**Course Description:**

A growing number of professionals make a living in industries related to arts and communications. From event management to tracking expenses, students learn the business side of visual, media and performing arts. Topics include marketing, branding, producing, promoting, booking, budgeting and merchandising, etc. Students learn and apply intellectual property rights, licensing, copyright, royalties, liabilities and contractual agreements. They learn how both profit and non-profit organizations businesses operate.

**Strand 1. Business Operations/21st Century Skills**

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

**Outcome 1.1. Employability Skills**

Develop career awareness and employability skills (e.g., face‐to‐face, online) needed for gaining and maintaining employment in diverse business settings.

**Competencies**

1.1.1. Identify the knowledge, skills and abilities necessary to succeed in careers.

1.1.2. Identify the scope of career opportunities and the requirements for education, training,

certification, licensure and experience.

1.1.4. Describe the role and function of professional organizations, industry associations and

organized labor and use networking techniques to develop and maintain professional

relationships.

1.1.5. Develop strategies for self‐promotion in the hiring process (e.g., filling out job applications,

résumé writing, interviewing skills, portfolio development).

1.1.6. Explain the importance of work ethic, accountability and responsibility and demonstrate

associated behaviors in fulfilling personal, community and workplace roles.

1.1.7. Apply problem‐solving and critical‐thinking skills to work‐related issues when making decisions

and formulating solutions.

1.1.8. Identify the correlation between emotions, behavior and appearance and manage those to

establish and maintain professionalism.

1.1.9. Give and receive constructive feedback to improve work habits.

1.1.10. Adapt personal coping skills to adjust to taxing workplace demands.

1.1.11. Recognize different cultural beliefs and practices in the workplace and demonstrate respect

for them.

1.1.12. Identify healthy lifestyles that reduce the risk of chronic disease, unsafe habits and abusive

behavior.

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| Pathways | X | Media Arts | X | Performing Arts | X | Visual Design |

**Outcome 1.2. Leadership and Communications**

Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration.

**Competencies**

1.2.1. Extract relevant, valid information from materials and cite sources of information (e.g., First Amendment, Freedom of Information Act).

1.2.2. Deliver formal and informal presentations.

1.2.3. Identify and use verbal, nonverbal and active listening skills to communicate effectively.

1.2.4. Use negotiation and conflict-resolution skills to reach solutions.

1.2.5. Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.

1.2.6. Use proper grammar and expression in all aspects of communication.

1.2.7. Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.

1.2.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team (e.g., writer, reporter, designer, director, actor, conductor, technical crew).

1.2.11. Write professional correspondence, documents, job applications and resumés.

1.2.12. Use technical writing skills to complete forms and create reports.

1.2.13. Identify stakeholders and solicit their opinions.

1.2.14. Use motivational strategies to accomplish goals.

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**Outcome 1.3. Business Ethics and Law**

Analyze how professional, ethical and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

**Competencies**

1.3.1. Analyze how regulatory compliance affects business operations and organizational performance.

1.3.2. Follow protocols and practices necessary to maintain a clean, safe and healthy work environment.

1.3.3. Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).

1.3.4. Identify how federal and state consumer protection laws affect products and services.

1.3.5. Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.

1.3.6. Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on organizational performance.

1.3.7. Identify the labor laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]).

1.3.8. Verify compliance with computer and intellectual property laws and regulations.

1.3.9. Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards.

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**Outcome 1.4. Knowledge Management and Information Technology**

Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations.

**Competencies**

1.4.1. Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems).

1.4.2. Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).

1.4.3. Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to the industry pathway.

1.4.4. Use system hardware to support software applications (e.g., innovations in imaging and screen printing).

1.4.5. Use information technology tools to maintain, secure and monitor business records.

1.4.6. Use an electronic database to access and create business and technical information.

1.4.7. Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books).

1.4.8. Use electronic media (e.g., social media) to communicate and follow network etiquette guidelines.

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**Outcome 1.5. Global Environment**

Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals.

