2025-2026 Competitive Events Guidelines
Accounting Case Competition

Accounting Case Competition challenges members to analyze a comprehensive case that involving key areas of accounting, such as financial, managerial, intermediate, tax accounting, auditing & internal controls, ethics & professional standards. Members evaluate the case and present their findings and recommendations to a panel of judges, demonstrating technical knowledge, critical thinking, and professional communication.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Financial Services
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism

2025-2026 Accounting Case Competition

The case competition and rating sheet can be found starting on page 5. ***The business entity should not be contacted for additional information.***
This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.

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- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).

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- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- The rating sheet will be released with the case competition.
- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

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Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Accounting Case Competition

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Problem Statement

Desert Edge Tax and Accounting is a mid-sized accounting firm known for its personalized audit and tax services for regional businesses. As the accounting industry undergoes rapid technological change, the firm's partners are evaluating whether to invest $2.8 million in a next-generation AI-powered audit automation platform that promises to automate 65% of audit testing and data analysis tasks.

The partners must determine whether this investment will strengthen Desert Edge Tax and Accounting's long-term financial stability and client relationships—or risk the firm's culture and reputation for personal service.

Overview and Background Information

Founded 15 years ago, Desert Edge Tax and Accounting has built its reputation on providing hands-on service and strong client relationships. The firm serves over 350 business clients across Arizona, Nevada, and New Mexico, specializing in manufacturing, construction, and nonprofit audits.

Staffing Breakdown (120 total employees):
- 6 Partners – responsible for client acquisition, firm strategy, and major audits.
- 10 Senior Managers – oversee multiple audit teams and training programs.
- 64 Accountants/Auditors – perform audit testing, data validation, and client communication.
- 30 Administrative & Support Staff – handle billing, scheduling, and client services.
- 10 IT & Operations Staff – manage software, cybersecurity, and internal systems.

Over the past three years, Desert Edge Tax and Accounting has faced increasing pressure from competitors using automation to deliver faster audit results at lower cost. The new AI-AuditPro system, developed by a reputable vendor, claims to:
- Reduce average audit completion time by 40%
- Lower total labor costs by 20%
- Improve accuracy and fraud-detection rates by 25%
- Require annual maintenance costs of $350,000

However, implementing the system will also require:
- A $2.8 million upfront investment, financed through debt or equity
- A six-month training and transition period, reducing productivity by an estimated 10% during rollout
- Potential downsizing of up to 15 junior audit positions over two years

Financial Summary (in thousands)

Year-Ended	12/31/2024	12/31/2023	% Change
Revenue	$18,900	$17,100	10.5%
Operating Profit	$2,500	$2,050	22.0%

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Year-Ended	12/31/2024	12/31/2023	% Change
Total Payroll & Benefits	$10,800	$10,400	3.8%
Cash Reserves	$1,400	$1,200	16.7%
Debt-to-Equity Ratio	0.8 : 1	0.7 : 1	—

Stakeholder Feedback

Partners	Senior Managers	Audit Staff	IT Department
"This is our chance to modernize and stay competitive."	"AI will streamline audits but could hurt our mentorship culture."	"If AI handles testing, will our jobs disappear?"	"Cybersecurity and data-integrity protocols must be top priority."
"The ROI looks promising—labor cost savings alone could cover financing in three years."	"Clients value our personal attention, not automation."	"Training sounds great, but only if we're not replaced afterward."	"We'll need major upgrades to our data-storage system to support AI."
"Larger firms are already using this tech—we can't fall behind."	"We might lose talent morale before seeing efficiency benefits."	"Audits are about judgment, not just data."	"We'll need to invest in ongoing monitoring and ethical AI compliance."

Specific Elements to Address

The partners must determine whether this investment will strengthen Desert Edge Tax and Accounting's long-term financial stability and client relationships—or risk the firm's culture and reputation for personal service.

1. Financial Viability – Operating Income/Loss and Pro Forma Statement
   - Estimate the operating income/loss impact of adopting the AI-AuditPro system.
   - Include assumptions for cost savings, training downtime, maintenance, and financing.
   - Prepare a pro forma income statement for the following fiscal year showing the effect on revenue, expenses, and profit margins.
   - Justify your assumptions to ensure a realistic and transparent projection.

2. Financial Ratios and KPI Analysis
   - Analyze at least two key financial ratios (e.g., ROI, operating margin, liquidity, debt-to-equity) and explain their relevance to the investment decision.
   - Discuss cash flow implications of the $2.8 million investment. Should Desert Edge Tax and Accounting finance through debt or equity? Explain the pros and cons of each.
   - Evaluate non-financial KPIs, such as audit quality, employee morale, and client satisfaction, that could affect long-term firm value.

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Final Decision – Accept, Delay, or Reject?

- Recommend one of three options: Accept the investment and implement AI-AuditPro; Delay adoption pending further evaluation or pilot testing; Reject the investment to preserve the firm's current strategy.
- Support your decision using both financial and non-financial analysis.
- Provide actionable next steps for implementation, risk mitigation, or future planning.

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2025-2026 Competitive Events Guidelines

Accounting Case Competition

FBLA Future Business Leaders of America

Accounting Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Demonstrates understanding of the case and issues to be solved	*No description or case synopsis provided, and no issues defined*	*Describes and provides case synopsis OR defines the issues*	*Describes and provides case synopsis AND defines the issues*	*Demonstrates expertise of case synopsis AND definition of the issues*	
	0 points	1-6 points	7-8 points	9-10 points	
Financial Analysis *Includes operating income/loss calculations and prepares pro forma statement with realistic assumptions*	*No financial analysis presented*	*Some financial analysis is presented, but incomplete or inaccurate*	*Financial analysis and pro forma statement are provided, but key details are missing*	*Financial analysis is thorough, with accurate calculations, complete pro forma statement, and justified assumptions*	
	0 points	1-6 points	7-8 points	9-10 points	
Financial Ratios and Cash Flow *Evaluates financial ratios and cash flow implications, considering funding options*	*No ratios or cash flow analysis presented*	*Some ratios and cash flow details are included, but not targeted or incomplete*	*Ratios and cash flow impacts are presented, but key details are missing*	*Ratios, cash flow impacts, and funding options are thoroughly analyzed and explained*	
	0 points	1-7 points	8-13 points	14-15 points	
Non-Financial Factors *Addresses employee morale, customer relationships, and ownership considerations*	*No discussion of non-financial factors*	*Some non-financial factors are mentioned but not explored in detail*	*Non-financial factors are discussed, but key points are underdeveloped*	*Non-financial factors are thoroughly analyzed with clear connections to the overall decision*	
	0 points	1-7 points	8-13 points	14-15 points	
Recommendation and Justification *Provides a clear recommendation and actionable next steps supported by financial and non-financial analyses*	*No recommendation provided*	*Recommendation is vague or poorly supported*	*Recommendation is clear, but missing strong justification or action plan*	*Recommendation is well-supported with actionable next steps and thorough justification*	
	0 points	1-6 points	7-8 points	9-10 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-6 points	7-8 points	9-10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
Presentation Total (100 points)					

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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2025-2026 Competitive Events Guidelines
Business Communication (Collegiate)

Business Communication challenges members to demonstrate their proficiency in professional communication through a production test. Through a production test, members apply their skills in written, digital, and workplace communication to create materials that reflect clarity, professionalism, and purpose in a business environment.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Production
Event Elements	Production Test

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Communication, Professionalism, Technology

Knowledge Areas

- Mechanics of Appropriate Business English
- Format and Appropriateness of Business Messages
- Format and Style Differences with International Communications
- Interpretation and Nonverbal Concepts
- Communication Techniques

Production tests will assess the knowledge areas specified for this event. A standard word processing program is sufficient to complete the required tasks.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Fully powered device for production test, including all needed programs installed for the production test • Printed Production Test Reference Guide • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Production test tasks • Internet access for submission

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Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- Membership Deadline: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- Conference Registration: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- Official Hotel Requirement: To be eligible to compete, competitors must stay within the official FBLA housing block.
- State Entry Limits: Each state may submit up to four entries per event.
- Event Participation Limits: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- Competitor Responsibility: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- Participation Requirement: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- Identification at Check-in: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- Late Arrivals: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- Event Schedule Notes:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- Production Test Time: 1 hour
- The production test will be administered onsite during the National Leadership Conference (NLC).
- Competitors will complete a set of tasks aligned to the event knowledge areas and competencies. These tasks will be shared on-site at the beginning of the one hour time block.
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.

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Scoring

- **The rating sheet will be provided on-site along with the production test.**
- Normalized production scores (using standard deviation, if multiple sections are used) will determine the top winners.
- If there is a tie, the rating sheet will be used to break the tie. The competitor who earns the highest score earliest in the order of the rating sheet will be ranked higher.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample production tests can be found in CONNECT. These sample items illustrate the types of tasks that may be included in the production test.

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2025-2026 Competitive Events Guidelines
Business Ethics (Collegiate)

Business Ethics recognizes members who can analyze ethical dilemmas in the workplace and present thoughtful, well-reasoned solutions. Members deliver a presentation that demonstrates their understanding of ethical principles, decision-making frameworks, and the impact of ethics on business practices.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, or 3 members
Event Category	Presentation
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism

2025-2026 Topic

AI in Business: Navigating Ethics in Your Field of Study

Select at least two Artificial Intelligence (AI) tools and choose an ethical issue to explore related to the use of these tools within your chosen business discipline (e.g., marketing, management, accounting, finance, etc.). Analyze the ethical principles involved—such as transparency, fairness, accountability, and trust—and examine both the short-term and long-term impacts on stakeholders and society.

How should businesses balance innovation with responsibility when integrating AI into their practices?

Note: You may select your AI platforms and ethical issue, as it relates to your experiences and your chosen discipline.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Table

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Important FBLA Documents

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Eligibility Requirements

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
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- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 7 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 3 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

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Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

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- Visual aids, samples, notes, and other physical materials related to the project may be used.
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Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in response to the topic

- **Identify Ethical Issues Clearly:** Define and explain the ethical dilemma using accurate industry terminology and demonstrate a clear understanding of the core issue.
- **Analyze the Root Causes:** Address and examine all contributing factors behind the ethical issue with depth and clarity.
- **Support Recommendations with Evidence:** Present strong, well-analyzed recommendations supported by multiple pieces of credible, relevant evidence.
- **Propose a Feasible Ethical Solution:** Recommend one clear and realistic solution to prevent future ethical problems. Include an action plan and identify the resources required.

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Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

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- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
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Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

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2025-2026 Competitive Events Guidelines

Business Ethics (Collegiate)

FBLA
Future Business Leaders of America

Business Ethics Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Identifies and defines ethical issues presented in the topic	*No identification of ethical issues as it relates to the event guidelines*	*Identifies OR defines the ethical issues*	*Identifies and defines the ethical issues*	*Identifies and defines the ethical issues using industry terminology*	
	0 points	1-6 points	7-8 points	9-10 points	
Ethical dimensions of the problem are clearly defined	*No reasons cited for the ethical issues*	*Reasons for the ethical issues identified but were not on target*	*Several, but not all, reasons accurately identified*	*All reasons addressed and analyzed*	
	0 points	1-6 points	7-8 points	9-10 points	
Provides logical recommendations as to how the ethical issues should be resolved	*No recommendations are given*	*Recommendations given, but they are not analyzed*	*Recommendations are given and analyzed with supporting evidence*	*Recommendations are given and analyzed with multiple pieces of supporting evidence analyzed*	
	0 points	1-6 points	7-8 points	9-10 points	
Effective ethical solution is offered	*No solution provided or does not address the ethical issue*	*Solution is unclear, impractical, or only partially addresses the issue*	*Solution is clear, relevant, and addresses the core ethical issue*	*Solution is well-developed, actionable, and grounded in ethical reasoning*	
	0 points	1-8 points	9-12 points	13-15 points	
Research shows quality and related information to the ethical issues	*No research done with 3 or more inaccurate statements*	*Research is unrelated to the ethical topic and 1-2 inaccurate statements*	*All research is accurate with no reference made to supporting evidence*	*Research is accurate with supporting evidence provided; incorporates input of businesspeople interviewed as part of presentation*	
	0 points	1-8 points	9-12 points	13-15 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well-organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) were prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025-2026 Competitive Events Guidelines
Business Ethics (Collegiate)

Presentation Protocols			
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*	
	0 points	10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)			
Presentation Total (110 points)			

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Business Law (Collegiate)

Business Law challenges members to demonstrate their knowledge of legal systems and principles as they relate to the business environment. Through an objective test, members explore topics such as contracts, agency, business formation, intellectual property, and regulatory compliance.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

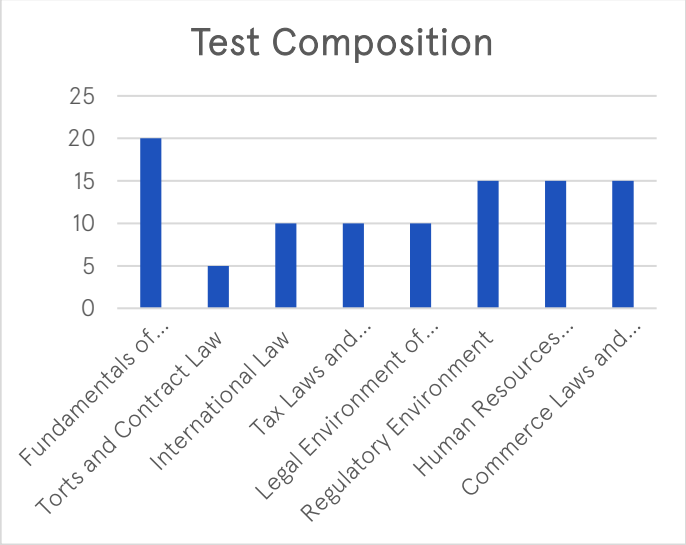
Educational Alignments

Career Cluster Framework Connection	Public Service & Safety
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism

Knowledge Areas

- Fundamentals of Business Law
- Torts and Contract Law
- International Law
- Tax Laws and Regulations
- Legal Environment of Business
- Regulatory Environment
- Human Resources Laws and Regulations
- Commerce Laws and Regulations

Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.



State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Business Law (Collegiate)
National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

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Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).
- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

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Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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2025-2026 Competitive Events Guidelines

Business Law (Collegiate)

FBLA Future Business Leaders of America

Study Guide: Knowledge Areas and Objectives

This study guide outlines the skills and knowledge assessed for this event. Objectives followed by a two-letter, three-digit code in parentheses are aligned to the National Business Administration Standards from MBA Research and Curriculum Center. Some objectives reference MBA Research's Learning Activity Packages (LAPs), which are instructional resources with readings, activities, and assessments available ***exclusively to teacher advisers****. For more information, visit MBAResearch.org/FBLA.*

Important Notice Regarding Test Preparation
MBA Research materials are ***not required*** *to study for or prepare for FBLA competitive event tests. MBA Research provides curriculum and instructional resources directly to teachers and does not administer or manage individual student testing or competition participation.*

Note for members and parents: *All questions related to tests, study materials, scores, or competition guidelines should be directed to the local FBLA adviser. Only teacher advisers should contact MBA Research directly.*

Fundamentals of Business Law (20 test items)

1. Comply with the spirit and intent of laws and regulations (BL:163, LAP-BL-163) (CS)
2. Discuss the nature of law and sources of law in the United States (BL:067) (SP)
3. Describe the United States' judicial system (BL:068) (SP)
4. Describe methods used to protect intellectual property (BL:051) (SP)
5. Describe legal issues affecting businesses (BL:001) (SP)
6. Explain types of business ownership (BL:003, LAP-BL-003) (CS)

Torts and Contract Law (5 test items)

1. Identify the basic torts relating to business enterprises (BL:069) (SP)
2. Describe the nature of legally binding contracts (BL:002) (SP)

International Law (10 test items)

1. Discuss the nature and sources of international law (i.e., treaties and international customs) (BL:142) (MN)
2. Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (BL:143) (MN)
3. Explain the impact of global legal systems on settling international business disputes (BL:144) (MN)

Tax Laws and Regulations (10 test items)

1. Explain the nature of tax regulations on business (BL:009) (ON)
2. Explain the nature of businesses' reporting requirements (BL:010) (ON)
3. Develop strategies for legal/government compliance (BL:011) (ON)

Legal Environment of Business (10 test items)

1. Describe factors affecting the settlement of legal matters (BL:159) (SP)
2. Explain legal considerations for finance (FI:356) (SP)
3. Explain legal considerations for accounting (FI:353) (SP)
4. Explain legal issues associated with information management (NF:076) (SP)

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Regulatory Environment (15 test items)

1. Describe the nature of legal procedure (BL:070) (SP)
2. Discuss the nature of debtor-creditor relationships (BL:071) (SP)
3. Explain the nature of agency relationships (BL:072) (SP)
4. Discuss the nature of environmental law (BL:073) (SP)
5. Discuss the role of administrative law (BL:074) (SP)

Human Resources Laws and Regulations (15 test items)

1. Explain the nature of human resources regulations (BL:007) (SU)
2. Explain the nature of workplace regulations (including OSHA, ADA) (BL:008) (SU)
3. Describe health and safety regulations in business (OP:004) (PQ)
4. Discuss employment relationships (BL:075) (SU)

Commerce Laws and Regulations (15 test items)

1. Explain the nature of import/export law (BL:145) (SP)
2. Describe the nature of customs regulations (BL:126) (SP)
3. Explain the nature of trade regulations (BL:004) (MN)
4. Describe the impact of antitrust legislation (BL:076) (MN)

References for Knowledge Areas & Objectives

MBA Research and Curriculum Center. *National Business Administration Standards*. https://www.mbaresearch.org/local-educators/teaching-resources/standards/

American Bar Association. *Business law today*. https://businesslawtoday.org/

American Public University. *What is business law – and why is it important?* https://www.apu.apus.edu/area-of-study/security-and-global-studies/resources/what-is-business-law/

University of Pittsburgh. *What is business law? Exploring the importance for companies.* https://online.law.pitt.edu/blog/what-is-business-law

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2025-2026 Competitive Events Guidelines
Business Presentation

Business Presentation allows members to demonstrate their ability to deliver a clear, engaging business presentation supported by effective use of presentation software. Members showcase their communication, organization, and visual design skills through a live presentation on a business-related topic.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, or 3 members
Event Category	Presentation
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism

2025-2026 Topic

The Future of Remote Work: Redefining Productivity and Culture

Acting as a consultant, develop a presentation for a business in your chosen discipline that explores the evolving landscape of remote work and its effects on business productivity, employee engagement, and company culture. Analyze current trends, potential challenges, and innovative strategies companies are using to adapt.

How can businesses successfully navigate the shift toward flexible work while maintaining performance and team connection?

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

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Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 7 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 3 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.

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- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in response to the topic

- **Use Industry Terminology:** Demonstrate knowledge of the subject by using accurate and appropriate business terms throughout the presentation.
- **Define the Purpose and Organize Ideas Logically:** Present a clear purpose and deliver content in a well-structured, logical sequence that guides the audience through the topic.
- **Connect and Summarize Effectively:** Ensure the summary ties together all key points and recommendations. Provide well-developed, realistic guidance that relates directly to the topic.
- **Design and Format Professionally:** Use visual design and formatting intentionally to enhance clarity, focus, and interpretation of the topic.

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Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Business Presentation

Future Business Leaders of America

Business Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Demonstrates understanding of the event topic in presentation	*No understanding of event topic OR incorrect topic used*	*Understanding of topic inconsistent from the event guidelines*	*Demonstrates the topic throughout presentation*	*Demonstrates use of industry terminology throughout presentation*	
	0 points	1-8 points	9-12 points	13-15 points	
Describes the purpose with a logical sequence of ideas	*No evidence of purpose and logical sequence*	*Purpose stated OR logical sequence of ideas given*	*Purpose is described using a logical sequence of ideas*	*Purpose is well-defined and in a logical sequence of ideas*	
	0 points	1-8 points	9-12 points	13-15 points	
Summarizes information from the event topic and provides guidance	*No summary or guidance identified*	*Guidance or summary provided, but plan not developed*	*Summary was effective and logical guidance developed*	*Summary provided logical connection to all aspects of the event topic through entire presentation, with feasible guidance well developed and shared*	
	0 points	1-8 points	9-12 points	13-15 points	
Technology demonstrates proper formatting, design elements, and business presentation features	*No use of technology or design*	*Proper formatting and design elements are consistent with theme*	*Demonstrates with visual aids proper formatting and design elements*	*Emphasize interpretation of the topic through proper formatting and design of the presentation*	
	0 points	1-8 points	9-12 points	13-15 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-8 points	9-12 points	13-15 points	
Presentation Delivery					
Statements are well-organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) were prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-2 points	3-4 points	5 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025–2026 Competitive Events Guidelines

Business Presentation

Future Business Leaders of America

Presentation Protocols			
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*	
	0 points	10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)			
Presentation Total (110 points)			

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Community Service Project (Collegiate)

Community Service Project gives chapter members the opportunity to highlight a service initiative that addresses a need within their school or local community. The project must involve active chapter participation and demonstrate meaningful impact. This event includes a pre-judged asset and a live presentation before a panel of judges.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, or 3 members
Event Category	Chapter
Event Elements	Pre-judged Asset and Presentation

Educational Alignments

Career Cluster Framework Connection	Healthcare & Human Services
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
    - Two individual or team events, and

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- One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).

- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Team Composition**: All members of a team must be from the same local chapter.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of three phases: a pre-judged asset, preliminary presentation, and a final presentation.

Pre-judged Asset Details: Report

Submission Deadline

- A PDF of the report must be uploaded through the conference registration system by the state-specified deadline.

Asset Requirements:

- All content must be original and created specifically for this competition.
- QR codes and links are not allowed in the asset.
- Advisers or others may not assist in preparing the project. It must be created entirely by the competitor(s).
- Assets must be new, original work and may not have been submitted at any previous National Leadership Conference.

Judging & Ownership

- Assets will be judged prior to the National Leadership Conference (NLC).
- Pre-judged assets will not be returned. All submitted projects become the property of FBLA and may be published or reproduced for promotional purposes.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Event Specific Information

- **Number of Pages:** The report will be no more than seventeen (17) pages.
- Reports should follow the rating sheet sequence and be formatted to fit on 8 ½" x 11" paper.
- The first page (front cover) should include the name of school, state, name of the project, and school year (2025-2026) on the cover.

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- The second page must include a table of contents and each page must be numbered.
- Divider pages and appendices are optional and must be included in the page count.
- Reports must describe chapter activities conducted from the end of the 2025 State Leadership Conference to the end of the 2026 State Leadership Conference.
- Reports must describe one chapter project that serves the community. The project must be in the interest of the community and designed for chapter participation. Include: Description of the project, Chapter member involvement, Degree of impact on the community, Evidence of publicity received, Project evaluation
- *Note:* The report does not need to follow the FBLA Production Test Reference Guide, formerly known as the FBLA Format Guide.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 7 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 3 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Pre-judged asset, visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

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- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in the presentation

- **Explain Project Development:** Clearly outline the planning process, using a chronological structure and clearly explained strategies.
- **Conduct and Evaluate Research:** Show how research was intentionally planned, carried out, and assessed to guide the project's development.
- **Demonstrate Chapter Involvement:** Show that over 75% of chapter members participated and provide clear, measurable evidence of member engagement and contribution.
- **Show Meaningful Impact:** Demonstrate that the project created a lasting and dynamic change within the school or community, with strong potential to continue or grow.
- **Highlight Promotion and Recognition:** Share how the project was promoted or recognized through multiple channels by the school and/or community.
- **Reflect and Recommend:** Provide an evaluation of the project's outcomes along with thoughtful recommendations for future improvement if the project were to be repeated.

Final Presentation Details

Timing Structure

- **Equipment Set-Up**: 3 minutes
- **Presentation**: 7 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A)**: 3 minutes
- **Note**: Each time segment is exclusive. Once the 3-minute set-up period ends, the 7-minute presentation time begins automatically. Competitors may not shift time between segments. Competitors will not interact with judges during the set-up period.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

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Audience & Viewing Rules

- Final presentations may be open to conference attendees, depending on space availability.
- Finalists may not view other presentations in their own event.

Technology Guidelines

- **Internet Access:** Not provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- If the final round takes place in a conference room, the following equipment will be provided: a projector, projector screen, power access, and a table.
- Competitors using laptops or devices without an HDMI port must bring their own compatible adapters.
- It is the responsibility of final-round competitors to decide whether or not to use the provided technology.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- Electricity will not be available.

Non-Technology Items

- Pre-judged asset, visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in the presentation

- **Explain Project Development:** Clearly outline the planning process, using a chronological structure and clearly explained strategies.
- **Conduct and Evaluate Research:** Show how research was intentionally planned, carried out, and assessed to guide the project's development.
- **Demonstrate Chapter Involvement:** Show what percentage of chapter members participated and provide clear, measurable evidence of member engagement and contribution.
- **Show Meaningful Impact:** Demonstrate that the project created a lasting and dynamic change within the school or community, with strong potential to continue or grow.

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- **Highlight Promotion and Recognition:** Share how the project was promoted or recognized through multiple channels by the school and/or community.
- **Reflect and Recommend:** Provide an evaluation of the project's outcomes along with thoughtful recommendations for future improvement if the project were to be repeated.

Scoring

- The pre-judged asset score will be added to the preliminary presentation round scores to determine which competitors or teams advance to the final round from each section.
- The final presentation score determines the top winners.
- Pre-judged asset score will be used to break a tie.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Community Service Project (Collegiate)

Future Business Leaders of America

Community Service Project Pre-Judged Asset (Report) Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Project has specific goals and provides service to the community and its citizens	*Project is not a Community Service Project*	*Project has specific goals OR provides service to the community and its citizens but not both*	*Project has specific goals AND provides service to the community and its citizens*	*Project has quantitatively defined goals and indicates future activities or steps that could be taken to further the work started*	
	0 points	1-6 points	7-8 points	9-10 points	
Describe research into school and/or community needs	*No evidence of school and/or community research*	*Research was completed but not clearly outlined*	*Research clearly completed and clearly outlined*	*Research was planned, executed, and evaluated*	
	0 points	1-8 points	9-12 points	13-15 points	
Describe planning, development, and implementation of project	*No evidence of planning, development, or implementation of project*	*Planning, development, OR implementation explanation is missing*	*Planning, development, and implementation activities / steps are clearly described*	*Planning, development, and implementation activities/steps are described and rationale for types of activities is given*	
	0 points	1-9 points	10-16 points	17-20 points	
Show evidence of publicity received	*No evidence of publicity received*	*Information about publicity was written in the report but no evidence of publicity is available*	*Project was recognized within the school and/or community*	*Project was recognized in more than one way by the school and/or community*	
	0 points	1-6 points	7-8 points	9-10 points	
Report benefits to and degree of impact on the school and/or community	*School and/or community impact is not addressed*	*Project was completed and served a purpose*	*Project created tangible results that benefited the school and/or community*	*Project impacted the school and/or community to a level that something has dynamically changed, and the project should continue*	
	0 points	1-6 points	7-8 points	9-10 points	
Evaluate the project	*No evidence of project evaluation is provided*	*Project was evaluated*	*Project was evaluated and the evaluation was assessed*	*Project was evaluated and recommendations for change were given*	
	0 points	1-6 points	7-8 points	9-10 points	
Report Format					
Format and design a business report **(Note: does not need to follow Production Test Reference Guide)**	*Does not format document*	*Inconsistent formatting, excessive white space, and/or unrelated graphics and/or photos*	*Consistent formatting throughout the report*	*Utilizes full bleed, effective use of space, related defined graphics, and consistent formatting*	
	0 points	1-6 points	7-8 points	9-10 points	
Include correct grammar, punctuation, and spelling	*5 or more grammar, punctuation, or spelling errors*	*3-4 grammar, punctuation, or spelling errors*	*No more than 2 grammar, punctuation, or spelling errors*	*No more than 1 grammar, punctuation, or spelling error*	
	0 points	1-2 points	3-4 points	5 points	
Guideline Protocols					
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines:*** ✓ *Report was submitted as PDF* ✓ *Links or QR codes were not used (unless in citations)* ✓ *Report was 17 pages or under* ✓ *Report followed the sequence of the rating sheet & formatted for 8 ½" x 11" paper* ✓ *Cover Page with all criteria listed, table of contents included, all pages are numbered* ✓ *One community service project highlighted*			
	0 points	10 points			
				Pre-judged Asset Total (100 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines

Community Service Project (Collegiate)

FBLA
Future Business Leaders of America

Community Service Project Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Describes project development and strategies used to implement project	*No evidence of project development or strategies presented*	*Project development is explained briefly; very limited strategies are utilized*	*Project development is clearly outlined. More than one strategy is outlined.*	*Project development is clearly outlined. Strategies are chronological and clearly explained.*	
	0 points	1-9 points	10-16 points	17-20 points	
Describes research into school or community needs	*No evidence of school and/or community research*	*Research was completed but not clearly outlined*	*Research clearly completed and clearly outlined*	*Research was planned, executed, and evaluated*	
	0 points	1-8 points	9-12 points	13-15 points	
Appropriate level of chapter member involvement in project	*Chapter involvement is not explained*	*Participation was limited to 25% of chapter members*	*The project was clearly a chapter project and participated in by 50% of chapter members*	*Over 75% or more of chapter members participated and clear evidence is provided of the impact*	
	0 points	1-6 points	7-8 points	9-10 points	
Degree of impact on the community and its citizens	*School and/or community impact is not addressed*	*Project was completed and served a purpose*	*Project created tangible results that benefitted the school and/or community*	*Project impacted the school and/or community to a level that something has dynamically changed, and the project should continue*	
	0 points	1-9 points	10-16 points	17-20 points	
Evidence of publicity received	*No evidence of publicity received*	*Information about publicity was written in the report but no evidence of publicity is available*	*Project was promoted/recognized within the school and/or community*	*Project was promoted/recognized in more than one way by the school and/or community*	
	0 points	1-2 points	3-4 points	5 points	
Evaluation of project effectiveness	*No evidence of project evaluation is provided*	*Project was evaluated*	*Project was evaluated and the evaluation was assessed*	*Project was evaluated and the team has created recommendations for change should the project be repeated*	
	0 points	1-2 points	3-4 points	5 points	
Delivery Skills					
Statements are well-organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) were prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-2 points	3-4 points	5 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025–2026 Competitive Events Guidelines

Community Service Project (Collegiate)

Presentation Protocols			
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*	
	0 points	10 points	
		Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
			Presentation Total (110 points)

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Computer Applications (Collegiate)

Computer Applications challenges members to demonstrate their proficiency in using various software tools to manage and communicate business information. Through a production test, members apply skills in word processing, spreadsheets, and presentation software to complete practical business tasks efficiently and accurately.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Production
Event Elements	Production Test

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Technology

Knowledge Areas

- Spreadsheet Functions and Formulas
- Creating and Formatting with Word Processing
- Developing Slides & Presentations
- Integrating Spreadsheets and Word Processing
- Integrating Presentations and Spreadsheets

Production tests are based on the knowledge areas and competencies outlined for this event. Detailed competencies can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Fully powered device for production test, including all needed programs installed for the production test • Printed Production Test Reference Guide • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Production test tasks • Internet access for submission

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Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *Local Chapter Annual Business Report*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Production Test Time:** 2 hours
- This event consists of a production test that is proctored and completed on-site at the National Leadership Conference (NLC).
- Competitors will complete a set of tasks aligned to the event knowledge areas and competencies. These tasks will be shared on-site at the beginning of the production test time block.
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.

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Scoring

- The rating sheet will be provided on-site along with the production test.
- Normalized production scores (using standard deviation, if multiple sections are used) will determine the top winners.
- If there is a tie, the rating sheet will be used to break the tie. The competitor who earns the highest score earliest in the order of the rating sheet will be ranked higher.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

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Study Guide: Knowledge Areas & Competencies

A. Slide Deck Applications

1. Use software to create a slide deck with multiple types of slides incorporating effective use of text, graphics, fonts, animation, and transitions.
2. Design engaging slide presentations using features such as diagrams, customized visuals, animations, backgrounds, interactive elements (e.g., action buttons, hyperlinks), multimedia (e.g., audio and video), and speaker notes.
3. Insert and adjust visual aids—such as images, charts, icons, and infographics—within slide content using modern layout and formatting tools.
4. Create original visuals using digital drawing tools, clip art libraries, and imported graphics from design software or mobile apps.
5. Edit, crop, and export images in appropriate file formats (e.g., PNG, JPEG, SVG) for presentation use across platforms.
6. Design and format presentation slides with multimedia elements such as text, images, audio, and video.

B. Spreadsheet Applications

1. Create, edit, save, and print spreadsheets using functions (e.g., SUM, AVERAGE, MIN, MAX, COUNT, IF, AND, PMT, FV, VLOOKUP, XLOOKUP, TODAY, etc.), formulas, and data tools within spreadsheet software.
2. Organize and modify worksheet structure by inserting, deleting, moving, and copying rows, columns, and ranges.
3. Generate and customize charts and graphs with appropriate titles, legends, and formatting to visually represent spreadsheet data.
4. Rename, reorder, and link multiple worksheets within a workbook to create integrated, multi-sheet projects.
5. Enhance the visual design of spreadsheets by applying fonts, colors, cell styles, and alignment tools for improved readability and presentation.
6. Create and manipulate pivot tables to summarize, analyze, and present data trends using sorting, filtering, grouping, and calculated fields.

C. Word Processing Applications

1. Use the Production Test Reference Guide to create a variety of documents.
2. Use help features and reference materials to learn software and solve problems.
3. Create, save, and retrieve word processing files.
4. Demonstrate the use of character formatting features (bold, underline, italics, font styles and sizes, superscript, and subscript).
5. Demonstrate the use of paragraph formatting features (tabs, indentations, line spacing, and enumerated items).
6. Demonstrate the use of page formatting features (margins, justification, vertical placement, orientation, page breaks, headers, and footers).
7. Demonstrate document editing skills using spell/grammar check, thesaurus, search/replace, and other document properties.
8. Create documents using mail merge features.

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D. Application Integrations
1. Create integrated projects by combining content from word processing, spreadsheet, and slide deck application tools.
2. Collaborate using word processing, spreadsheet, and slide deck applications by inserting, reviewing, and responding to comments and tracked changes.
3. Embed charts or tables from a spreadsheet into a document or slide deck.
4. Link live spreadsheet data to word processing or slide deck applications.
5. Generate a report using spreadsheet data and summarize in a slide deck application.
6. Create a unified project across all three applications.

E. Formatting, Grammar, Punctuation, Spelling, and Proofreading
1. Apply consistent formatting and layout techniques to letters, reports, tables, spreadsheets, charts, and graphics.
2. Produce professional documents using correct grammar, spelling, punctuation, and style.
3. Use built-in editing tools (e.g., spelling and grammar check, editor suggestions, and comments) to review and revise content.
4. Apply rules for capitalization, punctuation, and number formatting while proofreading and editing documents for accuracy and clarity.
5. Export or save documents in appropriate formats (e.g., PDF, DOCX, CSV) for sharing, printing, or submission.

The Study Guide represents all knowledge areas that *may* be covered in the production test.

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2025-2026 Competitive Events Guidelines
Customer Service (Collegiate)

Customer Service provides members with an opportunity to develop and demonstrate skills in interacting with internal and external clients to provide an outstanding customer service experience. The competitor engages clients in conversations regarding products, handles inquiries, and solves problems. This competitive event consists of a role-play scenario.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Role Play
Event Elements	Interactive Role Play

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Two notecards • Pencil • Secret topic given on-site

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.

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- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary interactive role play and a final interactive role play.

Preliminary Interactive Role Play Details

Timing Structure

- **Preparation Time:** 10 minutes (a one-minute warning will be provided)
- **Presentation:** 5 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** None

Role Play Prompt

- Competitors will be provided with a single copy of a customer service–related scenario or problem at the beginning of their assigned preparation time. This copy may only be accessed within the designated preparation area.

Notecard Use

- Each competitor will receive two notecards for use during preparation and the presentation. Information may be written on both sides. Notecards will be collected after the role play.

Materials

- No technology, reference materials, visuals, or props may be used.

Interaction with Judges

- Judges may ask questions during the presentation as part of the interactive role play format.

Audience

- Role play presentations are closed to all conference attendees.

Confidentiality

- To maintain fairness, competitors must not discuss or share the role play scenario until the event concludes.

