

FBLA HS Hospitality and Event Management

| Knowledge Area A: Hospitality Marketing Concepts | MBA Research Performance Indicators | LAPs |
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| Objectives | | |
| 1. Describe the basic concepts of marketing as they relate to the hospitality industry. | MP:041 Explain the use of marketing strategies in hospitality and tourism (SP) | |
| 2. Define the seven key marketing functions (Selling, Marketing Information Management, Financing, Pricing, Promotion, Product/Service Management, and Distribution). | MK:002 Describe marketing functions and related activities (CS) | LAP-MK-002 Work the Big Seven (Marketing Functions) |
| 3. Define service marketing and how it relates to the hospitality industry. | MK:008 Differentiate between service marketing and product marketing (CS) | |
| 4. Explain the impact of travel and tourism on the U.S. economy as well as worldwide. | EC:136 Explain the relationship between the economy and hospitality and tourism (SP) | |
| 5. Describe various advertising strategies for the hospitality industry. | PR:082 Explain promotional methods used by the hospitality and tourism industry (SP) | |
| 6. Explain public relations and publicity as they relate to the hospitality industry. | PR:003 Identify the elements of the promotional mix (SP) | LAP-PR-903 Spread the Word (Nature of the Promotional Mix) |
| 7. Explain the role of demographics as it relates to hospitality management. | MP:035 Identify ways to segment hospitality and tourism markets (CS) | |
| 8. Describe market segmentation and meeting the needs of various target markets in the hospitality industry. | MP:003 Explain the concept of market and market identification (CS) MP:035 Identify ways to segment hospitality and tourism markets (CS) | LAP-MP-003 Have We Met? (Market Identification) |

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| 9. Explain the product and service mix for various types of hospitality businesses. | PM:081 Explain the concept of product in the hospitality and tourism industry (CS) PM:003 Explain the concept of product mix (SP) | LAP-PM-003 Mix and Match (The Nature of the Product Mix) |
| 10. Describe marketing strategies for the hospitality industry. | MP:041 Explain the use of marketing strategies in hospitality and tourism (SP) | |
| Knowledge Area B: Types of Hospitality Markets and Customers | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Define the impact that a conference/convention center has on the hospitality industry for a city or region. | PD:413 Explain the purpose and scope of the conventions and meetings industry (SP) | |
| 2. Describe the latest trends regarding the leisure traveler. (Eco/environmental, etc.) | NF:305 Describe current issues and trends in the hotel/lodging industry (SP) PD:404 Explain areas of specialization within the tour guide industry (e.g., historical, corporate, nature/eco, adventure, etc.) (SP) | |
| 3. Define the different hotel and motel types. | PD:357 Describe lodging accommodation types and classifications (SP) | |
| 4. Describe property wide amenities that meet the needs of the different target markets in the hospitality industry. | MK:028 Describe property features that influence customer appeal (SP) | |
| 5. Explain the difference between a full-service and a limited-service hotel. | PD:358 Describe levels of service in lodging establishments (SP) | |
| 6. Differentiate needs for various markets in the hospitality industry. | MP:035 Identify ways to segment hospitality and tourism markets (CS) | |

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| 7. Describe financial criteria for different target markets in the hospitality industry. | MP:035 Identify ways to segment hospitality and tourism markets (CS) | |
| 8. Analyze the importance of long-term hospitality relationships with other major industries and individuals. | CM:021 Explain the nature of affinity partner relationships (SP) | |
| 9. Describe incentives and rewards for long-term repeat individuals/groups in the hospitality industry. | | |
| 10. Describe the value of customer feedback in the hospitality industry as it relates to improvement to product and service. | | |
| Knowledge Area C: Hospitality Operation and Management Functions | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Select an accounting system using good accounting practices. | | |
| 2. Describe strategies and procedures for determining room rates and prices in the hotel industry. | PI:080 Explain considerations in hotel/lodging room pricing (SP) | |
| 3. Collect and interpret financial data to prepare financial statements such as balance sheet, income statement, cash flow projections and summary of sales and receipts. | FI:092 Prepare cash flow statements (MN) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN) | **Just for You! FI:149, Prepare income statements **Just for You! FI:393, Prepare balance sheets |

