

CHAPTER HANDBOOK



North Dakota
FBLA COLLEGIATE

POSTSECONDARY

THIS PUBLICATION CONTAINS INFORMATION
AND FORMS NECESSARY TO OPERATE A
NORTH DAKOTA FBLA COLLEGIATE CHAPTER
FOR 2026–2027 SCHOOL YEAR

North Dakota

FBLA Collegiate

Future Business Leaders of America (FBLA) is the largest career student business organization in the world. Each year, FBLA helps over 200,000 members prepare for careers in business. FBLA inspires and prepares students to become community-minded leaders in a global society through relevant career preparation and leadership experiences.

FBLA Goals:

- Develop competent, aggressive business leadership
- Strengthen the confidence of students in themselves and their work
- Create more interest in and understanding of American business enterprise
- Encourage members in the development of individual projects that contribute to the improvement of home, business, and community
- Develop character, prepare for useful citizenship, and foster patriotism
- Encourage and practice efficient money management
- Encourage scholarship and promote school loyalty
- Assist students in the establishment of occupational goals
- Facilitate the transition from school to work

FBLA Creed:

I believe:

- education is the right of every person.
- the future depends on mutual understanding and cooperation among business, industry, labor, religious, family, and educational institutions; as well as people around the world. I agree to do my utmost to bring about understanding and cooperation among all of these groups.
- every person should prepare for a useful occupation and carry on that occupation in a manner that brings the greatest good to the greatest number.
- every person should actively work toward improving social, political, community, and family life.
- every person has the right to earn a living at a useful occupation.
- every person should take responsibility for carrying out assigned tasks in a manner that brings credit to self, associates, school, and community.
- I have the responsibility to work efficiently and to think clearly. I promise to use my abilities to make the world a better place for everyone.

FBLA Pledge:

I solemnly promise to support the mission of Future Business Leaders of America, abide by its Code of Ethics and Code of Conduct, and develop the qualities necessary to become a community-minded business leader.

FBLA Code of Ethics:

I commit to:

- collaborating with a commitment to inclusivity, diversity, equity, care, and respect for the dignity and worth of every individual.
- undertaking each task with a clear understanding of my responsibilities, aiming to execute all work to the highest standard.
- performing all my actions and duties ethically with the utmost honesty, accountability, and transparency.
- establishing and nurturing relationships based on trust.
- being receptive to constructive feedback and seeking opportunities for personal and professional growth.
- complying with both the specific guidelines and the overarching principles of my school's policies and FBLA's standards.
- promoting a culture of respect through my dress, behavior and communication, positively representing myself, school, and future profession.
- contributing to the betterment of my local and global community by engaging in projects and initiatives that bring the greatest good to the greatest number.



PREFACE

The 2026-2027 edition of the North Dakota FBLA Collegiate Chapter Handbook should replace any versions that were used in past years.

Members and advisers are reminded that this document contains only North Dakota FBLA Collegiate forms and North Dakota FBLA Collegiate competitive event regulations and procedures. Chapters should access the FBLA website at www.fbla.org for national information, including chapter management and NLC competitive event guidelines.

There have been changes and additions to this edition of the handbook, and we ask that you please contact the North Dakota FBLA State Office if there are errors or omissions. Highlights of this year's changes appear below. However, please read through the entire handbook as your chapter prepares for the State Leadership Conference, and please pay close attention to the checklist of deadline dates that appear in the "Official Information" section of the handbook.

Changes to this edition:

Reminders:

- Competitors need to read/use the state guidelines for SLC and read/use the national guidelines for NLC. The guidelines are different for some events!
- ND FBLA Collegiate will use national competitive event rating sheets.
- Performance events and interviews are not open to conference attendees.
- Since the State Leadership Conference is often held in a conference center, there will be a limited number of computers available for online testing. Students are encouraged to bring their own laptops when possible, and they will be given the login information to take the online test.

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ADDRESSES TO SEND DUES, NEWS, AND TO SEEK INFORMATION

NATIONAL DUES:

FBLA High School	\$10.00
FBLA Middle School	\$10.00
FBLA Collegiate	\$10.00

NORTH DAKOTA STATE DUES:

FBLA High School	\$5.00*
FBLA Middle School	\$5.00*
FBLA Collegiate	\$10.00*

***Students must belong to state and national FBLA. Local dues may be assessed in addition to the state and national dues. Total of \$20 state and national dues for FBLA Collegiate are to be paid by credit card or mailed to the national office.**

FBLA Collegiate state dues of \$10 and national dues of \$10 (total of \$20 per member) should be sent directly to the national office using the online reporting process. Go to www.fbla.org and access the membership database. After reporting the membership online, either pay by credit card or print a copy of the membership form and send it to the national office along with a check made payable to FBLA, Inc.

