

Hospitality and Tourism Career Cluster Career Cluster
The Business of Entertainment, Sports, and Event Management
Course Number: 08.48600

Course Description:

Students will focus on the business principles of the sports, entertainment and event management industries. They will be introduced to the variety of career opportunities such as ticket sales, accounting, event promoter, event management or representing a professional athlete or team. Students will develop analytical, critical thinking, and problem-solving skills that industry employers are looking for. Innovative instruction from professionals and collaborative learning will enhance their experience. Additionally, students' learning experiences will be enhanced by the integration of project-based learning and hands-on activities such as learning to use widely recognized software programs in the hospitality and tourism industry.

Professional communication skills and practices, problem-solving, ethical, and legal issues, and the impact of effective presentation skills are enhanced in this course to prepare students to be college and career ready. Employability skills are integrated into activities, tasks, and projects throughout the course standards to demonstrate the skills required by business and industry. Competencies in the co-curricular student organizations are integral components of both the employability skills standards and content standards for this course.

Entertainment, Sports, and Event Management is the second course in the Entertainment, Sports, and Event Management pathway in the Hospitality and Tourism career cluster. Students enrolled in this course should have successfully completed the Hospitality, Recreation, and Tourism Essentials course.

Course Standard 1

MKT-ESEM-1

The following standard is included in all CTAE courses adopted for the Career Cluster/Pathways. Teachers should incorporate the elements of this standard into lesson plans during the course. The topics listed for each element of the standard may be addressed in differentiated instruction matching the content of each course. These elements may also be addressed with specific lessons from a variety of resources. This content is not to be treated as a unit or separate body of knowledge but rather integrated into class activities as applications of the concept.

Standard: Demonstrate employability skills required by business and industry.

The following elements should be integrated throughout the content of this course.

1.1 Communicate effectively through writing, speaking, listening, reading, and interpersonal abilities.

Person-to-Person Etiquette	Telephone and Email Etiquette	Cell Phone and Internet Etiquette	Communicating At Work	Listening
Interacting with Your Boss	Telephone Conversations	Using Blogs	Improving Communication Skills	Reasons, Benefits, and Barriers
Interacting with Subordinates	Barriers to Phone conversations	Using Social Media	Effective Oral Communication	Listening Strategies
Interacting with Co-workers	Making and Returning Calls		Effective Written Communication	Ways We Filter What We Hear
Interacting with Suppliers	Making Cold Calls		Effective Nonverbal Skills	Developing a Listening Attitude
	Handling Conference Calls		Effective Word Use	Show You Are Listening

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	Handling Unsolicited Calls		Giving and Receiving Feedback	Asking Questions
				Obtaining Feedback
				Getting Others to Listen

Nonverbal Communication	Written Communication	Speaking	Applications and Effective Résumés
Communicating Nonverbally	Writing Documents	Using Language Carefully	Completing a Job Application
Reading Body Language and Mixed Messages	Constructive Criticism in Writing	One-on-One Conversations	Writing a Cover Letter
Matching Verbal and Nonverbal communication		Small Group Communication	Things to Include in a Résumé
Improving Nonverbal Indicators		Large Group Communication	Selling Yourself in a Résumé
Nonverbal Feedback		Making Speeches	Terms to Use in a Résumé
Showing Confidence Nonverbally		Involving the Audience	Describing Your Job Strengths
Showing Assertiveness		Answering Questions	Organizing Your Résumé
		Visual and Media Aids	Writing an Electronic Résumé
		Errors in Presentation	Dressing Up Your Résumé

1.2 Demonstrate creativity by asking challenging questions and applying innovative procedures and methods.

Teamwork and Problem Solving	Meeting Etiquette
Thinking Creatively	Preparation and Participation in Meetings
Taking Risks	Conducting Two-Person or Large Group Meetings
Building Team Communication	Inviting and Introducing Speakers
	Facilitating Discussions and Closing
	Preparing Visual Aids
	Virtual Meetings

1.3 Exhibit critical thinking and problem-solving skills to locate, analyze and apply information in career planning and employment situations.