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| <p>4. Interpret data from financial statements to develop short- and long-term budgetary plans, to determine point of profitability and viability and to analyze cash flow forecast (i.e. RevPar)</p> | <p>FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN) FI:099 Develop company's/department's budget (MN) FI:102 Interpret financial statements (MN) FI:322 Determine product-line profitability (MN) FI:541 Interpret cash-flow statements (SP) FI:542 Monitor business's profitability (MN)</p> | <p>LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget) **Just for You! FI:102, Interpret financial statements **Just for You! FI:542, Monitor business's profitability</p> |
| <p>5. Describe basic purchasing procedures commonly used in the hospitality industry.</p> | <p>OP:015 Explain the nature and scope of purchasing (CS)</p> | <p>LAP-OP-015 Buy Right (Purchasing)</p> |
| <p>6. List different sources of financing available for purchasing a hospitality business.</p> | <p>EN:015 Describe processes used to acquire adequate financial resources for venture creation/start-up (ON) FI:031 Explain sources of financial assistance (ON)</p> | <p>**Just for You! FI:031, Explain sources of financial assistance</p> |
| <p>7. Discuss strategies for increasing occupancy rates.</p> | | |
| <p>8. Define occupancy rate and yield management in the hospitality industry.</p> | <p>FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)</p> | |
| <p>9. Explain the four basic functions of hospitality management (planning, organizing, implementing, controlling).</p> | <p>SM:001 Explain the concept of management (CS)</p> | <p>LAP-SM-001 Manage This! (Concept of Management)</p> |

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| 10. Describe the importance of planning and forecasting for the hospitality industry. | SM:063 Discuss the nature of managerial planning (SP) | |
| 11. Analyze the importance of having good hospitality personnel to support meetings, events, and lodging for the customer. | | |
| 12. Explain the importance of strategic planning and synergy for successful management of hospitality events. | SM:063 Discuss the nature of managerial planning (SP) | |
| 13. Describe the leadership characteristics and human relations skills that help managers influence employees to perform at a higher level. | SM:001 Explain the concept of management (CS) | LAP-SM-001 Manage This! (Concept of Management) |
| Knowledge Area D: Customer Service in the Hospitality Industry | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Describe in-room hotel amenities and explain why they are important to guests. | SE:491 Acquire knowledge of property capacity/amenities (CS) | |
| 2. Describe property wide hotel amenities and explain why they are important to guests. | MK:028 Describe property features that influence customer appeal (SP) SE:491 Acquire knowledge of property capacity/amenities (CS) | |
| 3. Determine, maintain, and improve the marketing mix (product, price, place and promotion.) | MP:018 Develop marketing plan (MN) MP:049 Evaluate marketing strategies (MN) | **Just for You! MP:018, Develop marketing plan |
| 4. Apply strategies for determining and adjusting prices to maximize on return and meet customer’s perceptions of value. | PI:007 Set prices (MN) PI:008 Adjust prices to maximize profitability (MN) | **Just for You! PI:007, Set prices |

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| <p>5. Develop and deliver effective customer relation skills in order to provide good customer service.</p> | <p>CR:004 Demonstrate a customer service mindset (CS) CR:055 Deliver positive moments of truth (CS)</p> | <p>LAP-CR-004 Set Your Mind to It (Customer Service Mindset)</p> |
| <p>6. Establish effective selling philosophies in order to develop customer loyalty and profitability.</p> | <p>SE:518 Plan sales strategy (SP)</p> | |
| <p>7. Explain typical rating systems used in the lodging business.</p> | | |
| <p>8. Conduct research to determine customer needs and wants in the hospitality industry.</p> | <p>SE:500 Determine hospitality and tourism customer/guest needs (CS)</p> | |
| <p>9. Gather and evaluate marketing information to make hospitality business decisions.</p> | <p>NF:284 Obtain business information from customer databases (CS) NF:286 Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (SP)</p> | |
| <p>9. Analyze the characteristics, motivations, and behaviors of hospitality consumers.</p> | <p>MK:014 Explain factors that influence customer/client/business buying behavior (SP) SE:112 Differentiate between consumer and organizational buying behavior (SP) MK:029 Explain factors that influence customer selection of food places and menu items (SP) MK:032 Explain reasons that people travel (CS) MK:033 Describe reasons that people choose destinations (CS) SE:509 Discuss motivations of travelers (SP)</p> | <p>LAP-MK-014 Cause and Effect (Buying Behavior)</p> |

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| Knowledge Area E: Human Resource Management in the Hospitality Industry | MBA Research Performance Indicators | LAPs |
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| Objectives | | |
| 1. Explain basic activities for front-of-the-house and back-of-the-house operations in a hotel. | PD:360 Explain the nature of front office operations (SP) PD:362 Explain the nature of back-of-the house operations (SP) | |
| 2. Identify various types of employee compensation and recognition. | HR:390 Discuss employee compensation (SU) | |
| 3. Evaluate the effects of employee absenteeism, errors or other negative employee behaviors on business productivity. | HR:452 Explain labor-relations issues (SP) | |
| 4. Plan, develop and implement employee orientation and training programs. | HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU) HR:392 Train staff (SU) HR:447 Develop training program (MN) | **Just for You! HR:360, Orient new employees |
| 5. Develop an employee recruitment plan designed to identify and hire qualified employees. | HR:421 Develop strategies to market the organization to potential employees (MN) | |
| 6. Describe the salary and fringe benefit package that will attract the best employees to the hospitality industry. | HR:390 Discuss employee compensation (SU) HR:468 Determine components of total rewards system (MN) | |
| 7. Develop a plan for evaluation of employee performance and productivity. | HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system (MN) | |