No dues are required of local chapter advisers, but they are encouraged to join the FBLA Network.

In order for the local chapter to receive the first issue of *Tomorrow's Business Leader*, dues must be received at the national office by October 20. You can go online to add new members at any time.

Mail dues to:

National Membership Dues
FBLA, Inc.
P.O. Box 79063
Baltimore, MD 21279-0063
1-800-325-2946, option 1
Payable to: FBLA, Inc.

For any *questions* on national dues, number of publications received, or anything from the national office, **contact the national office directly.**

FBLA
Toll Free: 1-800-325-2946
Fax: 866-758-0749
Email: membership@fbla.org
Web Site: www.fbla.org

State and national membership dues must be paid and processed by January 15, 2027, to compete at the ND FBLA Collegiate SLC.

Schools wishing to form a FBLA Collegiate chapter should contact the state director for chapter start-up forms.

Jessica DeVaal
FBLA State Director
Dept. of Career and Tech. Education
806 N Washington St.
Bismarck, ND 58501
Phone: (701) 328-2286
Email: jdevaal@nd.gov
Website: www.nd-fbla.org

Each chapter should conduct a public relations program in the school and community and document the activities with newspaper clippings and reports of radio/TV coverage. News should be submitted via online form: <https://fbllapbl.wufoo.com/forms/ws6d2a1v5v1qy/>

NORTH DAKOTA FBLA COLLEGIATE 2026-27 CALENDAR

November 5-7	National Fall Leadership Conference – Washington, DC
November 15	American Enterprise Day
December 15	Deadline for ND FBLA Collegiate Bylaw amendment submissions
January 11	Deadline for: • State officer candidate applications • National officer candidate applications—<i>sent to state office</i>
January 15	Deadline to notify local chapters of proposed ND FBLA Collegiate Bylaw Amendments
January 15	Last day to pay FBLA Collegiate state and national dues <i>Dues must be paid directly to national office in order to participate at State Leadership Conference. Checks should be mailed at least 2 weeks prior.</i>
January 20	Deadline for: • Competitive event registration • Conference registration fees—<i>sent directly to fiscal agent</i> • Hotel Reservations—<i>entered in Blue Panda with registration</i>
January 27	Upload deadline: • Community Service Project Report • Job Interview, Future Business Executive, and Future Business Facilitator resumes, cover letters, etc. • Outstanding Local Chapter Adviser, Alumni of the Year, Businessperson of the Year & Honorary Membership nominations • Membership Retention Award form • Collegiate Perks & Bridging the Gap forms
February 7-13	FBLA Week
February 15-16	FBLA Collegiate State Leadership Conference w/Collegiate DECA– Fargo, ND
March 16	Deadline to <u>notify</u> state office of intent to compete at NLC
March 18	Notice of “open” competitive events entries at NLC sent to chapters
March 22	Deadline to notify state office of intent to compete in an “open” competitive events entries at NLC
April 15	NLC Scholarship Deadline
June 23-26	FBLA National Leadership Conference – Columbus, OH

2026-2027 NORTH DAKOTA FBLA COLLEGIATE ADVISERS

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2026-2027 NORTH DAKOTA FBLA COLLEGIATE STATE OFFICER DIRECTORY

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Cindy Sorenson, Program Specialist Dept. of Career & Tech. Ed	cidsorenson@nd.gov Phone: 701-328-1540 806 N. Washington Street Bismarck, ND 58501	
Jan Repnow, State Adviser Minot State University	jan.l.repnnow@minotstateu.edu 701-858-3325	

2026 - 2027 NORTH DAKOTA FBLA HIGH SCHOOL STATE OFFICER DIRECTORY

State Officer	Contact Information	Adviser to State Officer
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Joy Jiang, Parliamentarian Minot High School	jiang717@mymmps.us	Lisa Wolf lisa.wolf@minot.k12.nd.us

State Staff	
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Julie Pearce, State Adviser (Region I) Phone: (218) 779-5487 jupearce62@gmail.com	Joan Birdsell, State Adviser (Region II) Drake-Anamoose High School Phone: (701) 465-3732 joan.birdsell@k12.nd.us
Megan Wald, State Adviser (Region III) Linton High School Phone: 701-254-4717 megan.wald@k12.nd.us	David Torgeson, State Adviser (Region IV) May-Port CG High School Phone: 701-788-2281 david.a.torgeson@may-portcg.com

FBLA National Officers

FBLA High School National President:
Joe Lewis IV

Parliamentarian:
Ishika Pulimamidi

Secretary:
Charis Roussel

Treasurer:
Gustavo Rivas

Southern Region Vice President:
Gabriella Martinez Reyes

Eastern Region Vice President:
Avi Rao

Central Region Vice President:
Rylan Wendland

Western Region Vice President:
Tori Hunter



High School



Collegiate

FBLA Collegiate National Officers

FBLA Collegiate National President:
Brianna Le

Executive Vice President:
Colin Williams

Vice President of Operations:
Frankie Cappello

Vice President of Development:
Kaddie Bailey

Vice President of Membership:
Yuxi Shao

Vice President of Communication:
Jesse Pena

Projecting a professional image is vital for business leaders to demonstrate respect for clients, colleagues, and others. This policy is to provide guidance for conference attendees—students, advisers, and guests. Professional business attire is required at all general sessions, competitive events, exhibits, regional meetings, workshops, and other activities unless otherwise indicated in conference materials.