Problem Solving	Customer Service	The Application Process	Interviewing Skills	Finding the Right Job
Transferable Job Skills	Gaining Trust and Interacting with Customers	Providing Information, Accuracy and Double Checking	Preparing for an Interview	Locating Jobs and Networking
Becoming a Problem Solver	Learning and Giving Customers What They Want	Online Application Process	Questions to Ask in an Interview	Job Shopping Online
Identifying a Problem	Keeping Customers Coming Back	Following Up After Submitting an Application	Things to Include in a Career Portfolio	Job Search Websites
Becoming a Critical Thinker	Seeing the Customer's Point	Effective Résumés:	Traits Employers are Seeking	Participation in Job Fairs

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Managing	Selling Yourself and the Company	Matching Your Talents to a Job	Considerations Before Taking a Job	Searching the Classified Ads
	Handling Customer Complaints	When a Résumé Should be Used		Using Employment Agencies
	Strategies for Customer Service			Landing an Internship
				Staying Motivated to Search

1.4 Model work readiness traits required for success in the workplace including integrity, honesty, accountability, punctuality, time management, and respect for diversity.

Workplace Ethics	Personal Characteristics	Employer Expectations	Business Etiquette	Communicating at Work
Demonstrating Good Work Ethic	Demonstrating a Good Attitude	Behaviors Employers Expect	Language and Behavior	Handling Anger
Behaving Appropriately	Gaining and Showing Respect	Objectionable Behaviors	Keeping Information Confidential	Dealing with Difficult Coworkers
Maintaining Honesty	Demonstrating Responsibility	Establishing Credibility	Avoiding Gossip	Dealing with a Difficult Boss
Playing Fair	Showing Dependability	Demonstrating Your Skills	Appropriate Work Email	Dealing with Difficult Customers
Using Ethical Language	Being Courteous	Building Work Relationships	Cell Phone Etiquette	Dealing with Conflict
Showing Responsibility	Gaining Coworkers' Trust		Appropriate Work Texting	
Reducing Harassment	Persevering		Understanding Copyright	
Respecting Diversity	Handling Criticism		Social Networking	
Making Truthfulness a Habit	Showing Professionalism			
Leaving a Job Ethically				

1.5 Apply the appropriate skill sets to be productive in a changing, technological, diverse workplace to be able to work independently and apply teamwork skills.

Expected Work Traits	Teamwork	Time Management
Demonstrating Responsibility	Teamwork Skills	Managing Time
Dealing with Information Overload	Reasons Companies Use Teams	Putting First Things First
Transferable Job Skills	Decisions Teams Make	Juggling Many Priorities
Managing Change	Team Responsibilities	Overcoming Procrastination
Adopting a New Technology	Problems That Affect Teams	Organizing Workspace and Tasks
	Expressing Yourself on a Team	Staying Organized
	Giving and Receiving Constructive Criticism	Finding More Time
		Managing Projects

		Prioritizing Personal and Work Life
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1.6 Present a professional image through appearance, behavior, and language.

On-the-Job Etiquette	Person-to-Person Etiquette	Communication Etiquette	Presenting Yourself
Using Professional Manners	Meeting Business Acquaintances	Creating a Good Impression	Looking Professional
Introducing People	Meeting People for the First Time	Keeping Phone Calls Professional	Dressing for Success
Appropriate Dress	Showing Politeness	Proper Use of Work Email	Showing a Professional Attitude
Business Meal Functions		Proper Use of Cell Phone	Using Good Posture
Behavior at Work Parties		Proper Use in Texting	Presenting Yourself to Associates
Behavior at Conventions			Accepting Criticism
International Etiquette			Demonstrating Leadership
Cross-Cultural Etiquette			
Working in a Cubicle			

Course Standard 2

MKT-ESEM-2

Demonstrate foundational knowledge of contracting concepts and best practices to understand the scope, financial impact, and legal implications of contracts with venues, promoters, and vendors.

- 2.1 Define and discuss the concept of a contract and explain the importance of having one as a sound business practice.
- 2.2 Research and organize the components of an enforceable contract (legality, offer, consideration and acceptance).
- 2.3 Investigate examples of breach of contract.
- 2.4 Illustrate the remedies and consequences of breaching a contract by either the customer or the hospitality entity.
- 2.5 Describe the statute of limitations law for contracts.
- 2.6 Recognize examples that would limit someone from entering a contract.
- 2.7 Illustrate and cite examples of legal problems that arise from overbooking an event.
- 2.8 Define and discuss guests' expectations when purchasing goods and services.
- 2.9 Explain reservation and registration policies as they relate to contracts.
- 2.10 Explain the purposes of the Uniform Commercial Code.
- 2.11 Identify and discuss the steps that you follow when drawing up contracts.
- 2.12 Evaluate essential clauses for providing products and services to guests and purchasing products and services.
- 2.13 Describe the procurement process.
- 2.13 Explain exculpatory clauses.
- 2.14 Illustrate how contracts exist between owners and management companies.
- 2.15 Identify and describe contracts for conference services.
- 2.16 Demonstrate an understanding of intellectual property rights, including trademarks, patents, copyrights, and infringements.