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| 8. Develop separation, termination and transition procedures for processing employee personnel actions. | | |
| 9. Plan and manage work schedules and personnel to maximize operations. | HR:566 Schedule staff (SU) | |
| 10. Describe safe working conditions in the hospitality industry to include OSHA Guidelines. | BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU) | |
| 11. Identify and explore career opportunities to create a professional growth and development plan. | PD:272 Explain career opportunities in hospitality and tourism (CS) | LAP-PD-272 Career Opportunities in Hospitality and Tourism |
| 12. Exhibit positive work behaviors and personal qualities to enhance the work environment. | EI:004 Demonstrate ethical work habits (PQ) | LAP-EI-004 Work Right (Demonstrating Ethical Work Habits) |
| 13. Motivate and supervise personnel to achieve completion of projects and company goals. | HR:401 Ensure staff understanding of responsibilities, duties, functions, and authority levels (SU) HR:567 Coordinate efforts of service teams to achieve customer service goals (MN) | |
| 14. Develop an organizational chart with staffing/human resource plans including job descriptions and recruitment techniques. | SM:032 Develop an organizational plan for human resources (MN) HR:518 Develop job descriptions and profiles (MN) | |
| 15. Identify ways to improve employee morale and customer satisfaction. | | |

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| 16. Identify basic principles of organized labor and describe its influence on the hospitality industry. | EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP) EC:053 Describe the impact of unions on the event industry (SP) | LAP-EC-915 Get United (Organized Labor) |
| 17. Explain the impact of equal employment opportunity and affirmative action on the hospitality industry. | HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP) | |
| 18. Identify personal characteristics of effective employees within the hospitality industry. | EI:090 Describe personal traits important to success in hospitality and tourism (PQ) | |
| 19. Identify global factors affecting the future of the hospitality workforce. | EC:101 Explain labor issues associated with global trade (SU) | |
| 20. Identify technology and other factors affecting the future hospitality workforce. | NF:060 Explain ways that technology impacts the hospitality and tourism industry (PQ) | |
| Knowledge Area F: Legal Issues, Financial Management, and Budgeting for the Hospitality Industry | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Describe the type of liability insurance needed in the hospitality industry. | PD:328 Explain the nature of commercial liability insurance (SP) FI:793 Explain the need for event insurance (SP) | |
| 2. Describe accommodations that meet ADA standards. | BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU) | |

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| 3. Interpret the information found on financial statements in the hospitality industry. | FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) | LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements) |
| 4. Explain the relationship between occupancy rate and budget for a hospitality venue. | FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN) | |
| 5. Explain rack rates, business rates, and leisure rates in the hospitality industry. | FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN) | |
| 6. Demonstrate knowledge of social, ethical and legal issues of the hospitality industry. | PD:400 Discuss the role of ethics in hospitality and tourism (SP) BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP) | |
| 7. Explain the legal aspects of contracts in the hospitality industry. | BL:168 Distinguish between letters of agreement and contracts (SP) BL:169 Explain the use of hotel management contracts (SP) | |
| 8. Apply legal interpretations to employee situations, retention of records, safety and security issues and financial data. | | |
| 9. Demonstrate knowledge of consumer protection laws. | BL:135 Describe the rights of customers in the hospitality and tourism industry (SP) | |

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| 10. Develop procedures for the legal review of documents and procedures, such as contracts. | | |
| 11. Analyze the impact of Federal, State and Local government regulations on the hospitality industry. | BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP) | |
| 12. Implement safety, health, and environmental controls to minimize loss and risk. | OP:660 Monitor group’s activities to ensure compliance with safety regulations (CS) OP:541 Enhance guest safety through access control procedures (MN) OP:543 Develop safety policies/procedures to prevent sanitation problems (MN) OP:134 Practice safe and sanitary handling/disposal of wastes/recyclables (PQ) | |
| 13. Identify reasons for liability insurance and disclaimers in the hospitality industry. | | |
| 14. Analyze the importance of guest security and anonymity in the hospitality industry. | OP:115 Explain security considerations in the hospitality and tourism industry (CS) OP:518 Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (SP) OP:545 Explain hotel security considerations (SP) OP:546 Use key-control measures to protect guests (SP) | |

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| Knowledge Area G: Current Hospitality Industry Trends | MBA Research Performance Indicators | LAPs |
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| Objectives | | |
| 1. Describe the impact of technology on the reservation business/process. | NF:301 Discuss online guest reservation systems (SP) | |
| 2. Describe the latest trends and technologies affecting business travelers. | NF:305 Describe current issues and trends in the hotel/lodging industry (SP) NF:319 Identify issues and trends in travel and tourism (SP) | |
| 3. Describe the latest trends affecting leisure | NF:048 Describe current issues and trends in the hospitality and tourism industry (SP) | |
| 4. Describe how advances in technology allow the hospitality industry to keep up-to-date customer records. | NF:060 Explain ways that technology impacts the hospitality and tourism industry (PQ) | |
| 5. Explain hospitality industry processes for the collection of customer database information. | NF:279 Explain the need for hospitality and tourism business information (CS) | |
| 6. Describe advances in technology that benefit hotel guests. the latest technology available to hotel guests. | NF:305 Describe current issues and trends in the hotel/lodging industry (SP) | |
| Knowledge Area H: Environmental, Ethical, and Global Issues for the Hospitality Industry | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Identify factors that encourage influence global tourism. | MK:034 Describe factors influencing customer willingness to travel to a destination (SP) | |
| 2. Explain special considerations for international travelers. | | |