Conference name badges are considered part of the dress code and must be worn at all conference functions. For safety reasons, do not wear conference badges outside of the conference area. The dress code is gender neutral.

ACCEPTABLE ITEMS



BUSINESS PROFESSIONAL

Business Suit

- Suit pants and jacket
- Blouse (or) collared dress shirt
- Neckwear such as tie or scarf
- Dress shoes (or) dress boots

Blazer

- Dress pants, including khakis, (or) dress (or) skirt
- Blazer
- Blouse (or) collared dress shirt
- Neckwear such as tie or scarf
- Dress shoes (or) dress boots

Dress

- A business dress
- Dress shoes (or) dress boots

Other Professional

- Dress pants, including khakis, (or) skirt
- Blouse (or) collared dress shirt
- Neckwear such as tie or scarf
- Dress shoes (or) dress boots

BUSINESS CASUAL

- Dress pants, skirt, (or) khakis/chino-style pants
- Blouse, collared dress shirt, (or) polo shirt
- Dress shoes (or) dress boots

NOTE: Business Casual is only permitted during sessions specifically noted in conference materials.

UNACCEPTABLE ITEMS



The following items are prohibited in all conference areas, including competitive events.

- ⊗ Denim or flannel clothing
- ⊗ Shorts
- ⊗ Athletic clothing
- ⊗ Leggings or graphically designed hosiery/tights
- ⊗ Skintight or revealing clothing, including tank tops, spaghetti straps, and mini/short skirts or dresses more than 1" above the knee
- ⊗ Swimwear
- ⊗ Flip flops or casual sandals
- ⊗ Athletic shoes
- ⊗ Industrial work shoes
- ⊗ Hiking boots
- ⊗ Hats
- ⊗ Graphically printed clothing

No dress code can cover all contingencies, so FBLA members must use a certain amount of judgment in their choice of clothing to wear. Members who experience uncertainty about unacceptable attire should ask their local adviser, state leader, or conference staff.

FBLA recognizes that exceptions may need to be made and will work with advisers on a case-by-case basis to accommodate requests. Advisers should indicate the need for exceptions on the special accommodation portion of the registration form. Requests made after registration closes must be made in writing.



OFFICIAL INFORMATION

57th Annual
North Dakota FBLA Collegiate
State Leadership Conference

February 15-16, 2027 | Holiday Inn, Fargo, ND

All Forms in Forms Section

2027 ND FBLA COLLEGIATE STATE LEADERSHIP CONFERENCE

“Where Leaders Begin”

The highlight of the year in North Dakota FBLA Collegiate is the State Leadership Conference, which will be held in conjunction with ND Collegiate DECA in Fargo, on February 15-16, 2027. This exciting leadership conference provides members with many opportunities for leadership development, informative workshops, and an opportunity to participate in the competitive events program. Winners in the competitive events are eligible to compete at the National Leadership Conference in Columbus, OH, on June 23-26, 2027.

This conference registration guide contains all the information and forms necessary to register members for the State Leadership Conference. Please read this section very carefully. If you spot a problem or conflict, please notify the state office immediately. Others will have the same concern.

COMPETITIVE EVENT INFORMATION:

Members are allowed to compete in three (3) individual/team events and one chapter event (Community Service Project or State of Chapter Presentation). Individuals and/or teams are responsible for providing their own laptops/devices for performance events.

Objective tests will be taken online. Calculators will be provided in the testing system for all events.

The **Community Service Project** report is to be uploaded in Blue Panda as a PDF file by the specified date.

The **Future Business Executive**, **Future Business Facilitator**, and **Job Interview** application materials must be submitted as a PDF file in Blue Panda by the specified date.

REMINDERS:

- All members and advisers are responsible for reading and following competitive event guidelines.
- If competitors are late for their assigned presentation time, they will be allowed to compete with a five-point penalty until such time that results are finalized, or the accommodation would impact the fairness and integrity of the event.
- Some competitive events start before the Opening Session of SLC. The schedules for competitive events are displayed in the local time of the SLC location. Competitive event schedules cannot be changed.
- Competitors may be disqualified if they violate competitive event guidelines.
- No animals (except authorized service animals) will be allowed for use in any competitive events.
- Please note that Internet reliability at any conference venue cannot be guaranteed. Always have a backup plan in case Internet connections go down.
- All rating sheets may contain changes/modifications.