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Final Interactive Role Play Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors from each preliminary section will advance to the final round in equal numbers.
- The number of competitors advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

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Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Customer Service (Collegiate)

Future Business Leaders of America

Customer Service Role Play Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Demonstrates understanding of the role play and defines problem(s) to be solved	*No description or role play synopsis provided; no problems defined*	*Describes and provides role play synopsis OR defines the problem(s)*	*Describes and provides role play synopsis AND defines the problem(s)*	*Demonstrates expertise of role play synopsis AND definition of the problem(s)*	
	0 points	1-6 points	7-8 points	9-10 points	
Communicates position on role play scenario	*No position communicated*	*Communicates position not related to problem*	*Communicates position on problem*	*Communicates in a professional manner position on problem in scenario*	
	0 points	1-6 points	7-8 points	9-10 points	
Identifies logical solution and aspects of implementation	*No solution identified*	*Solution provided, but implementation plan not developed*	*Logical solution and implementation plan provided and developed*	*Feasible solution and implementation plan developed, and necessary resources identified*	
	0 points	1-6 points	7-8 points	9-10 points	
Displays empathy/diplomacy when responding to role play scenario	*No empathy or diplomacy displayed*	*Empathy or diplomacy displayed in response to role play scenario*	*Empathy and diplomacy displayed in response to role play scenario*	*Display of empathy and diplomacy skills add to resolution of role play scenario*	
	0 points	1-9 points	10-16 points	17-20 points	
Demonstrates conflict resolution and closure to the role play	*No closure was provided*	*Situation was closed OR conflict was resolved*	*Conflict was resolved, the situation has closure*	*Conflict was resolved, the situation has closure, and client (judge) is satisfied*	
	0 points	1-9 points	10-16 points	17-20 points	
Role Play Delivery					
Statements are well-organized and clearly stated	*Competitor did not appear prepared*	*Competitor was prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-6 points	7-8 points	9-10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
				Presentation Total (100 points)	

Name(s):			
School:		Section:	
Judge Signature:		Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Cybersecurity (Collegiate)

Cybersecurity challenges members to demonstrate their understanding of how to protect systems, networks, and data from digital threats such as viruses, malware, phishing, and spyware. Through an objective test, members explore cybersecurity concepts, tools, and best practices used to defend against and respond to cyberattacks.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

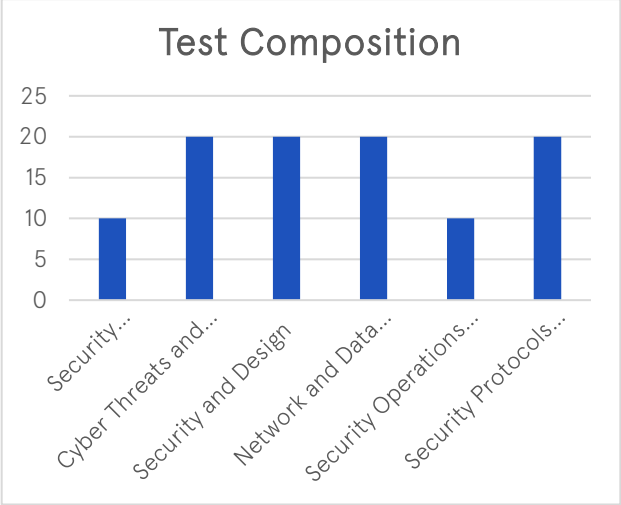
Educational Alignments

Career Cluster Framework Connection	Digital Technology
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Professionalism, Technology

Knowledge Areas

- Security Fundamentals
- Cyber Threats and Vulnerabilities
- Security and Design
- Network and Data Security
- Security Operations and Management
- Security Protocols and Threat Mitigation

Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.



State

Check with your State Leader for state-specific competition information and deadlines.

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Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- The number of competitors will determine the number of winners. The maximum number of winners for each competitive event is 10.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

Security Fundamentals (10 test items)

1. Describe examples of confidentiality, integrity, and availability in cybersecurity operations
2. Discuss measures for establishing digital trust (e.g., identity proofing, non-repudiation, attestation)
3. Explain how authentication, authorization, and accounting are implemented in practice
4. Analyze principles of Zero Trust present in security architectures
5. Discuss examples of binary and hexadecimal in cybersecurity
6. Perform basic arithmetic involving binary and hexadecimal
7. Analyze examples of least privilege principles

Cyber Threats and Vulnerabilities (20 test items)

1. Analyze the causes of SQL injection and buffer overflow vulnerabilities (e.g., poor input validation, memory management)
2. Analyze the causes, mechanics, and consequences of race conditions (e.g., critical sections, information leak, crash)
3. Discuss attributes of threat actors and their goals (e.g., internal and external threats, financial gain, espionage, data theft)
4. Analyze how different viruses infiltrate systems and spread (e.g., boot sector, polymorphic, macro)
5. Analyze how backdoors, zero-days, and outdated software can lead to cybersecurity incidents
6. Discuss social engineering scams and attacks (e.g., phishing, phone scams, email scams)
7. Describe the purpose, methods, and mechanics of a DDoS attack
8. Analyze effects of and defense against types of malware (e.g., viruses, Trojans, worms)
9. Describe the consequences and mechanics of cryptographic attacks on enterprise systems
10. Evaluate the security of a wireless network

Security and Design (20 test items)

1. Analyze the security benefits and drawbacks of cloud infrastructure (e.g., IaaS, SaaS, PaaS)
2. Recommend changes to cybersecurity policies based on system architecture (e.g., microservice, cloud-based, hybrid)
3. Discuss use cases and examples of logical and physical segmentation (e.g., VLANs, subnets, air-gapped systems)
4. Analyze security use cases for containerization and virtualization in enterprise systems
5. Recommend a backup schedule based on an organization's needs (e.g., differential, incremental, full)
6. Recommend RAID levels based on an organization's needs (e.g., level 0, level 5)
7. Discuss types of testing used in cybersecurity
8. Analyze the impact of physical network design decisions on cybersecurity
9. Discuss key considerations in designing secure systems (e.g., availability, resilience, cost, responsiveness)
10. Discuss ways to increase resilience and recovery in design (e.g., load balancing, clustering, multi-cloud, platform diversity, backups)

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Network and Data Security (20 test items)

1. Discuss the role of cryptography in ensuring confidentiality, integrity, authentication, and non-repudiation
2. Analyze the benefits and drawbacks of public and private key cryptography
3. Describe the mechanics of public and private key cryptography
4. Discuss types of ciphers (e.g., shift, Caesar, substitution)
5. Discuss logical access control methods (e.g., access control lists, group policies, passwords)
6. Analyze differences between access control models (e.g., MAC, DAC, RBAC)
7. Analyze network authentication methods (e.g., multifactor, certificates, tokens)
8. Describe the characteristics of effective and ineffective hash functions (e.g., collisions, distribution, efficiency)
9. Discuss the advantages and disadvantages of using blockchain for data integrity and authentication

Security Operations and Management (10 test items)

1. Discuss common security policies (e.g., acceptable use, information security, business continuity, disaster recovery)
2. Discuss elements of disaster prevention and recovery plans
3. Discuss the use cases of different types of firewalls (e.g., network-based, NGFW, WAF)
4. Evaluate messaging, email, and data security policies for risk management
5. Describe change management practices

Security Protocols and Threat Mitigation (20 test items)

1. Describe the purposes of SSH, HTTPS, TLS, and WPA protocols
2. Explain how intrusion detection and prevention systems work (e.g., signature-based, anomaly-based, NIDS)
3. Evaluate the effectiveness of policies and practices for preventing viruses, phishing, and email scams
4. Analyze different types of obfuscation (e.g., code, data, network)
5. Explain how digital certificates and Certificate Authorities (CAs) contribute to security
6. Explain how patches, updates, and version control prevent attacks
7. Discuss examples of penetration testing
8. Describe a VPN and its uses in cybersecurity
9. Describe security protocols used by VPNs and their characteristics (e.g., TLS, OpenVPN, L2TP, IPsec)

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References for Knowledge Areas & Objectives

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Cybersecurity Guide. *Mastering the basics: A comprehensive guide to cybersecurity 101 for the digital age.* https://cybersecurityguide.org/resources/cybersecurity-101/

The Academic Initiative of the Cyber Innovation Center. *K-12 Cybersecurity Learning Standards.* https://cyber.org/sites/default/files/2021-10/K-12%20Cybersecurity%20Learning%20Standards_1.0.pdf

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2025-2026 Competitive Events Guidelines
Digital Design & Communications Case Competition

Digital Design & Communications Case Competition challenges members to analyze a case study and develop a creative strategy that addresses various aspects of digital communication. Members present their findings and solutions to a panel of judges, showcasing skills in areas such as branding, social media campaigns, marketing plans, graphic design, website prototypes, video production, and multimedia presentations.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Arts, Entertainment, & Design
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Technology

2025-2026 Digital Design & Communications Case Competition

The case competition and rating sheet can be found starting on page 5. ***The business entity should not be contacted for additional information.***

This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• *Technology and presentation items* • *Photo identification* • *Conference-provided nametag* • *Attire that meets the FBLA Dress Code*	• *Table*

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

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Technology Guidelines

- **Internet Access:** Provided (*Please be aware that internet access at conference venues may be unreliable. Always prepare a backup plan in case the connection is lost or does not work with your device.)*
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- The rating sheet will be released with the case competition.

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- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Digital Design & Communications Case Competition

The business entity should not be contacted for additional information.
This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

Overview and Background Information

Client: *Act Missouri* (transitioning to *Act*)

Project: Rebranding & Digital Design for Regional Expansion

Act Missouri, a nonprofit organization dedicated to substance use prevention and healthy youth development, is entering a strategic growth phase. With expanded partnerships and programming across state lines, the organization is rebranding as **Act**, dropping the "Missouri" to better reflect its new regional scope.

This rebrand presents an opportunity to align the organization's visual identity with its updated mission, vision, and values while preparing for broader engagement through modern marketing collateral and social media outreach.

Your Task

You have been contracted by Act as a digital design consultant. Your team is tasked with delivering a refreshed brand identity and updated marketing assets that position Act as a forward-thinking, youth-centered prevention leader across the Midwest region.

Click here to access Act Missouri's current and past logos, mission and vision statements, and examples of their past marketing collateral. Your deliverables must reflect the shift toward a regional presence, while maintaining the integrity of Act's long-standing commitment to prevention, education, and community empowerment.

Deliverables

Your final presentation should include:

1. Logo Redesign:
    - A new logo that aligns with the updated name ("Act") and expanded regional mission.
    - Explanation of design choices, color palette, and typography in a brand book that explains proper use of the new designs.
2. One-Sheeter:
    - A professional, visually appealing flyer outlining what Act does, whom they serve, and the services/programs offered.
    - Designed for use at conferences, meetings, and digital distribution.
3. Business Cards
    - Design business cards for staff to use to share their information with others at meetings and events.
4. Banner:
    - Design a new banner for use at events or exhibit booths that pulls up
5. Social Media Assets:
    - A consistent and engaging look for digital use including:
        · Profile icon
        · Facebook/Twitter/X banner
        · Instagram story highlight covers
        · Post template for announcements or campaign launches

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2025-2026 Competitive Events Guidelines

Digital Design & Communications Case Competition

FBLA Future Business Leaders of America

Digital Design & Communications Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of Client & Mission Alignment	*Shows little or no understanding of mission or goals; designs are unrelated to case*	*Demonstrates limited understanding; some attempt to align with mission but lacks clarity or depth.*	*Reflects Act's mission, vision, and transition to a regional focus; maintains integrity of brand purpose.*	*Deeply understands and communicates Act's mission; design captures both legacy and growth vision with insight and creativity.*	
	0 points	1-5 points	6-10 points	11-15 points	
Logo Redesign & Brand Identity	*No logo redesign submitted or does not align with brand purpose.*	*Basic redesign with minimal creativity; weak visual alignment to mission or regional scope.*	*New logo is clear, professional, and relevant; color palette and typography are appropriate and consistent.*	*Logo redesign is distinctive, modern, and meaningful; brand book clearly articulates design rationale and professional standards.*	
	0 points	1-5 points	6-10 points	11-15 points	
Consistency Across Deliverables	*Deliverables are visually inconsistent and disconnected.*	*Some consistency but noticeable discrepancies in style or color usage.*	*Visual and thematic consistency is maintained across all materials.*	*Strong, unified brand presence across all pieces; consistent tone, style, and professional polish.*	
	0 points	1-4 points	5-9 points	10-12 points	
One-Sheeter Design & Content Clarity	*One-sheeter missing or unclear; layout ineffective for communication.*	*Basic information included but lacks organization or visual appeal.*	*Clearly communicates key information with professional layout and visual balance.*	*Engaging, well-structured one-sheeter that conveys impact; strong visuals and storytelling suited for print and digital use.*	
	0 points	1-4 points	5-7 points	8-10 points	
Business Card Design	*Business card missing or does not include essential details.*	*Includes basic information but lacks hierarchy or brand consistency.*	*Professional, easy-to-read layout with aligned branding.*	*Clean, creative, and impactful design; effectively represents organization and brand identity.*	
	0 points	1 points	3-4 points	5-6 points	
Banner Design	*Banner missing or unusable for display.*	*Design included but text or visuals are hard to read from distance.*	*Clear and visually appealing; suitable for event or booth use.*	*Eye-catching and highly professional; excellent use of space and readability optimized for large-format display.*	
	0 points	1 points	3-4 points	5-6 points	
Social Media Asset Suite	*No social media materials included or designs are inconsistent.*	*Minimal set of assets; lacks cohesion or digital readiness.*	*Consistent, engaging designs suited for multiple platforms.*	*Dynamic, on-brand social suite; visually unified and optimized for engagement and adaptability.*	
	0 points	1 points	3-4 points	5-6 points	
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-4 points	5-7 points	8-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness*	
	0 points	1-4 points	5-7 points	8-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-4 points	5-7 points	8-10 points	
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (100 points)	

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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2025-2026 Competitive Events Guidelines
Emerging Business Issues

Emerging Business Issues recognizes members who can critically analyze a current business topic by presenting both affirmative and negative viewpoints. Members deliver a well-structured presentation that outlines multiple perspectives and concludes with thoughtful recommendations, demonstrating research, reasoning, and communication skills.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, or 3 members
Event Category	Presentation
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism

2025-2026 Topic

American vs. BRICS Business Models: A Comparison of Corporate Culture and Work-Life Balance

Compare the American business model with that of one BRICS country, focusing on differences in corporate culture and approaches to work-life balance.

Prepare to argue both the affirmative and negative sides, evaluating each model's strengths and limitations in fostering employee well-being, productivity, and long-term business success.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

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Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 7 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 3 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.

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- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in response to the topic

- **Use of Industry Terminology:** Use accurate, relevant business terms consistently throughout the presentation to demonstrate understanding of the topic.
- **Evidence & Research:** Support all arguments with compelling, well-sourced evidence from professionally legitimate and credible resources.
- **Affirmative Argument:** Present a clear, logically organized affirmative position.
  Include at least four strong pieces of evidence.
  Deliver the argument in a persuasive, engaging way that captures audience support and showcases critical thinking.
- **Negative Argument:** Present a clear, logically organized negative position.
  Include at least four strong pieces of evidence.
  Deliver the argument in a persuasive, engaging way that captures audience support and demonstrates depth of analysis.

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Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Emerging Business Issues

FBLA
Future Business Leaders of America

Emerging Business Issues Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of Issue/Topic	*No understanding of event topic OR incorrect topic used*	*Understanding of topic inconsistent from the event guidelines*	*Demonstrates understanding of the topic throughout the presentation*	*Demonstrates use of industry terminology throughout the presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Affirmative Argument					
Flow and Logic of Content	*No logic of content AND unclear flow*	*Logic of content is minimal OR unclear flow*	*Content is presented with logical content and flows well*	*Content is well defined and in a logical sequence of ideas*	
	0 points	1-2 points	3-4 points	5 points	
Quality of Evidence	*No quality of evidence*	*Argues 1 piece of evidence*	*Argues 2-3 pieces of evidence*	*Argues 4+ pieces of evidence*	
	0 points	1-2 points	3-4 points	5 points	
Persuasiveness	*Argument is not persuasive*	*Argument is partially persuasive*	*Argument is persuasive and audience is convinced*	*Argument is compelling and audience is in support*	
	0 points	1-6 points	7-8 points	9-10 points	
Relevance of Argument	*No relevance*	*Argument is partially relevant*	*Argument is relevant*	*Argument is exceptional and compelling*	
	0 points	1-6 points	7-8 points	9-10 points	
Negative Argument					
Flow and Logic of Content	*No understanding of event topic OR incorrect topic used*	*Logic of content is minimal OR unclear flow*	*Content is presented with logical content and flows well*	*Content is well defined and in a logical sequence of ideas*	
	0 points	1-2 points	3-4 points	5 points	
Quality of Evidence	*No quality of evidence*	*Argues 1 piece of evidence*	*Argues 2-3 pieces of evidence*	*Argues 4+ pieces of evidence*	
	0 points	1-2 points	3-4 points	5 points	
Persuasiveness	*Argument is not persuasive*	*Argument is partially persuasive*	*Argument is persuasive and audience is convinced*	*Argument is compelling and audience is in support*	
	0 points	1-6 points	7-8 points	9-10 points	
Relevance of Argument	*No relevance*	*Argument is partially relevant*	*Argument is relevant*	*Argument is exceptional and compelling*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025-2026 Competitive Events Guidelines

Emerging Business Issues

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Presentation Delivery					
Statements are well-organized and clearly stated, appropriate business language used	*Competitor(s) did not appear prepared*	*Competitor(s) were prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-2 points	3-4 points	5 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-2 points	3-4 points	5 points	
Presentation Protocols					
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*			
	0 points	10 points			
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (110 points)	

Name(s):			
School:		Section:	
Judge Signature:		Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Entrepreneurship Pitch Competition

Entrepreneurship Pitch Competition recognizes members who can effectively present a compelling case for a new product, service, or business venture. Through a live presentation, members showcase their innovation, business planning, and persuasive communication skills in a pitch format.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Presentation
Event Elements	Pitch Presentation

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.

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- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.

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- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in response to the pitch

- **Problem Identification & Market Opportunity:** Clearly explain the problem being solved and who is affected. Show understanding of the target market and validate the opportunity.
- **Business Concept & Innovation:** Present a unique, feasible business idea with clear differentiation from existing solutions.
- **Value Proposition & Customer Benefit:** Articulate the benefits to customers and explain why people would choose this product/service over alternatives.
- **Business Model:** Describe how the business will generate revenue, including pricing, sales, and distribution strategies.
- **Feasibility & Financial Thinking:** Address startup needs, basic cost projections, potential profitability, and financial sustainability.
- **Marketing & Growth Strategy:** Outline how the business will reach customers and grow (e.g., social media, partnerships, promotions).

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

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Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Entrepreneurship Pitch Competition

FBLA Future Business Leaders of America

Entrepreneurship Pitch Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Problem Identification & Market Opportunity Clearly explain the problem being solved and who is affected. Show understanding of the target market and validate the opportunity.	*No clear problem is identified; no mention of target market or opportunity*	*Problem is vaguely defined or lacks depth; limited or unclear identification of target market or business opportunity.*	*Problem is clearly explained with basic relevance to the target market; some evidence of market opportunity is presented.*	*Problem is thoroughly defined and well supported with evidence; demonstrates strong understanding of target market and convincingly validates the business opportunity.*	
	0 points	1-6 points	7-8 points	9-10 points	
Business Concept & Innovation Present a unique, feasible business idea with clear differentiation from existing solutions.	*No business idea is presented, or concept is unclear and lacks innovation.*	*Business idea is vague or derivative; limited explanation of how it differs from existing solutions.*	*Business concept is clear and feasible; demonstrates some innovation or differentiation from similar offerings.*	*Business idea is unique, clearly presented, and highly feasible; strong innovation and clear value differentiation from existing solutions are evident.*	
	0 points	1-6 points	7-8 points	9-10 points	
Value Proposition & Customer Benefit Articulate the benefits to customers and explain why people would choose this product/service over alternatives.	*No clear value proposition is provided; customer benefit is not addressed.*	*Value proposition is vague or generic; limited explanation of how the offering benefits customers or stands out.*	*Value proposition is clear and explains how the product/service benefits customers; some differentiation from alternatives is provided.*	*Value proposition is compelling, clearly articulating unique customer benefits and strong reasons why customers would choose this over competitors.*	
	0 points	1-6 points	7-8 points	9-10 points	
Business Model Describe how the business will generate revenue, including pricing, sales, and distribution strategies.	*No revenue model or strategy for generating income is presented.*	*Revenue model is unclear, incomplete, or lacks connection to pricing, sales, or distribution.*	*A basic business model is presented with general information on pricing, sales, and distribution.*	*Business model is clearly defined and well thought out, with specific and realistic strategies for pricing, sales, and distribution that align with the business concept.*	
	0 points	1-6 points	7-8 points	9-10 points	
Feasibility & Financial Thinking Address startup needs, basic cost projections, potential profitability, and financial sustainability.	*No financial considerations or startup needs are addressed.*	*Provides vague or unrealistic estimates of costs, profitability, or financial needs; lacks a sustainable plan.*	*Outlines basic startup costs, potential for profitability, and includes general financial planning.*	*Clearly presents realistic startup needs, cost projections, revenue potential, and a sustainable financial path supported by logical reasoning.*	
	0 points	1-6 points	7-8 points	9-10 points	
Marketing & Growth Strategy Outline how the business will reach customers and grow (e.g., social media, partnerships, promotions).	*No marketing or growth strategies are discussed.*	*Mentions general ideas for outreach but lacks clarity, specificity, or feasibility in execution.*	*Describes basic marketing channels and growth strategies that align with the business concept and target market.*	*Clearly outlines well-researched, creative, and targeted marketing and growth strategies using appropriate platforms, partnerships, or promotions, showing strong understanding of customer engagement and scalability.*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025-2026 Competitive Events Guidelines

Entrepreneurship Pitch Competition

FBLA Future Business Leaders of America

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Persuasiveness of the Pitch	*Pitch lacks clarity and fails to convey the value or potential of the idea. No persuasive elements are present.*	*Pitch is somewhat clear but lacks enthusiasm, confidence, or convincing support for the business idea.*	*Pitch is clear and confident, providing logical reasoning and support that makes the idea believable and appealing.*	*Pitch is compelling, confident, and highly persuasive. Delivers a strong call to action and creates clear excitement and belief in the business's success.*	
	0 points	1-6 points	7-8 points	9-10 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well-organized and clearly stated, appropriate business language used	*Competitor(s) did not appear prepared*	*Competitor(s) were prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized, and business language used*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Protocols					
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*			
	0 points	10 points			
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (120 max)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Finance Case Competition

Finance Case Competition challenges members to analyze a comprehensive case study involving key areas of finance, such as financial management, investments, financial institutions, and financial services. Members present their findings and recommendations to a panel of judges, demonstrating analytical thinking, financial literacy, and strategic decision-making.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Financial Services
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Technology

2025-2026 Finance Case Competition

The case competition and rating sheet can be found starting on page 5. ***The business entity should not be contacted for additional information.***
This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided

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- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- The rating sheet will be released with the case competition.
- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.

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- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Finance Case Competition

The business entity should not be contacted for additional information.
This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

Problem Statement

In an era of rising fuel costs, high interest rates, and environmental awareness, young professionals are reevaluating their approach to personal transportation. The decision to buy, lease, or use rideshare services now carries not only financial implications but also lifestyle, environmental, and long-term wealth considerations.

You have been asked to analyze and present a recommendation for a young professional deciding between three commuting options: purchasing a car, leasing a car, or relying primarily on rideshare and public transportation.

Overview and Background Information

Meet Jordan Lee, a 27-year-old marketing analyst who recently relocated to a major metropolitan area. Jordan works full-time and earns $62,000 annually. Their job requires commuting approximately 20 miles daily to and from the office, with occasional weekend social travel.

Jordan currently uses rideshare services and public transit but is debating whether to purchase or lease a compact vehicle to save time and improve flexibility. The decision must balance monthly cash flow, total long-term cost, and potential financial tradeoffs, such as debt, insurance, and investment opportunity costs.

Option	Upfront Cost	Monthly Payment	Insurance	Average Monthly Gas/Transit	Annual Maintenance	Resale Value (after 5 yrs)
Buy (2025 Hybrid Sedan)	$4,000 down	$480 (60-month loan @ 5%)	$140	$120	$500	$13,000
Lease (36-month term)	$2,500 down	$390	$150	$120	$200	$0
Rideshare + Public Transit	$0	$0	$0	$380	$0	$0

Other details:

- Average monthly commuting mileage: 800 miles
- Average car lifespan: 10 years
- Loan interest rate: 5%
- Expected annual car insurance increase: 3%
- Rideshare cost may fluctuate ±10% annually based on demand

Additional Considerations

- Jordan currently has $8,000 in savings and contributes 6% of income to a 401(k) with a 50% employer match.
- Jordan is also saving to buy a home in the next five years, so maintaining liquidity is a priority.
- Jordan values environmental sustainability but is also focused on financial independence and minimizing debt.

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Specific Elements to Address

1. Create a Detailed Profile
    - Develop a financial profile for Jordan, including income, monthly expenses, savings goals, and transportation priorities.
    - Incorporate lifestyle details such as commuting schedule, work hours, and financial objectives
2. Understand Challenges
    - Analyze the economic and logistical barriers of each transportation option.
    - Compare total costs over a five-year period, including depreciation, insurance, maintenance, and opportunity cost.
    - Consider sustainability, convenience, and flexibility in your evaluation.
3. Recommendations
    - Provide a clear, data-supported recommendation for the most financially sound and sustainable option.
    - Identify short-term and long-term implications, including impact on savings rate, credit score, and environmental footprint.
4. Budget Redesign
    - Create a revised five-year transportation budget for Jordan that aligns with the recommendation.
    - Include projected annual savings or losses, investment potential, and the impact on Jordan's financial goals.
    - Discuss the time value of money (TVM) and how delayed or immediate spending affects Jordan's financial position.

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2025-2026 Competitive Events Guidelines

Finance Case Competition

FBLA
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Finance Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Demonstrates understanding of the case and issues to be solved	*No description or case synopsis provided, and no issues defined*	*Describes and provides case synopsis OR defines the issues*	*Describes and provides case synopsis AND defines the issues*	*Demonstrates expertise of case synopsis AND definition of the issues*	
	0 points	1-6 points	7-8 points	9-10 points	
Profile *Defines the individual, company, or community scenario related to sustainable transportation*	*No profile presented*	*Some profile elements presented but lacks clarity or connection to sustainability*	*Clear and relevant profile presented with general financial or environmental data*	*Comprehensive, data-driven profile including demographics, transportation habits, income/budget context, and environmental impact*	
	0 points	1-6 points	7-8 points	9-10 points	
Understand Challenges *Investigates and details economic, logistical, and environmental barriers impacting financial literacy and sustainable transportation choices*	*No challenges presented*	*Some challenges or costs are presented.*	*Identifies major financial and logistical challenges with moderate depth*	*Provides a comprehensive, evidence-based analysis of financial, economic, and sustainability barriers supported by data*	
	0 points	1-7 points	8-13 points	14-15 points	
Recommendations *Recommends feasible financial literacy and sustainability strategies to improve outcomes*	*No recommendations or strategies presented*	*Some recommendations presented, but not realistic or actionable*	*Sound recommendations that are practical and moderately detailed*	*Innovative, realistic recommendations supported by cost-benefit analysis and long-term sustainability planning*	
	0 points	1-6 points	7-8 points	9-10 points	
Budget Redesign *Develops and analyzes a revised budget or financial plan that incorporates sustainable transportation strategies*	*No budget redesign presented*	*Budget redesign is presented, with missing details about overall financial aspects*	*Provides a detailed financial plan showing cost savings, ROI, and sustainability alignment*	*Presents an innovative, data-driven budget redesign with projections, financial literacy application, and sustainability metrics*	
	0 points	1-7 points	8-13 points	14-15 points	
Research & Sources *Substantiates findings with credible research and references*	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-6 points	7-8 points	9-10 points	
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (100 points)	

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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2025-2026 Competitive Events Guidelines
Foundations of Accounting

Foundations of Accounting challenges members to demonstrate their understanding of fundamental accounting principles through an objective test. This event introduces key concepts such as the accounting cycle and financial statements, encouraging members to build a strong foundation in the field.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

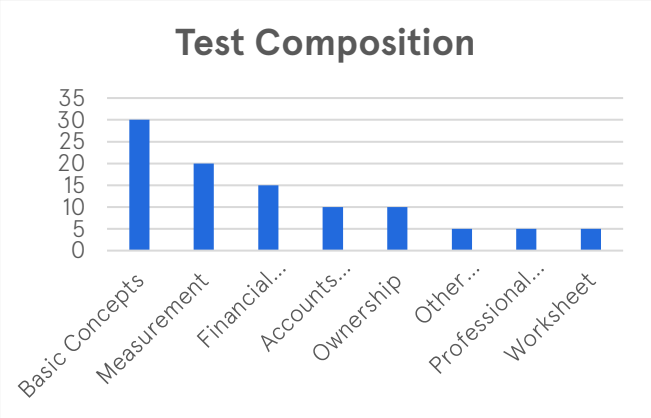
Educational Alignments

Career Cluster Framework Connection	Financial Services
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of accounting. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level accounting coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Basic Concepts, Principles and Terminology
- Measurement, Valuation, Realization, and Presentation of Assets
- Financial Statements
- Accounts Payable and Receivable
- Ownership Structure
- Other Financial Statements
- Professional Standards and Ethics
- Worksheet



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Accounting

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Basic Concepts, Principles and Terminology

1. Define the steps of accounting cycle, which include: recording of a transaction, presenting the trial balance, recording adjustments, presenting the adjusted trial balance, presenting the financial statements, recording the closing of an account, and presenting the post-closing trial balance.
2. Define the basic accounting equation and demonstrate how it is affected by individual transactions.
3. Identify resources to provide information on financial laws, regulations, and policies.
4. Define general accounting terms such as asset, liability, accounts payable, capital, income, expense, etc.
5. Define double entry accounting, debits, and credits.
6. Describe the purpose of accounting, the role it plays in our economy, and who uses it.
7. Describe the purpose and basic concepts of GAAP.
8. Identify asset, liability, and capital/owner's equity accounts.
9. Differentiate fixed assets, intangible assets, and current assets.
10. Differentiate between current and long-term liabilities.
11. Define cash and explain a cash transaction's effect on the cash account.
12. Record business transactions involving cash in cash related journals.
13. Prove the accuracy of the cash account.
14. Describe Adjusting, Reversing, Closing Entries, and Error Correction.
15. Define the components of payroll.
16. Prepare a Chart of Accounts.
17. Use T accounts.
18. Record transactions in a general journal.
19. Post journal entries to general ledger accounts.
20. Prepare a trial balance and a post-closing trial balance.
21. Journalize and post adjusting and closing entries.
22. Define subsidiary ledgers and illustrate their use.

B. Measurement, Valuation, Realization, and Presentation of Assets

1. Compute financial ratios and analyze financial statements using horizontal analysis, vertical analysis, and commonly used financial ratios.
2. Utilize the analysis of data to make capital rationing decisions such as buying or replacing equipment.
3. Explain, compare, and analyze various depreciation methods and their effect on the value of assets.
4. Identify property, plant, and equipment assets and record their initial cost.
5. Classify fixed and intangible assets.
6. Compute and record the amortization of an intangible asset.
7. Compute percentages, ratios, and turnovers as applied to solvency and profitability measures.
8. Determine the cost of inventory using a variety of inventory costing methods.
9. Prepare depreciation schedules.

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10. Define and illustrate capital expenditures vs. revenue expenditures.
11. Discuss the three methods of expensing long-term assets: depreciation, amortization, and depletion.
12. Illustrate the straight line, units of production, and double the declining balance methods of depreciation.
13. Illustrate recording the sale, disposal, and trade-in of property, plant, and equipment.
14. Illustrate the accounting treatment of intangible assets and natural resources.
15. Analyze items that belong to current assets classification, including cash, accounts receivable, and inventory.
16. Analyze the items that belong to long-term assets account, including tangible and intangible assets.
17. Explain inventory systems and inventory valuation methods.
18. Describe inventory and periodic and perpetual inventory systems.
19. Identity cash dividends, stock dividends, stock split, return on assets, and return on common equity.

C. Financial Statements (Balance Sheet and Income Statement)
    1. Describe the different types of financial statements and compare the differences.
    2. Explain the purposes of each financial statement and describe the way they articulate with each other.
    3. Define terminology and classifications necessary for financial statements.
    4. Prepare an income statement that reports the results of operations for any entity.
    5. Interpret the information on an income statement.
    6. Prepare and interpret a balance sheet that reports the financial condition of the entity.
    7. Define the specific assets, liabilities, and stockholders' equity accounts that appear in the balance sheet.
    8. Prepare and analyze internal and external accounting reports using a balance sheet, an income statement, and analysis metrics/ratios.
    9. Analyze the effects of revenue on financial statements.
    10. Compute the various financial ratios from a firm's income statement, balance sheet, and statement of cash flows.
    11. Perform all of the functions of the closing process, journalize and post the closing entries, prepare the post-closing trial balance, and prepare all of the appropriate financial statements and reports for a corporation.
    12. Create financial statements for partnerships including end-of-fiscal-period worksheet, income statement, distribution of net income statement/owner's equity statement, balance sheet, adjusting and closing entries, and post-closing trial balance.

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D. Accounts Payable and Receivable
    1. Analyze and journalize transactions of merchandise sold for cash, on account, or by credit card; post to proper ledger accounts; and prove subsidiary ledger by preparing a schedule of accounts receivable.
    2. Analyze and journalize purchases of merchandise on account; demonstrate knowledge of net purchases; post to proper ledger accounts; and prove subsidiary ledger by preparing a schedule of accounts payable.
    3. Record transactions and journalize entries to write off uncollectible accounts using the direct write-off and allowance methods.
    4. Prepare adjustments using aging accounts receivable, percentage of sales, and percentage of accounts receivable methods.
    5. Explain the purpose of notes payable and notes receivable and calculate, record transactions, and journalize interest and payment of notes payable and receivable.
    6. Record transaction journal entries related to accruals and deferrals.
    7. Explain the nature of accounts payable.
    8. Explain an allowance for returned goods.
    9. Process sales orders and invoices for payment.
    10. Process accounts payable checks.
    11. Explain the nature of accounts receivable.
    12. Maintain a customer file for accounts receivable.
    13. Process sales returns and allowances.
    14. Explain and illustrate the calculation of interest revenue on notes receivable.
    15. Illustrate the preparation of a loan amortization table.

E. Ownership Structure
    1. Identify types of business organizations and functions.
    2. Identify business reporting and information flow required for types of ownership.
    3. Explain the characteristics associated with corporates, including PC, LLC.
    4. Define the advantages and disadvantages of corporations.
    5. Explain the characteristics of partnerships.
    6. Define the advantages and disadvantages of partnerships.
    7. Explain the characteristics of sole proprietorships.
    8. Define the advantages and disadvantages of sole proprietorships.
    9. Compare the accounting implications for different types of business ownership.
    10. Summarize the differences in the equity sections for sole proprietorships, partnerships, and corporations.
    11. Define capital stock, its classes, its characteristics and all associated terms.
    12. Describe an agency relationship.
    13. Describe the different levels of liability and taxation for Subchapter S Corporations and Limited Liability Corporations.

F. Other Financial Statements (cash flow, owner's equity, profit-loss, etc.)
    1. Prepare statement equity and retained earnings.

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2. Differentiate between stock splits and stock dividends and explain how each affects equity.
3. Describe the purposes of the revenue, expense, and drawing accounts and dividends and illustrate the effects on capital/owner's or stockholder's equity.
4. Use cost-volume-profit and contribution margin analysis to plan operations.
5. Analyze cash inflows and cash outflows and prepare a cash flow statement.
6. Determine cash flows from operating activities, investing activities, and financing activities.
7. Describe working capital changes.
8. Calculate business profitability.
9. Prepare a budget and use it to make business decisions and evaluate the company's performance.
10. Describe the many types of budgets.