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| 3. Describe the importance of global travel. | MP:047 Explain segments of the tour market (e.g., mode of transport, distance to destination, length of vacation, travel season, etc.) (SP) | |
| 4. Apply ethical conduct in dealing with international business transactions. | PD:400 Discuss the role of ethics in hospitality and tourism (SP) | |
| 5. Describe environmentally sound practices regarding guests in the hospitality industry. | OP:658 Identify environmental sustainability issues in hospitality and tourism (SP) | |
| 6. Describe environmentally sound practices for hospitality industry properties. | OP:658 Identify environmental sustainability issues in hospitality and tourism (SP) | |
| 7. Exhibit ethical and legal social behaviors when using information and technology in the hospitality industry and discuss the consequences of misuse. | PD:400 Discuss the role of ethics in hospitality and tourism (SP) BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP) | |
| 8. Apply a professional code of ethics to a workplace problem or issue. | EI:125 Recognize and respond to ethical dilemmas (CS) | LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas) |
| 9. Explain the relationship of business ethics to product/service management. | PM:040 Explain business ethics in product/service management (SP) | LAP-PM-040 Safe and Sound (Ethics in Product/Service Management) |
| 10. Describe the role of ethics and social responsibility on decision making in the hospitality industry. | PD:400 Discuss the role of ethics in hospitality and tourism (SP) EC:070 Explain the role of business in society (CS) | LAP-EC-070 Business Connections (Business and Society) |
| 11. Explain lodging and tourism taxes imposed by states, and counties. | FI:799 Discuss lodging tax structures (SP) BL:177 Describe the nature of tax regulations affecting tourism (SP) | |

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| 12. Identify current laws and regulations that impact the hospitality industry. | BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP) | |
| 13. Explain the ripple direct and indirect effect of tourism dollars. | PD:417 Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (SP) | |
| 14. Demonstrate the economic impact of tourism on a state’s economy. | PD:417 Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (SP) | |
| 15. Explain the economic role played by the hospitality industry in satisfying customer needs and wants in a free enterprise system. | EC:136 Explain the relationship between the economy and hospitality and tourism (SP) | |
| 16. Explain the importance of monitoring economic trends in the hospitality industry as it relates to sales strategies for different economic cycles. | EC:136 Explain the relationship between the economy and hospitality and tourism (SP) | |
| Knowledge Area I: Hotel Sales Process | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Explain strategies for increasing sales in the hospitality industry as it relates to rooms, commodities, attractions etc. | MP:041 Explain the use of marketing strategies in hospitality and tourism (SP) | |
| 2. Describe the impact of internet sales on the hospitality industry. | OP:555 Describe distribution systems used in lodging (e.g., global distribution systems [GDS], intersell agencies, property direct reservation channels, central reservation system, affiliate and non-affiliate networks, internet, etc.) (CS) | |

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| | NF:301 Discuss online guest reservation systems (SP) | |
| 3. Identify markets for potential group sales. | MP:035 Identify ways to segment hospitality and tourism markets (CS) | |
| 4. List sales strategies for event marketing as it relates to business. | MP:001 Explain the concept of marketing strategies (CS) MP:041 Explain the use of marketing strategies in hospitality and tourism (SP) | LAP-MP-001 Pick the Mix (Nature of Marketing Strategies) |
| 5. List sales strategies as it relates to leisure/industrial customers. | MP:041 Explain the use of marketing strategies in hospitality and tourism (SP) | |
| 6. Apply the steps of the sales process in the hospitality industry. | SE:499 Establish relationship with hospitality and tourism customer/guest (CS) SE:500 Determine hospitality and tourism customer/guest needs (CS) SE:221 Recommend hospitality and tourism services (SP) | |
| 7. Describe different sales promotions used in the lodging industry. | PR:443 Explain considerations in designing sales-promotion materials for use in travel and tourism (SP) | |
| 8. Identify successful strategies for the hospitality industry that are designed to generate repeat business. | | |
| 9. Explain how sales efforts are tied to personal service. | SE:076 Explain the role of customer service as a component of selling relationships (CS) | LAP-SE-076 Go Beyond the Sale (Customer Service in Selling) |
| 10. Identify characteristics of an effective salesperson as it relates to the sale, communication after the sale and follow up in the hospitality industry. | | |

