

FBLA HS: Sports & Entertainment Marketing

Competency A: Sports and Entertainment Marketing/Strategic Marketing	MBA Research Performance Indicators	LAPs
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)

7. Analyze the various pricing strategies and factors that affect pricing sports and entertainment products.	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)
8. Calculate the markup of sports and entertainment products.	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
9. Examine ticket sales policies/strategies in sports and entertainment.	SE:932 Explain company selling policies (CS)	LAP-SE-932 Sell Right (Selling Policies)
10. Identify types of 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)	
11. Discuss the issues related to branding strategies of products in sports and entertainment.	PM:141 Explain the nature of sport/event brand/branding (SP)	
12. Examine product lines for sports and entertainment organizations (including manufacturing costs).	PM:079 Explain elements of the sport/event product (CS)	LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products)
13. Describe why sports/entertainment organizations implement promotions.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
14. Determine the role of advertising technology in sports and entertainment.	PR:177 Explain advertising media used in the sport/event industries (SP) PR:240 Describe sport/event industries' utilization of digital media (SP)	
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)
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.		
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)	
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.		
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.		
Competency C: Human Resource Management (Labor Relations)	MBA Research Performance Indicators	LAPs
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)
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)	LAP-PD-251 Know the Code (Following Rules of Conduct)
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)	
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)	
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)

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)	
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)	
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)	
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.		
Competency E: Financing and Economic Input	MBA Research Performance Indicators	LAPs
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-011 It's the Law (Supply and Demand)

<p>3. Describe economic indicators and growth of sports and entertainment industry.</p>	<p>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)</p>	<p>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)</p>
<p>4. Explain the advantages and disadvantages of operating as a for-profit or not-for profit organization.</p>	<p>EC:070 Explain the role of business in society (CS)</p>	<p>LAP-EC-070 Business Connections (Business and Society)</p>
<p>5. Identify revenue sources as related to sports and entertainment industries and for specific events.</p>		
<p>6. Examine economic impact studies, previous results, and relate these to financing decisions.</p>	<p>NF:187 Measure economic impact of sport/event (MN)</p>	
<p>7. Identify expenditures for the sports and entertainment industries.</p>		
<p>8. Describe the importance of business and financial plans.</p>	<p>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)</p>	<p>LAP-SM-007 Plan Now, Succeed Later (Nature of Business Plans)</p>
<p>9. Analyze basic financial documents: budgets, income statements, balance sheets, and breakeven point analysis.</p>	<p>FI:102 Interpret financial statements (MN) FI:508 Analyze cash budget/forecast variances (SP) OP:192 Conduct breakeven analysis (MN)</p>	

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)	
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)	
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)
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)	

Competency G: Sports Law	MBA Research Performance Indicators	LAPs
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)
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)	
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	
3. Evaluate and apply principles of ethics as they relate to sports and entertainment.	El:123 Describe the nature of ethics (CS) El: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.	El:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
5. Discuss the impact of unethical behavior.	El:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
Competency J: Licensing	MBA Research Performance Indicators	LAPs
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)	
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)	
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)
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.		

Competency N: Leadership and Managing Groups and Teams in the Sports and Entertainment Industry	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify leadership styles and personal characteristics needed in leadership situations.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
2. Identify and describe four leadership styles: autocratic, democratic, open, and situational.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
3. Discuss the importance of human relations skills and communication for an effective leader/manager.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
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)	
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)	
9. Explain the basic structures of groups.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
10. Describe factors that influence group behavior.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

11. Describe the different types of teams used by an organization.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
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)	LAP-EI-045 Team Up (Participating as a Team Member)
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)	LAP-EI-045 Team Up (Participating as a Team Member)
18. Explain why teams fail.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
19. Define leadership and list leadership characteristics.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
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)	LAP-EI-001 EQ and You (Emotional Intelligence)
22. Explain what motivates individuals to accomplish organizational goals.	EI:059 Motivate team members (SP)	LAP-EI-059 Raise Them Up (Motivating Others)

23. Discuss leadership styles.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
24. Describe strategies that leaders use to motivate employees.	EI:059 Motivate team members (SP)	LAP-EI-059 Raise Them Up (Motivating Others)
25. Explain why people resist change.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
26. Describe the steps for an effective change process.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
27. List the characteristics of enlightened leaders.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
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)	LAP-PD-017 Weigh Your Options (Decision-Making)
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.		
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)	LAP-PD-017 Weigh Your Options (Decision-Making)
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.		
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)