G. Professional Standards and Ethics
1. Identify confidentiality concepts and policies.
2. Identify characteristics of professional conduct.
3. Identify and practice good ethical behavior.
4. Differentiate between good and poor business ethics.
5. Adhere to financial laws and regulations and to establish company rules, regulations, and policies.
6. Identify issues and trends affecting computers and information privacy.
7. Describe the importance of integrity, confidentiality, and high ethical standards in preparation of financial statements, and in interpretation and use of data.
8. Explain the importance of ethical business decisions.
9. Utilize security measures to minimize loss and to create trust (e.g., maintain data security and develop strategies to protect data).
10. Discuss the general principles of the code of ethics for the AICPA, IMA, CIA, and ACAT.

H. Worksheet
1. Identify information needed in preparation of a worksheet.
2. Record adjustments on the worksheet.
3. Prepare trial balance, income statement, and balance sheet section of the worksheet.
4. Prepare a worksheet.
5. Illustrate how a worksheet can be used to provide a preview of financial statements.

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2025-2026 Competitive Events Guidelines
Foundations of Communication

Foundations of Communication challenges members to demonstrate their understanding of basic business communication principles through an objective test. This event covers topics such as written and verbal communication, professional etiquette, and the use of technology to effectively exchange information in a business setting.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

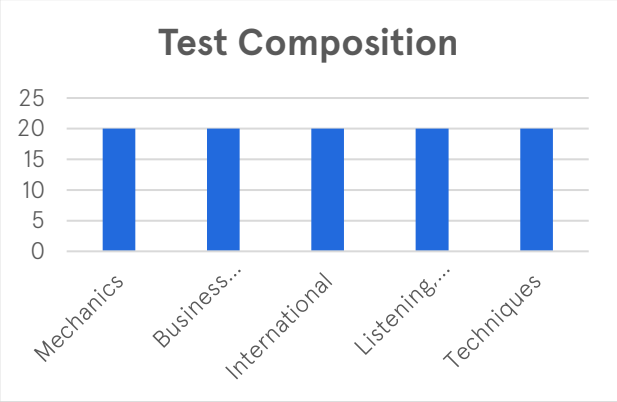
Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of communications. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level communications coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Mechanics of Appropriate Business English
- Format and Appropriateness of Business Messages
- Format and Style Differences with International Communications
- Listening, Oral, and Nonverbal Concepts
- Communication Techniques



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
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- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

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Sample Preparation Resources

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Study Guide: Knowledge Areas and Objectives

A. Mechanics of Appropriate Business English

1. Describe and identify the eight parts of speech in context sentences.
2. Use a verb that correctly agrees with the subject of a sentence.
3. Describe the types of verbs and demonstrate the six tenses.
4. Use irregular verbs and their different forms properly and distinguish transitive and intransitive verbs.
5. Identify subjects, predicates, verbs, adverbs, pronouns, direct and indirect objects, and prepositional and infinitive phrases in sentences.
6. Recognize and correct problems in grammar and usage including, but not limited to, completeness, agreement, fragments, run on sentences, dangling modifiers, reference, and form.
7. Describe and write the four kinds of sentences – declarative, interrogative, imperative, and exclamatory.
8. Write clear, descriptive sentences in a variety of sentence patterns (e.g., simple, compound, complex, and compound-complex).
9. Write logical, coherent phrases, sentences, and paragraphs incorporating correct spelling, grammar, and punctuation.
10. Apply techniques for adapting the message to the audience and for developing effective sentences and unified and coherent paragraphs.
11. Determine appropriate use of all punctuation marks including periods, question marks, exclamation points, commas, colons, semi-colons, quotation marks, and apostrophes.
12. Define the grammatical rules that govern the use of special punctuation marks such as the dash, hyphen, and parentheses.
13. Identify how to capitalize sentences, proper nouns, abbreviations, adjectives, and titles correctly.
14. Proofread documents and identify spelling, grammatical, and punctuation errors.
15. Proofread and edit business documents to ensure they are clear, correct, concise, complete, consistency, and courteous including effective word choices and sentence structure.
16. Revise and proofread a message for organization, content, style, mechanics, format, and layout.
17. Recognize how word selection and usage affects communication including slang, jargon, and cliches.
18. Illustrate the proper way to divide words.
19. Illustrate the ability to use a dictionary and thesaurus as an aide to spelling, pronunciation, and meaning.
20. Apply spelling rules such as i before e, words ending in y, and homonyms and commonly confusing words such as effect and affect.
21. Use bias-free language (e.g., gender, race, religion, physical challenges, and sexual orientation).
22. Discuss the importance of proper spelling and grammar in all types of written communication.

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B. Format and Appropriateness of Business Messages
    1. Identify the five Cs of communication.
    2. Discuss the role of letters, memos, and reports in business.
    3. Manage telephone communications and use appropriate techniques to gather and record information.
    4. Discuss communication techniques as they apply to internal and external customers.
    5. Use an appropriate format and business writing style and apply conventions to Standard English.
    6. Describe and demonstrate the stages of the writing process to include planning, writing, editing, proofreading, and revising.
    7. Write and design a document (e.g., memo, letter, and report) using the correct style, format, and content (e.g., letter, memorandum, report, and e-mail) that is appropriate for the type of correspondence (e.g., persuasive, positive, and negative).
    8. Construct technical information in a clear, concise, and objective manner for a specific audience, purpose, and method when communicating in writing.
    9. Develop and maintain professional writing skills that will reflect a clear understanding of the customer's status with a detailed yet concise summarization of facts, comments, and notations.
    10. Determine the type, content, and formatting of a document to write a given situation using appropriate style, tone, and grammar.
    11. Produce letters, memos, e-mails, and reports that address specific tasks.
    12. Conduct research using the five basic steps: planning the search, locating sources of information, organizing the information, evaluating the sources, and using the information to prepare a short report on a business topic.
    13. Create and maintain a level of analytical skill to allow for effective research and data gathering leading to an effective decision.
    14. Identify and utilize traditional and electronic research sources such as encyclopedias, reference manuals, periodicals, internet, etc.
    15. Document all sources (e.g., print and electronic) using current standards.
    16. Comprehend copyright laws and their applications to text, visual art, design, music, and photography.
    17. Use scanning hardware and layout, design, and graphics software to enhance documents.
    18. Compose and evaluate common types of business reports including informational reports, news releases, proposals, and policy statements.
    19. Write an effective formal report using assigned format and acceptable writing style.
    20. Prepare presentation documents to include publicity, agendas, handouts, follow-up report, etc.
    21. Demonstrate and select the appropriate use of electronic messaging technologies (e.g., voice mail, conference calls, video conferencing, social media and e-mail).
    22. Manage e-mail to include composing and sending e-mail, retrieving, reading and printing a message, and sending an attachment by e-mail.

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23. Examine proper use of e-mail and other appropriate internet/intranet communication capabilities, including business related terminology and language.
24. Discuss how e-mail can accentuate or detract from the professional image one is trying to protect.
25. Discuss inappropriate use of e-mail at work.
26. Apply the etiquette rules for electronic messaging (e.g., e-mail, cell phone, voice mail).
27. Discuss ways to keep data secure from theft and destruction.

C. Format and Style Differences with International Communications
   1. Describe and analyze problems and barriers with differences in languages and customs on business operations.
   2. Identify resources (internet, etc.) for learning about cultural taboos and practices as they relate to international communication.
   3. Describe and analyze the impact of cultural diversity on the communication process.
   4. Demonstrate understanding of the rudiments of intercultural communication.
   5. List examples of how nonverbal messages have different meanings in various cultures.
   6. Explain the role of communication in international relations.
   7. Identify international illustrations of social media trends and patterns.

D. Listening, Oral, and Nonverbal Concepts
   1. Demonstrate effective active listening techniques and identify major barriers to listening.
   2. Develop critical reading and listening skills to allow for rapid assimilation of facts and accurate recording of all essential details.
   3. Identify and interpret the major types of verbal and nonverbal communication.
   4. Discuss various methods of presentation delivery including oral, written, multimedia, videoconferencing, and interactive.
   5. Design effective presentations to include multimedia components of presentation software packages.
   6. Identify and evaluate different types of presentations to include information, persuasive, and debate.
   7. Plan and make an oral presentation using proper techniques and basic speaking skills.
   8. Express opinions and discuss issues positively and tactfully.
   9. Describe and use effective interpersonal communication in one-on-one and small-group situations.

E. Communication Techniques
   1. Define communication (formal and informal) and discuss its implication for effective management.
   2. Describe the communication process.
   3. Examine communication barriers and ways to eliminate them.

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4. Define active listening and review the keys to effective listening.
5. Describe the role of computer networks, videoconferences, and telecommuting as organizational communication.
6. Discuss the communication skills and leadership styles required in a contemporary organization and analyze how they will be required within worker groups.
7. Use correct grammar, punctuation, terminology and communication skills to produce and edit clearly written traditional and electronic documents.
8. Prepare a meeting plan/agenda and demonstrate a productive meeting.
9. Prepare and deliver a presentation to achieve greatest impact.
10. Demonstrate effective communication techniques and skills in working with individuals, groups, and supervisors (e.g., verbal and nonverbal).

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2025-2026 Competitive Events Guidelines
Foundations of Computer Science

Foundations of Computer Science challenges members to demonstrate their knowledge of basic computer science and programming concepts through an objective test. This event covers topics such as algorithms, data structures, programming logic, and foundational principles of software development.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

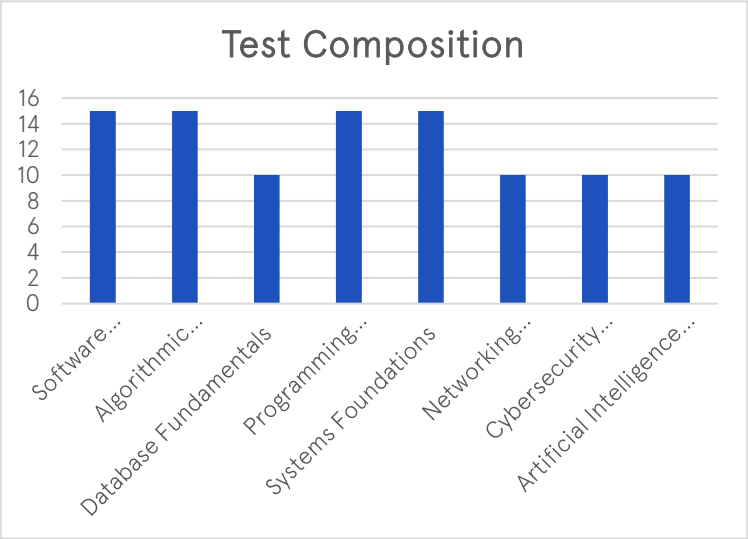
Career Cluster Framework Connection	Digital Technology
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of computer science. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level computer science coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Software Development Basics
- Algorithmic Foundations
- Database Fundamentals
- Programming Fundamentals
- Systems Foundations
- Networking Foundations
- Cybersecurity Foundations
- Artificial Intelligence Foundations

Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.



State

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2025-2026 Competitive Events Guidelines
Foundations of Computer Science

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
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- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

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- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).
- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

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- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

Software Development Basics (15 test items)

1. Explain the steps of the software development life cycle (SDLC)
2. Discuss object-oriented and functional programming paradigms
3. Describe key features of object-oriented programming (e.g., encapsulation, abstraction, polymorphism, inheritance)
4. Discuss the use of comments in programs
5. Discuss the use of APIs and third-party libraries in programs
6. Discuss the importance of testing for software development
7. Discuss debugging methods
8. Interpret documentation for functions and classes

Algorithmic Foundations (15 test items)

1. Describe basic data structures (e.g., arrays, lists, hashmaps)
2. Describe basic sorting algorithms (bubble sort, heap sort, merge sort, etc.)
3. Explain recursive algorithms and their use cases
4. Describe the speed and memory performance of simple algorithms
5. Describe basic search algorithms (e.g., linear, binary, two pointers)
6. Describe the advantages and disadvantages of hash tables
7. Write an algorithm in pseudocode to solve a problem

Database Fundamentals (10 test items)

1. Create a relational database with tables, records, fields, primary keys, and foreign keys
2. Write basic SQL queries to obtain specific data sets
3. Design database tables to satisfy requirements

Programming Fundamentals (15 test items)

1. Identify variables by name, data type, scope, and value
2. Call functions with multiple parameters
3. Discuss types of statements (assignment, function calls, control flow, etc.)
4. Describe characteristics of a class or object (attributes, constructors, methods, etc.)
5. Use I/O to create, read from, write to, and delete files
6. Predict the output of a block of code with specified inputs
7. Distinguish between pass-by-value and pass-by-reference
8. Evaluate expressions with function calls, variables, and Boolean logic

Systems Foundations (15 test items)

1. Convert among common data representations (e.g., binary, hexadecimal, decimal)
2. Describe the basic architecture of a computer (e.g., CPU, ALU, buses)
3. Explain the functions of the operating system kernel
4. Discuss the memory hierarchy for computer storage (e.g., caches, registers, RAM)
5. Discuss the importance of locality in computer performance and organization
6. Describe the role of logic gates in computer systems (arithmetic, logic, ALU, etc.)

Networking Foundations (10 test items)

1. Explain how data is transmitted between nodes (packets, packet switching, routers, switches, etc.)
2. Identify types of networks and their uses (WAN, LAN, Wi-Fi, etc.)

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3. Discuss the functions of DNS, IP addresses, and MAC addresses
4. Describe the layers of the OSI model
5. Explain basic networking protocols (TCP/IP, UDP, DHCP, etc.)

Cybersecurity Foundations (10 test items)

1. Discuss common cyber attacks and vulnerabilities (DoS, DDoS, phishing, SQL injection, malware, etc.)
2. Describe authentication methods (multi-factor authentication, digital certificates, SSO, etc.)
3. Describe confidentiality, integrity, and availability
4. Explain symmetric and asymmetric cryptography

Artificial Intelligence Foundations (10 test items)

1. Describe foundational algorithms for artificial intelligence (e.g., minimax, search algorithms, alpha-beta pruning)
2. Explain machine learning paradigms (e.g., supervised, unsupervised, reinforcement learning)
3. Describe the concept of neural networks
4. Describe how problems are formulated for AI (initial state, action, transition, etc.)
5. Describe the characteristics of AI agents (autonomy, decision-making, perception, etc.)

References for Knowledge Areas & Objectives

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2025-2026 Competitive Events Guidelines
Foundations of Digital Design

Foundations of Digital Design challenges members to demonstrate their understanding of basic design principles and tools used in digital communication through an objective test. This event covers topics such as layout, typography, color theory, branding, and the use of digital software to create effective visual content.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

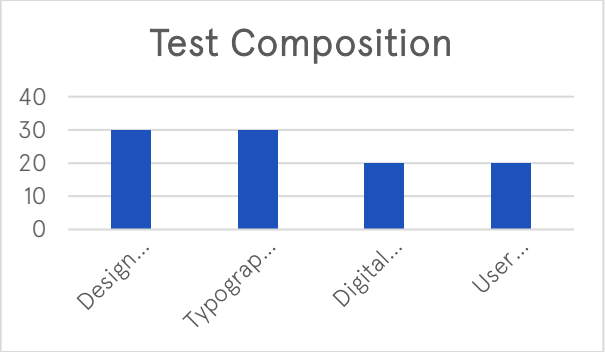
Career Cluster Framework Connection	Arts, Entertainment, & Design
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of digital design. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level digital design coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Design Principles
- Typography & Layout
- Digital Design Technology
- User Experience & Accessibility

Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.



State

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2025-2026 Competitive Events Guidelines
Foundations of Digital Design

FBLA
Future Business Leaders of America

National

Required Competition Items

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2025-2026 Competitive Events Guidelines

Foundations of Digital Design

Future Business Leaders of America

Study Guide: Knowledge Areas and Objectives

This study guide outlines the skills and knowledge assessed for this event. Objectives followed by a two-letter, three-digit code in parentheses are aligned to the National Business Administration Standards from MBA Research and Curriculum Center. Some objectives reference MBA Research's Learning Activity Packages (LAPs), which are instructional resources with readings, activities, and assessments available ***exclusively to teacher advisers****. For more information, visit MBAResearch.org/FBLA.*

Important Notice Regarding Test Preparation
MBA Research materials are ***not required*** *to study for or prepare for FBLA competitive event tests. MBA Research provides curriculum and instructional resources directly to teachers and does not administer or manage individual student testing or competition participation.*

Note for members and parents: *All questions related to tests, study materials, scores, or competition guidelines should be directed to the local FBLA adviser. Only teacher advisers should contact MBA Research directly.*

Design Principles (30 test items)

1. Describe the elements of design (PR:222) (SP)
2. Discuss 2D design characteristics (e.g., value, texture, contrast)
3. Discuss the use of positive and negative space
4. Explain the rule of thirds
5. Discuss the use of basic design principles (e.g., emphasis, movement, balance, variety)
6. Discuss Gestalt principles in design (e.g., similarity, proximity, continuity, closure, perception, organization, symmetry)
7. Explain the impact of color harmonies on composition (PR:314) (SP)
8. Discuss the psychological and aesthetic impacts of color

Typography and Layout (30 test items)

1. Discuss the nature of typography (PR:295) (SP)
2. Describe kerning, tracking, and leading in typography
3. Discuss the impact of typography on design
4. Explain how typography decisions may be influenced by tone, audience, and purpose
5. Define typography terms (e.g., font, typeface, ascender, serif)
6. Discuss the effects of document design elements (e.g., white space, headings, line lengths)
7. Discuss the use of font pairings and font hierarchies
8. Describe typeface categories and characteristics (e.g., serif, sans serif, script, monospaced, display)
9. Discuss relationships between layout elements (e.g., contrast, repetition, alignment, proximity)
10. Discuss framing concepts in layout design (e.g., cropping, bleeds, margins, borders)

Digital Design Technology (20 test items)

1. Discuss raster software and vector-based image technology
2. Discuss industry standard design software (e.g., Photoshop, InDesign, Blender)
3. Describe digital color concepts (PR:274) (SP)
4. Discuss key terms related to digital images (e.g., resolution, size, resampling, rendering)

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5. Discuss types of image files and their characteristics (e.g., JPEG, PNG, SVG)
6. Explain bit depth and color gamut

User Experience and Accessibility (20 test items)

1. Discuss the importance of accessibility in design
2. Describe legal accessibility requirements for websites or other digital products
3. Discuss how design decisions can impact accessibility (e.g., colors, typography, layout)
4. Discuss elements of the design process (e.g., researching, brainstorming, collecting feedback)
5. Describe the importance of user feedback in the design process
6. Identify website design/components (PR:336) (MN)

References for Knowledge Areas & Objectives

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2025-2026 Competitive Events Guidelines
Foundations of Economics

Foundations of Economics challenges members to demonstrate their understanding of fundamental economic concepts through an objective test. This event covers topics such as supply and demand, market structures, economic systems, and the role of government in the economy.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

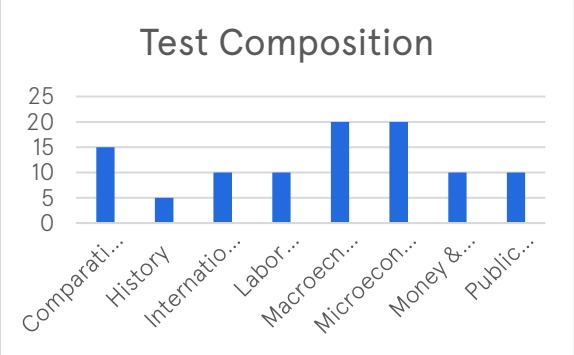
Educational Alignments

Career Cluster Framework Connection	Financial Services
NACE Competency Alignment	Career & Self-Development, Critical Thinking

This event is intended for students who are early in their collegiate academic journey and just beginning their study of economics. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level economics coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Comparative economic systems
- History of economic thought
- International trade
- Labor economics
- Macroeconomics
- Microeconomics
- Money and banking
- Public sector economics



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Economics

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Comparative Economic Systems
   1. Use basic economic concepts (e.g., supply and demand; production, distribution, and consumption; labor, wages, and capital; inflation and deflation; market economy and command economy) to compare and contrast local, regional, and national economics across time and the present time.
   2. Compare and contrast economic systems (e.g., traditional, market, command, and mixed) based on criteria such as freedom, efficiency, equity, security, employment, stability, and growth.
   3. List and define the basic types of economics systems.
   4. Discuss the difference between capitalism and socialism.
   5. Distinguish between planned economic systems and market economic systems.
   6. Give examples of countries that have communism, socialism, and capitalism economies.
   7. Describe the characteristics for the laissez faire free market capitalism, regulated markets, mixed economies, socialism, and Marxism economic systems.
   8. Evaluate the performance of different economic systems.
   9. Explain the impact on the U.S. economy of international trade and global products.
   10. Investigate the ways that domestic and international economies are interdependent.
   11. Identify and assess the impact of major American foreign and trade policies.
   12. Analyze the role that supply and demand prices and profits play in determining production and distribution in a market economy.
   13. Explain the basic functions of government in a market economy.
   14. Recognize alternatives to the free-market system and discuss how decisions in these economies rely on mechanisms other than the choices of the members of these societies.
   15. Analyze the role of a market economy in establishing and preserving political and personal liberty.
   16. Explain the roles of property rights, competition, and profit in a market economy.
   17. Explain the role of profit as the incentive to entrepreneurs in a market economy.

B. History of Economic Thought
   1. Investigate various perspectives that have influenced economic thought in different periods and places.
   2. Evaluate some of the major contributions of the theory of value, the theory of production, and the theory of distribution.
   3. Discuss the creation and evolution of alternative schools of economic thought.
   4. Consider the impacts that alternative schools of thought have had on "mainstream" economics.
   5. List and describe the various schools of economic thought.
   6. Trace the development and evolution of economic systems from the eighteenth century to the present.

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C. International Trade
    1. Analyze the impact of world trade and relate it to the U.S. free enterprise system.
    2. Explain the basic characteristics of international trade, including absolute and comparative advantage, barriers to trade, exchange rates, and balance of trade.
    3. Analyze why trade barriers and exchange rates affect the flow of goods and services among nations.
    4. Discuss the advantages and disadvantages and distributive effects of trade restrictions (e.g., tariffs, quotas, and embargoes).
    5. Analyze the impact of international issues and concerns on personal, national, and international economics.
    6. Explain how specialization promotes international trade and how international trade increases total world output and interdependence among nations.
    7. Describe major recent developments in the volume of international trade and financial flows.
    8. Define the Ricardian model of trade, and the principle of comparative advantage.
    9. Discuss arguments for and against "free trade."
    10. Define the role of the World Trade Organization.
    11. Discuss the effects of international trade and finance on employment, prices, and incomes.
    12. Explain foreign exchange, the manner in which exchange rates are determined, and the effects of the dollar's gaining (or losing) value relative to other currencies.

D. Labor Economics
    1. Define basic labor economic theory, including labor market structures and wage determination.
    2. Construct, defend, and analyze important labor policy issues.
    3. Use quantitative data and qualitative analysis to explain and critique the manner in which labor market outcomes change over time.
    4. Apply theoretical and empirical analysis to current events and policy recommendations.
    5. Analyze the impact of labor market imperfections and various government policies on wages and incentives to work.
    6. Differentiate between labor economic and labor relation issues.
    7. Describe the operations of the labor market, including the establishment of American labor unions, effects of unionization, the minimum wage, and unemployment insurance.
    8. Describe the current economy and labor market, including the types of goods and services produced, the types of skills workers need, the effects of rapid technological change, and the impact of international competition.
    9. Discuss wage differences among jobs and professions, using the laws of demand and supply and the concept of productivity.
    10. Explain the significance of an unemployment rate, the number of new jobs created monthly, inflation or deflation rates, and a rate of economic growth.

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E. Macroeconomics
   1. Differentiate between microeconomists' and macroeconomists' approach to the economy and their solutions to economic problems.
   2. Analyze factors that are studied in determining the economic health of our economy.
   3. Discuss how changes in disposable income affect the economy.
   4. Explain the effects of leading economic indicators on a personal financial plan.
   5. Identify and analyze leading economic indicators and the methods of using the indicators to validate opinions about the state of the economy in the near future.
   6. Evaluate the impact of employment/unemployment on production, consumption, and exchange.
   7. Define gross domestic product (GDP) and interpret fluctuations in the GDP.
   8. Discuss major factors that affect the level of a country's Gross Domestic Product (GDP) (e.g., quantity and quality of natural resources, quantity and quality of human capital, and quantity and quality of capital stock).
   9. Explain how the Consumer Price Index measures the rate of inflation and interpret its relationship to purchasing power.
   10. Interpret economic data depicted through illustrations (e.g., tables, curves, graphs, ratios, percentages, indexes, and values).
   11. Discuss the concepts and measurement of unemployment, inflation, and recession.
   12. Describe the difference between business cycles and economic growth and the factors that contribute to each.
   13. Discuss the concept of Macroeconomic Equilibrium.
   14. Describe how Aggregate Demand and Aggregate Supply determine equilibrium price and output in the short-run and the long-run.
   15. Discuss the multiplier concept, how it is computed, and its qualifications and limitations.
   16. Discuss the concepts, tools, and implementation of fiscal policy, its limitations and relative advantages and disadvantages, and how it affects aggregate economic activity.
   17. Discuss the concepts, tools, and implementation of monetary policy, its limitations and relative advantages and disadvantages, and how it affects aggregate economic activity.
   18. Describe the concepts of Comparative Advantage, Balance of Payments and its components, and the determinants of Exchange Rates.

F. Microeconomics
   1. Discuss fundamental economic models, their assumptions, and their applications.
   2. Explain the multiple roles of government in a market economy and discuss the pros and cons of each.
   3. Calculate the elasticity of demand and supply and apply the concept to changes in total revenue.
   4. Explain and measure cross elasticity of prices of related goods and of changes in income,

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5. Explain and apply the concept of floors and ceilings to determine price and output effects.
6. Explain the theory of consumer behavior and apply it to predict the law of demand.
7. Demonstrate the law of demand using indifference curve analysis.
8. Explain the law of supply and its relationship to costs in both the short-run and the long-run.
9. Apply market theory to the varying competitive situations involved in pure competition, monopolistic competition, oligopoly, and monopoly to predict variations in price and output.
10. Explain the marginal productivity theory and how it relates to the demand and supply of resources.
11. Analyze the determination of market wages using the alternative economic models of pure, monopoly, and monophony competition.
12. Apply modern economic theory as it pertains to factor selection in the marketplace to determine how resources are employed.
13. Explain market failures and the roles of government as it pertains to externalities.
14. Analyze the outcomes of market determined income as it relates to income inequality and appraise the outcomes of various policies on income redistribution.
15. Define Opportunity Costs, demonstrate how they affect economic decisions and identify these costs in a given economic decision.
16. Recognize and interpret a Demand Curve and a Supply Curve and identify the underlying determinants of each.
17. Define the general concept of Elasticity for different variables in the demand or supply function and describe the effect of a given elasticity on economic outcomes (e.g., revenues, tax burden, and policy choices).
18. Determine the forces of demand and supply and how they interact to determine an equilibrium price.
19. Describe how and why equilibrium prices might change and their impact on resource allocation.
20. Discuss the theory of consumer behavior.
21. Discuss the theoretical market structures of perfect competition and monopoly.

G. Money and Banking

1. Describe and explain the role of money, banking, and savings in everyday life.
2. Explain how interest rates are determined by market forces that influence the amount of borrowing and saving done by investors, consumers, and government officials.
3. Describe how interest rates balance savings and borrowing and affect consumer purchasing power.
4. Identify the risk/return trade-offs for saving and investing.
5. Evaluate the impact of employment/unemployment on investment and savings.
6. Describe how saving and investing influence economic growth (capital formation).

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7. Explain the role of credit in a market economy.
8. Compare the advantages and disadvantages of using various forms of credit and the determinants of credit history.
9. Explain the role of banks in facilitating the exchange of financial resources (e.g., loans, creating money, checking accounts, and the Federal Reserve System).
10. Distinguish between short-term and long-term interest rates and explain their relative significance.
11. Describe the functions of the financial markets.

H. Public Sector Economics
1. Develop and compare analytical methods of analyzing government, including public interest model, public choice model, and welfare economics.
2. Describe various revenue mechanisms used by governments.
3. Identify the major sources of revenue and major classes of expenditure at the federal, state, and local levels.
4. Discuss the causes of a rise in government spending.
5. Analyze how self-interest in the political process affects policy outcomes.
6. Explain the concepts of "public goods" and "externalities."
7. Analyze individual demand for public goods.
8. Explain why special interests often win out over the "general interest."
9. Explain the effects of social insurance – social security and health care.
10. Explain the economic effects of deficit spending and unbalanced budgets.
11. Explain why types of goods and services the government should provide and under what conditions and level they should be provided.
12. Describe and analyze public sector failures.

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2025-2026 Competitive Events Guidelines
Foundations of Entrepreneurship

Foundations of Entrepreneurship challenges members to demonstrate their understanding of key entrepreneurial concepts through an objective test. This event covers topics such as business planning, innovation, opportunity recognition, risk management, and the fundamentals of launching and managing a business venture.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

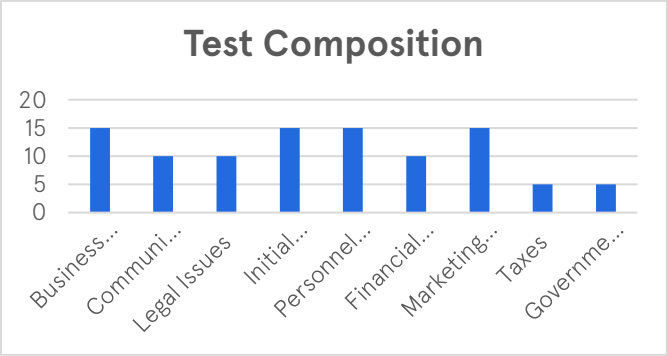
Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of entrepreneurship. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level entrepreneurship coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Business Plan
- Community/Business Relations
- Legal Issues
- Initial Capital and Credit
- Personnel Management
- Financial Management
- Marketing Management
- Taxes
- Government Regulations



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Entrepreneurship

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
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- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Business Plan
   1. Explain the benefits and liabilities of starting a business.
   2. Evaluate the types of business ownership/organization structure and understand the advantages and disadvantages of each.
   3. Conduct initial feasibility studies by identifying industry trends, competition, and market segment using various research techniques.
   4. Select a business opportunity based on research.
   5. Create a company vision, mission, and short-and long-term strategic goals and plans.
   6. Develop and implement financial/budgeting plans including start-up costs and funding needed to begin the business.
   7. Prepare a management plan that incorporates legal requirements, business protection, quality control, operations, milestone strategy, and harvesting the business.
   8. Develop an organizational chart with staffing/human resource plans including job descriptions and recruitment techniques.
   9. Prepare an in-depth presentation for potential investors including banks and venture capitalists.
   10. Develop account reports for a two-year period.

B. Community/Business Relations
   1. Recognize the importance of union-management relationships and contracts to ensure business continuity.
   2. Develop and implement a public relations program for the company.
   3. Develop an ethical code of conduct and implementation process to include business relationships and community activities.
   4. Explain the role of business in the community.
   5. Develop appropriate methods to communicate business activities with the community and clients/customers.

C. Legal Issues
   1. Develop procedures for the legal review of documents and procedures, such as contracts.
   2. Develop procedures to retain accurate records.
   3. Demonstrate knowledge of social, ethical, and legal issues for small business.
   4. Demonstrate knowledge of the implementation of consumer protection laws.
   5. Apply legal interpretations to employee situations, retention of records, safety and security issues, and financial data.
   6. Develop an expressed and implied warranty for sale and return of goods.

D. Initial Capital and Credit
   1. Identify types of sources of credit and credit terms.
   2. Compare costs, qualifications, and procedures for various forms of credit.
   3. Describe concepts of risk management including factors that affect business risk and rate of return.
   4. Complete credit forms and applications.
   5. Describe methods of solving credit problems.

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6. Identify and maintain records of the initial capital assets (current assets, investments, property, plant, and equipment, and intangible assets).

E. Personnel Management
   1. Prepare organizational charts and job descriptions to expedite workflow.
   2. Develop, explain, and maintain written personnel policies, rules, and procedures including a grievance system, to ensure consistency and to help employees perform their jobs.
   3. Evaluate the effects of employee absenteeism, errors, or other negative employee relations on business productivity.
   4. Plan, develop, and implement employee orientation and ongoing training programs.
   5. Develop employee recruitment plans to obtain qualified employees.
   6. Develop and manage an organization's salary administration and benefits program to service employees with options and benefits.
   7. Develop and implement a plan for evaluation of employee performance and productivity.
   8. Develop separation, termination, and transition procedures for processing employee personnel actions.
   9. Plan and manage work schedules and personnel to maximize operations.
   10. Maintain safe and healthy working conditions in compliance with OSHA standards.
   11. Identify and develop a professional growth plan for employees.

F. Financial Management
   1. Select an accounting system consistent with GAAP standards.
   2. Plan and maintain a budget.
   3. Record business transactions to track business activities and manage cash and banking procedures.
   4. Interpret financial data and statements to develop short-and long-term budgetary plans, to determine point of profitability and viability, and to analyze cash flow forecast.
   5. Apply computational skills to computerized financial documents.

G. Marketing Management
   1. Define industry characteristics, major competitors, and market segment.
   2. Determine, maintain, and improve the marketing mix.
   3. Apply strategies for determining and adjusting prices to maximize return and meet customer perception of value.
   4. Develop a process for delivering effective customer relation skills.
   5. Establish selling philosophies to develop customer loyalty and profitability.
   6. Disseminate information about products, services, and the firm to achieve a desired outcome for a product or service.
   7. Gather, access, synthesize, evaluate, and disseminate marketing information to make business decisions.
   8. Identify current business trends to recognize changes needed in business operations.
   9. Develop and implement a strategic plan for supply chain management.

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H. Taxes
    1. Demonstrate knowledge of the current state and federal regulations to apply the tax due.
    2. Use tax preparation procedures to determine tax liability for the organization.
    3. Analyze tax structure and consequences to assist in business decision making.
    4. Apply regulations regarding employee/employer taxes.

I. Government Regulations
    1. Define, interpret, and apply federal, state, and local regulations to small business ownership.
    2. Exhibit ethical conduct in business negotiations and decisions.
    3. Understand the role of government in business.
    4. Identify and keep current with laws and regulations that affect business practices.

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2025-2026 Competitive Events Guidelines
Foundations of Finance

Foundations of Finance challenges members to demonstrate their understanding of core financial principles through an objective test. This event covers topics such as financial planning, budgeting, banking, investments, and the role of financial institutions in both personal and business contexts.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

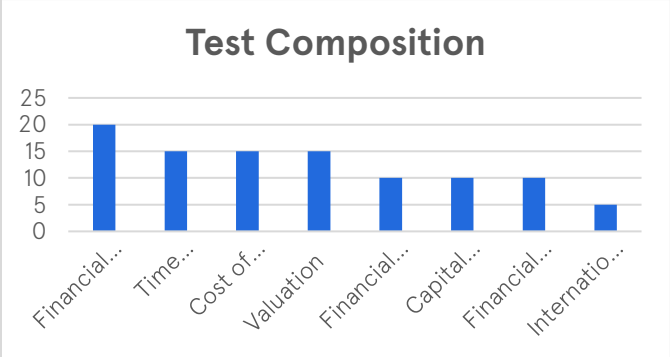
Educational Alignments

Career Cluster Framework Connection	Financial Services
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of finance. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level finance coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Financial instruments and institutions
- Time value of money
- Cost of capital and capital budgeting
- Valuation and rates of return
- Financial analysis
- Capital investment decisions
- Financial risks and returns
- International finance



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Finance

Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Financial Instruments and Institutions
   1. Describe the standard and unique features of the following securities: bills, notes, bonds, zeros, and municipal bonds.
   2. Demonstrate an understanding of negotiable instruments and identify the terms of negotiability.
   3. Define the concept of the money supply.
   4. Identify the functions of the Federal Reserve.
   5. Justify the existence of money in the economy.
   6. Identify the types of short-term bank loans.
   7. Describe the process of accounts receivable financing.
   8. Characterize the limitations of intermediate-term bank loans.
   9. Explain and give examples of long-term debt financing.
   10. Describe the process of investment banking.
   11. Obtain business credit and control its use.
   12. Explain forms of financial exchange (e.g., cash, credit, debit, electronic funds, and transfer).
   13. Identify types of currency (e.g., paper money, coins, banknotes, government bonds, and treasury notes).
   14. Describe functions of money (e.g., medium of exchange, unit of measure, and store of value).
   15. Examine the structure and operation of the banking system in the United States.
   16. Explain the role of central banks.
   17. Explain financial services companies.
   18. Discuss the role of credit unions.
   19. Explain the role of savings and loan associations.
   20. Discuss the role of the World Bank Group in international financial assistance.