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| 11. Identify customer prospecting strategies for the hospitality industry. | SE:001 Prospect for customers (SP) | LAP-SE-001 Digging for Sales (Prospecting for Customers) |
| 12. Describe elements of the hospitality sales contract. | BL:168 Distinguish between letters of agreement and contracts (SP) | |
| 13. Describe effective strategies for servicing hospitality meetings and hotel individual guests. | CR:067 Explain the importance of meeting and exceeding customer/guest expectations (CS) | |
| 14. Describe sales strategies for economic downturns. | | |
| Knowledge Area J: Manage the Strategic Plan for a Meeting or Event | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Develop a mission statement to specify the purpose, philosophy, and target markets for the event. | PJ:017 Determine event vision, mission, and goals (MN) MP:043 Identify event market segments (SP) | |
| 2. Create goal statements to specify how the event will achieve its mission. | PJ:017 Determine event vision, mission, and goals (MN) | |
| 3. Work with, communicate, and understand the event stakeholder goals. | PJ:018 Identify event’s stakeholders and their concerns (MN) PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN) | |
| 4. Conduct surveys or evaluations to improve future events. | PJ:079 Document lessons learned (MN) | |
| 5. Understand the value of networking with resource people involved with previous hosting and event organization committees. | | |
| 6. Develop a profile of potential attendees. | MP:044 Develop event participant profile (SP) | |

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| <p>7. Identify the planning cycle, sponsorship opportunities, human resources needs, and marketing for an event.</p> | <p>PJ:011 Explain the nature of event planning (SP) PJ:021 Determine sponsorship/vendor goals and objectives (MN) HR:558 Determine staffing needs for events (SP) MK:024 Explain the nature of event marketing (CS)</p> | |
| <p>8. Compile financial information using balance sheets, income statements, cash flow statements, and break-even analysis.</p> | <p>FI:795 Develop event budget (SP) FI:796 Forecast revenue (MN) FI:797 Determine economic impact of events (MN) PI:072 Determine cost of event (breakeven, profit margin) (MN)</p> | |
| <p>9. Compare the meeting event progress to the mission statement, goals, and objectives.</p> | | |
| <p>10. Monitor cash flow to determine financial standing.</p> | | |
| <p>11. List professional assistance available for financial management of an event.</p> | | |
| <p>12. Review evaluations and feedback from previous events.</p> | <p>PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)</p> | |
| <p>13. Determine short- and long-term impacts of events.</p> | <p>FI:797 Determine economic impact of events (MN)</p> | |

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| <p>14. Comply with legislation (environmental, local zoning, human rights, health, and safety, labor).</p> | <p>ECI053 Describe the impact of unions on the event industry (SP) PJ:036 Identify health and safety requirements (SP) PJ:038 Determine event’s required contracts, licenses, and intellectual property use restrictions (SP)</p> | |
| <p>15. Integrate environmental awareness into meeting or event management.</p> | | |
| <p>16. Apply conservation practices (reduce energy, reduce water consumption, minimize pollution.</p> | | |
| <p>17. Measure the value of a business or entertainment event.</p> | <p>FI:797 Determine economic impact of events (MN)</p> | |
| <p>18. Develop an event evaluation plan.</p> | <p>PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN) PJ:023 Establish event evaluation process (MN)</p> | |
| <p>19. Collect and understand critical benchmarks for an event.</p> | <p>PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN)</p> | |
| <p>20. Evaluate collected event information success or failure.</p> | <p>PJ:077 Determine whether goals/objectives were met (MN)</p> | |
| <p>21. Develop a summary report to evaluate the event and plan for future events.</p> | <p>PJ:079 Document lessons learned (MN)</p> | |

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| 22. Explain a risk management strategy for event management. | | |
| 23. Identify risk associated with events that require insurance. | RM:098 Identify risks to successful event execution (SP) | |
| 24. Prepare risk management strategies for events. | RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) RM:100 Determine risk management plan (MN) | |
| Knowledge Area K: Project Management | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Develop a project plan for an event. | PJ:053 Develop event plan (MN) | |
| 2. Identify target markets, event planning tools (Gantt chart, software, etc.), stakeholder requirements, and processes to deliver the event. | MP:043 Identify event market segments (SP) MP:044 Develop event participant profile (SP) NF:130 Utilize project-management software (SP) PJ:018 Identify event’s stakeholders and their concerns (MN) | |
| 3. Review previous event plans. | PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP) | |
| 4. Identify financial, material, and staff resources available for an event. | PJ:025 Identify resources needed for event (SP) HR:558 Determine staffing needs for events (SP) | |
| 5. Develop a theme, marketing plan, and public relations plan for an event. | PR:405 Plan a public-relations strategy (MN) | |

