Develop a career portfolio including a résumé, cover letter, job application, and other work-related items. | PD:027 Complete a job application (PQ) PD:029 Write a follow-up letter after job interviews (CS) PD:030 Write a letter of application (CS) PD:031 Prepare a resume (CS) | **Just for You! PD:030, Write a letter of application **Just for You! PD:031, Prepare a resume |

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| 6. Define a career development program in the sports and entertainment industry. | | |
| 7. Describe various career levels in sports and entertainment management. | PD:051 Explain career opportunities in sports/event marketing (CS) | LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing) |
| 8. Explain the importance of a career portfolio. | | |
| Competency M: Marketing/Management Information Technology and Research | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Discuss how technology and statistical programs can be used in operations management, specifically with inputs, outputs, and assembly lines. | OP:191 Describe the use of technology in operations (SP) | |
| 2. Explain the evolution of the management information system. | | |
| 3. Describe key components of the management information system. | IM:245 Explain the need for sport/event marketing data (SP) IM:246 Explain sources of secondary sport/event data (SP) | |
| 4. Discuss the implementation of strategies and decision making using a management information system. | | |
| 5. List and describe the steps involved in marketing research. | IM:010 Explain the nature of marketing research (SP) | LAP-IM-010 Seek and Find (Marketing Research) |
| 6. Discuss the human factors in marketing research. | IM:010 Explain the nature of marketing research (SP) | LAP-IM-010 Seek and Find (Marketing Research) |

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| 7. Explain the options for electronic data collection. | IM:247 Search the Internet for sport/event marketing information (SP) | |
| 8. Discuss the concept of data-driven decisions. | IM:245 Explain the need for sport/event marketing data (SP) | |
| 9. Explain the difference between marketing tactics and strategies. | MP:001 Explain the concept of marketing strategies (CS) | LAP-MP-001 Pick the Mix (Nature of Marketing Strategies) |
| 10. Explain the importance of planning to keep ahead of the competition. | SM:063 Discuss the nature of managerial planning (SP) SM:040 Describe the strategic planning process in an organization (MN) | |
| 11. Explain the importance learning from customers. | IM:249 Explain sources of primary sport/event marketing data (SP) | |
| 12. Explain how marketers determine direction and focus for a marketing plan. | MP:007 Explain the nature of marketing plans (SP) | LAP-MP-007 A Winning Plan (Nature of Marketing Plans) |
| 13. List and describe the components of a marketing plan. | MP:007 Explain the nature of marketing plans (SP) | LAP-MP-007 A Winning Plan (Nature of Marketing Plans) |
| 14. Explain the importance of Management Information Systems (MIS). | | |
| 15. Explain the rationale for organizations to follow best practices. | | |

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| Competency N: Leadership and Managing Groups and Teams in the Sports and Entertainment Industry | MBA Research Performance Indicators | LAPs |
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| Tasks | | |
| 1. Identify leadership styles and personal characteristics needed in leadership situations. | EI:037 Foster positive working relationships (CS) | <i>*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)</i> |
| 2. Identify and describe four leadership styles: autocratic, democratic, open, and situational. | EI:037 Foster positive working relationships (CS) | <i>*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)</i> |
| 3. Discuss the importance of human relations skills and communication for an effective leader/manager. | EI:037 Foster positive working relationships (CS) | <i>*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)</i> |
| 4. Discuss effective motivation techniques and effective work teams. | M:080 Explain motivation theories and their applications (MN) | |
| 5. Define delegation of duties. | HR:386 Delegate work to others (SU) | |
| 6. Explain the importance of professional networking. | PD:037 Use networking techniques to identify employment opportunities (SP) | **Just for You! PD:037, Use networking techniques to identify employment opportunities |
| 7. Describe the skills needed by employees in the sports and entertainment industry. | PD:051 Explain career opportunities in sports/event marketing (CS) | LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing) |
| 8. Explain the latest trends in the sports and entertainment industry. | NF:065 Identify sport/event trends (SP) | |

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| 9. Explain the basic structures of groups. | EI:045 Participate as a team member (CS) | <i>*LAP-EI-045 Team Up (Participating as a Team Member)</i> |
| 10. Describe factors that influence group behavior. | EI:045 Participate as a team member (CS) | <i>*LAP-EI-045 Team Up (Participating as a Team Member)</i> |
| 11. Describe the different types of teams used by an organization. | EI:045 Participate as a team member (CS) | <i>*LAP-EI-045 Team Up (Participating as a Team Member)</i> |
| 12. Explain how a manager can build a successful team. | HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU) | |
| 13. Explain how organizations can be designed to support teams. | HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU) | |
| 14. Describe a virtual team and its functions. | EI:045 Participate as a team member (CS) | <i>*LAP-EI-045 Team Up (Participating as a Team Member)</i> |
| 15. Explain how feedback from management influences employee performance. | HR:513 Foster employee engagement and commitment (SU) | |
| 16. Explain how leaders must be agents of change. | HR:493 Explain the nature of leadership in organizations (SU) | LAP-HR-493 Take the Lead! (Leadership in Organizations) |
| 17. Describe characteristics of successful teams. | EI:045 Participate as a team member (CS) | <i>*LAP-EI-045 Team Up (Participating as a Team Member)</i> |
| 18. Explain why teams fail. | EI:045 Participate as a team member (CS) | <i>*LAP-EI-045 Team Up (Participating as a Team Member)</i> |

