

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

<i>Items Competitor Must Provide</i>	<i>Items FBLA Provides</i>
- 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:

Management Case Competition - Page 1 of 7 - Updated April, 2026

© 2026 National Future Business Leaders of America, Inc. All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form without prior written permission.

2025–2026 Competitive Events Guidelines

Management Case Competition



- **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

2025–2026 Competitive Events Guidelines

Management Case Competition



- 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.

2025–2026 Competitive Events Guidelines

Management Case Competition



- 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.

2025–2026 Competitive Events Guidelines

Management Case Competition



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

2025–2026 Competitive Events Guidelines

Management Case Competition



- 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?

2025-2026 Competitive Events Guidelines

Management Case Competition



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	<i>No description or case synopsis provided, and no issues defined</i>	<i>Describes and provides case synopsis OR defines the issues</i>	<i>Describes and provides case synopsis AND defines the issues</i>	<i>Demonstrates expertise of case synopsis AND definition of the issues</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Volunteer Recruitment & Retention Strategy <i>Presents sustainable, PAS-specific strategies to recruit, onboard, support, and retain volunteers.</i>	<i>No clear strategy proposed.</i>	<i>Ideas are vague, unrealistic, or not tailored to the organization</i>	<i>Provides feasible, PAS-appropriate strategies to recruit and retain volunteers.</i>	<i>Proposes highly creative, targeted, and actionable volunteer strategies that address recruitment, engagement, and retention</i>	
	0 points	1-7 points	8-13 points	14-15 points	
Adoption/Foster Family Recruitment & Retention Strategy <i>Presents sustainable, PAS-specific strategies to recruit, prepare, support, and retain foster/adoptive families.</i>	<i>No attention to adoption/foster families.</i>	<i>Mentions foster/adoptive families but lack concrete solutions.</i>	<i>Provides practical, workable approaches to recruiting and supporting families.</i>	<i>Presents innovative, realistic strategies that reduce barriers, encourage participation, and foster long-term commitment.</i>	
	0 points	1-7 points	8-13 points	14-15 points	
Recruitment & Retention <i>Explains impacts of volunteer/foster shortages and presents a sustainable plan to attract and retain volunteers and foster/adoptive families for PAS.</i>	<i>No recruitment/retention plan; impacts not addressed.</i>	<i>Notes impacts or tactics, but they are generic, unclear, or not tailored to PAS.</i>	<i>Connect shortages to outcomes and proposes feasible tactics, but lacks detail or long-term focus.</i>	<i>Clearly links shortages to capacity risk and delivers targeted, actionable, long-term tactics (recruiting channels, onboarding/training, support & recognition, and partnerships).</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Role Design, Support, & Sustainability	<i>No plan for role design or long-term growth.</i>	<i>Mentions role/family support but lacks detail or feasibility.</i>	<i>Suggests workable methods for matching roles, supporting volunteers/families, and scaling operations.</i>	<i>Provides innovative systems for role/family support, alignment, and long-term scalability.</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Feasibility & Practicality	<i>Proposals are unrealistic for the organization's resources.</i>	<i>Some feasible elements but not grounded in the organization's capacity.</i>	<i>Strategies are realistic and consider the organization's budget and volunteer-driven nature.</i>	<i>Solutions are both realistic and resourceful, maximizing the organization's limited capacity and community partnerships.</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	<i>Competitor(s) did not appear prepared</i>	<i>Competitor(s) seemed prepared, but flow was not logical</i>	<i>Presentation flowed in logical sequence</i>	<i>Presentation flowed in a logical sequence; statements were well organized</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	<i>Competitor(s) did not demonstrate self-confidence</i>	<i>Competitor(s) demonstrated self-confidence and poise</i>	<i>Competitor(s) demonstrated self-confidence, poise, and good voice projection</i>	<i>Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	<i>Unable to answer questions</i>	<i>Does not completely answer questions</i>	<i>Completely answers questions</i>	<i>Interacted with the judges in the process of completely answering questions</i>	
	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:					
Comments:					
	Date:				