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| 6. Explain branding for an event. | PM:288 Explain the nature of event branding (SP) | |
| 7. Determine event stakeholders' expectations. | PJ:018 Identify event's stakeholders and their concerns (MN) | |
| 8. Explain the brainstorming process for developing an event. | | |
| 9. Select cost effective strategies to carry out events. | | |
| 10. Identify specific, realistic, measurable and achievable tasks and phases required to meet event objectives. | | |
| 11. Develop an integrated communication plan for an event. | PJ:046 Develop marketing communications plan (MN) | |
| 12. Explain data collection and reporting procedures for events. | NF:297 Use event-management tools to monitor and communicate event planning progress (SP) | |
| 13. Design event participant evaluation forms and use the feedback to improve future events. | | |
| Knowledge Area L: Manage the Event | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Identify specific tasks and projects required to achieve the mission, goals, and objectives of an event. | PJ:053 Develop event plan (MN) | |
| 2. Prioritize tasks and projects required for an event. | PJ:053 Develop event plan (MN) | |

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| 3. Set critical event timelines. | PJ:034 Determine event planning timeline (SP) PJ:047 Develop event production schedule (MN) PJ:052 Create event milestone schedule (MN) | |
| 4. Delegate tasks to specific individuals or groups based on skills or areas of expertise. | HR:559 Develop staffing plan to meet predicted demand (MN) | |
| 5. Explain key elements of event contracts. | PJ:038 Determine event’s required contracts, licenses, and intellectual property use restrictions (MN) | |
| 6. Negotiate contracts that are beneficial for all parties involved. | PI:075 Negotiate venue charges (MN) PI:076 Negotiate hotel/lodging rates and amenities (MN) PI:077 Negotiate tour packages and participant activity charges (MN) | |
| 7. Develop a sequence of activities for an event. | OP:532 Coordinate design of event-related activities (SP) PJ:052 Create event milestone schedule (MN) | |
| 8. Implement risk management techniques and strategies to minimize disruption to event attendees. | RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) RM:100 Determine risk management plan (MN) | |
| 9. Explain all event procedures to personnel working the event. | HR:560 Orient volunteers (SU) | |
| 10. Maintain flow/sequence of activities during and event. | | |

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| Knowledge Area M: Hospitality Marketing Concepts | MBA Research Performance Indicators | LAPs |
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| Objectives | | |
| 1. Explain risk management for an event. | SM:075 Explain the nature of risk management (SP) | LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) |
| 2. Identify risks associated with an event. | RM:098 Identify risks to successful event execution (SP) | |
| 3. Determine scope and nature of legal, ethical, and regulatory obligations associated with an event. | BL:165 Describe legal issues affecting the event management industry (SP) | |
| 4. Describe insurance needed to cover an event. | FI:793 Explain the need for event insurance (SP) | |
| 5. Determine what is exposed to damage, loss or liability (property, persons, cash, reputation, environment) | RM:098 Identify risks to successful event execution (SP) | |
| 6. Describe unexpected events. | RM:098 Identify risks to successful event execution (SP) | |
| 7. Define risk management for an event. | RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) | |
| 8. List options to cover event risks. | RM:100 Determine risk management plan (MN) | |
| 9. Identify health and safety requirements associated with an event. | PJ:036 Identify health and safety requirements (SP) | |
| 10. Establish risk management policies and procedures. | RM:100 Determine risk management plan (MN) | |

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| 11. Develop emergency response plans. | RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) | |
| 12. Explain the need for law enforcement security at an event. | | |
| Knowledge Area N: Develop Financial Resources | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Explain the sponsorship process for an event. | | |
| 2. Describe sponsorship levels. | PJ:021 Determine sponsorship/vendor goals and objectives (MN) | |
| 3. Gain support of key stakeholders for the proposed sponsorship arrangements. | | |
| 4. Identify potential sponsors. | PR:399 Describe participation factors evaluated by event sponsors/speakers (SP) | |
| 5. Explain sponsor benefit packages. | PR:404 Create sponsorship package materials (MN) | |
| 6. Explain the importance of maintaining relationships with sponsors. | | |
| 7. Manage contractual fulfillment by event sponsors | PJ:063 Confirm vendors/speakers/sponsors/transportation (SP) | |
| 8. Identify potential donors and donor opportunities. | | |
| 9. Determine the need for donor recognition. | | |

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| 10. Describe the procedure for soliciting donors. | CO:211 Solicit event sponsors/vendors/speakers (SP) | |
| 11. Manage the event registration process. | PJ:035 Determine event registration process (SP) PJ:066 Maintain registration area (CS) | |
| Knowledge Area O: Manage the Event Budget | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Develop budget categories and format. | FI:794 Describe the nature of event budgeting (SP) FI:795 Develop event budget (SP) | LAP-FI-106 Money Tracks (Nature of Budgets) |
| 2. Determine potential sources of revenue (grants, sponsorships, registration, exhibitor fees). | FI:796 Forecast revenue (MN) | |
| 3. Allocate budget amounts for event activities. | PJ:051 Set event budget (MN) | |
| 4. Establish a contingency plan and funds for the events. | RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) | |
| 5. Specify fixed and variable costs for an event. | PJ:051 Set event budget (MN) | |
| 6. Determine profit requirements for an event. | PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN) PI:072 Determine cost of event (breakeven, profit margin) (MN) | |
| 7. Collect and analyze information related to current market conditions. | | |