STATE OFFICER CANDIDATES:

Your chapter may have three state officer candidates. All necessary information and forms needed to apply can be found in the Forms section.

NATIONAL OFFICER CANDIDATES:

Any member wishing to be considered as a national officer candidate must submit the application materials required to receive support from the North Dakota state chapter. Applications can be found in the Forms section.

MEMBERSHIP:

Be certain all members attending the ND FBLA Collegiate State Leadership Conference have joined both the ND state and national chapters. Dues--\$20 (\$10 state and \$10 national) must be paid to the national membership address and processed by **January 15** in order for the member to attend. Membership will be checked with registration. Nametags will be checked at all events.

HOTEL:

A block of rooms has been reserved at the conference hotel. Chapters will request rooms with conference registration and FBLA/DECA will submit one master list. We are currently working on the billing process by chapter with the hotel and you'll receive more information with SLC registration information at a later date. Rooms will be at state rate for a single and +\$20 for double occupancy. Please remember to bring tax exempt ID number, if applicable.

REFUNDS:

Because registration is due less than a month before the conference, there will be no registration fee refunds. If there are extenuating circumstances, please contact the State FBLA office.

2026-2027 NORTH DAKOTA FBLA COLLEGIATE COMPETITIVE EVENTS

Recognition Awards

Adviser Length of Service
 Alumni of the Year*
 Bridging the Gap*
 Businessperson of the Year
 Collegiate Perks*
 DLT Outstanding Chapter*
 Excellence Award
 Honorary Membership*
 Largest Local Chapter Membership
 Largest Percentage of Increase in Local Chapter Membership
 Largest Percentage of Retention in Local Chapter Membership*
 Local Chapter Who's Who*
 North Dakota Who's Who
 Outstanding Local Chapter Adviser
 State Officer Who's Who*

Chapter Events

Community Service Project
 State of Chapter Presentation

Individual or Team Events

Accounting Case Competition
 Business Communication
 Business Ethics
 Business Law
 Business Presentation
 Computer Applications
 Customer Service
 Cybersecurity
 Digital Design & Communications Case Competition
 Emerging Business Issues
 Entrepreneurship Pitch Competition
 Finance Case Competition
 Foundations of Accounting
 Foundations of Communication
 Foundations of Computer Science
 Foundations of Digital Design
 Foundations of Economics
 Foundations of Entrepreneurship
 Foundation of Finance
 Foundations of Hospitality Management
 Foundations of Management
 Foundations of Marketing
 Foundations of Selling
 Foundations of Technology
 Future Business Executive
 Future Business Facilitator
 Hospitality Management Case Competition
 Impromptu Speaking
 International Business
 Job Interview
 Management Case Competition
 Marketing & Sales Case Competition
 Organizational Behavior & Leadership
 Parliamentary Procedure
 Project Management
 Public Speaking
 Retail Management
 Sports Management & Marketing
 Supply Chain Management
 Technology & Computer Science Case Competition

*This is a North Dakota-only recognition.

North Dakota SLC guidelines often differ from national guidelines. Please check the national guidelines if competing at the National Leadership Conference.

ND FBLA COLLEGIATE CALENDAR FOR 2027 STATE LEADERSHIP CONFERENCE

State Office Address	State and National Dues (\$20) Address	SLC Registration Fee Address (\$75)
Jessica DeVaal ND FBLA State Director Dept. of Career & Tech. Education 806 N. Washington St. Bismarck, ND 58501 Phone: 701-328-2286 e-mail: jdevaal@nd.gov	Membership Dues FBLA P.O. Box 79063 Baltimore, MD 21279 ONE CHECK e-mail: membership@fbla.org	FBLA Fiscal Agent P.O. Box 6022 Bismarck, ND 58506-6022

All materials are sent to the state office in Bismarck (unless otherwise indicated).

- December 15** Postmark deadline for submitting North Dakota FBLA Collegiate Bylaw Amendments
- January 11** Deadline for:
- ☐ State officer candidate materials
 - ☐ National officer candidate materials—**sent to state office**
- January 15** Deadline to notify chapters of proposed ND FBLA Collegiate Bylaw amendments
- January 15** Deadline for:
- ☐ State and national dues of \$20--**sent directly to the national office**
- January 20** Deadline for:
- ☐ Competitive event registration in Blue Panda
 - ☐ Hotel reservations—**entered in Blue Panda with registration**
 - ☐ Registration fee for State Leadership Conference—**sent to the fiscal agent**
- January 27** Upload deadline for:
- ☐ Report: Community Service Project
 - ☐ Future Business Executive, Future Business Facilitator, and Job Interview materials/form
 - ☐ Businessperson of the Year, Honorary Membership, Outstanding Local Chapter Adviser, and Alumni of the Year Nominations
 - ☐ Retention Award Forms
 - ☐ Collegiate Perks Form
 - ☐ Bridging the Gap Form
- February 15-16** State Leadership Conference, Fargo
- March 16** Deadline to notify state office of intent to compete at NLC