**Competencies**

1.5.1. Describe how cultural understanding, cultural intelligence skills and continual awareness are interdependent.

1.5.2. Describe how cultural intelligence skills influence the overall success and survival of an organization.

1.5.3. Use cultural intelligence to interact with individuals from diverse cultural settings.

1.5.4. Recognize barriers in cross-cultural relationships and implement behavioral adjustments.

1.5.5. Recognize the ways in which bias and discrimination may influence productivity and profitability.

1.5.6. Analyze work tasks for understanding and interpretation from a different cultural perspective.

1.5.7. Use intercultural communication skills (e.g., code switching) to exchange ideas and create meaning.

1.5.8. Identify how multicultural teaming and globalization can foster development of new and improved products and services (e.g., digital) and recognition of new opportunities.

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**Outcome 1.6. Business Literacy**

Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

**Competencies**

1.6.1. Identify business opportunities.

1.6.2. Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk versus reward, reasons for success and failure).

1.6.3. Explain the importance of planning your business.

1.6.4. Identify types of businesses, ownership and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit).

1.6.5. Describe organizational structure, chain of command, the roles and responsibilities of the organizational departments and interdepartmental interactions.

1.6.6. Identify the target market served by the organization, the niche that the organization fills and an outlook of the industry.

1.6.7. Identify the effect of supply and demand on products and services.

1.6.8. Identify the features and benefits that make an organization’s product or service competitive.

1.6.9. Explain how the performance of an employee, a department and an organization is assessed.

1.6.10. Describe the impact of globalization on an enterprise or organization.

1.6.11. Describe how all business activities of an organization work within the parameters of a budget.

1.6.12. Describe classifications of employee benefits, rights, deductions and compensations.

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**Outcome 1.7. Entrepreneurship/Entrepreneurs**

Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment.

**Competencies**

1.7.1. Compare and contrast the four types of business ownership (i.e., individual proprietorships, partnerships, corporations, cooperatives).

1.7.2. Explain the role of profit as the incentive to entrepreneurs in a market economy.

1.7.3. Identify the factors that contribute to the success and failure of entrepreneurial ventures.

1.7.4. Assess the roles of nonprofit and for-profit businesses.

1.7.5. Develop a business plan.

1.7.6. Describe life cycles of an entrepreneurial business and an entrepreneur.

1.7.7. Create a list of personal strengths, weaknesses, skills and abilities needed to be successful as an entrepreneur.

1.7.8. Explain pathways used to become an entrepreneur.

1.7.9. Conduct a self-assessment to determine entrepreneurial potential.

1.7.10. Describe techniques for obtaining experience (e.g., apprenticeship, co-operative [co-op] education, work placement, internship, job shadowing) related to an entrepreneurial objective.

1.7.11. Identify initial steps in establishing a business (e.g., limited liability company [LLC], tax ID, permits, insurance, licensing).

1.7.12. Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities, grants for artistic support).

1.7.13. Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes).

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**Outcome 1.8. Operations Management**

Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

**Competencies**

1.8.1. Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios).

1.8.2. Select and organize resources to develop a product or a service.

1.8.3. Analyze the performance of organizational activities and reallocate resources to achieve established goals.

1.8.4. Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies).

1.8.5. Use inventory and control systems to purchase materials, supplies and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN).

1.8.6. Identify the advantages and disadvantages of carrying cost and Just-in-Time (JIT) production systems and the effects of maintaining inventory (e.g., perishable, shrinkage, insurance) on profitability.

1.8.7. Collect information and feedback to help assess the organization’s strategic planning and policymaking processes.

1.8.8. Identify routine activities for maintaining business facilities and equipment.

1.8.9. Develop a budget that reflects the strategies and goals of the organization.

1.8.10. Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability.

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| Pathways | X | Media Arts | X | Performing Arts | X | Visual Design |

**Outcome 1.9. Financial Management**

Use financial tools, strategies and systems to develop, monitor and control the use of financial resources to ensure personal and business financial well-being.

**Competencies**

1.9.1. Create, analyze and interpret financial documents (e.g., budgets, income statements).

1.9.2. Identify tax obligations (i.e., opportunities for deductions).

1.9.3. Review and summarize savings, investment strategies and purchasing options (e.g., cash, lease, finance, stocks, bonds).

1.9.4. Identify credit types and their uses in order to establish credit.

1.9.5. Identify ways to avoid or correct debt problems.

1.9.6. Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans.