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| 8. Explain cash flow requirements for an event. | PI:072 Determine cost of event (breakeven, profit margin) (MN) | |
| 9. Explain why budgets must be reviewed and adjusted. | FI:794 Describe the nature of event budgeting (SP) | |
| 10. Revise or reallocate funds to cover unexpected expenditures or revenues. | | |
| 11. Describe security procedures for handling cash at an event. | | |
| 12. Communicate policies and procedures to staff and volunteers for an event to prevent theft. | | |
| Knowledge Area P: Human Resources | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Develop selection process for staff. | | |
| 2. Describe employment conditions. | | |
| 3. Explain a job description and job requirements. | | |
| 4. Explain the methods to recruit target groups. | | |
| 5. Evaluate and adjust the interview process to select the best employees. | HR:355 Interview job applicants (SU) | |
| 6. Understand labor laws. | BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU) | |
| 7. Use effective interview protocols. | HR:355 Interview job applicants (SU) | |

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| 8. Explain the reference check for potential employees. | | |
| 9. Communicate with all individuals who apply for a position. | | |
| 10. Select and retain the best employees. | HR:356 Select and hire new employees (SU) | **Just for You! HR:356, Select and hire new employees |
| Knowledge Area Q: Train and Manage Staff and Volunteers | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Describe employee orientation. | HR:560 Orient volunteers (SU) | |
| 2. Develop an employee training program. | | |
| 3. Assess employee training needs. | | |
| 4. Describe orientation and employee training procedures. | HR:560 Orient volunteers (SU) | |
| 5. List the best strategies for delivering employee training. | HR:362 Explain the role of training and human resources development (SU) | **Just for You! HR:362, Explain the role of training and human resources development |
| 6. Determine successful training results. | | |
| 7. Create a job description. | | |
| 8. Describe strategies to motivate employees and volunteers. | HR:561 Coach volunteers (SU) | |
| 9. Design strategies to maximize employee and volunteer retention. | HF:513 Foster employee engagement and commitment (SU) | |
| 10. Define the purpose of the event management team. | | |
| 11. Determine performance indicators to evaluate employee performance. | | |

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| 12. Design exit interviews to determine the reason for employee turnover. | HR:512 Manage employee turnover (HR) | |
| Knowledge Area R: Manage Stakeholder Relationships | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Identify internal and external event stakeholders | PJ:018 Identify event’s stakeholders and their concerns (MN) | |
| 2. Describe the desired impact of an event. | PJ:017 Determine event vision, mission, and goals (MN) | |
| 3. Prioritize stakeholders according to power, influence, and interest. | | |
| 4. Recognize and integrate varied interests and goals of stakeholders | PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN) | |
| 5. Develop a code of ethics including customer rights. | | |
| 6. Determine the best channels of communication for stakeholders. | | |
| 7. Monitor activities, products, and services offered by competitors. | | |
| 8. Ensure staff understands expectations of stakeholders. | | |
| Knowledge Area S: Design the Program | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Create a mission statement, goals, and objectives for an event. | PJ:017 Determine event vision, mission, and goals (MN) | |
| 2. Determine program components for the event. | | |

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| 3. Evaluate previous year's event. | PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP) | |
| 4. Identify the desired program components (speakers, entertainment, attractions, activities, etc.) | PJ:059 Select speakers/performers (MN) PR:408 Determine event-related activities to engage participants (SP) | |
| 5. Communicate event needs with speakers and entertainers. | | |
| 6. Match program format and outcomes to stakeholder objectives. | PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN) | |
| 7. Determine location and duration requirements for each event component. | | |
| 8. Create a program agenda. | | |
| 9. Assign agenda items to appropriate staff. | | |
| 10. Create agenda contingency plans. | RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) | |
| Knowledge Area T: Engage Speakers and Performers | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Determine the role of speakers and performers for an event. | | |
| 2. Match the speakers and performers to audience demographics. | PJ:059 Select speakers/performers (MN) PJ:043 Establish speaker/performer selection criteria (MN) | |
| 3. Create the speaker/performer contract. | | |
| 4. Communicate event expectations to the speaker/performer. | | |