2027 State Leadership Conference

Tentative Agenda

MONDAY, FEBRUARY 15 (Business Attire)

9:30-12:30	State Officer Meeting/Rehearsal/Lunch
11:00?	Business Tour (must pre-register)
1:00 – 1:15	Registration Chapter Meetings (optional)
1:15 – 2:15	General Session I
2:15 – 6:00	Online Testing Center Open Production Tests (2:15)
TBD	Workshop
6:00 – 11:00	Hospitality Room: Buffet Available
6:00 – 6:30	Judge Check-In & Orientation
6:30 – 9:00	Performance Events
11:00	Pool closes at 11pm

TUESDAY, FEBRUARY 16 (Business Attire)

7:00 – 7:30	State Office Meeting/Breakfast
7:00 – 11:45	Hospitality Room
8:00 – 10:00	Testing Center Open
8:00 – 8:30	Judge Check-In & Orientation
8:30 – 11:45	Performance/Interview Events
TBD	Headshots
TBD	Workshop
11:00 – 11:30	Business Meeting
12:00 – 1:30	General Session II: Recognition & Awards Luncheon

2026 – 2027 North Dakota FBLA Collegiate Competitive Events

OBJECTIVE TEST EVENTS		
EVENT TYPE	ENTRANTS ALLOWED	EVENT TITLE
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Business Law
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Cybersecurity
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Accounting
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Communication
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Computer Science
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Digital Design
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Economics
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Entrepreneurship
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Finance
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Hospitality Management
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Management
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Marketing
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Selling
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Foundations of Technology
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	International Business
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Organizational Behavior & leadership
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Parliamentary Procedure
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Project Management
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Retail Management
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Sports Management & Marketing
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Supply Chain Management
PRODUCTION TEST EVENTS		
EVENT TYPE	ENTRANTS ALLOWED	EVENT TITLE
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Business Communication
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Computer Applications

CASE COMPETITION EVENTS		
EVENT TYPE	ENTRANTS ALLOWED	EVENT TITLE
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Accounting Case Competition (Team composed of 1 to 4 members)
Individual or Team	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Digital Design & Communications Case Competition (Team composed of 1 to 4 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Finance Case Competition (Team composed of 1 to 4 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Hospitality Management Case Competition (Team composed of 1 to 4 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Management Case Competition (Team composed of 1 to 4 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Marketing & Sales Case Competition (Team composed of 1 to 4 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Technology & Computer Case Competition (Team composed of 1 to 4 members)
PRESENTATION EVENTS		
EVENT TYPE	ENTRANTS ALLOWED	EVENT TITLE
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Business Ethics (Team composed of 1 to 3 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Business Presentation (Team composed of 1 to 3 members)
Individual	(1-24) 3; (25-49) 4; (50-74) 5; (75+) 6	Customer Service
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Emerging Business Issues (Team composed of 1 to 3 members)
Individual or Team	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Entrepreneurship Pitch Competition (Team composed of 1 to 3 members)
Individual	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Future Business Executive
Individual	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Future Business Facilitator
Individual	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Impromptu Speaking
Individual	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Job Interview
Individual	(1-24) 2; (25-49) 3; (50-74) 4; (75+) 5	Public Speaking
CHAPTER EVENTS		
EVENT TYPE	ENTRANTS ALLOWED	EVENT TITLE
Chapter	(one per chapter)	Community Service Project
Chapter	(one per chapter)	State of Chapter Presentation



COMPETITIVE EVENTS GUIDELINES

CHANGES FOR 2026-2027 MEMBERSHIP YEAR IN NORTH DAKOTA FBLA COLLEGIATE

The following list highlights the most significant changes made for the current membership year.

Retired Events

- Business Case Competition at Career Connections Conference

Reminders:

- Competitors need to read/use the state guidelines for SLC and read/use the national guidelines for NLC. The guidelines are different for some events!
- ND FBLA Collegiate will use national competitive event rating sheets.
- Performance events and interviews are not open to conference attendees.
- Since the State Leadership Conference is often held in a conference center, there will be a limited number of computers available for online testing. Students are encouraged to bring their own laptops when possible, and they will be given the login information to take the online test.

GENERAL COMPETITIVE EVENT GUIDELINES – NORTH DAKOTA FBLA COLLEGIATE

The general event guidelines below are applicable to all FBLA Collegiate state competitive events. Please review and follow these guidelines when competing at the state level. When competing at the national level, check the national guidelines since they may differ.