B. Time Value of Money
   1. Explain the following concepts: present and future value of money, annuity, lump sum, effective interest rates, APR, annuity due, amortizing loans, and perpetuity.
   2. Utilize the time value of money concepts.
   3. Assess the time value of money concepts in decision making.
   4. Discuss the time value of money and implications thereof to risk, rates of return, and value.
   5. Perform various types of time value of money calculations.
   6. Apply the time value concept of financial decision situations.
   7. Discuss the conflicts between the Net present value and the Internal Rate of Return and how to resolve these conflicts.

C. Cost of Capital and Capital Budgeting
   1. Explain the significance of a firm's capital structure.
   2. Discuss the theory of capital structure.
   3. Describe the financial needs of a business at different stages of its development.

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4. Compare and contrast the various financing opportunities (both debt and equity) organizations have available for making decisions to fund operations and capital expenditures.
5. Discuss factors to consider in choosing between debt and equity capital.
6. Analyze and demonstrate control of cash flow.
7. Implement capital budgeting techniques in making capital expenditure decisions.
8. Engage in certain capital budgeting procedures including payback, discounted payback, net present value, and internal rate of return.
9. Discuss the general concepts of capital budgeting.
10. Describe the process of evaluating capital budging projects.
11. Tie the capital budgeting decision to the overall goal of shareholder wealth maximization.
12. Describe how the cost of capital plays a role in various decisions made by financial managers.
13. List the factors that determine the cost of capital.
14. Compute the cost of debt, preferred and common stock capital, and put them together to develop the overall cost of capital for the firm.
15. Define the role of tax laws in computing cost of capital.
16. Identify and calculate component costs of capital and the weighted average cost of capital.
17. Compute the operating, financial combined leverage and provide the implications for decision making.

D. Valuation and Rates of Return
   1. Describe security valuation and rate of return.
   2. Define and measure the risk and rates of return through the capital asset pricing model.
   3. Use certain stock and bond valuation models.
   4. Describe the basic process used to value bonds, find their yield to maturity, and yield to call.
   5. Describe the relationship that exists in bond valuation and its implication for investors.
   6. Calculate the expected and required rate of return for stocks.
   7. Review concepts of valuation for entrepreneurial ventures and possible funding sources for them.
   8. Explain the calculation of the Capital Asset Pricing Model (CAPM) and integrate the results in the valuation of a company's stock.

E. Financial Analysis
   1. Identify the role and functions of finance, tools for financial planning and analysis.
   2. Utilize the basic tools of finance in analyzing a company to provide solutions for identified problems.
   3. Distinguish between operating cash flows and counting income.
   4. Prepare a statement of cash flows.
   5. Perform financial analysis using financial ratios, DuPont analysis, common size statements, and financial forecasting.

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6. Analyze and interpret financial ratios relative to liquidity, asset management, debt management, profitability, and market value.
7. Differentiate between horizontal and vertical analysis.
8. Explain and give examples of solvency and debt service ratios.
9. Explain the DuPont system.
10. Explain the concepts of financial forecasting.
11. Calculate and discuss break-even analysis.
12. Discuss and give examples of leverage.
13. Detail the use of operating leverage.

F. Capital Investment Decisions
1. Evaluate the effect of credit markets on a company's ability to finance its operations.
2. Discuss the effect of currency fluctuations as they impact a company's finances and investment rating.
3. Discuss types of investment and planning horizons.
4. Consider the challenges of managing and funding growth.
5. Describe the difference between the funder's perspectives and those of the company being financed.
6. Appreciate the difference between venture capital, private equity, early stage, and traditional financing sources.
7. Allocate a limited budget to capital investment projects.
8. Discuss how to incorporate risk in capital investment decisions.
9. Explain the nature of capital investment.

G. Financial Risks and Returns
1. Define market risk and diversifiable risk.
2. Discuss the relationship between risk and return, and its implication for investors.
3. Determine the breakeven point and name the assumptions and implications.
4. Explain and list various types of risk.
5. Discuss and define return.
6. Explain the concept of risk-return trade-off.
7. Explain the nature of risk management.
8. Explain the role of ethics in risk management.
9. Develop and evaluate a risk management program.
10. Discuss the nature of risk control (e.g., internal and external).
11. Explain ways to assess risk.

H. International Finance
1. Identify the issues to consider when investing in foreign money market securities.
2. Describe how and why exchange rates move.
3. Evaluate the impact of capital inflows and capital outflows.
4. State pros and cons of the International Monetary Fund.
5. Examine strategies for considering international growth.
6. Explain the use of trade credit.

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2025-2026 Competitive Events Guidelines
Foundations of Hospitality Management

Foundations of Hospitality Management challenges members to demonstrate their understanding of essential concepts in the hospitality and tourism industries through an objective test. This event covers topics such as customer service, event planning, travel and tourism, hotel operations, and industry trends.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

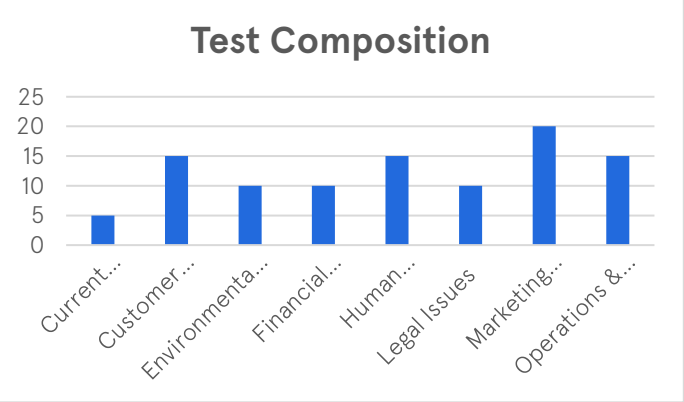
Educational Alignments

Career Cluster Framework Connection	Hospitality, Events, & Tourism
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of hospitality management. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level hospitality management coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Current Industry Trends
- Customer Expectations
- Environmental and Global Issues
- Financial Management & Budgeting
- Human Resources
- Legal Issues
- Marketing Concepts
- Operations & Management Functions



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Study Guide: Knowledge Areas and Objectives

A. Current Industry Trends
   1. Discuss how technology has changed and continues to change the hospitality industry.
   2. Describe the impact of technology on the reservation business/process.
   3. Describe the latest trends and technologies affecting business travelers.
   4. Describe how advances in technology allow the hospitality industry to keep up-to-date customer records.
   5. Describe the latest trends regarding the leisure traveler.
   6. Discuss industry trends as they relate to career opportunities and the overall future of the industry.
   7. Identify current events that will have an impact on the hospitality/tourism industry.
   8. Summarize the challenges of the airlines in regard to unions, security, flight delays, and the addition of low-cost airlines.
   9. Report on the impact that major sports events have on the local economy.
   10. Discuss the trends in hotel security operations.

B. Customer Expectations
   1. Describe in-room hotel amenities and explain why they are important to guests.
   2. Describe property wide hotel amenities and explain why they are important to guests.
   3. Apply strategies for determining and adjusting prices to maximize on return and meet customer's perceptions of value.
   4. Develop and deliver effective customer relation skills in order to provide good customer service.
   5. Explain typical rating systems used in the lodging business.
   6. Conduct research to determine customer needs and wants in the hospitality industry.
   7. Analyze the characteristics, motivations, and behaviors of hospitality consumers.
   8. Summarize techniques to build customer relationships.
   9. Establish effective selling philosophies in order to develop customer loyalty and profitability.
   10. Describe incentives and rewards for long-term repeat individuals/groups in the hospitality industry.
   11. Describe the value of customer feedback in the hospitality industry as it relates to improvement to product and service.
   12. Describe the concept of total quality and its relationship to customer service.
   13. Define the roles of appearance and impressions in customer service.
   14. Demonstrate proper telephone and e-mail etiquette for customer service.
   15. Summarize techniques and strategies for handling difficult customers.
   16. Compare how the business traveler is different from the leisure traveler emphasizing expense accounts, length of stay in a hotel, and the amount of travel time.

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17. Discuss the selection process and the role the business traveler plays with hotels, conventions, and the local economy.
18. Analyze the importance of long-term hospitality relationships with other major industries and individuals.

C. Environmental and Global Issues
1. Identify factors that encourage and influence global tourism.
2. Explain special considerations for international travelers.
3. Describe the importance of global travel.
4. Apply ethical conduct in dealing with international business transactions.
5. Define ecotourism.
6. Identify the reasons for ecotourism including the impact of the environment, the financial benefits, and cultural awareness.
7. Describe environmentally sound practices regarding guests in the hospitality industry.
8. Describe environmentally sound practices for hospitality industry properties.
9. Exhibit ethical and legal social behaviors when using information and technology in the hospitality industry and discuss the consequences of misuse.

D. Financial Management and Budgeting
1. Describe the type of liability insurance needed in the hospitality industry.
2. Identify reasons for liability insurance and disclaimers in the hospitality industry.
3. Describe the impact of the economy on the travel industry.
4. Explain the ripple direct and indirect effect of tourism dollars.
5. Explain the economic role played by the hospitality industry in satisfying customer needs and wants in a free enterprise system.
6. Explain the importance of monitoring economic trends in the hospitality industry as it relates to sales strategies for difference economic cycles.
7. Select an accounting system using good accounting practices.
8. Collect and interpret financial data to prepare financial statements such as balance sheet, income statement, cash flow projections, and summary of sales and receipts.
9. Explain how the Balance Sheet and P&L Statement are used to manage operations.
10. Analyze Profit and Loss statements, statements of cash flow, and balance sheets.
11. Define fixed costs.
12. State examples of how numbers are compared (e.g., budget to actual, this year to last year, and year-to-date to last year-to-date) to explain performance.
13. Describe cash control policies.
14. Explain the importance of liquidity and profitability.
15. Explain the use of revenue management and forecasting reports.
16. Discuss the use of budgets in business operations.
17. Explain the steps in preparing an operating budget.
18. Explain the relationship between occupancy rate and budget for a hospitality venue.
19. Explain rack rates, business rates, and leisure rates in the hospitality industry.

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20. Describe strategies and procedures for determining room rates and prices in the hotel industry.

E. Human Resources
1. Define human resources.
2. Explain the importance of human resources in protecting the hotel through monitoring hiring, training, and disciplinary processes.
3. Explain how job analysis, performance standards, and job descriptions impact selection, training, and management of employees.
4. Develop an employee recruitment plan designed to identify and hire qualitied employees.
5. Discuss ways of screening applicants and selecting the most qualified for employment.
6. Plan, develop, and implement employee orientation and training programs.
7. Evaluate the effects of employee absenteeism, errors, or other negative employee behaviors on business productivity.
8. Describe the salary and fringe benefit package that will attract the best employees to the hospitality industry.
9. Develop a plan for evaluation of employee performance and productivity.
10. Develop separation, termination, and transition procedures for processing employee personnel actions.
11. Plan and manage work schedules and personnel to maximize operations.
12. Explain the purpose and benefits of performance reviews.
13. Discuss reasons for employee discipline.
14. Describe the differences between positive and negative discipline.
15. Define the term diversity and explain ways to increase positive cross-cultural interaction.
16. Discuss ways to deal with and prevent sexual harassment.
17. Discuss ways to deal with substance abuse.
18. Describe safe working conditions in the hospitality industry to include OSHA Guidelines.
19. Identify basic principles of organized labor and describe its influence on the hospitality industry.
20. Define equal opportunity on the job and explain the impact of equal employment opportunity and affirmative action on the hospitality industry.
21. Define and discuss wrongful termination and its consequences.
22. Define the at-will employment relationship.
23. Discuss the employee manual and its role in defining the responsibilities and rights of employer and employee.
24. Identify personal characteristics of effective employees within the hospitality industry.

F. Legal Issues
1. Discuss legal responsibility in admitting guests and denying admission or service to guests.
2. Define duty of care owed by hospitality operators to guests, including providing a safe premise, serving food and beverages safely and responsibly, hiring and

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training employees, terminating employees with they pose a danger, warning of unsafe conditions, and safeguarding guest property.
3. Analyze the importance of guest security and anonymity in the hospitality industry.
4. Discuss standards of care for the hospitality industry that focus on preventing lawsuits, preventing accidents, and preventing problems.
5. Discuss the concept of reasonable care as it applies to the hospitality industry.
6. Define the components of an enforceable contract (e.g., legality, offer, consideration, and acceptance).
7. Discuss remedies and consequences of breaching a contract by either the customer or the hospitality enterprise.
8. Describe the role of the following federal agencies in the operation of hospitality enterprises: IRS, OSHA, EPA, FDA, EEOC, ATF, DOL, and DOJ.
9. Describe the role of the following state agencies in the operation of hospitality enterprises: Employment Security Agency, Alcohol Beverage Commission, Treasury Department, Attorney General, Public Health Department, and Department of Transportation.
10. Describe the role of the following local agencies in the operation of hospitality enterprises: Health and Sanitation, Building and Zoning, Courts and Garnishment, Historical Preservation, Fire Department, Law Enforcement, and Tax Collector.
11. Analyze the impact of Federal, State, and Local government regulations on the hospitality industry.
12. Describe accommodations that meet ADA standards.
13. Review the laws that impact employee selection and retention (Civil Rights Act of 1964, Title VII, Americans with Disabilities Act, Age Discrimination in Employment Act, Immigration Reform and Control Act, and Fair Labor Standards Act).
14. Discuss the importance of employee selection, training, ongoing management, and education in preventing lawsuits.
15. Apply legal interpretations to employee situations, retention of records, safety and security issues, and financial data.
16. List guidelines that help analyze and evaluate ethical behavior.
17. Discuss the legal issues related to managerial decisions.
18. Discuss employee compensation and the implications of violating minimum wage and overtime pay requirements.
19. Discuss the unemployment claims process and the effect of poor policies and procedures on unemployment tax rates.

G. Marketing Concepts
1. Describe the basic concepts of marketing as they relate to the hospitality industry.
2. Define the seven key marketing functions (Selling, Marking Information Management, Financing, Pricing, Promotion, Product/Service Management, and Distribution).
3. Explain public relations and publicity and its advantages and disadvantages as they relate to the hospitality industry.

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4. Describe market segmentation and meeting the needs of various target markets in the hospitality industry.
5. Determine, maintain, and improve the marketing mix (e.g., product, price, place, and promotion).
6. Describe marketing strategies for the hospitality industry.
7. Explain the difference between marketing and sales.
8. Describe the impact of internet sales on the hospitality industry.
9. List sales strategies for event marketing, group sales, and leisure/business customers.
10. Apply the steps of the sales process in the hospitality industry.
11. Explain how sales efforts are tied to personal service.
12. Describe effective strategies for servicing hospitality meetings and individual hotel guests.
13. Describe sales strategies for economic downturns.
14. Identify various marketing terms such as position, branding, market share, etc.
15. Explain the product life cycle of a hospitality-related product.
16. Discuss the role of ethics in hospitality marketing.
17. Interpret specific challenges marketers face when creating worldwide marketing programs.
18. Explain how convention and visitors' bureaus and state tourism agencies can assist hospitality related companies.
19. Describe the importance of a company's image and identify the many tools that companies use to improve their image including logos, menus, brochures, letterhead, etc.
20. Identify the many types of advertising media that are utilized by companies such as radio, television, billboards, word of mouth, and direct mail.
21. Discover the advantages and disadvantages of utilizing the various forms of advertising.
22. Describe the importance of websites in marketing and advertising through blogs, and social media such as Facebook, Instagram, X, LinkedIn, etc.
23. Identify the ways promotions can assist in increasing sales.
24. Discover the importance of merchandizing and give examples of merchandising tools used in the hospitality industry.
25. Define packaging and how it is utilized in the hospitality industry.

H. Operations and Management Functions

1. 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 (e.g., RevPar)
2. Describe basic purchasing procedures commonly used in the hospitality industry.
3. Discuss strategies for increasing occupancy rates.
4. Define occupancy rate and yield management in the hospitality industry.
5. Explain the four basic functions of hospitality management (planning, organizing, implementing, and controlling).
6. Describe the importance of planning and forecasting for the hospitality industry.

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7. Analyze the importance of having good hospitality personnel to support meetings, events, and lodging for the customer.
8. Explain the importance of strategic planning and synergy for successful management of hospitality events.
9. Describe the leadership characteristics and human relations skills that help managers influence employees to perform at a higher level.
10. Explain the relationship of business ethics to product/service management.
11. Describe the role of ethics and social responsibility on decision making in the hospitality industry.
12. Describe the operational and management structure for various types of hospitality/tourism facilities.
13. Describe various leadership styles (e.g., autocratic, bureaucratic, democratic, laissez-faire, situational transactional, and transformational).
14. Explain the importance of planning in supervision.
15. Discuss ways supervisors/managers can organize their work to become more effective.
16. Describe techniques for overcoming resistance to change.
17. Discuss current theories and practices of motivating employees.
18. Discuss ways to build a positive work environment.
19. Discuss the need for training in the hospitality industry.
20. Identify steps to prevent and resolve conflict.
21. Discuss how perception, cultural diversity, age, and background impact communication.
22. Discuss the chain of command and accountability.
23. List benefits of delegation to a supervisor/manager's success.
24. Develop an organizational chart with staffing/human resource plans including job descriptions and recruitment techniques.
25. Identify ways to improve employee morale and customer satisfaction.
26. Gather and evaluate marketing information to make hospitality business decisions.

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2025-2026 Competitive Events Guidelines
Foundations of Management

Foundations of Management challenges members to demonstrate their understanding of fundamental management principles through an objective test. This event covers topics such as planning, organizing, leading, and controlling within business environments, as well as leadership styles, team dynamics, and decision-making.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

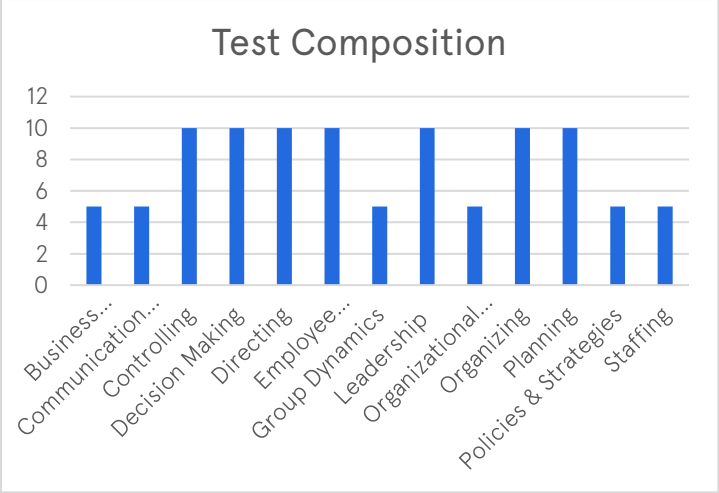
Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of management. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level management coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Business Environment
- Communication Techniques
- Controlling
- Decision Making
- Directing
- Employee Motivation Theories
- Group Dynamics
- Leadership
- Organization Structure
- Organizing
- Planning
- Policies & Strategies
- Staffing



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Business Environment
   1. Explain the impact of business on the environment.
   2. Explain the nature of managerial ethics and demonstrate ethical behaviors in the workplace – responsible behavior, honesty, integrity, and ethical work habits.
   3. Describe current and emerging trends in business (e.g., acquisition/downsizing, e-commerce, data mining, labor market, and social issues).
   4. Differentiate social, ethical, and environmental issues facing business.
   5. Describe the impact of demographic issues on business.
   6. Evaluate the impact of liaisons with community, governmental, and professional organizations on the business environment.
   7. Construct an initial survey regarding possible locations for a business within the community.
   8. Plan physical layout, furnishings, and equipment for a business environment and analyze for maximum efficiency.
   9. Identify stressors in the business environment and employ strategies for dealing with stress.

B. Communication Techniques
   1. Define communication (formal and informal) and discuss its implication for effective management.
   2. Describe the communication process.
   3. Examine communication barriers and ways to eliminate them.
   4. Define active listening and review the keys to effective listening.
   5. Describe the role of computer networks, videoconferences, and telecommuting as organizational communication.
   6. Discuss the communication skills and leadership styles required in a contemporary organization and analyze how they will be required within worker groups.
   7. Use correct grammar, punctuation, terminology, and communication skills to produce and edit clearly written traditional and electronic documents.
   8. Prepare a meeting plan/agenda and demonstrate a productive meeting.
   9. Prepare and deliver a presentation to achieve greatest impact.
   10. Demonstrate effective communication techniques and skills in working with individuals, groups, and supervisors (e.g., verbal and nonverbal).

C. Controlling
   1. Define control and its role and importance.
   2. Describe controls in the functional areas to include human resources, production, marketing, information, and financial activities.
   3. Identify the steps of the control process.
   4. Identify and compare three types of control: preventative, concurrent, and corrective.
   5. Describe the nature of managerial control (e.g., control process, types of control, and what is controlled).
   6. Identify areas of control: costs, inventories, quality, safety, and employees.

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7. Discuss steps to change negative attitudes and manage change in organizations.
8. Analyze and understand the importance and purpose of financial information and statements.
9. Track performance of a business plan.
10. Develop and implement budgets and expense-control strategies to enhance a business's financial well-being.
11. Manage quality-control processes to minimize errors and to expedite workflow.
12. Develop and analyze process control charts to include Pareto Charts, Histograms, X-bar and R-charts, Flow Charts, Cause and Effect Diagrams, and Scatter Diagrams.
13. Describe the basic concept behind Total Quality Management and its application to a business.
14. Describe the concepts behind Six Sigma, ISO 9000, and similar systems.

D. Decision Making
   1. Define the role of decision making and problem solving.
   2. Compare advantages and disadvantages of group versus individual decision making.
   3. Define key stakeholders and their roles in making high-quality decisions.
   4. Use information management techniques, data analysis, and strategies to guide business decision making (e.g., describe current business trends, monitor internal records for business information, and interpret statistical findings).
   5. Write internal and external analytical reports that examine a problem/issue and recommend an action.
   6. Distinguish between making effective decisions in a team structure vs. a non-team structure and induvial versus group.
   7. Discuss different decision-making styles, group decision making, the management of creative people, and techniques to maximize the effectiveness of decision making.
   8. Analyze the impact and relationship of government regulations and community involvement on business management decisions.
   9. Establish decision making processes that work across organizational boundaries.
   10. Effectively assess and manage risk by critically evaluating costs, risks, benefits, and impact.

E. Directing
   1. Identify and describe the directing function of management.
   2. Cite the principles of effective delegating and directing.
   3. Compare and contrast leadership styles: autocratic, democratic, and laissez-faire.
   4. Explain management theories: Theories X, Y, Z, Herzberg's, and Maslow's Hierarchy of Needs.
   5. Explain the nature of a project life cycle.
   6. Prioritize tasks to be completed, develop timelines, and track progress and results.
   7. Use project management skills and information technology tools to improve workflow and minimize costs.

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8. Perform scheduling functions to facilitate on-time, prompt completion of work activities.
9. Manage business records to maintain needed documentation.
10. Prepare documentation of business activities to communicate with internal/external clients.
11. Establish procedures to maintain equipment and supplies.
12. Explain the concept of authority, delegation, responsibility, and accountability as a requirement of any managerial position.

F. Employee Motivation Theories
1. Identify and compare various motivation theories and explain their importance for understanding employee behavior including job rotation, job enlargement, and job enrichment.
2. Define motivation and discuss actions and techniques to maximize motivation in the workplace.
3. Describe techniques managers use to motivate individual employees (e.g., goal setting, management, cross-training, empowerment, and self-direction).
4. Coach employees and support performance with effective feedback.
5. Identify motivational lessons taught by Maslow's theory and Herzberg's theory.
6. Discuss extrinsic rewards and intrinsic rewards to motivate the workforce.
7. Describe the contributions of quality circles to job performance.
8. Describe how staff growth and development increase productivity and employee satisfaction.
9. Develop a program for improving employee satisfaction and performance evaluation.
10. Define empowerment and discuss principles and procedures involved with employee empowerment.
11. Discuss methods for improvement of employee morale.
12. Discuss techniques to manage stress effectively.

G. Group Dynamics
1. Describe the approaches and methods used to build teams.
2. Discuss the importance of teams and utilize new approaches for systematically involving others in team communication, team visioning, and decision making.
3. Identify the stages of group development.
4. Describe the significance of cohesiveness, roles, norms, and ostracism in regard to the behavior of group members.
5. Describe the types of work groups in the United States and discuss the various group dynamics that can be identified during this evolution.
6. Identify the characteristics of effectively functioning teams and how the supervisor encourages their development.
7. Describe the principles of managing group conflict and difficult team behaviors.
8. Show the benefits of self-managed work teams.

H. Leadership
1. Discuss the five managerial functions (e.g., planning, organizing, staffing, directing, and controlling) within the context of today's diverse workforce.
2. Identify how technology is changing the supervisor's job.

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3. Define leadership and describe the difference in manager, leader, and supervisor.
4. Differentiate between task-centered and people-centered leadership behaviors.
5. Describe a variety of leadership theories and models.
6. Identify important qualities, behaviors, skills, and characteristics of effective leaders.
7. Evaluate business situations to determine whether the leadership style is participative, autocratic, leadership grid based or entrepreneurial.
8. Evaluate business situations for appropriate use of team leadership versus solo leadership.

I. Organizational Structure
1. Identify and provide examples of basic ownership forms and evaluate the advantages and disadvantages of each form of ownership.
2. Identify types of organization structure: line, line and staff, matrix, team, committee, and grapevine; centralized vs. decentralized; and understand organization charts.
3. Develop an organizational plan and structure to facilitate business activities.
4. Describe the types of organizational structures and discuss their relationship to the success or failure of organizations.
5. Identify management levels and describe the interaction between and among management levels.
6. Identify functions of organizational culture and describe how to create, sustain, and change an organizational culture.
7. Describe formal and informal organizational structures.

J. Organizing
1. Define organizing and empowerment.
2. Describe work specialization.
3. Identify the value of job descriptions.
4. List the steps of delegation.
5. Utilize organizational and project management skills to improve workflow, minimize costs, and monitor and evaluate business projects.
6. Explain the importance of organizing in business.
7. Describe how an organization provides accountability by delegating authority and assigning responsibility.
8. Identity major management tasks involved in implementing the work of an organization.
9. Define lean management and explain its implementation in organizations.
10. Organize business activities related to the company's vision, mission, and values to achieve established action plans.

K. Planning
1. Compare and contrast the planning function to other management functions.
2. Explain what planning is and the importance of planning.
3. Define time management and identify effective time management guidelines.
4. Define how plans should link from the top to the bottom of the organization, utilizing the definitions of strategic and tactical planning.

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5. Describe Gantt and PERT charts.
6. Identify components common to management by objective (MBO) programs.
7. Distinguish between strategic (long-term) and operational (short-term) plans.
8. Describe the strategic planning process and assess how strategic planning impacts the organization and the individual.
9. Develop and identify examples of strategic plans, tactical plans, and operational plans.
10. Create or select measurable outcomes to meet organization, program, or unity objective.
11. Explain the purpose, list the parts of a business plan, and develop an effective business plan.
12. Identify and use planning tools (e.g., business and action plans, company goals and objectives, budgets, policies, SWOT, and benchmarks) to guide the organization's activities.
13. Identify and assess business risks, select risk-management strategies, and develop and evaluate a risk management plan.
14. Analyze the components of a financial plan.
15. List and explain the types of plans: strategic, intermediate, operational, and contingency.

L. Policies and Strategies
1. Define SWOT and conduct an organizational SWOT.
2. List the steps in strategic management.
3. Explain the nature and scope of quality management practices and frameworks (e.g., Six Sigma, ITIL, and CMMI) within a business.
4. Develop, interpret, and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.
5. Determine alternative actions to take when goals are not being met.
6. Develop and implement security policies/procedures to protect employees and to minimize the chance for loss.
7. Implement personal and job site safety rules and regulations to maintain safe and healthy working conditions and environments.

M. Staffing
1. Discuss HR related laws and how they influence human resource decisions, including: Civil Rights Act, American with Disabilities Act, and the Family and Medical Leave Act.
2. Discuss the effects of the National Labor Relations Act of 1935 (Wagner Act) and the Labor Management Relations Act of 1947 (Taft-Hartley Act) on labor relations.
3. Develop a staffing plan and prioritize staffing needs to minimize costs while maximizing business contribution.
4. Discuss the purposes of the orientation and training of employees.
5. Identify methods/procedures for recruiting employees, publicizing job openings, interviewing, and selecting applicants for employment.

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6. Discuss management factors and outline the procedures used in employee performance documentation, promotion, and termination including grievance processes.
7. Review legal issues (e.g., harassment, employee rights, privacy, drug testing, labor dispute, discrimination, and substance abuse) and the potential impact on the business.
8. Resolve staff issues/problems to enhance productivity and improve employee/employer relationships.
9. Define job analysis, job descriptions, and job specifications.

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2025-2026 Competitive Events Guidelines
Foundations of Marketing

Foundations of Marketing challenges members to demonstrate their understanding of basic marketing concepts through an objective test. This event covers topics such as market research, branding, promotion, consumer behavior, and the marketing mix used to effectively reach and engage target audiences.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

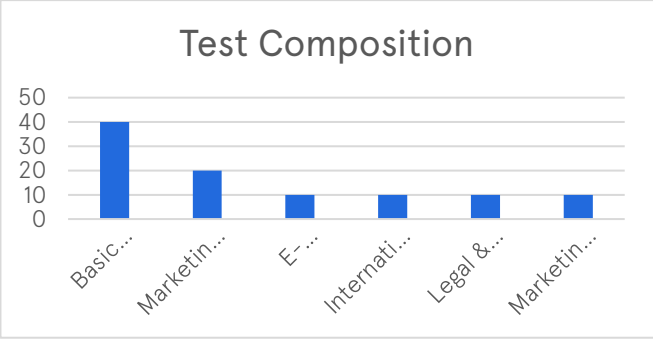
Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of marketing. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level marketing coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Basic Marketing
- Marketing Concepts & Strategies
- E-Marketing
- International Marketing
- Legal and Social Aspects
- Marketing Research



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Marketing

Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

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Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
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Sample Preparation Resources

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Study Guide: Knowledge Areas and Objectives

A. Basic Marketing

1. Explain the 4 Ps of marketing: Product, Price, Place, and Promotion.
2. Describe the seven marketing functions: marketing information management, financing, pricing, promotion, product/service management, distribution, and selling.
3. Describe the difference between consumer and organizational markets.
4. Define market segmentation: target market, demographics, psychographics, geographic, and behavioral segmentation.
5. Explain the distinction between goods and services and their characteristics.
6. Define the role of distributors, retailers, and other intermediaries in delivering products, services, and information to customers.
7. Explain warranties and guarantees.
8. Name stages of product life cycle.
9. Acquire product knowledge and benefits/product features to assist customer with business decision.
10. Explain the concept of product mix and utilize product mix strategies to meet customer expectations.
11. Identify reasons for selecting different types of promotion.
12. Explain the elements of the promotional mix: advertising, publicity, personal selling, sales promotion, and visual merchandising.
13. Describe the advertising planning process.
14. Explain types of advertising media and communication channels used in sales promotion.
15. Compare and evaluate advertising media.
16. Implement display techniques and other visual merchandising techniques to attract customers and increase sales.
17. Implement receiving processes to ensure accuracy and quality of incoming shipments.
18. Utilize warehousing procedures to store merchandise until needed.
19. Identify transportation processes to move products through the supply chain.
20. Evaluate different types of inventory systems.
21. Describe and apply pricing strategies to determine prices.
22. Develop a foundational knowledge of pricing to understand its role in marketing.
23. Assess pricing strategies to identify needed changes and to improve profitability.
24. Identify the factors that influence the price of an item.
25. Set prices that demonstrate value to the customer and capture value for the business.
26. Determine the selling price of a product – calculate mark-up, mark-down, sales tax, and discounts.
27. Describe the steps of the personal selling process.
28. Discuss motivational theories that impact buying behavior.
29. Compare and contrast advantages and disadvantages of sales promotion.

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30. Discuss how customer behavior and retention drive marketing decisions and company profitability.
31. Use marketing information to determine and meet customer needs.
32. Describe factors used by businesses to position corporate brands.
33. Discuss the importance and benefits of branding.
34. List principal functions of product packaging.

B. Marketing Concepts and Strategies
1. Define marketing, its purpose, and discuss what it entails.
2. Describe marketing's role and function in business.
3. Identify how marketing information is acquired and how it contributes to marketing decisions.
4. Analyze cost/profit relationships to guide business decision making.
5. Implement accounting procedures to track money flow and ensure solvency – relationships among total revenue, marginal revenue, output, and profit.
6. Assess marketing strategies to improve return on marketing investment (ROMI).
7. Maintain property and equipment to facilitate ongoing business activities.
8. Devise security measures to minimize loss and protect employees.
9. Develop a complete marketing plan, including marketing research instrument (survey), marketing mix decisions, marketing strategies, and implementation strategies.
10. Identify how to implement, control, and develop marketing and contingent plans.
11. Explain marketing research activities to develop or revise marketing plan.
12. Develop merchandise plans (budgets) to guide selection of products.
13. Analyze vendor performance to choose vendors and merchandise.
14. Assess marketing information needs to develop a marketing information management system.
15. Manage channel activities to minimize costs and to determine distribution strategies.
16. Monitor sales activities to meet sales goals/objectives.
17. Implement organizational skills to improve efficiency and workflow.
18. Manage marketing information to predict/analyze consumer behavior and to facilitate product/service management decisions.
19. Manage staff growth and development to increase productivity and employee satisfaction.
20. Plan/manage product/brand lifecycle.
21. Evaluate alternative marketing techniques and procedures for achieving product development objectives.
22. Define market saturation.

C. E-Marketing
1. Discuss role e-commerce will play in the marketing of goods and services.
2. Identify online shopping techniques for sales and purchasing.
3. Explain how a website presence can be used to promote a business/product.
4. Develop a marketing plan for a company website.
5. Distinguish between positive and negative marketing options for companies with online presence.

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6. Design and create a webpage for a target audience with graphics and online shopping cart.
7. Define e-commerce and distinguish between the types of e-commerce sites.
8. Discuss consumer fears in relation to e-commerce and suggest ways to effectively address these fears on a site.
9. Describe the powerful tool of e-mail marketing.
10. Describe the concept of securing a site for online transactions (e.g., SSL and digital certificates).
11. Explain the options for shipping products to the customer.
12. Describe strategies for providing customer service relations and repeat sales from existing customers.

D. International Marketing
   1. Explain the difference between international marketing and domestic marketing.
   2. Define globalization, importing, exporting, free trade, tariff, and exchange rate risk.
   3. Explain the components of the international marketing environment, giving examples of exports and imports, and purpose of trade barriers.
   4. Explain how importing creates business opportunities.
   5. Describe the process used in international business transactions.
   6. Explain how legal systems affect international business, term liability, property rights, trademarks, and contracts.
   7. Explain the concept of culture and its impact on international trade.
   8. Identify the cultural elements that are most likely to impact trade.
   9. Identify various global market strategies that can be used to meet market needs.
   10. Evaluate the influence of social, political, legal, economic, global, and technological forces on marketing practices.

E. Legal and Social Aspects
   1. Describe the impact of government on business activities – taxes, supply and demand, effect of fiscal and monetary policies.
   2. Describe the economic indicators that impact marketing activities such as inflation, unemployment, and interest rate fluctuations.
   3. Explain the concept of Gross Domestic Product.
   4. Explain social responsibility as it applies to marketing.
   5. Provide examples of socially responsible behavior in marketing.
   6. Explain the purpose of a code of ethics.
   7. Apply ethical actions in obtaining and providing information to acquire the confidence of others.
   8. Define conflict of interest.
   9. Identify how the legal system works.
   10. Define contracts and torts and identify common business torts.
   11. Identify types of intellectual property.
   12. Describe the impact of specific marketing regulations/laws on both domestic and international business.