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| 19. Define leadership and list leadership characteristics. | EI:009 Explain the concept of leadership (CS) | <i>*LAP-EI-909 Lead the Way (Concept of Leadership)</i> |
| 20. Identify ways that managers influence employees. | HR:493 Explain the nature of leadership in organizations (SU) | LAP-HR-493 Take the Lead! (Leadership in Organizations) |
| 21. Describe important human relations skills. | EI:001 Describe the nature of emotional intelligence (PQ) | <i>*LAP-EI-001 EQ and You (Emotional Intelligence)</i> |
| 22. Explain what motivates individuals to accomplish organizational goals. | EI:059 Motivate team members (SP) | <i>*LAP-EI-059 Raise Them Up (Motivating Others)</i> |
| 23. Discuss leadership styles. | EI:037 Foster positive working relationships (CS) | <i>*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)</i> |
| 24. Describe strategies that leaders use to motivate employees. | EI:059 Motivate team members (SP) | <i>*LAP-EI-059 Raise Them Up (Motivating Others)</i> |
| 25. Explain why people resist change. | EI:005 Lead change (CS) | <i>*LAP-EI-005 Start the Revolution (Leading Change)</i> |
| 26. Describe the steps for an effective change process. | EI:005 Lead change (CS) | <i>*LAP-EI-005 Start the Revolution (Leading Change)</i> |
| 27. List the characteristics of enlightened leaders. | EI:009 Explain the concept of leadership (CS) | <i>*LAP-EI-909 Lead the Way (Concept of Leadership)</i> |
| 28. Discuss the types of decisions made by managers. | SM:001 Explain the concept of management (CS) | LAP-SM-001 Manage This! (Concept of Management) |
| 29. Describe the conditions faced by a manager when making a decision. | SM:001 Explain the concept of management (CS) | LAP-SM-001 Manage This! (Concept of Management) |
| 30. Explain the advantages and disadvantages of group decision making. | PD:017 Make decisions (CS) | <i>*LAP-PD-017 Weigh Your Options (Decision-Making)</i> |

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| 31. Describe the concept of knowledge management. | KM:001 Explain the nature of knowledge management (SP) | LAP-KM-001 Know Go (The Nature of Knowledge Management) |
| 32. Explain how knowledge communities can benefit sports and entertainment managers. | | |
| 33. Describe strategies used by groups to make decisions. | PD:017 Make decisions (CS) | *LAP-PD-017 Weigh Your Options (Decision-Making) |
| 34. Explain different management approaches. | EI:037 Foster positive working relationships (CS) | *LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships) |
| Competency O: Management Strategies and Strategic Planning Tools | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Describe corporate, business, and functional strategies. | SM:040 Describe the strategic planning process in an organization (MN) | |
| 2. Discuss the advantages and risks associated with strategic management. | SM:040 Describe the strategic planning process in an organization (MN) | |
| 3. Identify the steps in strategic management. | SM:040 Describe the strategic planning process in an organization (MN) | |
| 4. Explain the development phase of the strategic management process. | SM:040 Describe the strategic planning process in an organization (MN) | |
| 5. Describe the action and review phases of the strategic management process. | SM:040 Describe the strategic planning process in an organization (MN) | |
| 6. Describe internal and external environmental factors that impact economics for the sports and entertainment industry. | | |

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| 7. Explain how functional strategies are related to strategic planning. | | |
| 8. Describe the major strategic planning tools available to managers. | SM:040 Describe the strategic planning process in an organization (MN) SM:063 Discuss the nature of managerial planning (SP) | |
| 9. Explain how entertainment managers achieve strategic fit. | | |
| 10. Describe internal and external environments that impact economics for sports and entertainment. | | |
| 11. Explain how functional strategies are related to strategic planning. | | |
| Competency P: Basic Functions of Management | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Define management and its four functions. | SM:001 Explain the concept of management (CS) | LAP-SM-001 Manage This! (Concept of Management) |
| 2. Discuss the principles of business management. | SM:001 Explain the concept of management (CS) | LAP-SM-001 Manage This! (Concept of Management) |
| 3. List the steps in the decision-making process. | PD:017 Make decisions (CS) | <i>*LAP-PD-017 Weigh Your Options (Decision-Making)</i> |
| 4. Explain the role of human resources management in community entertainment events. | HR:410 Discuss the nature of human resources management (CS) | LAP-HR-410 People Pusher (Nature of Human Resources Management) |
| 5. Describe the economic and competitive challenges faced by state fairs and other entertainment events. | | |

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| 6. Explain the role of economic efficiency for entertainment events. | | |
| 7. Discuss the purpose and benefits of planning. | SM:063 Discuss the nature of managerial planning (SP) | |
| 8. Describe the planning process. | SM:063 Discuss the nature of managerial planning (SP) | |
| 9. Describe the reasons for and benefits of organizing. | SM:064 Explain managerial considerations in organizing (SP) | LAP-SM-064 Put It All Together (Managerial Organizing) |
| 10. Explain factors that affect the structure of an organization. | EC:103 Explain the organizational design of businesses (SP) | LAP-EC-103 Designed to Work (Organizational Design of Businesses) |
| 11. Describe how authority is delegated in organizations. | EC:103 Explain the organizational design of businesses (SP) | LAP-EC-103 Designed to Work (Organizational Design of Businesses) |
| 12. Explain the activities of the implementing function. | SM:066 Discuss managerial considerations in directing (SP) | LAP-SM-066 Take Action (Managerial Directing) |
| 13. Describe the management control process. | SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP) | LAP-SM-400 Measure Up! (Managerial Control) |
| 14. List and describe the three steps for efficient control. | SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP) | LAP-SM-400 Measure Up! (Managerial Control) |
| 15. Describe the processes of establishing standards, monitoring results, and comparing them to standards, and making corrections deviations. | SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP) | LAP-SM-400 Measure Up! (Managerial Control) |

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