All members and advisers are responsible for reading and following competitive event guidelines.

Eligibility

- **Dues:** Competitors must have paid FBLA Collegiate national and state dues by 11:59 p.m. Eastern Time on January 15 of the current school year. Allow for processing time – checks need to be mailed at least two weeks in advance.
- **SLC Registration:** Participants must be registered for the SLC and pay the state conference registration fee in order to participate in competitive events.
- **Deadlines:** The chapter adviser must register each state competitor using Blue Panda by January 20, 2027.
- For the number of members who may enter each event, please see the FBLA Collegiate Competitive Events table located in the Official Information section of this handbook.
- Each competitor can only compete in three individual/team events and one chapter event.
- Each competitor must compete in all parts of an event for award eligibility.
- All members of a team must consist of individuals from the same chapter.
- If competitors are late for their assigned presentation time, they will be allowed to compete with a five-point penalty until such time that results are finalized, or the accommodation would impact the fairness and integrity of the event.
- Some competitive events start before the Opening Session of SLC. The schedules for competitive events are displayed in the local time of the SLC location. Competitive event schedules cannot be changed.
- Competitors may be disqualified if they violate competitive event guidelines.

Repeat Competitors

- Members may compete in an event at SLC and NLC more than once.

State Awards

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

National Recognition

- The top 4 winners, or alternate, is eligible to compete at the National Leadership Conference.

Americans With Disabilities Act (ADA)

- North Dakota FBLA meets the criteria specified in the Americans with Disabilities Act for all participants who complete the special needs assistance section with their SLC registration.

Recording of Presentations

- No unauthorized audio or video recording devices will be allowed in any competitive event.

Dress Code

- Participants must adhere to the dress code established by the Board of Directors, or they will be

assessed penalty points.

Graduate Students

- Graduate students may compete in all FBLA Collegiate events.

Rating Sheets

- Participants should use the National FBLA Collegiate Rating Sheets unless otherwise noted.
- Rating Sheets can be found on the FBLA website at www.fbla.org.

Performance Competencies

- Demonstrate excellent verbal communication skill.
- Display effective decision-making and problem-solving skills.
- Express self-confidence and poise.
- Work well as a team when applicable.
- Exhibit logic and systematic understanding.
- Conduct a professional business presentation.
- Answer questions effectively (when applicable).

2026-2027 Competitive Events Guidelines

Accounting Case Competition

Accounting Case Competition challenges members to analyze a comprehensive case that involves 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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Accounting Case Competition

The case competition and rating sheet can be found starting on page 7. **The business entity should not be contacted for additional information.** This case competition is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

2026-2027 Competitive Events Guidelines

Accounting Case Competition

State Level

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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

2026-2027 Competitive Events Guidelines

Accounting 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

2026-2027 Competitive Events Guidelines

Accounting Case Competition

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National Leadership Conference

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

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

2026-2027 Competitive Events Guidelines

Accounting Case Competition



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 Administration

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

Presentation Details

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

- 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.

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

2026-2027 Competitive Events Guidelines

Accounting Case Competition



- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Accounting Case Competition

2026-2027 Accounting Case Competition

This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like consulting, corporate accounting, audit, and financial consulting, etc.

*The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity does not need to be contacted for additional information.***

Overview and Background Information

Client: The Allstate Corporation

Project: Evaluating a Major Investment in AI-Powered Claims Automation

Founded in 1931 and headquartered in Northbrook, Illinois, The Allstate Corporation (NYSE: ALL) is one of the largest publicly held personal-lines insurers in the United States, best known for its “You’re in good hands” promise and its nationwide network of local agents. In 2024 the company reported roughly \$64 billion in total revenue and about \$4.6 billion in net income, and it employs on the order of 53,000 people. Allstate has built its reputation on personal, relationship-based protection across auto, home, and other personal insurance lines. In recent years it has pursued its “Transformative Growth” strategy, reengineering its business model, cost structure, and technology to make protection more affordable, simple, and connected. Central to that effort is a growing investment in artificial intelligence, including its Allstate Large Language Intelligent Ecosystem (ALLIE), which the company has begun using to automate claims communications at scale. As larger competitors and direct-to-consumer insurers lean harder into automation to settle claims faster and at lower cost, Allstate’s leadership must decide how aggressively to scale AI across its core claims operations without eroding the human, personal-service culture that defines its brand.

To ground the analysis, the snapshot below outlines the workforce, platform economics, financial position, and stakeholder views your team should weigh. Figures are illustrative and should be confirmed against Allstate’s public filings.