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13. Describe the ways in which special interest groups (e.g., pressure from government and labor groups) and changing cultural characteristics (e.g., aging population, single-person households, and mobility) influence marketing.
14. Discuss the federal regulatory agencies (e.g., Food and Drug Administration, Consumer Product Safety Commission, and Environmental Protection Agency).

F. Marketing Research
    1. Describe the marketing research process.
    2. Implement procedures to ensure confidentiality and security of respondents.
    3. Establish the objective and purpose of marketing research.
    4. Design quantitative marketing research activities to ensure accuracy, appropriateness, and adequacy of data collection efforts.
    5. Design qualitative marketing research study to ensure appropriateness of data-collection efforts.
    6. Report findings to communicate research information to others.
    7. Assess quality of marketing research activities to determine needed improvements.
    8. Determine appropriate tools, statistical software, and modeling techniques to aid in data interpretations.
    9. Explain the purpose of primary research and describe the methods to collect primary data: survey, observation, focus groups, and experimental.
    10. Explain the purpose of secondary research and describe the methods to collect secondary data: internal company data, internet sources, federal and state governmental sources, and trade organizations.
    11. Describe the methods to analyze and present research data: charts, graphs, and percentages.
    12. Describe limitations of market research: cost, accuracy, time, and security.

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2025-2026 Competitive Events Guidelines
Foundations of Selling

Foundations of Selling challenges members to demonstrate their understanding of fundamental sales concepts through an objective test. This event covers topics such as the sales process, customer relationship management, prospecting, handling objections, and closing techniques used in various selling environments.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

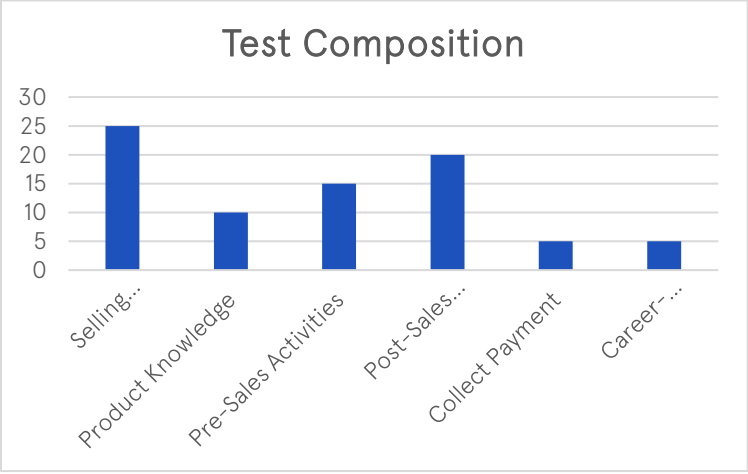
Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism

This event is intended for students who are early in their collegiate academic journey and just beginning their study of sales. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level sales/selling coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Selling Fundamentals
- Product Knowledge
- Pre-Sales Activities
- Post-Sales Activities
- Collect Payment
- Career-Advancement Activities

Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.



State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Selling

FBLA Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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2025-2026 Competitive Events Guidelines

Foundations of Selling

Future Business Leaders of America

Study Guide: Knowledge Areas and Objectives

This study guide outlines the skills and knowledge assessed for this event. Objectives followed by a two-letter, three-digit code in parentheses are aligned to the National Business Administration Standards from MBA Research and Curriculum Center. Some objectives reference MBA Research's Learning Activity Packages (LAPs), which are instructional resources with readings, activities, and assessments available ***exclusively to teacher advisers****. For more information, visit MBAResearch.org/FBLA.*

Important Notice Regarding Test Preparation
MBA Research materials are ***not required*** *to study for or prepare for FBLA competitive event tests. MBA Research provides curriculum and instructional resources directly to teachers and does not administer or manage individual student testing or competition participation.*

Note for members and parents: *All questions related to tests, study materials, scores, or competition guidelines should be directed to the local FBLA adviser. Only teacher advisers should contact MBA Research directly.*

Selling Fundamentals (25 test items)

1. Explain the nature of professional selling (PD:120) (SP)
2. Explain the nature and scope of the selling function (SE:017, LAP-SE-017) (CS)
3. Explain the role of customer service as a component of selling relationships (SE:076, LAP-SE-076) (CS)
4. Explain company selling policies (SE:932, LAP-SE-932) (CS)
5. Explain key factors in building a clientele (SE:828, LAP-SE-828) (SP)
6. Explain legal and ethical considerations in selling (SE:106, LAP-SE-106) (SP)
7. Describe the use of technology in the selling function (SE:107) (SP)
8. Discuss the economic and social effects of professional selling (PD:131) (SP)
9. The impact of sales and buying cycles (SE:380) (SP)
10. Describe the impact that digital communication is having on selling (SE:490) (SP)

Product Knowledge (10 test items)

1. Acquire product information for use in selling (SE:062, LAP-SE-062) (CS)
2. Analyze product information to identify product features and benefits (SE:109, LAP-SE-109) (SP)
3. Identify emerging trends for use in selling (SE:404) (SP)

Pre-Sales Activities (15 test items)

1. Prospect for customers (SE:001, LAP-SE-001) (SP)
2. Conduct pre-visit research (e.g., customer's markets/products, customers' competitors, and competitors' offerings) (SE:369) (SP)
3. Determine sales strategies (SE:377) (SP)
4. Book appointments with prospective clients (SE:366) (SP)
5. Prepare sales presentation (SE:067) (SP)
6. Sales Processes and Techniques (20 test items)
7. Explain the selling process (SE:048, LAP-SE-048) (CS)
8. Establish relationship with customer/client (SE:110) (CS)
9. Determine customer/client needs (SE:111) (CS)
10. Recommend specific products (SE:114, LAP-SE-114) (CS)
11. Demonstrate good/service (SE:374, LAP-SE-374) (SP)

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12. Convert customer/client objections into selling points (SE:874, LAP-SE-874) (SP)
13. Demonstrate suggestion selling (SE:875, LAP-SE-875) (SP)
14. Close the sale (SE:895, LAP-SE-895) (SP)

Post-Sales Activities (20 test items)

1. Arrange delivery of purchases (SE:023) (CS)
2. Process returns/exchanges (SE:162) (CS)
3. Plan follow-up strategies for use in selling (SE:057, LAP-SE-057) (SP)
4. Provide post-sales service (SE:397) (SP)
5. Gather customer/client feedback to improve service (SE:384) (SP)
6. Conduct self-assessment of sales performance (SE:372) (SP)
7. Maintain ongoing relationship with client (SE:488) (SP)

Collect Payment (5 test items)

1. Operate register/terminal (SE:153) (CS)
2. Calculate miscellaneous charges (SE:475) (CS)
3. Process sales transactions (e.g., cash, credit, check) (SE:329) (CS)

Career-Advancement Activities (5 test items)

1. Explain employment opportunities in professional selling (PD:055) (SP)
2. Identify professional certification requirements available for professional salespeople (PD:141) (SP)

References for Knowledge Areas & Objectives

MBA Research and Curriculum Center. *National Business Administration Standards.* https://www.mbaresearch.org/local-educators/teaching-resources/standards/

Hubspot. *What is sales? A quick guide [+ examples].* https://blog.hubspot.com/sales/what-is-sales

Indeed. *14 effective selling strategies.* https://www.indeed.com/career-advice/career-development/selling-strategies

Zendesk. *Sales process fundamentals: The ultimate guide to closing more deals.* https://www.zendesk.com/blog/sales-process/

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2025-2026 Competitive Events Guidelines
Foundations of Technology

Foundations of Technology challenges members to demonstrate their understanding of fundamental technology concepts through an objective test. This event covers topics such as hardware, software, networking, cybersecurity, and emerging technologies used in modern business environments.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

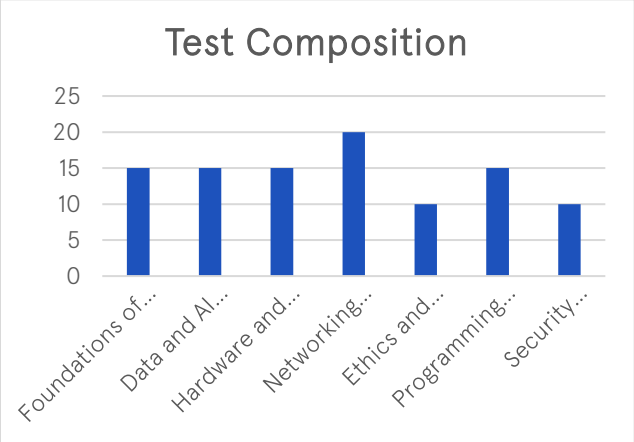
Career Cluster Framework Connection	Digital Technology
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Technology

This event is intended for students who are early in their collegiate academic journey and just beginning their study of technology. Only members who have completed no more than six credit hours on a semester schedule (or the equivalent number of quarter hours) of college-level technology coursework by May 1, 2026, are eligible to compete.

Knowledge Areas

- Foundations of Computer Systems
- Data and AI Foundations
- Hardware and Software Foundations
- Networking Systems and Protocols
- Ethics and Technology
- Programming and Algorithms
- Security Foundations

Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.



State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Foundations of Technology

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

Foundations of Computer Systems (15 test items)

1. Describe memory organization in computer systems (e.g., memory hierarchy, caches, registers)
2. Describe differences between digital, analog, discrete, and continuous systems
3. Describe different logic gates and their combinations (AND, OR, NOT, NAND, etc.)
4. Discuss methods for backing up a computer system
5. Discuss scheduling algorithms and their performances
6. Describe simple problems and solutions as state machines
7. Describe primary operating system components (e.g., registry, virtual memory, file system)
8. Analyze the functions of operating systems

Data and AI Foundations (15 test items)

1. Discuss probabilistic and logic-based reasoning
2. Describe foundational algorithms for artificial intelligence (e.g., minimax, search algorithms, alpha-beta pruning)
3. Analyze challenges associated with big data systems
4. Discuss data sourcing, acquisition, and processing
5. Discuss the benefits of cloud computing for data processing
6. Discuss the use of data in AI and machine learning
7. Analyze the use and training of large language models (LLMs)

Hardware and Software Foundations (15 test items)

1. Discuss considerations when using peripheral equipment (e.g., external storage, printers, USB)
2. Describe common methods of computer hardware maintenance
3. Discuss the characteristics of different types of computers (e.g., mainframe, PC, mobile)
4. Describe computer components (e.g., CPU, motherboard, GPU)
5. Discuss the functions of RAM and secondary storage (e.g., HDD, SDD)
6. Describe storage devices and configurations (e.g., HDD, SSD, RAID, NAS)

Networking Systems and Protocols (20 test items)

1. Discuss the characteristics of different types of networks (e.g., LAN, MAN, WAN)
2. Explain basic networking protocols (e.g., TCP/IP, UDP, DHCP, SMP)
3. Discuss methods of connectivity (e.g., Ethernet, Wi-Fi, cable)
4. Describe the general architecture of networks (e.g., nodes, connections, switches)
5. Select an appropriate networking architecture for a business (e.g., peer-to-peer, client-server, intranet)
6. Discuss the pros and cons of network topologies (e.g., bus, star, ring)
7. Explain the purpose and mechanics of IP addressing
8. Troubleshoot network maintenance issues (e.g., securing and protecting cable)
9. Discuss common network security techniques (e.g., authorization, authentication)

Ethics and Technology (10 test items)

1. Discuss illegal use of online technology (e.g., piracy, licensing infringement, jailbreaking for illegal purposes)
2. Discuss ethical concerns related to generative AI

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3. Discuss the ethics of data brokerage and privacy online
4. Discuss ethical concerns related to AI assistants and LLMs

Programming and Algorithms (15 test items)

1. Discuss the attributes, methods, and variables of classes and objects
2. Discuss characteristics of programming language paradigms (e.g., functional, object-oriented, imperative, declarative)
3. Analyze the time complexity of simple algorithms
4. Interpret blocks of code
5. Describe basic data structures (e.g., arrays, lists, hashmaps)
6. Describe key features of object-oriented programming (e.g., encapsulation, abstraction, polymorphism, inheritance)
7. Describe basic search and sorting algorithms
8. Discuss APIs, modules, and libraries

Security Foundations (10 test items)

1. Discuss the applications of confidentiality, integrity, and availability
2. Evaluate vulnerabilities in a digital system (e.g., human error, authorization, authentication)
3. Describe strategies to defend against common cyber attacks (e.g., DoS, DDoS, virus)
4. Explain how insecure coding practices can lead to vulnerabilities (e.g., buffer overflow, race conditions, SQL injection)
5. Describe the differences between symmetric and asymmetric encryption
6. Discuss the use of hashing in cryptography (SHA-256, blockchain, digital signatures, etc.)

References for Knowledge Areas & Objectives

Association for Computing Machinery. *Computing Competencies for Undergraduate Data Science*. https://www.acm.org/binaries/content/assets/education/curricula-recommendations/dstf_ccdsc2021.pdf

Association for Computing Machinery. *Computing Competencies for Undergraduate Programs in Information Systems*. https://www.acm.org/binaries/content/assets/education/curricula-recommendations/is2020.pdf

Association for Computing Machinery. *Information Technology Curricula 2017*. https://www.acm.org/binaries/content/assets/education/curricula-recommendations/is2020.pdf

Computer Science Teacher's Association. *K-12 Computer Science Standards*. https://members.csteachers.org/documents/en-us/46916364-83ab-4f51-85fb-06b3b25b417c/1/

Codecademy. *Introduction to IT*. https://www.codecademy.com/learn/introduction-to-it

Ohio Department of Education. *Ohio's Learning Standards for Technology*. https://education.ohio.gov/getattachment/Topics/Learning-in-Ohio/Technology/Ohios-Learning-Standards-for-Technology/The-2017-Ohio-Learning-Standards-in-Technology.pdf.aspx?lang=en-US

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2025-2026 Competitive Events Guidelines

Future Business Executive

Future Business Executive is FBLA's premier event recognizing Collegiate members who exemplify leadership, business knowledge, and active involvement in the organization. Competitors are evaluated through pre-judged asset, an objective test, and a presentation (interview), showcasing their readiness for success in business and leadership roles.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Presentation
Event Elements	Pre-judged Asset, Objective Test, and Interview

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Communication, Leadership, Professionalism

Knowledge Areas

- Accounting
- Business Law
- Communication
- Computer Science
- Cybersecurity
- Digital Design
- Economics
- Entrepreneurship
- Finance
- Hospitality Management
- International Business
- Management
- Marketing
- Organizational Behavior & Leadership
- Parliamentary Procedure
- Project Management
- Retail Management
- Selling
- Sports Management & Marketing
- Supply Chain Management
- Technology

Note: There is no test composition available for this objective test.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Future Business Executive

National

Required Competition Items

	Items Competitor Must Provide	Items FBLA Provides
Objective Test	• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)
Preliminary & Final Round	• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Chair for competitor

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.

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- Event Schedule Notes:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of four phases: a pre-judged asset, an objective test, preliminary presentation (interview), and a final presentation (interview).

Pre-judged Asset Details: Cover Letter & Resume

Submission Deadline

- A PDF of the cover letter and resume must be uploaded through the conference registration system by the state-specified deadline.

Asset Requirements:

- Cover Letter Specifics
  - Must be no longer than one page.
  - Should clearly state why the competitor is deserving of this award (Future Business Executive).
  - Address the letter to: Jennifer Woods, President and CEO, Future Business Leaders of America, 12100 Sunset Hills Drive, Suite 200, Reston, VA 20190
- Resume Specifics
  - Must not exceed two pages in length.
  - Should include the competitor's education, extracurricular activities, awards and honors, FBLA involvement, and work or volunteer experience.
  - Photographs are not permitted on the résumé.
- Assets must be formatted to fit standard 8.5" x 11" paper.
- Links and QR codes are not permitted.
- Advisers or others may not assist in preparing the asset. It must be created entirely by the competitor(s).
- All content must be original and created specifically for this competition.

Judging & Ownership

- Assets will be judged prior to the National Leadership Conference (NLC).
- Pre-judged assets will not be returned. All submitted projects become the property of FBLA and may be published or reproduced for promotional purposes.

Objective Test

Each competitor will complete a 100-question multiple-choice objective test. Note: There is no objective test composition/question breakdown available for this competition.

Test Duration

- **Test Duration:** 50 minutes

Format

- This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

Materials

- Reference or study materials are not permitted at the testing site.

Electronic Devices

- All electronic devices, including cell phones, smart watches, and similar technology, must be powered off prior to the start of the competition.

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Calculators
- Personal calculators are not allowed; an online calculator will be available within the testing platform.

Question Review
- Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Preliminary Presentation Details: Interview

Timing Structure
- **Equipment Set-Up:** 0 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 0 minutes

Venue & Format
- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines
- **Internet Access:** Not Provided
- No technology may be brought to the interview.

Non-Technology Items
- No materials may be brought to the interview.
- No items may be left with the judges following the presentation.

Final Presentation Details: Interview

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals
- The top-scoring competitors from each preliminary section will advance to the final round in equal numbers.
- The number of competitors advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring
- The pre-judged asset score, objective test and preliminary presentation (interview) round scores will be added together to determine which competitors advance to the final round from each section.
- The final presentation score determines the top winners.
- Pre-judged asset score will be used to break a tie.

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- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Future Business Executive

FBLA Future Business Leaders of America

Future Business Executive Pre-Judged Assets Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Cover Letter: States award applying for	*No award stated*	*Award stated does not match qualification*	*States award and shows match of award to qualifications*	*States award and shows match of award to qualifications with demonstrated experience*	
	0 points	1 point	2-3 points	4 points	
Cover Letter: Promotes self in letter – lists skills, achievements, volunteerism, experience, etc.	*No self-promotion included*	*Describes skills and academic achievements, but no volunteerism or experience included*	*Describes skills, academic achievements, and volunteerism or experience*	*Describes skills, academic achievements, and multiple volunteerism or experiences*	
	0 points	1-3 points	4-6 points	7-8 points	
Cover Letter: States that the resume is included with the letter and asks for interview	*No resume statement nor interview requested*	*States resume included but does not ask for interview*	*States resume is included and asks for interview*	*States resume is included, asks for interview, provides opportunity to request more information*	
	0 points	1 point	2-3 points	4 points	
Resume: Targets award on cover letter	*No award targeted*	*Targeted award does not match cover letter*	*Targeted award matches cover letter*	*Resume supports targeted award on cover letter*	
	0 points	1 point	2-3 points	4 points	
Resume: Reader friendly – categories can be found easily, white space utilized, professional fonts and font sizes	*Resume is unreadable*	*Resume design is distracting*	*Resume is reader friendly*	*Resume is professional in design for targeted award*	
	0 points	1-3 points	4-6 points	7-8 points	
Resume: Includes education, activities, awards/honors, FBLA experience and volunteerism/work experience information	*No education, activities, volunteerism, experience information listed*	*One-two sections included*	*Three-four sections included*	*Five or more sections support targeted award*	
	0 points	1-3 points	4-6 points	7-8 points	
Resume: Brief, concise information	*Resume not included*	*Information provided, but in paragraph form*	*Sections are clearly identified with organized information*	*Clearly identified and organized information in each section supports targeted award*	
	0 points	1 point	2-3 points	4 points	
Spelling & Grammar: Documents are free of spelling, punctuation, and grammatical errors	*Three or more errors*	*Two errors*	*No spelling errors, and not more than 1 punctuation or grammatical error*	*No spelling or grammatical errors, and not more than 1 punctuation error*	
	0 points	1-2 points	3-4 points	5 points	
All directions followed	*Cover letter longer than one page, not addressed correctly; Resume longer than two pages, photograph or QR code included*		*Cover letter no more than one page, addressed correctly; Resume no more than two pages, no photograph or QR code included; documents submitted as PDF*		
	0 points		5 points		
				Pre-judged Assets Total (50 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Future Business Executive

FBLA
Future Business Leaders of America

Future Business Executive Presentation Interview Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Illustrates participation and leadership experiences in FBLA	*Has not been involved in FBLA other than to pay membership dues and attend one state/national conference*	*Has limited participation in FBLA activities OR has had limited FBLA leadership opportunities*	*Can communicate participation in FBLA throughout high school and discuss leadership experiences in FBLA*	*Can explain how participation and leadership experiences in FBLA have transferred to other areas of life*	
	0 points	1-8 points	9-12 points	13-15 points	
Explains participation in other school and/or community organizations	*No evidence of participation in other school and/or community organizations*	*Participates in only one additional school and/or community organization other than FBLA*	*Explains participation in other school and/or community organizations*	*Explains how participation in FBLA has complemented or enhanced other school and/or community organizations*	
	0 points	1-8 points	9-12 points	13-15 points	
Explains and shows areas of outstanding achievement	*No other achievements outside of FBLA*	*Has limited areas of outstanding achievement other than FBLA*	*Can explain and show areas of outstanding achievement*	*Can explain how participation in FBLA has complemented or enhanced other areas of outstanding achievement*	
	0 points	1-8 points	9-12 points	13-15 points	
Indicates understanding of career knowledge and career plans	*No career plans at this time*	*May have an idea for a career but has developed no solid plans OR obtained any career knowledge*	*Knows career plans and shows some evidence that the career knowledge has been obtained*	*Can discuss how the career plans were decided and how the plans will be achieved. Can also discuss how the career knowledge was acquired and how it will be used*	
	0 points	1-8 points	9-12 points	13-15 points	
Presentation Delivery					
Demonstrates proper greeting, introduction, and closing	*Competitor does not use proper greeting, introduction OR closing*	*Competitor greeting, introduction, OR closing was weak*	*Competitor has strong greeting, introduction AND closing*	*Competitor is creative in their introduction of themselves and asks for or provides follow-up action in the conclusion*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates proper verbal and nonverbal communication skills	*Verbal AND nonverbal communication skills are inappropriate*	*Verbal and/or nonverbal communication skills are weak or distracting*	*All questions were clearly answered using good grammar and appropriate body language*	*Verbal communication skills are excellent; nonverbal communication is natural*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Protocols					
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *No technology used* ✓ *Did not bring materials to the interview* ✓ *Did not leave materials behind after the presentation*			
	0 points	10 points			
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (100 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

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Comments:

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2025-2026 Competitive Events Guidelines
Future Business Facilitator

Future Business Facilitator gives competitors the opportunity to demonstrate their skills in delivering effective training, whether in a corporate setting or a traditional business education environment. This event includes pre-judged assets and a live presentation, showcasing members' ability to design, organize, and communicate instructional content.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Presentation
Event Elements	Pre-judged Asset and Presentation with Topic

Educational Alignments

Career Cluster Framework Connection	Education
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Communication, Leadership, Professionalism

2025-2026 Topic

Teaching Innovation for Competitive Advantage

Design and deliver a professional development training or lesson focused on how businesses can sustain growth and gain a competitive edge through innovation. Your session should include engaging strategies, relevant examples, and practical takeaways for helping an organization stand out in a competitive market.

How can innovation drive long-term success—and how can you effectively teach others to apply it?

Judges will play the role of students/professional development attendees. Competitors will select one part of their professional development training plan/lesson plan to teach to the judges during the presentation time.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Table

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Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- Membership Deadline: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- Conference Registration: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- Official Hotel Requirement: To be eligible to compete, competitors must stay within the official FBLA housing block.
- State Entry Limits: Each state may submit up to four entries per event.
- Event Participation Limits: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- Competitor Responsibility: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- Participation Requirement: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- Identification at Check-in: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- Late Arrivals: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- Event Schedule Notes:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of three phases: a pre-judged asset, preliminary presentation, and a final presentation.

Pre-judged Asset Details: Training/Lesson Plan

Submission Deadline

- A PDF must be uploaded through the conference registration system by the state-specified deadline.

Asset Requirements:

- The training/lesson plan must be no more than three pages in length and formatted to fit standard 8.5" x 11" paper.

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- Competitors must use the training/lesson plan template provided on the final page of these guidelines. While the format may be retyped or adjusted, all original components must be included. The training/lesson plan should be designed to cover a full class period.
- Links and QR codes are not permitted within the training/lesson plan.
- Advisers or others may not assist in preparing the asset. It must be created entirely by the competitor(s).
- All content must be original and created specifically for this competition.
- Assets must be new, original work and may not have been submitted at any previous National Leadership Conference.

Judging & Ownership

- Assets will be judged prior to the National Leadership Conference (NLC).
- Pre-judged assets will not be returned. All submitted projects become the property of FBLA and may be published or reproduced for promotional purposes.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Preliminary Presentation Details: The Training/Lesson

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 3 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, interactive whiteboard, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

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Non-Technology Items

- Pre-judged assets, visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Event Specific Information: Competitors should incorporate the following aspects in response to the topic

- Judges will play the role as trainees/students. Competitors will select one part of their training/lesson plan to teach the judges during the presentation.
- **Demonstrate Subject Mastery:** Show deep understanding of the topic through accurate, thorough content and clear communication.
- **Align Materials to Objectives:** Ensure all instructional materials support the stated training/lesson goals and consider diverse learning needs and styles.
- **Design Engaging Learning Activities:** Incorporate creative, hands-on activities that motivate trainees/students and allow them to actively demonstrate their understanding.
- **Organize a Professional Training/Lesson Plan:** Present a well-structured, creative, and visually polished training/lesson plan that is both interesting and appropriate for a classroom setting.

Final Presentation Details: The Training/Lesson

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors from each preliminary section will advance to the final round in equal numbers.
- The number of competitors advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

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Scoring

- The pre-judged asset score will be added to the preliminary presentation round scores to determine which competitors advance to the final round from each section.
- The final presentation score determines the top winners.
- Pre-judged asset score will be used to break a tie.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines
Future Business Facilitator

FBLA
Future Business Leaders of America

Future Business Facilitator Pre-Judged Asset (Training/Lesson Plan) Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Documents are free of spelling, punctuation, and grammatical errors	*Three or more errors*	*Two errors*	*No spelling errors, and not more than 1 punctuation or grammatical error*	*No spelling or grammatical errors, and not more than 1 punctuation error*	
	0 points	1-2 points	3-4 points	5 points	
Objectives (Competencies & Presentation Indicator)	*No objectives listed*	*Objectives are identified, may not be specific & measurable*	*Objectives are identified and are specific and measurable*	*Objectives are identified and relate to meaningful skills or concepts essential to learning*	
	0 points	1-6 points	7-8 points	9-10 points	
Outcome & Measurement	*No outcome or measurement listed*	*Outcome or measurement listed*	*Outcome and measurement are listed*	*The measurement of the outcome reflects objectives*	
	0 points	1-6 points	7-8 points	9-10 points	
Resources & Materials	*Resources & materials are not listed or not appropriate*	*Resources & materials are listed, not effectively implemented*	*Range of resources and materials are listed with specific citation information*	*Resources and materials are selected and/or designed to meet diverse learning needs*	
	0 points	1-2 points	3-4 points	5 points	
Instructional Activities	*Plan of activities is so vague or generalized that it is unusable*	*Plan of activities lack elements or details for effective delivery*	*Plan of activities is clear and designed to promote critical thinking, problem solving or creativity*	*Plan of activities utilizes multiple strategies and includes guiding questions appropriate for engaging in higher-level thinking*	
	0 points	1-6 points	7-8 points	9-10 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Guideline Protocols					
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines:*** ✓ *Training/Lesson Plan aligned with the assigned topic* ✓ *Training/Lesson Plan was submitted as PDF* ✓ *Links or QR codes were not used (except for citation purposes)* ✓ *No more than 3 pages long*			
	0 points	10 points			
				Pre-judged Asset Total (60 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines

Future Business Facilitator

FBLA Future Business Leaders of America

Future Business Facilitator Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Demonstrated knowledge of subject matter	*No knowledge of the subject matter demonstrated*	*Demonstrated limited understanding of the subject matter*	*Demonstrated understanding of the subject matter*	*Demonstrated extensive understanding of the subject matter*	
	0 points	1-8 points	9-12 points	13-15 points	
Presented material met the objectives of the training/lesson plan	*Presented material was not included, objectives not stated*	*Presented material was included, but not connected to the stated training/lesson plan objectives*	*Presented material was included and connected to the stated training/lesson plan objectives*	*Materials meet the stated objectives and accommodate learner differences*	
	0 points	1-8 points	9-12 points	13-15 points	
Presented material appropriate for audience and subject	*Activities/materials are not included or not appropriate for the audience or topic*	*Activities/materials are included but do not give learners clear opportunities for guided practice*	*Activities/materials are included and give learners opportunities for practice*	*Activities/materials engage and motivate learners with opportunities to demonstrate skills*	
	0 points	1-8 points	9-12 points	13-15 points	
Presented interesting, motivating and creative training/lesson plan	*Training/Lesson plan is unorganized*	*Training/Lesson plan is organized*	*Training/Lesson plan is organized; and interesting, motivating, OR creative*	*Training/Lesson plan is organized, interesting, motivating, creative, and presented professionally*	
	0 points	1-8 points	9-12 points	13-15 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates proper verbal and nonverbal communication skills	*Verbal AND nonverbal communication skills are inappropriate*	*Verbal and/or nonverbal communication skills are weak or distracting*	*All questions were clearly answered using good grammar and appropriate body language*	*Verbal communication skills are excellent; nonverbal communication is natural*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025-2026 Competitive Events Guidelines
Future Business Facilitator

Presentation Protocols			
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*	
	0 points	10 points	
		Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
		Presentation Total (110 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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TRAINING/LESSON PLAN TEMPLATE

This template may be retyped/recreated

Competitor Name:
Competitor School: Competitor State:

Training/Lesson Plan Title		
Content Area		
Audience		
Objectives *(What should learners be able to do after your training/lesson?)*		
Outcome / Measurement *(How to assess that learners met your learning objectives?)*		
Resources and Materials		
Anticipatory Set / Gaining Learners' Attention		Time Spent
Informing Learners of Objective		Time Spent
Facilitator Input / Modeling / Check for Understanding		Time Spent
Guided Practice		Time Spent
Independent Practice		Time Spent
Closure		Time Spent
Notes		

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2025-2026 Competitive Events Guidelines
Hospitality Management Case Competition

Hospitality Management Case Competition challenges members to analyze a case study that addresses real-world issues in the hospitality industry. Members present their findings and recommendations to a panel of judges, demonstrating knowledge in areas such as financial management, operations, human resources, customer service, legal compliance, and sustainability.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Hospitality, Events, & Tourism
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism

2025-2026 Case Competition

The case competition and rating sheet can be found starting on page 5. ***The business entity should not be contacted for additional information.***

This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided

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- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- The rating sheet will be released with the case competition.
- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.

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- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Case Competition

The business entity should not be contacted for additional information.

This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

Overview and Background Information

St. Louis is a vibrant, youth friendly city with the energy of a major metropolitan area and the affordability college students need. Positioned at the crossroads of the Midwest, St. Louis sits at the intersection of several major interstates and is within a four to six hour drive of hundreds of colleges and universities. The city is also home to one of the busiest and largest mid sized airports in the country, St. Louis Lambert International Airport, a regional hub for budget friendly Southwest Airlines. With light rail service connecting the airport, downtown, and key entertainment districts, St. Louis is easy to navigate for visitors who want to explore without relying on a car.

For young travelers, St. Louis offers a mix of culture, nightlife, and iconic attractions without the price tag of traditional Spring Break destinations. Forest Park, one of the nation's largest urban parks, features an award winning zoo, art museum, science center, history museum, and miles of outdoor trails, all free to the public. Neighborhoods like the Delmar Loop, Soulard, Central West End, and Midtown buzz with live music, locally owned restaurants, coffee shops, street murals, and night spots popular with the 18–24 crowd. Must see experiences like the Gateway Arch, City Museum, Cardinals baseball games, riverfront parks, and brewery tours add to a lineup that can fill a Spring Break itinerary with memorable activities at accessible price points.

LHM (Lodging Hospitality Management) has helped shape the St. Louis travel experience for decades by investing in hotels, entertainment venues, and landmark properties across the region. Two of LHM's flagship destinations anchor the city's Spring Break potential. The Hilton St. Louis at the Ballpark puts guests in the heart of downtown steps from Busch Stadium, Ballpark Village, nightlife, and city attractions. St. Louis Union Station, another LHM signature property, has been transformed into a full scale entertainment campus with the St. Louis Aquarium, The Wheel, the Fire & Light Show, mini golf, restaurants, and immersive attractions all within walking distance.

With an unbeatable mix of affordability, accessibility, and one of a kind experiences, St. Louis has the ingredients to become a standout Spring Break destination for college students looking for something fresh and fun. Through this case, students will help LHM develop strategies to elevate the city's appeal, attract 18–24 year old travelers, and drive demand for its landmark properties during the Spring Break season.

Problem Statement

LHM is aiming to position St. Louis as a go-to Spring Break destination for college students within a 400-mile radius, competing with traditional beach-centric options by showcasing a unique mix of urban energy, affordability, and one-of-a-kind attractions. As part of this initiative, LHM seeks a fresh, student-driven strategy to spotlight two flagship properties — the Hilton at the Ballpark in downtown St. Louis and the iconic Union Station campus, home to dining, entertainment, and immersive attractions. The goal is to create a compelling

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narrative and experience that encourages 18–24 year olds to choose St. Louis for Spring Break, stay in LHM properties, and explore the broader region.

Students must develop recommendations that blend market research, pricing strategy, targeted messaging, and guest experience design. Proposals should highlight what makes St. Louis competitive, craft a Spring Break identity that resonates with Gen Z travelers, and ultimately help LHM increase occupancy, revenue, and brand visibility during the spring travel season.

Questions to Address

Answer the following questions in your presentation to LHM:

1. What attractions, experiences, and events in the greater St. Louis area are most likely to appeal to travelers ages 18-24, and how should LHM incorporate these into a cohesive Spring Break marketing strategy for the destination as a whole?
2. How can Hilton at the Ballpark and Union Station leverage their current amenities, dining, entertainment, and combine those with recommended new elements or Spring break programming to create a standout experience that draws 18-24 year olds specifically to LHM properties over competing accommodations?
    a. What pricing, promotional offers, or bundled packages would most effectively increase Spring Break occupancy at these two hotels?
3. How can LHM elevate the on-property guest experience to align with Gen Z expectations, particularly regarding convenience, technology, social gathering spaces, and opportunities for memorable, shareable moments?
4. How should LHM balance room pricing, occupancy goals, and revenue management during Spring Break to remain competitive yet profitable?

Additional Resources

Hilton St. Louis at the Ballpark - The Hilton is located in the heart of downtown St. Louis, just steps from Busch Stadium and the nightlife and dining of Ballpark Village. Guests enjoy easy access to major city attractions and sporting events, plus on-site amenities like a rooftop dining with skyline or stadium views, restaurants, and a fitness center.

St. Louis Union Station Hotel, Curio Collection by Hilton - Union Station Hotel occupies a historic train-station building in downtown St. Louis, adjacent to a full entertainment campus that includes the St. Louis Aquarium, the St. Louis Wheel, mini-golf, ropes courses, restaurants, and a high-tech light show — all within walking distance of your room.