1.9.7. Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk.

1.9.8. Identify income sources and expenditures.

1.9.9. Compare and contrast different banking services available through financial institutions.

1.9.10. Identify the role of depreciation in tax planning and liability.

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| Pathways | X | Media Arts | X | Performing Arts | X | Visual Design |

**Outcome 1.10. Sales and Marketing**

Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service.

**Competencies**

1.10.1. Identify how the roles of sales, advertising and public relations contribute to a company’s brand.

1.10.2. Determine the customer's needs and identify solutions.

1.10.3. Communicate features, benefits and warranties of a product or service to the customer.

1.10.4. Identify the company policies and procedures for initiating product and service improvements.

1.10.5. Monitor customer expectations and determine product/service satisfaction by using measurement tools.

1.10.6. Discuss the importance of correct pricing to support a product’s or service’s positioning in the marketing mix.

1.10.7. Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product.

1.10.8. Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations).

1.10.9. Describe how product mix (e.g., product line, product items) maximizes sales revenues, market, share and profit margin.

1.10.10. Demonstrate sales techniques.

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**Outcome 1.11. Principles of Business Economics**

Examine and employ economic principles, concepts and policies to accomplish organizational goals and objectives.

**Competencies**

1.11.1. Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).

1.11.2. Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.

1.11.3. Use economic indicators to identify economic trends (e.g., deregulation) and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).

1.11.4. Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.

1.11.5. Analyze factors that affect currency and exchange rates.

1.11.6. Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.

1.11.7. Describe how economic performance and culture are interdependent.

1.11.8. Identify the relationships between economy, society and environment that lead to sustainability (e.g., evolution and impact of the arts).

1.11.9. Describe how laws and regulations influence domestic and international trade.

**Strand 3. Written Content Creation**

Learners apply content creation knowledge and skills to use the intended message for entertainment, journalism or marketing purposes.

**Outcome 3.1. Career-based Writing**

Develop basic skills and knowledge related to fact-, entertainment- and marketing-based copy.

**Competencies**

3.1.1. Analyze the writing content and styles of fact-, entertainment- and marketing-based models.

3.1.3. Assess or determine the platform for delivery (e.g., video, audio, print).

3.1.4. Compare and contrast vocabulary, transition words, diction and sentence structure within writing models.

3.1.5. Create copy that emphasizes the central theme through supporting ideas or facts.

3.1.6. Adapt writing for the literacy level of the audience, including the use of readability software.

3.1.7. Critique timeliness, effect and proximity characteristics of copy.

3.1.8. Meet word count and organization-sensitive requirements.

3.1.10. Select visual imagery to support or enhance copy.

3.1.11. Review, re-write and edit to prepare the final copy for client and artistic approval.

3.1.12. Critique the impact of your writing and incorporate feedback in a revision.

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**Outcome 3.2. Entertainment-based Writing**

Produce copy for products designed for amusement and enjoyment.

**Competencies**

3.2.1. Compare and contrast entertainment-based models of content created for print, electronic, audio, video and audio-visual genres.

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**Outcome 3.3. Fact-based Writing**

Write concise and focused copy for journalism.

**Competencies**

3.3.1. Determine what information is newsworthy.

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**Outcome 3.4. Market-based Writing**

Write concise, creative, memorable, sellable copy for advertising, public relations and proposals.

**Competencies**

3.4.1. Research and analyze trends and local markets for opportunities.

3.4.2. Determine the wants and needs of the target audience.

3.4.3. Communicate brand image and product value.

3.4.6. Apply the product, price, promotion and placement components of marketing.

3.4.7. Implement the voice of the customer in branding.

3.4.9. Critique advertisements to ensure the achievement of goals and objectives.

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| Pathways | X | Media Arts | X | Performing Arts | X | Visual Design |

**Strand 7. Performance**

Learners apply knowledge and skills for performance, including roles, processes, procedures and production design.

**Outcome 7.11. Production Management**

Assign roles, functions and procedures based on a script or production plan.

**Competencies**

7.11.1. Identify the stages in the production process.

7.11.2. Describe the function and responsibilities of individuals involved in creating, planning, scheduling and producing a production.

7.11.5. Manage personnel and workflow.

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