Claims Organization Snapshot

The initiative would touch Allstate’s core claims value chain. An illustrative view of the roughly 15,000 claims-organization roles most affected is below:

- Claims Leadership & Strategy: set claims policy, govern vendors, and oversee complex and catastrophe claims (~600 roles).
- Field & Catastrophe Adjusters: inspect auto and property damage and resolve complex, high-severity claims (~4,900 roles).
- Claims Service Representatives: handle first notice of loss, intake, triage, documentation, and routine settlement, the roles most exposed to automation (~6,000 roles).
- Customer Care & Contact-Center Staff: manage policyholder communication throughout the life of a claim (~2,500 roles).
- Claims Technology, Data & IT: run the platforms, cybersecurity, and model monitoring behind claims (~1,000 roles).

2026-2027 Competitive Events Guidelines

Accounting Case Competition

The ALLIE-Powered Automation Platform

Direct-to-consumer insurers and insurtech competitors have used automation to settle claims faster and at lower cost. The proposed platform, an enterprise expansion of Allstate's ALLIE ecosystem supplied by an established vendor, is projected to:

- Automate roughly 60% of routine claims intake, triage, and documentation.
- Reduce average claim cycle time by about 35%.
- Lower loss-adjustment (claims-handling) expense by about 20%.
- Improve fraud-detection and data-accuracy rates by about 25%.
- Carry ongoing model-operations and maintenance costs of roughly \$22 million per year.

Implementation Requirement

Realizing those benefits would require:

- A roughly \$180 million upfront investment, financed through debt or equity.
- An estimated nine-month enterprise rollout and training period, reducing claims productivity by about 10% during the transition.
- Redeployment or reduction of a share of routine claims-handling roles over the following two to three years.

Financial Snapshot

Metric	FY 2026	FY 2025	Change
Total revenue	\$64.1 billion	\$57.1 billion	+12.3%
Net income (loss) to common shareholders	\$4.6 billion	\$(0.3) billion	Return to profit
Property-Liability combined ratio	94.9%	104.5%	9.6 pts better
Cash and invested assets	~\$70 billion	~\$66 billion	+6%
Debt-to-equity ratio	~0.4 : 1	~0.5 : 1	Improved

Figures are approximate, reflect Allstate's publicly reported results, and should be confirmed against the company's most recent 10-K filing.

2026-2027 Competitive Events Guidelines

Accounting Case Competition

Stakeholder Feedback	
Stakeholder Group	Representative Comments
Executive & Claims Leadership	"This is our chance to modernize claims and stay ahead of direct-to-consumer rivals." "Cycle-time and labor savings alone could cover the financing within a few years." "Larger insurers and insurtechs are already scaling AI, we can't fall behind."
Regional Claims Managers	"AI could streamline claims but weaken the personal service our agents promise." "We may hurt adjuster morale before we ever see the efficiency benefits." "Claims are about judgment and empathy, not just data."
Claims Adjusters & Frontline Staff	"If AI handles intake and triage, will our jobs disappear?" "Retraining sounds good, but only if we aren't replaced afterward." "Customers want a human voice after a loss."
Technology, Data & IT	"Cybersecurity and data-integrity protocols must come first." "We'll need major upgrades to support enterprise AI." "Ongoing model monitoring and responsible-AI compliance are essential."

Specific Elements to Address

CEO of The Allstate Corporation has engaged your team as part of its corporate finance and accounting team, supporting the Claims Operations and Treasury functions.

Allstate is weighing a roughly \$180 million investment in an enterprise, AI-powered claims-automation platform, an expansion of its ALLIE ecosystem, that could automate a large share of routine claims intake, triage, documentation, and settlement work, cut costs, and speed settlements, while also carrying rollout downtime, financing, and workforce implications.

Leadership has asked your team to determine whether the investment will strengthen Allstate's long-term financial stability and customer relationships or put its culture and reputation for personal, human service at risk, and to recommend whether the company should...

- accept the full investment, or
- delay it pending a limited pilot, or
- reject it to preserve the current high-touch claims model.

2026-2027 Competitive Events Guidelines

Accounting Case Competition

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the insurance industry entails](#) and to build the context you will need to create a credible, data-driven recommendation.

Additional Note: Your analysis should draw on Allstate's publicly available financial reports, its Transformative Growth strategy and ALLIE AI initiative, and the broader economics of the property-casualty insurance industry. It should also reflect the company's "You're in good hands" heritage of personal service, its focus on affordability and shareholder returns, and its disciplined approach to capital allocation.