Hotel Occupancy Rates
About LHM
Explore St. Louis

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2025-2026 Competitive Events Guidelines

Hospitality Management Case Competition

Future Business Leaders of America

Hospitality Management Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Demonstrates understanding of the case and issues to be solved	*No description or case synopsis provided, and no issues defined*	*Describes and provides case synopsis OR defines the issues*	*Describes and provides case synopsis AND defines the issues*	*Demonstrates expertise of case synopsis AND definition of the issues*	
	0 points	1-7 points	8-13 points	14-15 points	
Destination & Attractions Strategy *Evaluates how effectively St. Louis attractions, experiences, and events are incorporated into a cohesive Spring Break destination strategy.*	*No clear destination strategy or relevant attractions identified.*	*Attractions identified but poorly integrated or weakly connected to Spring Break positioning.*	*Identifies relevant attractions with a clear but limited destination strategy.*	*Clearly identifies and strategically integrates St. Louis attractions into a cohesive, compelling Spring Break destination strategy.*	
	0 points	1-7 points	8-13 points	14-15 points	
Property-Specific Strategy *Measures the quality and feasibility of recommendations specific to Hilton at the Ballpark and Union Station.*	*No meaningful use of Hilton at the Ballpark or Union Station features.*	*Limited or unrealistic recommendations using property amenities.*	*Recommendations reference property features but lack depth or differentiation.*	*Strong, feasible recommendations leveraging both properties' amenities to attract 18-24 year-old travelers over competitors.*	
	0 points	1-7 points	8-13 points	14-15 points	
Guest Experience & Gen Z Alignment *Assesses how well proposed experiences align with Gen Z expectations for convenience, technology, social interaction, and shareable moments.*	*No meaningful focus on guest experience or Gen Z expectations.*	*Limited understanding of Gen Z preferences with underdeveloped experience ideas.*	*Some alignment with Gen Z expectations, though recommendations may lack depth or originality.*	*Guest experience recommendations strongly align with Gen Z expectations, emphasizing technology, social spaces, and memorable experiences.*	
	0 points	1-7 points	8-13 points	14-15 points	
Pricing, Promotions & Revenue Strategy *Evaluates the effectiveness of pricing, promotional offers, and revenue considerations in balancing occupancy and profitability.*	*No pricing, promotional, or revenue strategy presented.*	*Strategies presented but unclear, unrealistic, or poorly aligned with the target market.*	*Pricing and promotional strategies are reasonable with general consideration of occupancy and profitability.*	*Pricing, promotions, and revenue strategies are creative, realistic, and well-balanced to drive occupancy and profitability.*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-6 points	7-8 points	9-10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
				Presentation Total (100 points)	

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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2025-2026 Competitive Events Guidelines
Impromptu Speaking (Collegiate)

Impromptu Speaking challenges members to think quickly and deliver a well-organized, engaging speech on a topic revealed onsite at the competition. Members demonstrate their ability to communicate effectively, organize ideas on the spot, and present with confidence under time constraints.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Presentation
Event Elements	Speech with Topic given onsite

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Leadership, Professionalism

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Two notecards • Pencil • Secret speech topic revealed onsite

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:

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    - Two individual or team events, and
    - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
    - Some events may begin before the Opening Session.
    - All schedules are posted in local time for the NLC host city.
    - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation (speech) and a final presentation (speech).

Preliminary Presentation (Speech) Details

Timing Structure

- **Preparation Time:** 10 minutes (a one-minute warning will be provided)
- **Presentation:** 5 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** None

Speech Prompt

- Competitors will be provided with a single copy of the topic at the beginning of their assigned preparation time. This copy may only be accessed within the designated preparation area.

Notecard Use

- Each competitor will receive two notecards for use during preparation and the presentation. Information may be written on both sides. Notecards will be collected after the speech.

Materials

- No technology, reference materials, visuals, or props may be used.

Audience

- Presentations are closed to all conference attendees.

Confidentiality

- To maintain fairness, competitors must not discuss or share the speech topic until the event concludes.

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Final Presentation (Speech) Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

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Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

Sample Preparation Resources

- Official sample test items and role plays can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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2025-2026 Competitive Events Guidelines

Impromptu Speaking (Collegiate)

FBLA
Future Business Leaders of America

Impromptu Speaking Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Incorporates provided topic	*Provided topic is not mentioned in speech*	*Topic is not clearly incorporated into speech*	*Topic was clearly incorporated into speech*	*Topic was clearly incorporated and expanded thoroughly throughout the speech*	
	0 points	1-6 points	7-8 points	9-10 points	
Identify and execute a consistent theme	*No theme presented*	*Theme was identified, but not consistent throughout speech*	*Theme identified and consistent throughout speech*	*Personal stories are utilized to expand on the central theme*	
	0 points	1-6 points	7-8 points	9-10 points	
Include accurate and appropriate supporting information	*No supporting information provided OR inappropriate material used*	*One example of supporting information provided*	*Multiple examples of supporting information provided*	*Multiple examples of supporting information included to develop and enhance the speech*	
	0 points	1-6 points	7-8 points	9-10 points	
Introduce the topic immediately (Introduction)	*Topic was not introduced*	*Introduction was not clearly presented*	*Introduction was clearly presented, and topic was defined immediately*	*Introduction was clearly presented, and topic was defined immediately with an effective transition into the speech body*	
	0 points	1-6 points	7-8 points	9-10 points	
Support the topic throughout (Body)	*Speech did not have a topic*	*Multiple topics presented without clear connections*	*Central topics were identified, connected, and supported throughout the speech*	*Smooth transitions were effectively utilized to support the central topic*	
	0 points	1-9 points	10-16 points	17-20 points	
Provide effective conclusion (Closing)	*Speech did not have a conclusion*	*Conclusion was not clearly presented*	*Effective conclusion was presented*	*Conclusion provides connection to entire presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Delivers quality extemporaneous presentation	*Does not address audience at all*	*Reads speech directly from notes with minimal eye contact*	*Glances at notes occasionally while keeping appropriate eye contact with audience*	*Glances at notes occasionally, keeps appropriate eye contact, and utilizes appropriate body language and hand gestures*	
	0 points	1-8 points	9-12 points	13-15 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-5 points	6-10 points	11-15 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
				Presentation Total (100 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
International Business (Collegiate)

International Business challenges members to explore the complexities of the global economy through an objective test. This event covers topics such as international trade, cultural differences, global marketing, economic systems, and the challenges and opportunities businesses face in a globalized world.

Event Overview

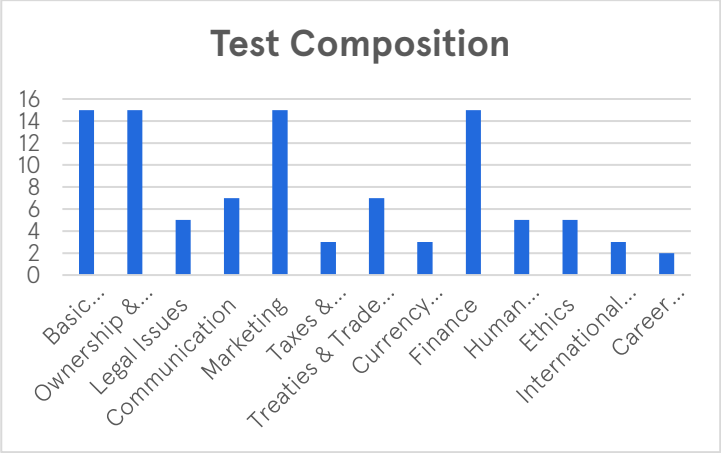
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

Knowledge Areas

- Basic International Concepts
- Ownership and Management
- Legal Issues
- Communication
- Marketing
- Taxes & Government Regulations
- Treaties & Trade Agreements
- Currency Exchange
- Finance
- Human Resource Management
- Ethics
- International Travel
- Career Development



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
International Business (Collegiate)

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes

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- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).
- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Basic International Concepts
   1. Define international business and explain terms and concepts related to international business and marketing.
   2. Compare and contrast the types of economic systems.
   3. List characteristics that define the various levels of economic development of countries.
   4. Explain the impact international business has on consumers, business, and countries.
   5. Define terms such as inflation, gross domestic product (GDP), purchasing power parity (PPP), balance of trade, foreign debt, and cost of living.
   6. Discuss the role the U.S. has played in international trade throughout history.
   7. Describe the decision-making process, opportunity costs, and scarcity as they relate to international business situations.
   8. Identify major trading regions and nations within those regions.
   9. Discuss the effect of literacy level, technology, natural resource availability, and infrastructure on the level of a country's economic development.
   10. Identify the impact of geography on international business, including factors such as climate; time zones; distance; topography; and social, economic, and natural resources.
   11. Describe how concepts (e.g., ethnocentrism, culture, social institutions, stereotyping, and cultural bias) affect conducting international business.
   12. Compare and contrast international and domestic business and marketing activities.
   13. Identify how economic issues (e.g., inflation, foreign debt, GD, PPP, interest rates, and cost of living) affect international business activities.
   14. Explain the relationship between international events and business activities.
   15. Evaluate how the political environment and geographic location of a given country impact international business and how business operates.
   16. Identify international trade partners and describe the trading patterns of companies based on region, state, and country.

B. Ownership and Management
   1. Identify types of ownership of selected businesses involved in international trade.
   2. Analyze the importance of entrepreneurs in an international market.
   3. Describe different organizational structures that a company might use in the international environment.
   4. Identify how the managing functions (e.g., planning, organizing, influencing, and controlling) affect international operations and productions.
   5. Identify distinctive social and cultural factors that affect business activities (e.g., time, workday, workweek, schedules, and holidays)
   6. Determine appropriate business strategies for operating in foreign market situations such as pure competition, monopoly, and oligopoly.
   7. Identify risks and rewards related to doing business in a foreign market.
   8. Describe the advantages and disadvantages of expansion into international business activities for a given business.

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9. Identify how various economic systems influence what is produced, how it is produced, and for whom it is produced.
10. Explain how social, cultural, and political factors affect the new product development process.
11. List factors that affect international business competition.
12. Describe various opportunities for conducting international business (e.g. licensing, exporting, franchising, and joint ventures).
13. Identify organizations, government agencies, and other resources that a small or medium-sized business might use to investigate international business opportunities.
14. Describe the role and purpose of the International Organization for Standardization.
15. Assess the impact of quality management standards, especially ISO 9000 and QS 9000, on the international business community.

C. Legal Issues
1. Recognize the legal issues related to managing a business in the global environment.
2. Describe the difference between the legal systems of various countries and the U.S. (e.g., codes, statutes, and common law)
3. Recognize legal differences in areas such as consumer protection, product guidelines, labor laws, contract formulation, liability, and taxation for various countries.
4. Appraise the protection provided to businesses by the components of international law.
5. Analyze the major legal aspects and ramifications of international relations with special emphasis on topics such as financial systems and reporting, licensing, judicial systems, and repatriation.
6. Identify the levels of regulation applied intellectual properties (e.g., copyrights, trademarks, and patents) in different countries.
7. Define methods for resolving legal differences (e.g. mediation, arbitration, and litigation) in different cultures.

D. Communication (including culture and language)
1. Describe information systems and communications for international business.
2. Define terms such as culture, multiculturalism, stereotyping, and cultural bias and their effects on conducting business internationally.
3. Compose effective business communications based on an understanding of the differences in tone, style, and format of other countries.
4. Identify examples of nonverbal communications affecting international business relationships and negotiations.
5. Discuss complications involved when speaking, writing, or interpreting a language incorrectly (introductions, American jargon,).
6. Identify distinctive social and cultural factors that affect business activities/etiquette in a multicultural environment (e.g. gender, time, schedules, holidays, gifts, and attire).
7. Compare the business protocol of various countries (e.g., involvement of subpopulations—women and minorities; gift giving)

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8. Describe how the process of negotiating may be affected by cultural differences.
9. Describe the role and use of electronic communication tools (e.g., video and computer-conferencing, webcasts, podcasting, and blogging) in international business activities.
10. Analyze the effect of security measures and practices related to electronic business communication.

E. Marketing
1. Define international marketing and apply technical words that pertain to international marketing.
2. Describe what a company must consider when marketing a product/service in other countries.
3. Illustrate how social, cultural, technological, and geographic factors influence consumer buying behavior in different cultures.
4. Describe how language, culture, media availability, and regulations affect international advertising and marketing.
5. Describe how consumer behavior and foreign markets can affect the elements of the marketing mix.
6. List the importance of marketing research and describe data collection methods appropriate for various international marketing research situations.
7. Define the steps in the marketing research process—from defining a problem to communicating results.
8. Identify promotion strategies that can be used to promote products internationally.
9. Explain how product packaging is affected by culture and how it may need to be altered before the product is marketed in a new environment.
10. Explain quality standards as they relate to product development and packaging.
11. Describe how the product life cycle can be affected in an international business environment.
12. Compare the pricing strategy for a product sold both domestically and internationally.
13. Explain how currency exchange rates, economic conditions, and the international business environment affect prices charged in international markets.
14. Identify differences in the roles of agents, wholesalers, retailers, freight forwarders, export companies, trading companies, and customs' brokers.
15. Contrast direct and indirect distribution channels for international marketing.
16. Discuss the factors in determining the appropriate mode of transportation for international shipments (e.g., cost, time, size, and perishability).
17. Describe shipping terms (e.g., FOB and CIF) and explain the purpose of shipping documents used for transporting products to other countries.
18. Explain how political risks can disrupt selling and buying across borders.
19. Design a marketing strategy for selling a product or a service in an international market.

F. Taxes and Government Regulations
1. Differentiate between types of governments.

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2. Debate the various strategies governments use to control international trade.
3. Describe the role of federal and state agencies and other agencies and organizations that provide export information and assistance.
4. Discuss the impact of inflation and tax structures on international business decisions.

G. Treaties and Trade Agreements
1. Describe the economic effects of foreign trade.
2. Identify activities and risks associated with importing and exporting.
3. Discuss the benefits to countries for entering into trade agreements.
4. Describe the basic structure of the U.S. Customs Service.
5. Recognize the government's role and assistance in international trade.
6. Explain how historical events have contributed to the formation of strategic trade alliances.
7. Discuss why governments impose trade barriers (e.g., quotas, tariffs, licensing requirements, and exchange rate controls) and offer trade incentives.
8. Describe several international trade agreements and organizations (e.g., WTO GATT, EU, NAFTA, and MERCOSUR).
9. Analyze the effects of a trade barrier on the company, product category, and economics involved in a specific transaction.
10. Analyze a country's balance of trade and the specific conditions that can improve its trading potential.
11. Identify information and sources of financial assistance for facilitating the import/export process.
12. Define procedures and documentation associated with foreign trade and the transportation of goods.
13. Discuss how companies comply with U.S. customs regulations related to their product or service.

H. Currency Exchange
1. Identify factors that affect the value of currency and calculate foreign exchange rates of various currencies.
2. Explain how currency exchange rates affect international trade and business transactions.
3. Distinguish between currencies (e.g., floating versus fixed and convertible versus nonconvertible).
4. Explain how fluctuating currency and interest rates affect international trade.

I. Finance
1. Define terms related to international finance.
2. List sources of capital for international, transnational, multinational, and global companies.
3. Explain how a business finances trade with a business in another country.
4. Analyze the global impact of the stock and bond markets.
5. Identify countertrade, offset, and noncash transactions in world trade.
6. Describe the international monetary system, including the International Monetary Fund and the World Bank.
7. Identify essential components of payment documents used in payment for international trade activities.

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8. Critically examine equity and debt capital and their use in international businesses.
9. Compare the international financial institutions and markets.
10. Identify the risks associated with international business activities (e.g., commercial, political, and foreign exchange) and discuss strategies to minimize this risk.
11. Describe the impact of direct foreign investment on local economics.

J. Human Resource Management
1. Describe the different living and working conditions found in various countries.
2. Assess how social and cultural factors influence the human resource functions (e.g., recruitment selection; employee development; evaluation; compensation, promotion, benefit, and incentives; and separation, termination, and transition).
3. Identify how motivational techniques for workers may differ when used in different cultures.
4. Assess the impact of various occupational health and safety standards on conducting international business.
5. Analyze methods used to resolve management-labor conflicts in different cultures/countries.
6. Explain the advantages and disadvantages to a company of having access to a global labor pool.

K. Ethics
1. Define ethics and social responsibility.
2. Identify ethical character traits and values shared by various cultures (e.g., honesty, integrity, compassion, and justice.)
3. Explain how a country's culture, history, and politics can influence ethical decisions.
4. Identify current and emerging ethical issues in the global business environment.
5. Identify pressures that international firms may face when dealing with ethical business issues.
6. Discuss potential consequences of unethical business dealings in various international settings.
7. Analyze the effect of an international business organization's actions on a host country, the company's home country, owners, employees, consumers, and society.

L. International Travel
1. Describe the major types of agreements among countries that affect travel.
2. Use technology and international travel resources to access information on international travel (e.g., travel restrictions and health requirements, transportation, travel documents, etc.).
3. Identify the requirements for securing travel and employment documents.
4. Identify and locate major U.S. representational offices and sources of assistance located abroad.
5. Explain the role of U.S. Customs and the customs agencies of other countries.
6. Assess risk involved in international business travel.

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M. Career Development
    1. Identify sources of international career information.
    2. Research and analyze career opportunities in international business.
    3. Describe the skills and qualifications needed for success in the international business career path.
    4. Compare the application, interview, and hiring practices of various cultures.

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2025-2026 Competitive Events Guidelines
Job Interview (Collegiate)

Job Interview challenges members to develop professional job application materials and demonstrate effective interviewing skills. This event includes pre-judged assets, along with a live interview to evaluate communication, poise, and readiness for the workplace.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Presentation
Event Elements	Pre-judged Assets and Interview

Educational Alignments

Career Cluster Framework Connection	Career Ready Practice
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Communication, Leadership, Professionalism

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Chair for competitor

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
    - Two individual or team events, and

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  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of three phases: a pre-judged asset, a preliminary presentation (interview), and a final presentation (interview).

Pre-judged Asset Details: Cover Letter & Resume

Submission Deadline

- A PDF of the cover letter and resume must be uploaded through the conference registration system by the state-specified deadline.

Asset Requirements:

- The competitor must select a job position that they are currently qualified for or will be qualified for by the end of the school year. The chosen position may be part-time, an internship, or full-time.
- Cover Letter Specifics
  - Must be no longer than one page.
  - Address the letter to: Dr. Terry E. Johnson, Director of Human Resources, Merit Corporation, 1640 Franklin Place, Washington, DC 20041
  - *Note: Merit Corporation is a fictitious company*
- Resume Specifics
  - Must not exceed two pages in length.
  - Should include the competitor's education, activities, awards/honors, and work/volunteer experience.
  - Photographs are not permitted on the résumé.
- Assets must be formatted to fit standard 8.5" x 11" paper.
- Links and QR codes are not permitted.
- Advisers or others may not assist in preparing the asset. It must be created entirely by the competitor(s).
- All content must be original and created specifically for this competition.

Judging & Ownership

- Assets will be judged prior to the National Leadership Conference (NLC).

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- Pre-judged assets will not be returned. All submitted projects become the property of FBLA and may be published or reproduced for promotional purposes.

Preliminary Presentation Details: Interview

Timing Structure

- **Equipment Set-Up:** 0 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 0 minutes

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- No technology may be brought to the interview.

Non-Technology Items

- No materials may be brought to the interview.
- Cover letters and résumés submitted by competitors will be provided to judges via the online rating sheet system.

Final Presentation Details: Interview

Timing Structure

- **Equipment Set-Up:** 0 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 0 minutes

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The final round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- No technology may be brought to the interview.

Non-Technology Items

- No materials may be brought to the interview.
- No items may be left with the judges following the presentation

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Scoring

- The pre-judged asset score and preliminary presentation (interview) round scores will be added together to determine which competitors advance to the final round from each section.
- The final presentation (interview) score determines the top winners.
- Pre-judged assets will be used to break a tie.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

Job Interview (Collegiate)

FBLA
Future Business Leaders of America

Job Interview Pre-Judged Assets Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Cover Letter: States job applying for	*No job stated*	*Job stated does not match qualification*	*States job and shows match of job to qualifications*	*States job and shows match of job to qualifications with demonstrated experience*	
	0 points	1 point	2-3 points	4 points	
Cover Letter: Promotes self in letter – lists skills, achievements, volunteerism, experience, etc.	*No self-promotion included*	*Describes skills and academic achievements, but no volunteerism or work experience included*	*Describes skills, academic achievements, and volunteerism or work experience*	*Describes skills, academic achievements, and multiple volunteerism or work experiences*	
	0 points	1-3 points	4-6 points	7-8 points	
Cover Letter: States that the resume is included with the letter and asks for interview	*No resume statement nor interview requested*	*States resume included but does not ask for interview*	*States resume is included and asks for interview*	*States resume is included, asks for interview, provides opportunity to request more information*	
	0 points	1 point	2-3 points	4 points	
Resume: Targets job on cover letter	*No job targeted*	*Targeted job does not match cover letter*	*Targeted job matches cover letter*	*Resume supports targeted job on cover letter*	
	0 points	1 point	2-3 points	4 points	
Resume: Reader friendly – categories can be found easily, white space utilized, professional fonts and font sizes	*Resume is unreadable*	*Resume design is distracting*	*Resume is reader friendly*	*Resume is professional in design for targeted job*	
	0 points	1-3 points	4-6 points	7-8 points	
Resume: Includes education, activities, awards/honors, and volunteerism/work experience information	*No education, activities, volunteerism, experience information listed*	*One-two sections included*	*Three sections included*	*Four or more sections support targeted job*	
	0 points	1-3 points	4-6 points	7-8 points	
Resume: Brief, concise information	*Resume is longer than two pages*	*Information provided, but in paragraph form*	*Sections are clearly identified with organized information*	*Clearly identified and organized information in each section supports targeted job*	
	0 points	1 point	2-3 points	4 points	
Spelling & Grammar: Documents are free of spelling, punctuation, and grammatical errors	*Three or more errors*	*Two errors*	*No spelling errors, and not more than 1 punctuation or grammatical error*	*No spelling or grammatical errors, and not more than 1 punctuation error*	
	0 points	1-2 points	3-4 points	5 points	
All directions followed	*Cover letter longer than one page, not addressed correctly; Resume longer than two pages; photograph, link, or QR code included*		*Cover letter no more than one page, addressed correctly; Resume no more than two pages, no photograph, link, or QR code included; documents submitted as PDF*		
	0 points		5 points		
				Pre-judged Assets Total (50 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines

Job Interview (Collegiate)

FBLA Future Business Leaders of America

Job Interview Presentation Interview Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Job Readiness & Qualifications *Selects a job aligned with current or near-future qualifications; demonstrates understanding of job duties and relevance to career goals.*	*No job is selected, or the job is unrelated to the competitor's skills, experience, or career interests.*	*Job is selected but only loosely aligns with the competitor's qualifications; limited understanding of job duties or career relevance is shown.*	*Job is appropriate based on current or anticipated qualifications; competitor shows a basic understanding of the role and its connection to career goals.*	*Job is thoughtfully selected and clearly aligned with current or near-future qualifications; competitor demonstrates strong understanding of job responsibilities and clearly connects the role to long-term career goals.*	
	0 points	1-8 points	9-12 points	13-15 points	
Interview Preparation & Research *Shows evidence of having researched the company or job and connects responses to that knowledge.*	*No evidence of research is presented; responses are generic and unrelated to the company or position.*	*Limited or superficial research is evident; minimal connection is made between responses and the company or role.*	*Research is apparent; responses include relevant information about the company or job and reflect a general understanding of the position.*	*Thorough research is clearly demonstrated; responses are tailored to the company and position, showing thoughtful insight and intentional preparation.*	
	0 points	1-8 points	9-12 points	13-15 points	
Response Quality & Critical Thinking *Answers questions thoughtfully and thoroughly, demonstrating problem-solving, decision-making, and self-awareness.*	*Responses are off-topic, incomplete, or show no evidence of critical thinking or self-awareness.*	*Responses are brief or vague, with limited explanation or reflection; minimal evidence of problem-solving or decision-making.*	*Responses are clear and mostly thorough, showing basic problem-solving and self-awareness with appropriate examples.*	*Responses are thoughtful, well-developed, and insightful; consistently demonstrate critical thinking, strong reasoning, and meaningful self-reflection.*	
	0 points	1-8 points	9-12 points	13-15 points	
Presentation of Strengths & Experiences *Clearly articulates relevant skills, experiences, and accomplishments, providing specific examples when appropriate.*	*Does not mention any relevant skills, experiences, or accomplishments.*	*Mentions a few strengths or experiences, but lacks clarity or specific examples; connections to the job are unclear.*	*Clearly describes relevant skills and experiences, including at least one specific example to support qualifications for the position.*	*Articulates multiple strengths and accomplishments with strong, specific examples; clearly connects each to the job and demonstrates how they add value.*	
	0 points	1-8 points	9-12 points	13-15 points	
Career Goals & Motivation *Communicates short- and long-term career goals and enthusiasm for the position/industry.*	*Does not express any career goals or interest in the position or industry.*	*Career goals are vague or only short-term; limited enthusiasm or connection to the industry is shown.*	*Clearly communicates both short- and long-term goals with appropriate enthusiasm for the position or field.*	*Clearly articulates thoughtful short- and long-term goals, showing genuine passion for the position and industry; demonstrates a clear vision for the future and how the role aligns with it.*	
	0 points	1-8 points	9-12 points	13-15 points	
Presentation Delivery					
Demonstrates proper greeting, introduction, and closing	*Competitor does not use proper greeting, introduction, OR closing*	*Competitor greeting, introduction, OR closing was weak*	*Competitor has strong greeting, introduction, AND closing*	*Competitor is creative in their introduction of themselves and asks for or provides follow-up action in the conclusion*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-8 points	9-12 points	13-15 points	

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2025-2026 Competitive Events Guidelines

Job Interview (Collegiate)

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Demonstrates proper verbal and nonverbal communication skills	*Verbal AND nonverbal communication skills are inappropriate*	*Verbal and/or nonverbal communication skills are weak or distracting*	*All questions were clearly answered using good grammar and appropriate body language*	*Verbal communication skills are excellent; nonverbal communication is natural*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Protocols					
Adherence to Competitive Events Guidelines	***Competitor(s) Did Not Follow Guidelines***	***Execution Aligned with Guidelines: (All criteria must be met)*** ✓ *No technology used* ✓ *Did not bring materials to the interview* ✓ *Did not leave materials behind after the presentation*			
	0 points	10 points			
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (120 points)	

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Management Case Competition

Management Case Competition challenges members to analyze a comprehensive business case and present strategic recommendations to a panel of judges. The case may include topics such as financial management, decision-making, business law, sustainability, human resources, organizational behavior, and business development and planning, requiring members to demonstrate leadership, critical thinking, and problem-solving skills.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

2025-2026 Case Competition

The case competition and rating sheet can be found starting on page 5. ***The business entity should not be contacted for additional information.***

This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided

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- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- The rating sheet will be released with the case competition.
- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.

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- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Case Competition

The business entity should not be contacted for additional information.

This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

Overview and Background Information

Playing Again Sams (PAS) is a Wisconsin-based, non-profit dog rescue dedicated to saving abandoned, neglected, and surrendered dogs. The organization provides medical care, rehabilitation, and placement into loving homes. http://www.samoyed-rescue.com/

Since its founding in 1997, Playing Again Sams has rescued and rehomed thousands of dogs. PAS does not operate a traditional shelter — instead, it relies on:

- Volunteers (supporting fostering, transport, events, fundraising, and communications)
- Adoption/Foster families (who open their homes to dogs until they find permanent placements)
- Transportation (moving dogs between shelters, foster homes, and vet appointments)
- Events & fundraising (adoption fairs, donation drives, outreach in regional communities)
- Communications & marketing (managing social media, photography, newsletters)

Currently, PAS has:

- Volunteers across Wisconsin, Iowa, and Minnesota
- A network of foster and adoptive families, but the pool is too small to keep up with rising intake

Key Challenges

- Volunteer recruitment & retention: High turnover, burnout, and difficulty filling certain roles (e.g., transport, weekday fostering support).
- Adoption/foster family recruitment: Limited outreach beyond Facebook; many potential families are unaware of PAS or hesitant to foster.
- Capacity strain: Overcrowding in local shelters is increasing intake requests, but PAS cannot expand without more volunteers and foster families.

Problem Statement

Playing Again Sams's ability to save dogs depends on both volunteers and adoption/foster families. Without a strong pipeline of both, the organization risks turning away dogs in need.

Your team has been hired as consultants to create a comprehensive recruitment and retention strategy for both volunteers and foster/adoptive families that is creative, feasible, and sustainable for a primarily volunteer-run nonprofit in Wisconsin.

Questions to Address

1. Volunteer Recruitment & Retention
   - How can PAS expand its volunteer base beyond Facebook and word-of-mouth?
   - What training, recognition, or support systems will help volunteers stay long-term?
   - How can PAS fill "hard-to-cover" roles like transportation and weekday support?
2. Adoption/Foster Family Recruitment & Retention

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- How can PAS reach more households that could foster or adopt?
- What messaging, partnerships, or community programs could encourage families to participate?
- How can PAS reduce hesitations or barriers (e.g., concerns about time, costs, or training)?
- What retention strategies could keep foster families engaged over time?

3. Sustainability & Scalability
   - What technology, processes, or community partnerships could make recruiting and managing people more efficient?
   - How can PAS build capacity to meet increasing demand in the years ahead?
4. Measurement of Success
   - What KPIs should PAS track to measure success in both volunteer and adoption/foster family programs?

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2025-2026 Competitive Events Guidelines

Management Case Competition

Future Business Leaders of America

Management Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Demonstrates understanding of the case and issues to be solved	*No description or case synopsis provided, and no issues defined*	*Describes and provides case synopsis OR defines the issues*	*Describes and provides case synopsis AND defines the issues*	*Demonstrates expertise of case synopsis AND definition of the issues*	
	0 points	1-6 points	7-8 points	9-10 points	
Volunteer Recruitment & Retention Strategy *Provided strategic plans implement to address concerns while maintaining financial sustainability that recruit and retain volunteers*	*No clear strategy proposed.*	*Ideas are vague, unrealistic, or not tailored to the organization*	*. Provides feasible strategies to recruit and retain volunteers.*	*Proposes highly creative, targeted, and actionable volunteer strategies that address recruitment, engagement, and retention*	
	0 points	1-7 points	8-13 points	14-15 points	
Adoption/Foster Family Recruitment & Retention Strategy *Provided strategic plans to address concerns while maintaining financial sustainability that recruit and retain Adoption/Foster Families*	*No attention to adoption/foster families.*	*Mentions foster/adoptive families but lack concrete solutions.*	*Provides practical, workable approaches to recruiting and supporting families.*	*Presents innovative, realistic strategies that reduce barriers, encourage participation, and foster long-term commitment.*	
	0 points	1-7 points	8-13 points	14-15 points	
Retention & Recruitment *Potential consequences of Aisha's departure shared; how can policy affect ABC's ability to attract and retain PRN workers in the long-term*	*No retention & recruitment strategies presented*	*Some consequences or impacts are presented, but aren't targeted*	*Consequences and impacts are presented, with details missing*	*Consequences and impacts are presented, with details about attracting & retaining PRN workers in the long-term shared*	
	0 points	1-6 points	7-8 points	9-10 points	
Role Design, Support, & Sustainability	*No plan for role design or long-term growth.*	*Mentions role/family support but lacks detail or feasibility.*	*Suggests workable methods for matching roles, supporting volunteers/families, and scaling operations.*	*Provides innovative systems for role/family support, alignment, and long-term scalability.*	
	0 points	1-6 points	7-8 points	9-10 points	
Feasibility & Practicality	*Proposals are unrealistic for the organization's resources.*	*Some feasible elements, but not grounded in the organization's capacity.*	*Strategies are realistic and consider the organization's budget and volunteer-driven nature.*	*Solutions are both realistic and resourceful, maximizing the organization's limited capacity and community partnerships.*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-6 points	7-8 points	9-10 points	
				Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)	
				Presentation Total (100 points)	

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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2025-2026 Competitive Events Guidelines
Marketing & Sales Case Competition

Marketing & Sales Case Competition challenges members to analyze a real-world case involving key marketing and sales strategies. Members present their findings and recommendations to a panel of judges, demonstrating knowledge in areas such as customer service, social media, campaign development, market analysis, and sales techniques.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

2025-26 Marketing, Sales, & Communication Case Competition

The case competition and rating sheet can be found starting on page 5. ***The business entity should not be contacted for additional information.***

This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided

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- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
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- Projectors and projector screens are not permitted, and competitors may not bring their own.
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Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- The rating sheet will be released with the case competition.
- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.

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Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-26 Marketing, Sales, & Communication Case Competition

The business entity should not be contacted for additional information.
This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

Problem Statement

SummitRow Properties's digital marketing efforts have successfully increased website traffic and online lead generation; however, the company is not converting these leads into clients and closed real estate transactions at the rate projected. Despite strong brand visibility, inconsistent communication, unclear value differentiation, and fragmented follow-up processes are limiting SummitRow Properties's sales performance

Overview and Background Information

SummitRow Properties is a mid-sized residential real estate brokerage founded in 2016. The company operates in three metropolitan markets within the United States and specializes in serving first-time homebuyers, young professionals, and small-scale real estate investors. SummitRow Properties has positioned itself as a modern, digital-first brokerage that combines local market expertise with personalized service. The company relies heavily on online listings, digital advertising, and social media marketing to generate buyer and seller leads. While these efforts have driven strong awareness, leadership has identified lead conversion and client retention as critical areas of concern.

SummitRow Properties's Unique Value Proposition

SummitRow Properties differentiates itself by offering a client-centered, transparent real estate experience supported by digital tools and local market expertise. Key elements of the company's value proposition include:

- Personalized guidance for first-time buyers and sellers
- Local market expertise supported by data-driven insights
- Full-service support from home search through closing
- A modern, digital-first client experience
- Clear and transparent communication throughout the transaction process

Current Status:

- Active Real Estate Agents: 48
- Monthly Website Visitors: Approximately 85,000
- Monthly Online Leads Generated: Approximately 1,100
- Lead-to-Client Conversion Rate: 6%
- Client-to-Closing Conversion Rate: 42%

Business Model:

SummitRow Properties operates using a commission-based revenue model, earning income through buyer and seller representation in residential real estate transactions.

Target Consumer:

- First-time homebuyers (ages 24–35)
- Young professionals and dual-income households
- Sellers seeking a digitally marketed listing experience
- Small real estate investors

Company Employees

SummitRow Properties currently employs the following individuals, with the following responsibilities:

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- CEO / Managing Broker (Full Time): Sets company goals, oversees compliance, and leads growth strategy
- Director of Marketing (Full Time): Manages branding, digital marketing campaigns, and communications
- Sales Manager (Full Time): Oversees agent performance, lead distribution, and sales processes
- Transaction Coordinator (Full Time): Manages client communication and transaction timelines
- Marketing Coordinator (Contract): Supports social media, email marketing, and listing promotions

Marketing, Sales, & Communication Overview

- Website: The company website serves as the primary lead capture platform through home search tools, listing inquiries, and property valuation requests.
- Digital Advertising: SummitRow Properties invests in paid advertising through Google Ads and major real estate platforms to drive traffic and lead submissions.
- Social Media: The company uses Instagram, Facebook, LinkedIn, and TikTok to promote listings, provide market education, and increase brand awareness.
- Email Marketing: Automated email campaigns deliver listing alerts, buyer education content, and follow-up communications.
- Current Challenge: Despite strong traffic and lead generation, messaging across platforms is inconsistent, and follow-up communication varies by agent, reducing trust and conversion.

Technology

The following technology is currently used:

- Customer Relationship Management (CRM) system for lead routing and follow-up
- Email marketing automation software
- Social media management and analytics tools
- Digital advertising platforms

Finances

The noting financial information is for case study purposes only:

- Average Commission per Closed Transaction: $9,800
- Average Marketing Cost per Lead: $38
- Estimated Annual Revenue Loss from Unconverted Leads: $400,000+

**These numbers and information are for case study purposes only.*

Specific Elements to Address

SummitRow Properties has engaged you as a consultant to advise on marketing, sales, and communication strategies. Your presentation should address the following key questions and provide actionable recommendations to support SummitRow Properties in making informed decisions:

1. Marketing & Communication Strategy Assessment
   Conduct a detailed evaluation of SummitRow Properties's current marketing and communication efforts, including digital advertising, social media presence, email marketing, and website messaging. What improvements or shifts in messaging, platform focus, and communication consistency could enhance trust and lead conversion?

2. Brand Story Resonance and Impact

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Using current marketing and communication trends within the residential real estate industry, develop a marketing and communication plan for SummitRow Properties designed to resonate with first-time buyers and sellers. Based on this analysis, propose a marketing and communication plan that clearly communicates the company's value proposition and brand story. Explain how this proposed approach would strengthen credibility and customer confidence, and identify any recommended adjustments or enhancements needed to maximize impact.

3. Sales Strategies and Conversion Optimization
   Based on your assessment of SummitRow Properties's marketing and sales processes, identify specific areas for improvement. What actionable strategies would you recommend to optimize lead nurturing, agent follow-up, and conversion from inquiry to closed transaction? Consider factors such as customer journey mapping, communication standards, and data-driven decision-making.