Course Standard 3

MKT-ESEM-3

Describe, compare, and contrast common terminology and concepts of law in the sports, entertainment, and events planning industry and current elements of the US legal system, European civil law, ethical behavior, and strategies for the prevention of lawsuits.

- 3.1 Explain the definition of a law.
- 3.2 Research and define the terms common law, fraud, statutory law, stare decisis, limited liability, statute, and jury as they apply to the formation of the U.S. legal system.
- 3.3 Define and discuss how English common law protected travelers and provide examples. application.
- 3.4 Distinguish between a statute and common law and the impact the decision-making process has on each.
- 3.5 Explain the jury system of decision making and the predictability of the outcome of a jury trial.
- 3.6 Compare and contrast the impact of social and technological changes on the U.S. legal system and give an example of a change that has affected the contemporary hospitality industry.
- 3.7 Summarize the terms civil law, codified law, judge, attorney, and lawyer as they apply to the formation of the U.S. legal system.
- 3.8 Research and discuss the European development of civil law.
- 3.9 Describe the elements of a civil law case.
- 3.10 Compare and contrast the roles of participants in a civil case and a common law case.
- 3.11 Discuss the impact of federal and state laws on foreign travelers in the United States.
- 3.12 Research and illustrate the importance of employee selection, training, and ongoing management and education in preventing lawsuits.
- 3.13 Organize guidelines that help analyze and evaluate ethical behavior.
- 3.14 Research and summarize codes of ethics from a variety of hospitality enterprises.

Course Standard 4

MKT-ESEM-4

Summarize and cite evidence for the importance of the role of relationships with a variety of stakeholders and public relations in general for repeat business and profitability.

- 4.1 Describe the importance of repeat business in the entertainment, sports, and events management industry.
- 4.2 Explain what a CRM is and the importance it holds in maintaining relationships with customers.
- 4.3 Explain the importance of maintaining relationships with city and state officials.
- 4.4 Discuss how to connect with and maintain relationships with entertainment promoters, vendors, venues, artists, and the importance of doing so.
- 4.5 Research associations or industry groups that are used for networking purposes.
- 4.6 Define and explain the basic principles of public relations.
- 4.7 Differentiate between public relations, publicity, media relations, and community relations.
- 4.8 Create and present a press release and a press kit.

Course Standard 5

MKT-ESEM-5

Acquire foundational knowledge to apply business concepts in booking various types of events and venues.

- 5.1 Explain the primary commodities of public assembly facilities (i.e., arena, stadium, convention center, performing arts theatre).
- 5.2 Explain what the term booking means in the entertainment, sports, and event industry.
- 5.3 Discuss the determining factors of user priorities.
- 5.4 Differentiate between types of venues and their booking timelines.
- 5.5 Discuss and demonstrate the primary steps in the event booking process.
- 5.6 Categorize and illustrate the three critical issues a booking manager must determine about each potential event.
- 5.7 Compare and contrast prime tenants and annual events.
- 5.8 Research the term booking status and identify the three levels.
- 5.9 Illustrate the life cycle of an event through the booking process.
- 5.10 Identify challenges encountered during the booking process.
- 5.11 Define the term Date Protection.
- 5.12 Discuss how to create a quote based on estimates for services.
- 5.13 Define terms: split and royalties in the entertainment industry.

Course Standard 6

MKT-ESEM-6

Demonstrate an understanding of sound financial practices in the industry and an understanding of operating budgets, revenue and expense statements, cash management, accounts receivables, accounts payables, and event settlement.

- 6.1 Classify different roles in a finance department in the entertainment, sports, and events industries.
- 6.2 Explain what an operating budget is and how it is useful to an organization.
- 6.3 Identify revenue and expense categories in an operating budget.
- 6.4 Describe the stages of the operating budget process.
- 6.5 Define what a capital improvement budget is and how it is useful for facilities.
- 6.6 Analyze the different types of financial reports created on a monthly and annual basis.
- 6.7 Discuss the concept of cash management and identify issues related to this concept.
- 6.8 Explain the term PIC compliant.
- 6.9 Describe the role of the finance department in the inventory process.
- 6.10 Differentiate between Accounts Receivable and Accounts Payable.
- 6.11 Explain the common rental structures in the entertainment, sports, and event management industry.
- 6.12 Define the term Event Settlement and explain how it is used in the industry.
- 6.13 Compare and contrast external and internal audit and the ramifications of each.
- 6.14 Illustrate staff requirements for successful management of a concert, sporting event or convention.
- 6.15 Describe the term ancillary services and analyze profitability of these services (i.e., merchandise, parking, concessions).