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| 5. Determine the logistics for the speaker/performer at the event. | PJ:063 Confirm vendors/speakers/sponsors/ transportation (SP) | |
| Knowledge Area U: Food and Beverage Sales | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Determine food and beverage service requirements. | Pj:037 Identify food and beverage requirements (SP) | |
| 2. Offer menus that meet the customer’s dietary and budgetary needs. | PM:311 Plan menu mix (MN) | |
| 3. Plan the appropriate food service style. | | |
| 4. Select food and beverage providers. | | |
| 5. Follow rules regarding alcohol sales, group size, security requirements. | | |
| 6. Identify room set up. | PJ:031 Define conference room/banquet room requirements (SP) | |
| 7. Address liability and insurance requirements. | FI:793 Explain the need for event insurance (SP) | |
| Knowledge Area V: Meeting Design and Layout | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Establish functional requirements for the event. | PJ:039 Determine site selection criteria (SP) | |
| 2. Select décor and furnishings for the event. | PJ:041 Select event decor (SP) | |
| 3. Coordinate meeting or event signage. | PR:407 Select event signage (SP) | |
| 4. Determine requirements for staging and technical equipment. | | |

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| 5. Describe the role of meeting set-up companies. | | |
| 6. Install staging and technical equipment. | | |
| 7. Manage and oversee technical production operation. | | |
| Knowledge Area W: Managing Movement of Attendees | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Develop admittance credential systems. | | |
| 2. Select crowd management techniques. | PJ:045 Develop crowd-management plan (MN) | |
| 3. Understand event protocol (titles, invitations, reception room, seating arrangements, introductions, security) | | |
| Knowledge Area X: Event Site Selection and Management | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Determine site specifications. | PJ:039 Determine site selection criteria (SP) PJ:057 Complete room specification sheets (SP) PJ:058 Document functional site specifications (SP) | |
| 2. Identify and inspect sites. | | |
| 3. Design the site layout. | PJ:040 Determine site layout (SP) | |
| 4. Create logistics action plan for site set-up and take-down. | PJ:057 Complete room specification sheets (SP) | |

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| | PJ:058 Document functional site specifications (SP) | |
| 5. Set up the site. | PJ:061 Set up banquet/conference rooms (CS) | |
| 6. Monitor the site during the event. | PJ:071 Monitor event areas (SP) | |
| 7. Take down the site. | PJ:075 Tear down event areas (banquet rooms, meeting rooms, tents, temporary seating, staging, carpeting, etc.) (CS) | |
| Knowledge Area Y: Marketing the Event | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Conduct a situational analysis. | PJ:013 Explain the role of situation analysis in the event planning process (SP) | |
| 2. Define target market segments. | MP:043 Identify event market segments (SP) | |
| 3. Develop branding for an event. | PM:292 Create brand (MN) | |
| 4. Select marketing distribution channels. | | |
| 5. Develop an integrated marketing strategy for the event. | MP:018 Develop marketing plan (MN) | **Just for You! MP:018, Develop marketing plan |
| 6. Implement the marketing plan. | | |
| 7. Determine needed marketing materials for an event. | | |
| 8. Develop content and design parameters for an event. | OP:533 Coordinate design of event-related materials (SP) | |
| 9. Produce marketing materials for an event. | | |
| 10. Develop the advertising plan for an event. | | |
| 11. Coordinate sales promotions for events. | | |
| 12. Tie the event to a public relations campaign. | PR:405 Plan a public-relations strategy (MN) | |

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| 13. Develop a media relations plan for an event. | | |
| 14. Develop the sales plan for the event. | | |
| 15. Conduct sales activities. | | |
| 16. Determine different sales platforms for events. | | |
| Knowledge Area Z: Communication and Professionalism | MBA Research Performance Indicators | LAPs |
| Objectives | | |
| 1. Define the effective elements of communication. | EI:007 Explain the nature of effective communications (PQ) | LAP-EI-140 More Than Just Talk (Effective Communication) |
| 2. Establish lines of communication for effective events. | | |
| 3. Define communication procedures and protocols. | | |
| 4. Communicate verbally and in writing. | EI:129 Foster open, honest communication (SP) | LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication) |
| 5. Use communication tools/equipment effectively. | | |
| 6. Make effective presentations. | CO:025 Make oral presentations (SP) | LAP-CO-025 Well Said! (Making Oral Presentations) |
| 7. Plan and conduct meetings. | CO:052 Conduct planning meetings (SU) | |
| 8. Establish and conduct business relationships. | EI:037 Foster positive working relationships (CS) | LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships) |
| 9. Project a professional image. | | |

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| 10. Describe effective leadership. | EI:009 Explain the concept of leadership (CS) | LAP-EI-909 Lead the Way (Concept of Leadership) |
| 11. Demonstrate ethical behavior. | EI:125 Recognize and respond to ethical dilemmas (CS) | LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas) |
| 12. Work effectively in a diverse environment. | | |
| 13. Define time management. | PD:019 Use time-management skills (SP) | LAP-PD-019 About Time (Time Management) |
| 14. List stress management techniques. | EI:028 Explain the nature of stress management (SP) | LAP-EI-028 Keep Your Cool (Stress Management) |
| 15. Identify issues and assess time constraints. | PD:019 Use time-management skills (SP) | LAP-PD-019 About Time (Time Management) |
| 16. Identify and investigate problems | PD:077 Demonstrate problem-solving skills (CS) | LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills) |
| 17. Participate in professional development activities. | PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP) | |

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