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2025-2026 Competitive Events Guidelines

Marketing & Sales Case Competition

FBLA Future Business Leaders of America

Marketing & Sales Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Demonstrates understanding of the case and issues to be solved	*No description or case synopsis provided, and no issues defined*	*Describes and provides case synopsis OR defines the issues*	*Describes and provides case synopsis AND defines the issues*	*Demonstrates expertise of case synopsis AND definition of the issues*	
	0 points	1-7 points	8-13 points	14-15 points	
Marketing & Communication Strategy Assessment *Evaluation of current marketing and communication efforts*	*No assessment or improvements presented*	*Assessments OR improvements were presented, with no details*	*Assessment and improvements are presented, with details missing or not accurate*	*Detailed assessments and improvements are presented, with proactive ways of improvement*	
	0 points	1-7 points	8-13 points	14-15 points	
Brand Story Resonance & Impact *Analysis of current trends and development of marketing and communication plan.*	*No brand analysis presented*	*Brand analysis presented or marketing and communication plan presented but lacks focus or relevance*	*Brand analysis explained, marketing and communication plan presented with details missing*	*Strong analysis and developed marketing and communication plan presented creative solutions for maximum impact*	
	0 points	1-7 points	8-13 points	14-15 points	
Sales Strategies & Conversion Optimization *Actionable recommendations to improve sales performance*	*No strategies presented*	*Strategies presented but lack clarity or feasibility*	*Logical and actionable strategies presented with details missing*	*Varied and specific strategies are presented tied to measurable outcomes*	
	0 points	1-7 points	8-13 points	14-15 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Unable to answer questions*	*Does not completely answer questions*	*Completely answers questions*	*Interacted with the judges in the process of completely answering questions*	
	0 points	1-6 points	7-8 points	9-10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
				Presentation Total (100 points)	

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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2025-2026 Competitive Events Guidelines
Organizational Behavior & Leadership

Organizational Behavior & Leadership challenges members to demonstrate their understanding of organizational dynamics and leadership principles through an objective test. This event covers topics such as corporate culture, motivation, team behavior, leadership styles, strategic thinking, and effective problem solving in business environments.

Event Overview

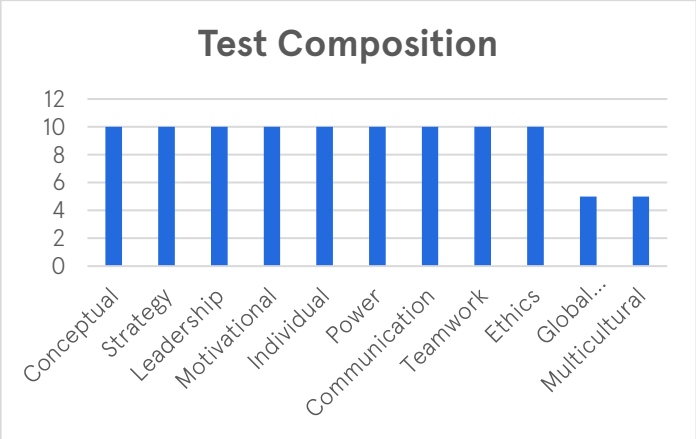
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Teamwork

Knowledge Areas

- Conceptual and Problem-Solving Skills
- Organizational Strategy and Corporate Culture
- Leadership Traits and Characteristics
- Motivational Theories and Practices
- Individual and Group Behavior in Organizations
- Power and Influence
- Organizational Communication
- Teamwork
- Organizational Ethics and Social Responsibility
- Global Perspectives in Organizations
- Multicultural and Gender Perspectives in Leaders and Organizations



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Organizational Behavior & Leadership

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

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Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Conceptual and Problem-Solving Skills
   1. Identify the steps in the analytical model of decision making.
   2. Distinguish programmed from nonprogrammed decision, certain from uncertain decisions, and top-down from empowered decisions.
   3. Identify the various organizational and cultural factors that influence the decision-making process.
   4. Identify the various types of framing effects and heuristics that potentially limit the effectiveness of decisions.
   5. Distinguish between three approaches to decision making: the rational-economic model, the administrative model, and image theory.

B. Organizational Strategy and Corporate Culture
   1. Define organizational culture and distinguish between dominant organizational culture and subcultures.
   2. Describe the role of culture in organizations.
   3. Identify the various factors that lead to the creation of organizational culture.
   4. Explain the major consequence and implications of organization culture.
   5. Identify the factors responsible for changing organizational culture.
   6. Describe strategic planning and explain the type of strategic changes that organizations make.
   7. Identify the primary steps in the strategic planning process.

C. Leadership Traits and Characteristics
   1. Define leadership and explain how leading differs from management.
   2. Describe the trait approach to leadership and identify what distinguishes successful leaders from ordinary people.
   3. Describe various forms of participative and autocratic leadership behavior.
   4. Explain the following theories of leadership: charismatic, transformational, contingency, and situational.
   5. Identify forces that can sometimes decrease the importance of leadership.

D. Motivational Theories and Practices
   1. Describe several need theories of motivation, including the needs hierarchy, the two-factor theory, and the achievement-power-triad.
   2. Summarize the key propositions of goal theory and reinforcement theory.
   3. Explain the expectancy theory of motivation.
   4. Explain how equity and social comparison contribute to motivation.
   5. Recognize the importance of both intrinsic and extrinsic motivation.
   6. Explain how personality and cultural factors are related to motivation.

E. Individual and Group Behavior in Organizations
   1. Explain how individual differences influence the behavior of people in organizations.
   2. Describe key factors contributing the demographic diversity.
   3. Explain how emotional intelligence is an important part of organizational behavior.
   4. Define the elements that affect organizational behavior: prosocial, altruism, cooperation, trust, and conflict.

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5. Describe causes of workplace aggression and techniques for reducing such behavior.

F. Power and Influence
   1. Identity sources of power for individuals and subunits within organizations.
   2. Describe the essence of empowerment.
   3. Pinpoint factors contributing to organizational politics.
   4. Identify and describe a variety of influence tactics.
   5. Explain how managers can control dysfunctional politics.
   6. Differentiate between the ethical and unethical use of power, politics, and influence.

G. Organizational Communication
   1. Describe the process of communication and its role in organizations.
   2. Identify forms of verbal media used in organizations and explain which are most appropriate for communicating messages of which type.
   3. Explain how style of dress and use of time and space are part of nonverbal communication in organizations.
   4. Describe individual differences regarding how people communicate.
   5. Describe the formal forces responsible for communication in organizations.
   6. Describe how informal networks influence communication in organizations.
   7. Explain the process of improving communication between yourself and others.

H. Teamwork
   1. Define the term group and explain how this differs from a collection of people.
   2. Identify different types of groups operating within organizations and how these groups develop.
   3. Describe the importance of roles, norms, status, and cohesiveness within organizations.
   4. Explain how individual performance in groups is affected by social facilitation, cultural diversity and social loafing.
   5. Describe the types of teams that exist within organizations and the steps that are involved in their creation.
   6. Explain the factors responsible for the failure of some teams including the concept of groupthink.

I. Organizational Ethics and Social Responsibility
   1. Describe the importance of attitudes and emotions to behavior in organizations.
   2. Describe how organizational citizenship behavior contributes to individual and organizational effectiveness.
   3. Summarize why values are an important part of organizational behavior.
   4. Describe the process of ethical decision-making and explain the existence of ethical problems.
   5. Describe what organizations can do to enhance ethical and socially responsible behavior.
   6. Explain the importance of the development and implementation of an ethics policy.

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J. Global Perspectives in Organizations
    1. Describe the importance of global economic systems to the business environment.
    2. Explain how globalization affects the culture of an organization.
    3. Identify and describe the characteristics of a multinational corporation.
    4. Describe how differing cultural ethical viewpoints affect businesses.

K. Multicultural and Gender Perspectives in Leaders and Organizations
    1. Understand the scope, competitive advantages, and potential problems associated with cultural diversity.
    2. Identify and explain key dimensions of cultural and gender differences.
    3. Describe what is required for managers and organizations to become multicultural.
    4. Explain how motivation, ethics, appropriate negotiation skills, conflict resolution, and empowerment practice cand vary across cultures and genders.
    5. Describe the nature of diversity training and cultural training, including cultural intelligence training.
    6. Explain the issues involved in dealing which differing generations in the workplace.

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2025-2026 Competitive Events Guidelines
Parliamentary Procedure (Collegiate)

Parliamentary Procedure challenges collegiate members to demonstrate their knowledge of the principles and rules used to conduct organized and effective meetings. Through an objective test, members apply parliamentary law, including motions, debate, voting procedures, and meeting structure.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Public Service & Safety
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism

Knowledge Areas

- Motions in General
- Main Motion
- Subsidiary and Privileged Motions
- Incidental Motions
- Motions that Bring a Question Again Before the Assembly
- Organization and Conduct of Meetings
- Voting, Nominations, and Elections
- Serving as Parliamentarian in Meetings
- Writing and Interpreting Bylaws and Other Governing Documents
- Boards and Committees
- A Professional Parliamentarian

Note: There is no test composition available for this event.

The objective test and role play criteria for this event will be based on *Robert's Rules of Order, Newly Revised, 12th edition.*

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Parliamentary Procedure (Collegiate)

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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2025-2026 Competitive Events Guidelines
Project Management (Collegiate)

Project Management challenges members to demonstrate their understanding of key project management concepts through an objective test. This event covers topics such as project planning, scheduling, budgeting, risk management, stakeholder communication, and the use of project management methodologies in business environments.

Event Overview

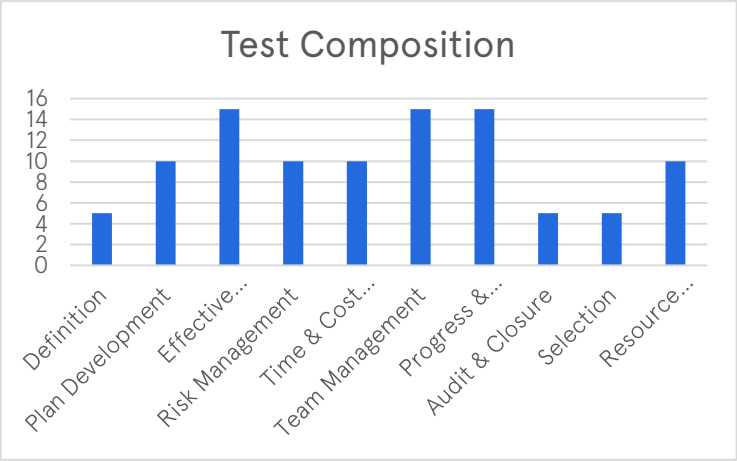
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

Knowledge Areas

- Project Definition
- Project Plan Development
- Effective Project Management
- Risk Management
- Project Time and Cost Estimates
- Project Team Management
- Progress and Performance Measurement and Evaluation
- Project Audit and Closure
- Project selection
- Resource Scheduling



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Project Management (Collegiate)

Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
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  - Two individual or team events, and
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- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
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Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

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Electronic Devices

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Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Project Definition
   1. Define project management and the context of modern project management.
   2. Describe how to manage projects throughout the five major process groups.
   3. Define the characteristics of a project.
   4. Explain the project management knowledge areas.
   5. Define a project life cycle.
   6. Identify and define project stakeholders.
   7. Explain the responsibilities, skills, and characteristics of an effective project manager.
   8. Explain the relationship between program requirements and program scope.
   9. Define the roles of the project manager, the project team member, and effectively communicate with the project team, clients, and customer.
   10. Explain the trends and the need for project management.

B. Project Plan Development
   1. Identify project sponsors and other stakeholders.
   2. Identify and explain planning aids.
   3. Describe the major implementation activities, responsibilities, and project constraints.
   4. Specify influences of organizational structures on project management.
   5. Define the total scope of a project and create the detail scope statement.
   6. Describe the components of the plan and the functions of a good project plan.
   7. Apply the sequential steps of the project management framework.
   8. Explain the importance and function of project management and apply the project process of initiating, planning, executing, controlling, and closing the project.
   9. Produce a statement of work (SOW) and decompose overall project goals.
   10. Develop a work breakdown structure (WBS), using established tools and techniques, to achieve stated project objectives.
   11. Produce a task flow network, using established tools and techniques, and analyze the contingencies, interrelationships, and critical paths of the work elements.
   12. Explain the proposal preparation process and create a project plan.
   13. Describe contract administration policies and procedures including vendor selection, contract negotiation, and administration.
   14. Produce a Gantt chart, using established tools and techniques, to schedule the completion of all work elements.

C. Effective Project Management
   1. Discuss ways for managing the scope, time (including slack time), cost, quality relationship in project management.
   2. Explain methods for assuring quality through quality planning.
   3. Discuss ways for handling and avoiding project pitfalls.
   4. Explain utilizing Project Management Maturity Models.
   5. Develop the major chart types used for project management.
   6. Apply basic project scope management techniques, including introductory configuration management techniques.

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7. Define the execution of the project plan.
8. Explain key indicators essential to effective project management.
9. Discuss techniques for change management and control.
10. Execute the project, control the project objects and manage changes in project.
11. Explain the importance of monitoring and controlling.
12. Establish performance milestones including "go" and "no-go" decision points.
13. Define the elements of project integration management, project quality management, project procurement management, and project human resource management.
14. Restate the role that project management plays in organizations.
15. List the features of the project management process including strategic views of the project life cycle.
16. Analyze the approaches to managing a project's strategic issues.
17. Describe contract administration policies and procedures.
18. Describe reviewing computerized project management tools.

D. Risk Management
1. Define the elements of project risk management and identify the risk management process.
2. Describe techniques for identifying and categorizing risks.
3. Contrast qualitative risk analysis and quantitative risk analysis.
4. Identify risk response strategies and develop a risk response plan including risk monitoring and control strategies.
5. Describe risk consequences and contingencies.
6. Develop a risk management strategy/plan for a project.
7. Analyze the risk management process cycle within a company.
8. Define the role of risk management in overall project management.
9. Identify risk management activities throughout the project life cycle.
10. List the short cuts of risk management.

E. Project Time and Cost Estimates
1. Classify different types of costs and explain common cost benefit analysis.
2. Discuss methods of project budgeting and prepare budget plans.
3. Conduct a cost estimate through analogous estimating, bottom-up estimating, parametric estimating, and computerized estimating tools.
4. Calculate Present Value, Net Present Value, Internal Rate of Return, Payback Period, Benefit Cost Ratio, and Opportunity Cost.
5. Determine variable cost, fixed costs, direct costs and indirect costs.
6. Explain Project Life Cycle Costing.
7. List considerations when making project cost estimates.
8. Develop cost summaries for tracking project expenditures to budgeted costs.
9. Develop cost forecasts to proactively control future planned expenditures.
10. Determine the project break-even point.
11. Calculate the impact of change on project cost and performance.
12. Estimate the duration of the project through the use of CPM, PER, and Monte Carlo.
13. Develop a schedule management plan and schedule control.

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14. Define the elements and apply project time management concepts to the final project.
15. Determine critical path, non-critical paths, and earliest start and finish times.

F. Project Team Management
1. Clarify team expectations and accountability by role.
2. Describe the process of setting team goals.
3. Define operating processes to perform project tasks.
4. List the process of reporting and rewarding progress.
5. Describe the process of assessing team performance.
6. Organize project teams using organizational breakdown structures.
7. Describe techniques for team building, resolving conflicts, and human resource constraints.
8. Define work to be done and discuss methods of subdivision.
9. Create the WBS and describe its uses.
10. Define the roles of the team members and the critical skills needed.
11. Explain the roles and responsibilities of project team members.
12. Explain the relationship between project managers and line managers, especially in terms of the division of responsibility and authority.
13. Identify sources of diversity, either corporate or ethnic, that impact project team effectiveness.
14. Assess the strategic issues facing a project team.
15. Describe how to build and work with cross-functional teams within a project.

G. Progress and Performance Measurement and Evaluation
1. Explain tracking with the plan-monitor-control cycle.
2. Explain the methodology for collecting, analyzing, and reporting data.
3. Define earned value analysis and use earned value management (EVM) to evaluate project performance.
4. Explain controlling scope creep with change control systems.
5. Establish the use of baselines to monitor the progress of the project.
6. Explain the impacts of poor quality.
7. Describe the tools used for quality management planning and develop a quality management plan.
8. Describe quality control through Fishbone Diagram, Pareto Diagram, and Control Chart.
9. Prepare progress reports.
10. Define requirements to meet needs, including performance-based outcomes and setting performance standards.
11. Formulate the key features of the test and evaluation program, including modeling and simulation.
12. Describe how project management information systems (PMIS) are used to monitor, evaluate, and control planned cost and schedule performance.
13. Describe the procedure for conducting periodic project performance evaluation audits.

H. Project Audit and Closure
1. Explain how to audit projects with a structured process.
2. Describe a process to conclude a project.

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3. Explain the purpose of a post-implementation evaluation.
4. Describe administrative closure vs. contractual closure.
5. Categorize project closure by project endings: integration, starvation, addition, or extinction.
6. Explain how project managers must communicate audit results to customers and management in order to manage expectations.
7. Describe how, as a result of project audits, project managers conduct trade-off analyses of project performances versus cost and schedule constraints.
8. Identify causes associated with project success and failure.
9. Specify ways in which a project can be terminated upon completion.
10. Describe the contract termination procedures.
11. Record lessons learned for future use and communication with other company projects.

I. Project Selection
   1. Describe the content of requests for proposal and requests for quotation.
   2. Define the elements and importance of the project charter.
   3. Highlight methods for project selection identify project constraints.
   4. List the advantages and disadvantages of contract type selection.
   5. Assess a project's potential profit and evaluate and rank project using a matrix.
   6. Select relevant financial data for decision making.
   7. Assess project portfolio risk using quantitative measures.
   8. Define the scope of the final project selected.

J. Resource Scheduling
   1. Describe personnel needs.
   2. Discuss leveling resources.
   3. Describe setting resource priorities and explain assigning resources to a project.
   4. Explain the importance of the project schedule's critical path.
   5. Explain methods for developing a schedule.
   6. Develop network diagrams (PERT, CPM, and PDM charts).
   7. Calculate slack, crashing, and fast tracking a project.
   8. Develop a schedule management plan.
   9. Determine the sequence of activities.
   10. Develop and document an integrated master schedule.
   11. Analyze optimal labor utilization for cost effectiveness and schedule efficiency by using a resource-loading chart.
   12. Explain types of scheduling diagrams and construct a project schedule.

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2025-2026 Competitive Events Guidelines
Public Speaking (Collegiate)

Public Speaking allows members to develop and deliver a well-structured speech on a designated topic. This event helps members enhance their confidence, clarity, and persuasive communication skills through a live presentation before a panel of judges.

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Presentation
Event Elements	Speech with a Topic

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism

2025-2026 Topic

Leveraging AI in Today's Job Market

In today's competitive job market, how can job seekers harness the power of AI to stand out—without losing the personal touch that makes them uniquely qualified?

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• N/A

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.

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- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 0 minutes
- **Presentation:** Maximum of 5 minutes (one-minute warning)
- **Question & Answer (Q&A):** 2 minutes
- **Important:** Time allocations are exclusive. Time may not be shifted between segments.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Restricted Items

- Animals, except for authorized service animals.
- Reference materials such as visual aids, props, handouts or electronic devices.

Copyright Compliance

- All competitors must comply with state and federal copyright laws.
- Facts and data must be cited using credible sources.

Event Specific Information

- The speech must be developed around the topic.

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- When delivering the speech, competitors may use notes prepared before the event.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines
Public Speaking (Collegiate)

FBLA
Future Business Leaders of America

Public Speaking Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Topic & Theme *Incorporates provided topic and executes a consistent theme*	*Provided topic is not mentioned in speech*	*Topic is not clearly incorporated into speech*	*Topic was clearly incorporated into speech*	*Topic was clearly incorporated and expanded thoroughly throughout the speech, using personal stories*	
	0 points	1-6 points	7-8 points	9-10 points	
Introduction *Introduce the speech*	*Speech had no introduction*	*Introduction was not clearly presented*	*Introduction was clearly presented, and topic was defined*	*Introduction was clearly presented, and topic was defined with an effective transition into the speech body*	
	0 points	1-6 points	7-8 points	9-10 points	
Supporting Information (Body) *Include accurate and appropriate supporting information*	*Speech did not have a topic*	*Multiple topics presented without clear connections*	*Central topics were identified, connected, and supported throughout the speech*	*Central topics were identified, connected, and supported throughout the speech with smooth transitions effectively utilized to support the central topic*	
	0 points	1-9 points	10-16 points	17-20 points	
Conclusion *Provide effective conclusion connected to the topic & theme*	*Speech did not have a conclusion*	*Conclusion was not clearly presented*	*Effective conclusion was presented*	*Conclusion provides connection to entire presentation*	
	0 points	1-6 points	7-8 points	9-10 points	
Speech Delivery *Deliver speech with appropriate pace, lack of filler words, varied facial expressions, excellent eye contact with judges, good posture, voice projection, self-confidence, and poise*	*Maintained an inconsistent pace that was either too fast or slow, paired with excessive use of filler words*	*Displayed a distracting and uneven pace, accompanied by noticeable use of filler words*	*Maintained an appropriate pace with minimal use of filler words*	*Maintained a well-varied pace and eliminated filler words, fully engaging the audience*	
	0 points	1-6 points	7-8 points	9-10 points	
	Does not make eye contact or have varied facial expressions	*Minimal varied facial expressions and/or eye contact*	*Appropriate facial expressions and eye contact*	*Appropriate eye contact, facial expressions, and didn't use notecards*	
	0 points	1-6 points	7-8 points	9-10 points	
	Does not have voice projection	*Minimal voice projection*	*Appropriate voice projection*	*Appropriate voice projection and diction*	
	0 points	1-6 points	7-8 points	9-10 points	
	Did not demonstrate self-confidence, poise, or good posture	*Demonstrated self-confidence, poise, or good posture*	*Demonstrated elevated self-confidence, poise, and good posture*	*Demonstrated elevated self-confidence, poise, posture, and assertiveness*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Protocols					
Adherence to Competitive Events Guidelines	*Competitor(s) Did Not Follow Guidelines*	***Execution Aligned with Guidelines:*** ✓ *Presentation aligned with the assigned topic* ✓ *Did not leave materials behind after the presentation* ✓ *Avoided use of food, live animals, technology, visuals, props*			
	0 points	10 points			
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
Presentation Total (110 points)					

Name(s):		
School:	Section:	

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2025–2026 Competitive Events Guidelines

Public Speaking (Collegiate)

Judge Signature:		Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Retail Management (Collegiate)

Retail Management challenges members to demonstrate their understanding of core retail operations and strategies through an objective test. Members are assessed on key competencies such as inventory control, customer service, sales techniques, merchandising, and store operations.

Event Overview

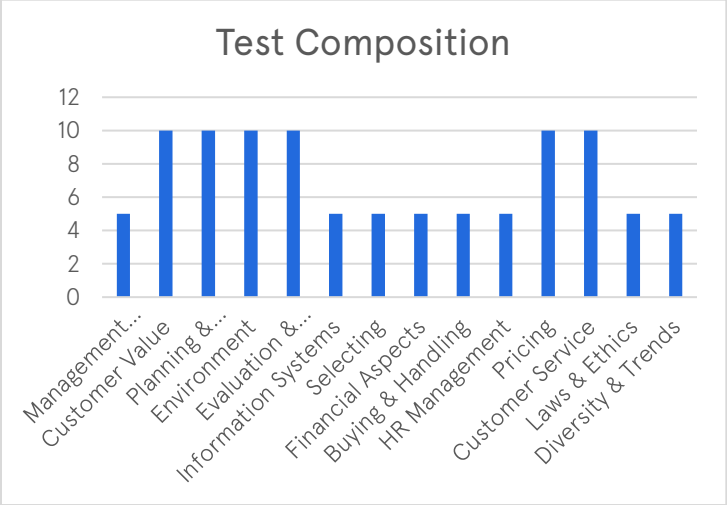
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Marketing & Sales
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Technology

Knowledge Areas

- Retail Management Functions
- Customer Value, Services, Retailing Technologies
- Retail Planning & Management Process
- Retail Environment
- Evaluation & Identification of Retail Customers
- Retailing Information Systems
- Selecting the Appropriate Market & Location
- Financial Aspects of Operations Management
- Merchandise Buying & Handling
- Human Resource Management in Retailing
- Pricing in Retailing
- Customer Service in Retailing
- Laws & Ethics
- Diversity & Trends



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

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2025-2026 Competitive Events Guidelines
Retail Management (Collegiate)

Future Business Leaders of America

State
Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

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Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).
- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

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Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Retail Management Functions
   1. Describe the basic functions of retail management and give examples of how each function relates to the retail business.
   2. Cite the principles of effective delegating and directing.
   3. Describe the communication process and approaches to develop understanding.
   4. Identify the dimensions of quality and be able to apply them to a retail company.
   5. Describe the special characteristics of retailing and the importance of developing a retail strategy.
   6. Select tasks, jobs, and develop an organizational chart.
   7. Discuss the supervision principles applied to a retail environment.
   8. Describe the basic concepts of operations and financial management in retailing.
   9. Describe the wheel of retaining, scrambled merchandising, and the retail life cycle and show how they can help explain the performance of retail strategy mixes.
   10. Recognize and apply principles and procedures such as time management, technology, networking and entrepreneurial thinking.
   11. Recognize basic tenants of management theories (i.e., strategic management, operations management) and their importance in the successful operation of an organization.
   12. Define retailing and describe the variety of decisions the retailers make to satisfy customer needs in a rapidly changing, highly competitive environment.

B. Customer Value, Services, Retailing Technologies
   1. Discuss the impact of technology on relationships in retailing.
   2. Explain the role and scope of the world wide web in retailing.
   3. Identify the characteristics of web users.
   4. Administer RFID, EDI, and supply chain management.
   5. Utilize online resources to research a vendor or retail company.
   6. Utilize email to communicate with customers.
   7. Describe the specific software available for communication and management applications.
   8. Discuss applications in managing, organizing, and analyzing data.
   9. Explain why retailing with an emphasis on customer service and relationship is the foundation of a successful business.
   10. Describe the value-added approach to selling using the strategic/consultative selling model.
   11. Explain what 'value' means and highlight its pivotal role in retailers' building and sustaining relationships.
   12. Discuss factors consumers consider when choosing stores and buying merchandise.
   13. Discuss the concepts of creating and maintaining a retail image from a service and a physical appearance perspective.

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C. Retail Planning and Management Process
    1. Describe how to set up a retail organization.
    2. Describe the retail strategic planning and operations management model.
    3. Explain the steps in strategic planning for retailers: situation analysis, objectives, identification of consumers, overall strategy, specific activities, control and feedback.
    4. Outline the components of strategic planning and develop a strategic plan for a retail opportunity.
    5. Explain the nature of risk.
    6. Define operations management and describe the operational scope of operations management.
    7. Describe asset management, including the strategic profit model, other key business ratios and financial trends in retailing.
    8. Explain several specific aspects of operating a retail business: operations blueprint, store format, size and space allocation; personnel utilization; store maintenance, energy management, and renovation; inventory management; store security; insurance; credit management; computerization; outsourcing; and crisis management.
    9. Describe the steps retailers go through to develop a retail market strategy.
    10. Explain why retailers need to evaluate their performance of the financial strategy associated with the market strategy.
    11. Explain the strengths and weaknesses of the different methods of communicating with customers.
    12. Explain the responsibilities of a store manager and how they increase productivity and reduce costs.
    13. Explain how store managers reduce inventory losses due to employee theft and shoplifting.

D. Retail Environment
    1. Distinguish retailers and their activities from other marketing institutions.
    2. Discuss retailers on the basis of ownership type and examine the characteristics of each including non-store-based and nontraditional retailing.
    3. Compare and contrast the advantages and disadvantages of each type of retail operation.
    4. Describe the advantages and disadvantages of each legal form of ownership.
    5. Discuss two other non-traditional forms of retailing: video kiosks and airport retailing.
    6. Discuss the characteristics of the three major retail institutions involved with non-store-based strategy mixes: direct marketing, direct selling, and vending machines.
    7. Explain the procedures involved in setting up a retail organization.
    8. Identify the various organizational arrangements utilized in retailing.
    9. Discuss retailer's role in the supply chain.
    10. Explain how retailers differ in terms of how they meet the needs of their customers.
    11. Explain how retailers are using multiple selling channels – stores, internet and catalogs – to reach their customers.

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E. Evaluation and Identification of Retail Customers
    1. Discuss why it is important for a retailer to properly identify, understand, and appeal to its customers.
    2. Discuss the concepts of customer demographics, lifestyles, and identifying customer needs.
    3. Discuss the concept of customer-driven strategic management.
    4. Develop a format for evaluating customer service in a retail industry business.
    5. Describe applications in effective communication to customer service situations.
    6. Describe how to deal with difficult customers.
    7. List and describe consumer demographics, lifestyle factors, and needs and desires – explain how these concepts can be applied to retailing.
    8. Discuss consumer attitudes toward shopping and consumer shopping behavior, including the consumer decision process and its stages.
    9. Develop a customer retention strategy and describe how retailers build customer loyalty.
    10. Profile target customer.

F. Retailing Information Systems
    1. Describe the retail information system, its components, and the recent advances in such systems.
    2. Recognize the importance of customer information.
    3. Discuss applications in managing, organizing and analyzing data.
    4. Explain why retailers should avoid strategies based on inadequate information.
    5. Discuss how information flows in a retail distribution channel.
    6. Evaluate retail management information systems.
    7. Describe what advanced information technology developments are facilitating vendor-retailer communications.
    8. Explain why getting merchandise faster translates to stronger retailer profits.

G. Selecting the Appropriate Market and Location
    1. Discuss the importance of store location for a retailer and outline the process for choosing a store location.
    2. Explain the types of locations available to a retailer, isolated store, unplanned business district, and planned shopping center.
    3. Describe the concept of the one-hundred percent location.
    4. Discuss several criteria for evaluating general retail locations and the specific sites within them.
    5. Describe a trade area, and why a retailer should choose one over another.
    6. Describe three major factors in trading-area analysis: population characteristics, economic base characteristics, and competition and the level of saturation.
    7. Determine how retailers forecast sales for new store locations.

H. Financial Aspects of Operations Management
    1. Describe how retailers prepare, evaluate, and revise budgets.
    2. Define asset management and resource allocation.
    3. Compute financial ratios.
    4. Explain tactics to improve cash flow.

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5. Describe sources of financial funding (i.e., debt and equity).
6. Explain credit policy and the importance of credit management.
7. Explain terms related to financial statements and interpret.
8. Evaluate how a retail strategy is reflected in the financial objectives.
9. Explain the cost and retail methods of accounting.
10. Analyze retail financial statements and data to make long and short-term financial decisions.

I. Merchandise Buying & Handling
   1. Explain how the buying process is organized.
   2. Describe the major aspects of financial merchandise planning and management.
   3. Describe what trade-offs retailers must make to ensure that stores carry the appropriate type and amount of merchandise.
   4. Describe the steps in the implementation of merchandise plans: gathering information, selecting and interacting with merchandise sources, evaluation, negotiation, concluding purchases, receiving and stocking merchandise, reordering and reevaluation.
   5. Explain the considerations in devising merchandise plans: forecasts, innovativeness, assortment, brands, timing, and allocation.
   6. Explain how retailers evaluate their merchandising performance and determine the profitability of their merchandising decisions.
   7. Describe the prominent roles of logistics and inventory management in the implementation of merchandise plans.
   8. Discuss information technology developments that facilitate vendor-retailer communications.
   9. Explain how multi-store retailers allocate merchandise to stores.
   10. Justify the importance of a collaborative supply chain relationship.

J. Human Resource Management in Retailing
   1. Describe the process of recruiting and selecting salespeople.
   2. Determine what activities retail employees undertake, and how they are typically organized.
   3. Explain what legal and ethical issues store managers must consider in managing their employees.
   4. Describe the importance of employee motivation and employee relations.
   5. Evaluate retail employees.
   6. Communicate the rights and responsibilities of employees.
   7. Describe the fundamentals of training, compensating, and motivating salespeople.
   8. Explain the management of human resources and how they play a vital role in a retailer's performance.

K. Pricing in Retailing
   1. Describe the role of pricing in a retail strategy and how pricing decisions much be made in an integrated and adaptive manner.
   2. Discuss the impact of consumers, government, manufacturers, wholesalers and other suppliers, and current and potential competitors on pricing decisions.

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3. Develop a framework for developing a retail price strategy: objectives, broad policy, basic strategy, implementation, and adjustments.
4. Explain why some retailers have frequent sales while others attempt to maintain an everyday-low-price strategy.
5. Determine what pricing strategies retailers use to influence consumer purchases, demonstrate value to the customer and capture value for the business.
6. Determine under what circumstances retailers' pricing practices can get them into legal difficulties.
7. Describe and apply pricing strategies to determine prices.
8. Assess pricing strategies to identify needed changes and to improve profitability.
9. Identify the factors that influence the price of an item.
10. Determine the selling price of a product – calculate mark-up, mark-down, sales tax, discounts.

L. Customer Service in Retailing
1. Develop customer service strategies.
2. Define what customer service is and the concept of customer satisfaction.
3. Discuss techniques for dealing with customer concerns, challenges and objections.
4. Discuss presentation and customer contact skills in a variety of situations.
5. Describe how a retail store image is related to the atmosphere it creates.
6. Explain the elements of retail promotion: advertising, public relations, personal selling and sales promotion.
7. Describe customer relationship management.
8. Explain how customer service can build a competitive advantage.
9. Explain how customers evaluate a retailer's service.
10. Explain what activities and services a retailer undertakes to provide high-quality customer service.
11. Explain how retailers can recover from a service failure.

M. Laws and Ethics
1. Define and give examples of the prohibitions concerning advertising, pricing and price fixing, product safety, product lability, financing and warranties of goods and services.
2. Discuss the range of laws governing human resources including the areas of discrimination, sexual harassment, working conditions and OSHA, employment law and government oversight.
3. Explain the global rights and privileges of consumers and the role of consumer protection agencies.
4. Explain the purpose of a code of ethics, develop a code of ethics and apply the code to various issues confronted by business.
5. Analyze factors influencing ethical decisions in business and apply ethical principles in specific business situations.
6. Describe the impact of government on business activities – taxes, supply and demand, effect of fiscal and monetary policies.
7. Define conflict of interest.

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8. Identify how the legal system works.

N. Diversity and Trends
   1. Differentiate between theories of retail institutional change.
   2. Discuss ways in which retail strategy mixes are evolving.
   3. Describe the trends that are shaping today's retailers and tehri impact.
   4. Describe what factors will affect the growth of electronic retailing.
   5. Explain how technology might affect the future shopping experience.
   6. Determine how and why retailers manage diversity among their employees.

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2025-2026 Competitive Events Guidelines
Sports Management & Marketing

Sports Management & Marketing challenges members to demonstrate their understanding of the business principles behind managing and promoting sports organizations and events. Through an objective test, members explore topics such as sponsorships, fan engagement, event planning, branding, media rights, and strategic marketing in the sports industry.

Event Overview

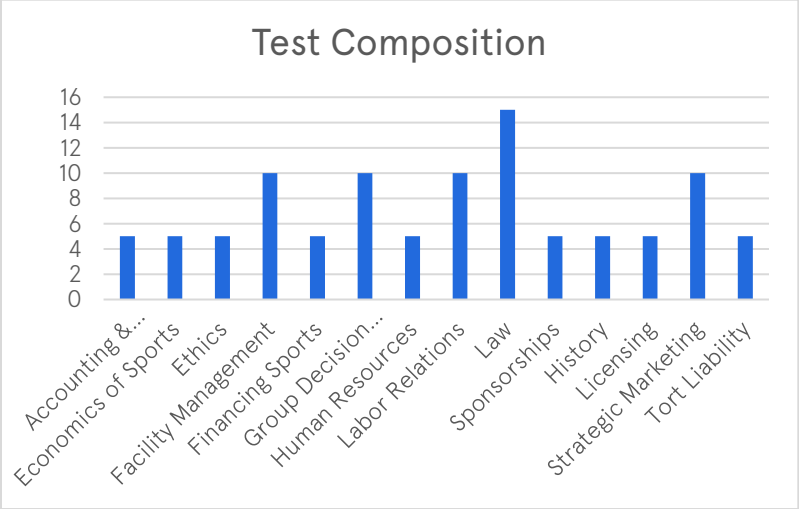
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Hospitality, Events, & Tourism
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Technology

Knowledge Areas

- Accounting & Budgeting
- Economics of Sports
- Ethics
- Facility Management
- Financing Sports
- Group Decision Making and Problem Solving
- Human Resource Management in Sports
- Labor Relations in Professional Sports
- Law & Sports Application
- Sponsorships
- Sports Management History
- Sports Licensing
- Strategic Marketing
- Tort Liability & Risk Management



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Sports Management & Marketing

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Materials:** Reference or study materials are not permitted at the testing site.
- **Calculators:** Personal calculators are not allowed; an online calculator will be available within the testing platform.
- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Accounting & Budgeting
   1. Define basic financial terms such as revenues, expenses, income statement, balance sheet, assets, liabilities, bonds, owners' equity, return on investment (ROI), and how they may be unique within the sports industry and in connection with sport organizations/properties.
   2. Explain the significance of budgeting.
   3. Identify sources of revenue and expenditures of sports and entertainment.
   4. Identify the steps in planning, implementing, and evaluating the budgetary process.
   5. Describe the importance of business and financial plans.
   6. Analyze basic financial documents: budgets, income statements, balance sheets, and breakeven point analysis.
   7. Identify types of budgeting techniques used in local, collegiate, and professional sports.
   8. Discuss profit and loss as they relate to the sports and entertainment marketing industry.