Course Standard 7

MKT-ESEM-7

Critique and synthesize the role of ticketing fees, primary and secondary ticketing markets, and the concept and application of dynamic pricing.

- 7.1 Outline responsibilities of the ticket office manager in the entertainment, sports, and events management industry.
- 7.2 Categorize the different functions of a ticket.
- 7.3 Define and explain the ticketing process.
- 7.4 Research and explain the factors that lead to ticket pricing.
- 7.5 Differentiate between service charges and other ticketing fees.
- 7.6 Define what a seating hold is and explain the different types.
- 7.7 Define on sale date and how it relates to ticket sales.
- 7.8 Explain the difference between will call and walk-up.
- 7.9 Discuss the different ticketing audit reports that are necessary to perform.
- 7.10 Describe the difference between primary and secondary ticket markets.
- 7.11 Illustrate the importance of season ticket holders and group sales.
- 7.12 Justify data collection and provide examples of how that data can be used in the future.
- 7.13 Describe the concept of dynamic pricing and discuss how it is used.
- 7.14 Discuss new trends in ticketing and the issues that may come about because of these trends.

Course Standard 8

MKT-ESEM-8

Demonstrate an understanding of venue operations, services, and the impact of scheduling to the operations budget.

- 8.1 List the operations department's responsibilities within a venue.
- 8.2 Categorize career pathways within the operations department.
- 8.3 Describe the knowledge and experience required to be successful in venue operations management.
- 8.4 Identify personnel and labor sources needed in venue operations.
- 8.5 Define the term inventory system and the elements that it may include.
- 8.6 Explain the term capital expenditure.
- 8.7 Identify sustainable practices throughout the industry.
- 8.8 Describe the role of the engineering team and the services that they provide to the venue.
- 8.9 Demonstrate an understanding of the term preventative maintenance.
- 8.10 Define a trade in terms of venue operations.
- 8.11 Discuss the role of labor unions regarding venue operations.
- 8.12 Explain the term rigging and give examples of items that can be rigged.
- 8.13 Discuss the concept of conversion/changeovers.
- 8.14 Demonstrate an understanding of the importance of scheduling and how it relates to the operations budget.

Course Standard 9

MKT-ESEM-9

Summarize and apply an understanding of marketing concepts and the processes that pertain to sports, entertainment, and events management.

- 9.1 Describe traditional platforms for advertising.
- 9.2 Explain the importance of sponsorship for an event.
- 9.3 Describe the concepts of price, product, and promotion in the industry.
- 9.4 Create a marketing plan for a concert.
- 9.5 Explain the importance of branding.
- 9.6 Provide examples of how branding is implemented in the entertainment, sports, and events management industry today.
- 9.7 Examine cases of brand equity and brand extensions in the entertainment, sports, and events management industry.

Course Standard 10

MKT-ESEM-10

Demonstrate an understanding of marketing concepts and business processes to achieve profitability in the sports, entertainment, and events management industry.

- 10.1 Evaluate sources of financial information including budgets, balance sheets, and income statements.
- 10.2 Explain the concept of profit and loss to entertainment, sports, and events management.
- 10.3 Illustrate with graphs, charts, and diagrams the concept of revenue streams.
- 10.4 Analyze the interdependence each business activity has with marketing.
- 10.5 Demonstrate an understanding of the concept of economic impact.
- 10.6 Analyze marketing information system data to make informed forecasts and business decisions.
- 10.7 Explain how promoting and implementing a positive fan experience impacts revenue.
- 10.8 Analyze and present on strategies businesses use to market to customers in the entertainment, sports, and events management industry.

Course Standard 11

MKT-ESEM-11

Examine how related student organizations are integral parts of career and technology education courses through leadership development, school, and community service projects and competitive events.

- 11.1 Explain the purpose, mission, objectives, motto, colors, official dress and other distinguishing characteristics of DECA.
- 11.2 Explain how participation in DECA can promote lifelong responsibility for community service, professional growth, and development.
- 11.3 Explore the impact and opportunities DECA can develop to bring business and industry together with education in a positive working relationship through innovative leadership and career development programs.
- 11.4 Explore the local, state, and national opportunities available to students through participation in DECA including but not limited to conferences, competitions, community service, philanthropy, and other DECA activities.