B. Economics of Sports
   1. Explain the topic of monopolies and the application to and implications for the sport industry.
   2. Discuss the importance and describe the economic impact of sports and entertainment events in various areas: locally, regionally, nationally, and internationally.
   3. Apply the basic economic principles of scarcity, cost/benefit analysis, opportunity cost, and supply and demand to the production and consumption of professional and intercollegiate sports.
   4. Identify the basic principles of a free enterprise system.
   5. Discuss the forms of business ownership related to sports and identify the advantages and disadvantages of each.
   6. Examine the economics of sports objectively and scientifically as an economist would rather than as a fan.
   7. Be aware of the various antitrust exemptions professional team sports enjoy and understand tehri impact on team revenues and costs.

C. Ethics
   1. Define ethics and ethical dilemmas in the sports industry.
   2. Define morality and moral reasoning in the sports industry.
   3. Explain the importance of ethics and morality and create strategies that can be incorporated into the workplace by codes of conduct, self-examination, and allowing for moral discourse.
   4. Explain the importance of ethical issues such as gender equity and providing opportunities for handicapped participants.
   5. Analyze the ethical implications of various management practices.
   6. Describe ethical issues in sports (e.g., impact of performance enhancing drugs and gambling).
   7. Evaluate social responsibility in sports and entertainment industry.

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D. Facility Management
    1. List the facility financing mechanisms including the various methods and their associated benefits.
    2. Describe some of the safety and liability concerns that a facility manager must address.
    3. Discuss the business and legal issues associated with facility financing, facility construction, event planning, event booking, and event management.
    4. Discuss how certain laws, rules, and regulations directly impact business decisions in the event and facility management context.
    5. Evaluate data regarding facility design and equipment specifications.
    6. Determine policies and practices for maintenance, scheduling, use, and supervision of sport facilities.
    7. Develop a business plan for a sport facility.
    8. Plan, design, and formulate construction needs for a specific sport facility.
    9. Demonstrate an understanding of the responsibilities of facility managers.
    10. Demonstrate an understanding of risk management and its importance in facility management, request for proposals, booking and scheduling events, and the importance of managing ancillary services in public assembly facilities.
    11. Determine the requirements in choosing a location and/or building and operating a facility.
    12. Examine concessions sales policies/strategies in sports and entertainment.

E. Financing Sports
    1. Explain the significance of fund-raising.
    2. Explain various types of financing for different sports activities.
    3. Illustrate how an organization generates the funds that flow into an organization and how these funds get allocated and spent once they are in the organization.
    4. Describe the scope and scale of revenues generated through the sale of sporting goods and licensed products.
    5. Discuss financial strategies for debt service, ticket and concession sales, corporate sponsorships, licensing sport merchandise, fundraising, and franchising.
    6. Discuss the impact of revenue sharing and its effect on small market teams in major league sports, specifically baseball.

F. Group Decision Making and Problem Solving
    1. Define the role of decision making and problem solving.
    2. Identify critical planning and decision-making functions of the sports manager.
    3. Compare advantages and disadvantages of group versus individual decision making.
    4. Use information management techniques, data analysis, and strategies to guide business decision-making (describe current business trends, monitor internal records for business information, and interpret statistical findings).
    5. Discuss the importance of teams and utilize new approaches for systemically involving others in team communication, team visioning, and decision making.
    6. Identify the characteristics of effectively functioning teams and how the supervisor encourages their development.

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7. Describe the principles of managing group conflict and difficult team behaviors.

G. Human Resource Management in Sports
   1. Identify strategies for effectively managing employee diversity and the benefits of costs involved in employment diversity programs.
   2. Identify the strategic position human resources plays in sport management.
   3. Describe essential human resource concepts related to sport management including employment relations, discrimination law, employer liability, working conditions and labor relations through discussions, case studies, guest speakers, and video.
   4. Describe the importance of sound personnel practices.
   5. Describe the importance of job descriptions and the separation of responsibilities in a large organization.
   6. Describe the roles of scouts, agents, and managers and their benefits.
   7. Establish criteria, policies, and procedures to be sued to determine compensation, benefits, and promotion.
   8. Discuss the importance of human relations skills and communication for an effective leader/manager.
   9. Discuss effective motivation techniques and effective work teams.

H. Labor Relations in Professional Sports
   1. Illustrate the storied labor management struggles of the professional sport industry and their impact on the various leagues involved in them.
   2. List the factors which influence the wages paid to professional athletes.
   3. Describe the role of organized labor and its influences on the sports industry business.
   4. Compare and contrast the various adversarial and cooperative approaches to labor relations.
   5. Discuss the effect of current legislation regarding labor-management relations, such as Wagner and Taft-Hartley Acts.
   6. Examine the negotiation process and arbitration including binding and nonbinding arbitration.
   7. Examine the role of the National Labor Relations Board in labor management dispute.
   8. Describe the steps and components of the collective-bargaining process.
   9. Define what is meant by the term unions, mediation, and arbitration.
   10. Summarize the contract negotiation process.
   11. Analyze the impact of labor unions on sports and entertainment, including pricing and strikes.

I. Law & Sports Application
   1. Identify state and federal laws enacted to address specific issues within the sports industry.
   2. Describe the impact of sport law on the issue of sport operation management.
   3. Describe some basic tenants of the law as they relate to the business of sport.
   4. Understand the court system and how legal issues are decided.
   5. Provide examples of how constitutional law impacts sport management decisions.

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6. Discuss contract law and describe how it is utilized in sports.
7. Define the principles of tort liability, especially in the area of negligence.
8. Be informed and sensitive to sex discrimination issues.
9. Determine how antitrust laws protect the business sector through regulation to control private economic power.
10. Define collective bargaining agreements as a component of labor law pertinent to sprot.
11. Describe ethe impact of the Americans with Disabilities Act on sports and entertainment events and facilities.
12. Discuss the impact of Title IX on management of college athletics.
13. Examine environmental issues/laws as they relate to sports and entertainment industries.
14. Explain the purpose and benefits of copyright protection.

J. Sponsorships
   1. Explain the broad range of sales promotion tactics companies use to leverage their sponsorship.
   2. Discuss the use and importance of sponsorships and endorsements.
   3. Discuss reasons and types of sponsorships.
   4. Define the basic theories and terminology pertinent to sport sponsorship.
   5. Evaluate the impact of sponsorship in sports and entertainment.

K. Sports Management History
   1. Explain the historical roots of contemporary sports management extending to eighteenth-century England.
   2. Articulate the structures developed in the late twentieth and early twenty-first century to promote honesty in sport.
   3. Illustrate the historic tension in American sport between democratic ideals and race and class and gender segregation.
   4. Identify significant people and events in the history of the sports and entertainment industry.
   5. Examine the evolution of sports and entertainment marketing/management.
   6. Discuss the importance of historical influences on the development and sustainability of successful sport organizations.
   7. Provide examples of how sports have changed over the years.

L. Sports Licensing
   1. List the various steps in the licensing process and the role licensing plays in generating revenue for licensors and licensees.
   2. Describe the prevailing use of endorsements in selling products.
   3. State the legal implications of product liability and the authenticity of licensed memorabilia and collectibles.
   4. Explain the concept of branding and identify the components of branding within the sports and entertainment industry.
   5. Consider the advantages and disadvantages of licensing and the impact of licensing on consumers.
   6. Explain royalties and licensed products.
   7. Evaluate the forms of product licensing and the product licensing process.

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M. Strategic Marketing
   1. Define how marketing sport differs from the marketing of traditional products and services.
   2. Explain the concept of marketing and demonstrate how the four Ps of marketing apply to sport marketing given the unique aspects of the sport industry.
   3. Explain the importance of fostering fan identification and utilizing relationship marketing strategies.
   4. Discuss the concept of market identification (target and segment marketing).
   5. Explain the function of promotion in sports and entertainment marketing – promotional mix, purposes for promotion, etc.
   6. Describe the use of technology in promotion (e-Commerce, e-mail, etc.).
   7. Develop a sport marketing plan.
   8. Describe the steps in developing a market research project.
   9. Identify the challenges, obstacles, and limitations associated with sports marketing.
   10. Analyze the various pricing strategies and factors that affect pricing sports and entertainment products.
   11. Examine ticket sales policies/strategies in sports and entertainment.
   12. Evaluate the advertising forms (print, broadcast, specialty, and social media) suitable in the sports and entertainment industry.

N. Tort Liability & Risk Management
   1. Discuss the concept of risk management including the types of risk.
   2. List strategies to recognize and avoid legal liability as a sport manger.
   3. Describe the legal implications of risk management in supervising events and contests.
   4. List potential security risks and take necessary precautions in order to be prepared for and prevent possible security problems.
   5. Define safety and security and discuss the considerations for safety and security.
   6. Discuss the types of insurance necessary for the sports and entertainment industry.
   7. Define negligence, tort, and product liability and its importance in the sport setting.

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2025–2026 Competitive Events Guidelines
State of Chapter Presentation

State of Chapter Presentation gives chapter members the opportunity to highlight their program of work and showcase key activities and accomplishments from the year. Through a live presentation, members demonstrate their chapter's impact, growth, and alignment with FBLA's mission and goals.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, or 3 members
Event Category	Chapter
Event Elements	Presentation

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Critical Thinking, Communication, Leadership, Professionalism, Teamwork, Technology

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Table

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:

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    - Two individual or team events, and
    - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Team Composition**: All members of a team must be from the same local chapter.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
    - Some events may begin before the Opening Session.
    - All schedules are posted in local time for the NLC host city.
    - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 7 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 3 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not Provided
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).

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- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Event Specific Information: Competitors should incorporate the following aspects in the presentation

- Presentations must describe chapter activities conducted from the end of the 2025 State Leadership Conference to the end of the 2026 State Leadership Conference.
- **Outline the Program of Work and Chapter Activities:** Explain the chapter's program of work and summarize the year's activities in a clear, chronological format. Connect each activity to chapter goals and objectives.
- **Describe Member-Focused Activities:** Highlight chapter efforts that support members in the areas mentioned in the rating sheet.
- **Describe Community and State/National Service:** Include service initiatives that benefit others, as mentioned in the rating sheet.
- **Summarize Conferences and Recognition**: Provide details about these areas listed in the rating sheet.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

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Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Competitive Events Guidelines

State of Chapter Presentation

FBLA Future Business Leaders of America

State of Chapter Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Describe chapter's program of work and summary of year's activities	*No evidence of chapter's program of work and summary of year's activities presented*	*Chapter's program of work and summary of year's activities explained briefly*	*Chapter's program of work and summary of year's activities clearly outlined*	*Chapter's program of work and summary of year's activities clearly outlined. Activities are chronological, related to chapter goals/objectives and clearly explained*	
	0 points	1-8 points	9-12 points	13-15 points	
Describe activities to benefit chapter and its members: • Recruitment • Leadership Development • Career Exploration & Preparation • Business Partnerships • Chapter Fundraising • Public Relations & Chapter Publicity	*No evidence of activities*	*There is at least one activity described in two of the components listed*	*There is at least one activity described in four of the components listed*	*There is at least one activity described in all components listed*	
	0 points	1-9 points	10-16 points	17-20 points	
Describe activities to benefit other individuals and organizations: • State Projects & Programs • National Projects & Programs • Other community service projects	*No evidence of activities*	*There is at least one activity described in one of the components listed*	*There is at least one activity described in each component listed*	*Multiple activities are described in all components listed*	
	0 points	1-9 points	10-16 points	17-20 points	
Describe conferences attended and recognition received: • Participation in FBLA conferences • Other chapter and individual recognition earned • Competitive event winners and participation	*No evidence of activities*	*There is at least one activity described in one of the components listed*	*There is at least one activity described in each component listed*	*Multiple activities are described in all components listed*	
	0 points	1-9 points	10-16 points	17-20 points	
Presentation Delivery					
Statements are well-organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) were prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	*Did not demonstrate any of the listed skills*	*Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)*	*Demonstrated all skills, enhancing the overall presentation*	
	0 points	1-2 points	3-4 points	5 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	

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2025–2026 Competitive Events Guidelines

State of Chapter Presentation

Presentation Protocols			
Adherence to Competitive Events Guidelines	*Competitor(s) Did Not Follow Guidelines*	*Execution Aligned with Guidelines: (All criteria must be met)* ✓ *Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time)* ✓ *Presentation aligned with the assigned topic* ✓ *Maintained professional boundaries during set-up time (no interaction with judges)* ✓ *Did not leave materials behind after the presentation* ✓ *Links or QR codes were displayed appropriately (not clicked or scanned by judges)* ✓ *Audio was presented without external speakers* ✓ *Avoided use of food or live animals*	
	0 points	10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)			
Presentation Total (110 points)			

Name(s):		
School:	Section:	
Judge Signature:	Date:	

Comments:

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2025-2026 Competitive Events Guidelines
Supply Chain Management (Collegiate)

Supply Chain Management challenges members to demonstrate their understanding of the flow of goods, information, and finances within a supply chain through an objective test. This event covers topics such as logistics, procurement, inventory control, distribution, and the technologies and strategies that support efficient and effective supply chain operations.

Event Overview

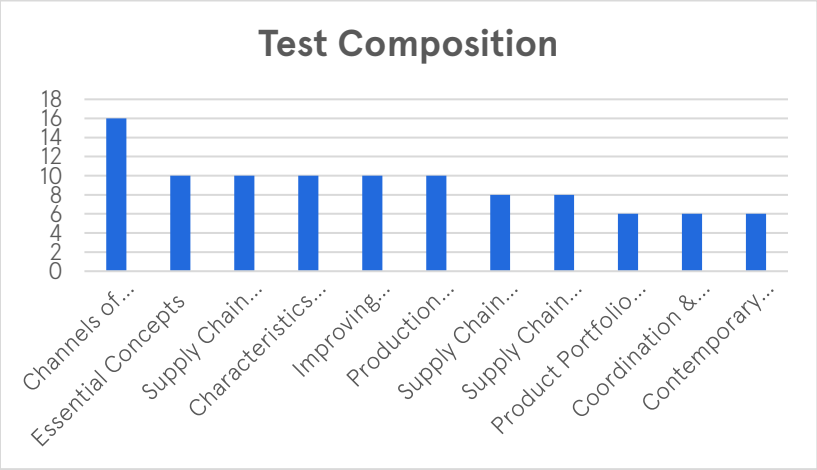
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

Career Cluster Framework Connection	Supply Chain & Transportation
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Technology

Knowledge Areas

- Essential Supply Chain Management Concepts
- Supply Chain Topics
- Characteristics for Successful Supply Chain Managers
- Supply Chain Planning and Design
- Supply Chain Process
- Product Portfolio Management
- Improving Supply Chain Network Performance
- Production Planning and Control
- Supply Chain Coordination and Decision Making for the Flow of Products, Services, and Information
- Supply Chain Management Contemporary Issues
- Channels of Distribution



Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Check with your State Leader for state-specific competition information and deadlines.

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2025-2026 Competitive Events Guidelines
Supply Chain Management (Collegiate)

FBLA
Future Business Leaders of America

National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
• Sharpened pencil • Fully powered device for online testing • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• One piece of scratch paper per competitor • Internet access • Test login information (link & password provided at test check-in)

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
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- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
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- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
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Event Administration

- **Test Duration:** 50 minutes
- **Format:** This event consists of an online objective test that is proctored and completed on-site at the National Leadership Conference (NLC).

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- **Question Review:** Competitors may flag questions within the testing platform for review prior to the finalization of results at the NLC.

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.
- Tiebreakers are determined as follows: (1) The number of correct responses to 10 pre-selected tiebreaker questions will be compared. (2) If a tie remains, the number of correct responses to 20 pre-selected questions will be reviewed. (3) If a tie still remains, the competitor who completed the test in the shortest amount of time will be ranked higher.
- Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to the testing site.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Electronic Devices

- Unless approved as part of a documented accommodation, all cell phones, smartwatches, electronic devices, and headphones must be turned off and stored away before the competition begins. Visible devices during the event will be considered a violation of the FBLA Honor Code.

Sample Preparation Resources

- Official sample test items can be found in CONNECT. These sample items showcase the types of questions that may be asked on the test and familiarize competitors with the multiple-choice item options.

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Study Guide: Knowledge Areas and Objectives

A. Essential Supply Chain Management Concepts
1. Define supply chain management.
2. Define the entire supply chain.
3. Define logistics.
4. Explain how logistics impacts supply chain management.
5. Describe how E-commerce, logistics, import taxes, risk, tariffs, customs, and other legal aspects impact global trading.
6. Analyze the creation of new value in the supply chain for customers, society, and the environment.
7. Explain how supply chain management is practiced in a wide array of industries.
8. Explain demand forecasting,
9. Define logistics management.
10. Define physical and information flows.
11. Define strategic orientation for saving money within an organization.
12. Describe the global impact on supply chain management.
13. Explain the importance of understanding importing, exporting, trade agreements, and customs regulations for supply chain management.
14. Explain the reasons for growth of supply chain management (information revolution, increased competition in globalized markets, relationship management)

B. Supply Chain Topics
1. Define analytics.
2. Explain customer relationship management.
3. Describe the role of forecasting.
4. Explain the growth of global distribution.
5. Explain supply chain management for healthcare industry.
6. Explain the logistics of inventory management.
7. Define procurement.
8. Describe sales and operations planning.
9. Define supply market intelligence.
10. Define sustainability for supply chain management.
11. Explain the relationship between supply chain management and transportation planning.
12. Describe careers associated with supply chain management.

C. Characteristics for Successful Supply Chain Managers
1. 5. Describe leadership opportunities for supply chain management.
2. 7. Describe effective communication skills for supply chain managers.
3. 8. Explain responsibility ethics for supply chain management.
4. 9. Describe language skills possessed by successful chain managers.
5. 10. Explain the importance of flexible thinking in supply chain management.
13. Understand freight terminology.
14. Explain the importance of people and problem-solving skills among successful supply chain managers.
15. Explain the importance of technology skills among supply chain managers.
16. Explain the sense of urgency associated with supply chain management.
17. Describe the importance of Excel knowledge for supply chain management.
18. Describe the temperament required for successful supply chain management.

D. Supply Chain Planning and Design
1. Explain the relationship between purchasing and supply chain management.

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2. Explain how a company will provide value to supply chain management.
3. Explain how suppliers, subcontractors, transportation providers, and product distribution is determined by a company.
4. Define supply chain integration.
5. Describe management of supply and demand for supply chain management.
6. Describe the efficient facility network design for supply chain management.
7. Explain the importance of expense management for supply chain management.

E. Supply Chain Process
1. Describe the role of manufacturing in a supply chain context.
2. Define inventory management's important relationship with supply chain management.
3. Explain transportation management in a supply chain.
4. Explain the role and cost of warehouses in supply chain management.
5. Explain the process for product returns.
6. Describe the importance of customer service in a supply chain.

F. Product Portfolio Management
1. Determine what products to sell.
2. Explain how a company determines what products are used and sold by a business.
3. Define a product portfolio.
4. Explain the Pareto principle.
5. Identify slow-moving products headed toward obsolescence.
6. Explain the importance of minimizing inventory during all stages of supply chain management.

I. Improving supply chain network performance
1. Explain the importance of synchronizing material flow.
2. Define inventory maximization.
3. Define decoupling points for inventory maximization.
4. Explain how algorithms are used to maximize capital costs associated with supply chain management.
5. Explain how proximity to the customer relates to supply chain efficiency.
6. Describe how product sourcing decisions are made.
7. Describe evaluation processes for supply chain management.
8. Define how supply chain management meets consumer needs.
9. Explain how market signal and consumer demand impact supply chain management.
10. Explain how to meet and improve customer needs for supply chain management.
11. Describe how supply chain management meets and improves the logistic needs of different customer segments.

J. Production Planning and Control
1. Describe different types of supply chain management planning.
2. Define Static vs. Dynamic Planning.
3. Explain how a master production schedule is determined.
4. Define Bill of Material (BOM).
5. Describe raw materials required for supply chain management.
6. Describe work-in-process for supply chain management.
7. Define finished goods and the goal to move those goods.

L. Supply Chain Coordination and Decision Making for the Flow of Products, Services, and Information
1. Explain the importance of cooperation and coordination in a supply chain.
2. Describe the role of outsourcing in a supply chain.
3. Describe measurement of supply chain performance.

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4. Explain the role of the team in supply chain management.
5. Describe the channels of distribution for supply chain management.

M. Supply Chain Management Contemporary Issues
1. Describe the impact of information technology in supply chain management.
2. Explain how E-business has impacted supply chain management.
3. Describe the financial flow in supply chain management.
4. Explain how e-commerce has impacted channels of distribution.
5. Describe political and economic events that impact supply chain management.
6. Explain how competition impact supply chain management decisions.

N. Channels of Distribution
1. List the functions of distribution channels.
2. Explain time, place, and ownership utility.
3. Explain the role of marketing channels for assembly, storage, sorting, and transportation of goods from manufacturers to customers.
4. Define facilitation in supply chain management.
5. Explain how channels of distribution provide pre-sale and post-purchase services like financing, maintenance, information dissemination, and channel coordination.
6. Explain how supply chain management creates efficiencies.
7. Describe how supply chain management involves sharing risks since most of the channels buy the products beforehand, they also share the risk with the manufacturers and do everything possible to sell it.
8. Define indirect channels of distribution.
9. Define the role of intermediaries in selling products.
10. Define one-level channel of distribution (manufacturer to retailer to customer)
11. Define two-level channel (manufacturer to wholesaler to retailer to customer)
12. Define three-level channel (manufacturer to agent to wholesaler to retailer to customer)
13. Describe dual distribution (showroom and internet selling)
14. Explain how services use intermediaries to reach the final customers.
15. Define the on-demand business model.
16. Describe how market, product, competition, and company impact the choice of product distribution.
17. Explain how product characteristics (perishability, cost, and technicality) impact supply chain management.

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2025-2026 Competitive Events Guidelines
Technology & Computer Science Case Competition

Technology & Computer Science Case Competition challenges members to analyze a real-world case involving multiple areas of technology and computer science. Members present their findings and solutions to a panel of judges, demonstrating knowledge in areas such as cybersecurity, IT support, information management, networking, programming, website design, and system integration.

Event Overview

Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Educational Alignments

Career Cluster Framework Connection	Digital Technology
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Professionalism, Teamwork, Technology

2025-2026 Case Competition

*The full case competition and rating sheet can be found starting on page 5. **The business entity should not be contacted for additional information.***
This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills.

State

Check with your State Leader for state-specific competition information and deadlines.

National

Required Competition Items

Items Competitor Must Provide	*Items FBLA Provides*
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table • Internet Access

Important FBLA Documents

- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

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- **Membership Deadline**: FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration**: Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement**: To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits**: Each state may submit up to four entries per event.
- **Event Participation Limits**: Each member may participate in:
  - Two individual or team events, and
  - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility**: Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement**: To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in**: Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals**: Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.
- **Event Schedule Notes**:
  - Some events may begin before the Opening Session.
  - All schedules are posted in local time for the NLC host city.
  - Schedule changes are not permitted.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Preliminary Presentation Details

Timing Structure

- **Equipment Set-Up:** 3 minutes
- **Presentation:** 10 minutes (a one-minute warning will be provided)
- **Question & Answer (Q&A):** 5 minutes
- **Important:** Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period.

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

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Technology Guidelines

- **Internet Access:** Provided (*Please be aware that internet access at conference venues may be unreliable. Always prepare a backup plan in case the connection is lost or does not work with your device.)*
- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
  - 2 sections: Top 6 from each section advance
  - 3 sections: Top 4 from each section advance
  - 4 sections: Top 3 from each section advance
  - 5 sections: Top 3 from each section advance
  - More than 5 sections: Top 2 from each section advance

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Scoring

- The rating sheet will be released with the case competition.
- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

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2025-2026 Case Competition

The business entity should not be contacted for additional information.
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Problem Statement

The Naval Surface Warfare Center Carderock Division (NSWCCD) plays a critical role in advancing naval engineering, ship design, and maritime systems that support the United States Navy's mission readiness and operational effectiveness. As these systems become increasingly software-driven, Carderock relies on advanced programming, modeling, and digital engineering workflows to research, develop, and evaluate innovative technical solutions. Artificial intelligence is rapidly transforming how software is written, tested, documented, and maintained. AI-assisted programming tools such as intelligent code assistants, debugging aids, decision-support systems, and learning tools have the potential to enhance productivity, accelerate prototyping, and support knowledge transfer across the Carderock workforce. However, the adoption of AI-enabled programming tools also introduces challenges related to ethical use, bias, hallucinated outputs, system reliability, and over-reliance on automation.

To responsibly integrate artificial intelligence into its technical workflows, Carderock must ensure that engineers, programmers, and technical teams possess strong AI literacy, apply human-centered design principles, and maintain clear human oversight of AI-supported decisions. AI systems must augment human judgment, not replace it, while aligning with Department of Defense and Department of the Navy responsible AI guidance. Your challenge is to design a conceptual AI assistant or AI-supported programming workflow that helps a user solve a problem, make a decision, or learn something new within a programming or technical context relevant to Carderock's mission. The proposed solution should demonstrate transparent AI reasoning, safeguards against bias or misuse, and a clear plan for human-in-the-loop oversight. Teams must research current AI-enabled programming practices, examine ethical and operational considerations, and iteratively refine their design based on testing and evaluation. The goal is to propose a responsible, AI-assisted programming solution that enhances Carderock's ability to innovate while developing the durable skills required for the future naval workforce.

Overview and Background Information

Background Information

The Naval Surface Warfare Center, Carderock Division (NSWCCD) is one of 10 Warfare Center Laboratories under the Naval Sea Systems Command (NAVSEA) https://www.navsea.navy.mil/Home/Warfare-Centers/NSWC-Carderock/. Carderock's mission is to conduct world-class ship design and engineering that protects our Sailors and Marines and allows them to deliver combat power at sea. Carderock researches, develops, and applies science and technology associated with naval architecture and marine engineering, integration of surface and undersea vehicles, and provides support to the maritime industry. As naval systems become increasingly complex and software-driven, Carderock relies heavily on programming, modeling, simulation, and data analysis to support surface and undersea vehicle design, performance assessment, and technology innovation. These digital engineering capabilities enable rapid prototyping, informed decision-making, and the evaluation of design

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tradeoffs across Carderock's Science and Technology (S&T) portfolio. It is important to know that Carderock is funded to do this work by the individual customers which are primarily NAVSEA and program offices, including the Office of Naval Research. Carderock does not have a direct appropriation from Congress. A small but important fraction of the work performed at Carderock is paid for by private customers in the maritime and associated industries.

Carderock Core Competencies include:

- Ship integration and design
- Environmental quality systems
- Naval architecture, including hull forms and propulsors
- Structures and materials
- Signatures and silencing systems
- Vulnerability and survivability systems

This study is intended to impact the Science and Technology (S&T) portion of Carderock's mission by exploring how artificial intelligence can responsibly support programming and technical workflows used in early-stage research and development. As AI-enabled tools become more prevalent, Carderock must ensure that such systems are designed and used in ways that are ethical, transparent, and aligned with Department of Defense and Department of the Navy guidance.

By focusing on AI literacy, human-centered design, and iterative development, this competition encourages participants to propose AI-assisted programming tools or workflows that enhance Carderock's ability to innovate while preserving human judgment and accountability.

Carderock's Role

The Naval Surface Warfare Center Carderock Division (Carderock) plays a critical role in advancing new technologies that deliver timely, affordable, and effective technical capabilities to the fleet and warfighter. Carderock supports the full life cycle of naval systems—from basic and applied research through advanced development, test and evaluation, in-service engineering, and sustainment, by applying rigorous engineering, analysis, and innovation. As naval systems become increasingly complex and software-intensive, Carderock relies on advanced programming, modeling, simulation, and digital engineering workflows to accelerate innovation and inform technical decision-making. These software-driven processes are essential for evaluating design tradeoffs, integrating emerging technologies, and rapidly transitioning concepts from research to operational use. Affordability, agility, and speed of delivery remain paramount across all phases of Carderock's mission. To maintain technological advantage, Carderock collaborates extensively with external partners across government, academia, and industry to augment its internal expertise and research capacity. These collaborations require effective technical workflows that support knowledge transfer, experimentation, and early-stage development while maintaining high standards of security, reliability, and ethical responsibility.

As artificial intelligence becomes more prevalent in software development and engineering analysis, Carderock must determine how AI-enabled programming tools can responsibly support its workforce. This includes identifying where AI can assist with tasks such as code development, debugging, testing, documentation, and learning, while ensuring appropriate human oversight, transparency, and accountability. Your challenge is to design a conceptual AI assistant or AI-supported programming workflow that aids Carderock engineers,

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programmers, or technical teams in solving problems, making decisions, or learning within a mission-relevant context. The proposed solution should demonstrate responsible AI integration, clear decision-making logic, and safeguards against misuse or over-reliance on automation. The primary users of this solution are envisioned to be Carderock scientists, engineers, and Science & Technology (S&T) managers, with consideration for broader stakeholder awareness across the organization.

Specific Elements to Address

One of the imperatives of the Carderock mission today is to enhance how programmers, engineers, and technical teams design, develop, and evaluate AI-enabled systems that are ethical, reliable, and human-centered. This challenge emphasizes AI literacy, responsible programming practices, and durable skills needed to collaborate effectively with artificial intelligence.

Some elements the study and design process should cover are:

- **Research** the state of AI in programming and software development. Teams should investigate:
    - Common applications of AI-assisted programming tools
    - Known limitations and risks of AI systems, including bias, hallucinations, and misuse
    - The evolving role of human oversight in AI-supported workflows
    - AI literacy skills required for responsible and effective use of AI in programming contexts

    Teams should use credible sources to inform their understanding of responsible AI use, including but not limited to:

    - (2020) DoD Responsible AI Strategy & Implementation Pathway: https://media.defense.gov/2024/Oct/26/2003571790/-1/-1/0/2024-06-RAI-STRATEGY-IMPLEMENTATION-PATHWAY.PDF
    - (2020) DoD AI Education Strategy: https://www.ai.mil/Portals/137/Documents/Resources%20Page/DoD%20AI%20Education%20Strategy.pdf
    - (2023) DoD Data, Analytics, and AI Adoption Plan: https://media.defense.gov/2023/Nov/02/2003333300/-1/-1/1/DOD_DATA_ANALYTICS_AI_ADOPTION_STRATEGY.PDF
    - (2023) DON Guidance on the Use of Generative AI and LLMs: https://www.doncio.navy.mil/ContentView.aspx?id=16442

- **Survey** the best practices, case studies, or market research in other Navy and DoD research & development organizations related to the ethical design and deployment of AI systems.

    Teams should consider:

    - User-centered and bias-aware design principles
    - Human-in-the-loop decision making
    - Transparency in AI reasoning and outputs
    - Strategies for validating and verifying AI responses
    - Communication practices that help users understand AI limitations

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- **Engage** with a subject matter expert, or analyze expert-informed resources, to better understand real-world expectations, challenges, and ethical considerations related to AI-assisted programming or system design.
- **Identify** a clear problem, task, or learning challenge that could be supported by an AI assistant.
- **Design** a conceptual AI assistant or workflow that helps a user solve a problem, make a decision, or learn something new.
  The design must include:
  - Clear instructions for user input
  - Rules, logic, or reasoning used to determine outputs (including the use of selection or decision pathways)
  - At least one explicit explanation of how AI is being used
  - Safeguards to prevent bias, harm, or misuse
  - A plan for human oversight and error checking

The tool does not need to be fully functional but must clearly demonstrate AI decision-making, ethical considerations, and usability.

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2025-2026 Competitive Events Guidelines

Technology & Computer Science Case Competition

FBLA Future Business Leaders of America

2025- 2026 Technology & Computer Science Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Demonstrates understanding of the case and issues to be solved	*No description or case synopsis provided, and no issues defined*	*Describes and provides case synopsis OR defines the issues*	*Describes and provides case synopsis AND defines the issues*	*Demonstrates expertise of case synopsis AND definition of the issues*	
	0 points	1-6 points	7-8 points	9-10 points	
Research *Demonstrates understanding of AI-assisted programming through relevant research, including current applications, limitations, risks, ethical considerations, and the role of human oversight.* .	*No evidence of research related to AI-assisted programming or AI literacy.*	*Limited or unclear research on AI in programming; information may be inaccurate, outdated, or weakly connected to the prompt.*	*Research demonstrates a clear understanding of current AI-assisted programming practices, benefits, and limitations, with appropriate use of credible sources.*	*Research is comprehensive and well synthesized; clearly connects AI-assisted programming practices to Carderock's mission and DoD/DON responsible AI guidance.*	
	0 points	1-7 points	8-13 points	14-15 points	
Survey *Evaluates best practices, case studies, or market research related to the responsible and ethical design of AI systems used in programming or technical workflows.*	*No evidence of surveying best practices related to AI design or deployment.*	*Minimal or unclear examples of best practices; sources may lack relevance or depth.*	*Identifies and summarizes relevant best practices such as human-in-the-loop design, transparency, bias mitigation, and validation of AI outputs.*	*Provides a diverse and well-researched set of best practices with thoughtful analysis of how they can be applied to AI-assisted programming at Carderock.*	
	0 points	1-7 points	8-13 points	14-15 points	
Design *Effectiveness of the conceptual AI assistant or AI-supported workflow design in addressing a defined problem, demonstrating clear logic, ethical safeguards, and appropriate human oversight.*	*No AI tool or workflow is presented, or the design is unrelated to the prompt.*	*The AI tool or workflow is incomplete, unclear, or weakly aligned to user needs or ethical considerations.*	*A functional and well-organized AI-assisted tool or workflow is presented that clearly supports user needs and demonstrates responsible AI use.*	*The AI-assisted tool or workflow is innovative, user-centered, and highly applicable; it clearly enhances human decision-making while maintaining transparency and oversight.*	
	0 points	1-7 points	8-13 points	14-15 points	
Substantiates and cites sources used while conducting research	*Sources are not cited*	*Sources/ References are seldom cited to support statements*	*Professionally legitimate sources & resources that support statements are generally present*	*Compelling evidence from professionally legitimate sources & resources is given to support statements*	
	0 points	1-7 points	8-13 points	14-15 points	

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2025-2026 Competitive Events Guidelines

Technology & Computer Science Case Competition

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Presentation Delivery					
Statements are well organized and clearly stated	*Competitor(s) did not appear prepared*	*Competitor(s) seemed prepared, but flow was not logical*	*Presentation flowed in logical sequence*	*Presentation flowed in a logical sequence; statements were well organized*	
	0 points	1-6 points	7-8 points	9-10 points	
Exhibits self-assurance, poised body language, and strong vocal delivery that enhances overall presentation	*Competitor(s) did not demonstrate self-confidence*	*Competitor(s) demonstrated self-confidence and poise*	*Competitor(s) demonstrated self-confidence, poise, and good voice projection*	*Competitor(s) demonstrated self-confidence, poise, good eye contact, voice projection, and delivery*	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	*Does not respond to questions or responses are completely off-topic.*	*Provides incomplete or unclear answers that show limited understanding.*	*Responds accurately and clearly to most questions, showing adequate understanding.*	*Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.*	
	0 points	1-6 points	7-8 points	9-10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
Presentation Total (100 points)					

Name(s):		
School:		
Judge Signature:		Date:

Comments:

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