Deliverables

Your final presentation should include:

- **Financial Viability & Pro Forma Statement:**
 - Estimate the profit and loss impact of adopting the AI claims-automation platform, including assumptions for cost savings, training downtime, maintenance, and financing.
 - Prepare a pro forma income statement for the next fiscal year.
 - Take reasonable assumptions so the projections are realistic and state them clearly.
- **Financial Ratios & Cash Flow Analysis:**
 - Analyze at least two relevant financial ratios and their implications.
 - Assess the cash-flow impact of the ~\$180 million investment and compare debt versus equity financing.
 - Evaluate key non-financial KPIs, including claims quality, customer satisfaction, and employee morale.
- **Strategic and AI Risks:**
 - Assess impacts on employees, customer relationships, personal-service reputation, and brand.
 - Evaluate governance, data integrity, responsible-AI, and ethical considerations.
- **Recommendation:**
 - Recommend one option: Accept, Delay or Reject supported by financial and non-financial analysis.
 - Provide actionable next steps and risk-mitigation measures

2026-2027 Competitive Events Guidelines

Accounting Case Competition

Accounting Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Investment Decision	Does not demonstrate understanding of the investment decision.	Shows limited understanding of the financial or strategic issues.	Clearly explains the investment decision and key considerations.	Demonstrates strong insight into financial, operational, workforce, and customer impacts.	
	0 points	1-6 points	7-8 points	9-10 points	
Financial Viability Analysis and Pro Forma Statement	No meaningful financial analysis or pro forma presented.	Analysis is incomplete, inaccurate, or weakly supported.	Provides realistic financial analysis and a complete pro forma statement.	Provides thorough, well-supported analysis with clear assumptions and accurate projections.	
	0 points	1-7 points	8-13 points	14-15 points	
Financial Ratios and Cash Flow	No meaningful ratio or cash-flow analysis.	Analysis is limited or incomplete.	Analyzes relevant ratios, cash flow, and financing options.	Provides strong analysis of ratios, cash flow, and debt-versus-equity implications.	
	0 points	1-7 points	8-13 points	14-15 points	
Strategic & AI Risks	Does not address strategic or AI risks.	Identifies risks but provides limited analysis.	Addresses workforce, customer, brand, governance, and ethical risks.	Thoroughly evaluates risks and proposes practical mitigation strategies.	
	0 points	1-6 points	7-8 points	9-10 points	
Recommendation & Next Steps	No clear recommendation provided.	Recommendation is vague or weakly supported.	Provides a clear, supported recommendation with actionable next steps.	Delivers a compelling recommendation strongly supported by financial and non-financial analysis.	
	0 points	1-7 points	8-13 points	14-15 points	
Research & Evidence	Research or supporting evidence is absent.	Limited evidence supports the analysis.	Uses credible sources and relevant data.	Integrates strong, credible evidence throughout the analysis.	
	0 points	1-2 points	3-4 points	5 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	

2026-2027 Competitive Events Guidelines

Accounting Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			
Judge Signature:			Date:
Comments:			

2026-2027 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.



Educational
Alignments

Event Overview

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

Event Information:

National Leadership Conference:

- **Production Test Time:** 1 hour
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.
Internet: Provided during testing
- **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.

State Leadership Conference:

- **Production Test Time:** 1 hour
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.
Internet: Provided during testing
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

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

Required Competition Items

Items Competitor Must Provide	Items ND 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

2026-2027 Competitive Events Guidelines

Business Communication (Collegiate)



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

- **Production Test Time:** 1 hour
- This event consists of a production test that is proctored and completed on-site at the State Leadership Conference (SLC).
- Competitors will complete a set of tasks aligned to the event knowledge areas and competencies.
- Production tests may be completed using no more than two personal devices, including one primary device and one external screen (laptop, tablet, or monitor)
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.

Scoring

- **The rating sheet will be provided on-site along with the production test.**
- Production scores 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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

2026-2027 Competitive Events Guidelines

Business Communication (Collegiate)



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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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, meta glasses, 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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.

2026-2027 Competitive Events Guidelines

Business Communication (Collegiate)



- **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 Administration

- **Production Test Time:** 1 hour
- 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.
- Production tests may be completed using no more than two personal devices, including one primary device and one external screen (laptop, tablet, or monitor)
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.

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.

2026-2027 Competitive Events Guidelines

Business Communication (Collegiate)



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, meta glasses, 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 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.



Educational
Alignments

Event Overview

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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **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 specifics are continued below. Review the document in its entirety.

2026-2027 Topic

Stakeholder Trust During a Food Safety Crisis

Food safety crises present organizations with complex ethical challenges that can affect customers, employees, suppliers, investors, regulators, and the communities they serve. Whether caused by contamination, supply chain failures, labeling errors, operational deficiencies, or other organizational issues, these situations require leaders to balance public safety, legal obligations, financial sustainability, corporate responsibility, and stakeholder trust while making timely and transparent decisions.

Select a real or hypothetical organization within the food industry that is experiencing a food safety crisis. Evaluate the organization's ethical decision-making, the factors that contributed to the crisis, and the effectiveness of its response. Develop a comprehensive strategy that addresses the needs of key stakeholders, strengthens organizational accountability, and supports long-term resilience. Support your recommendations with research, professional perspectives, and established ethical principles or business frameworks.

How should organizations make ethical decisions during a food safety crisis while balancing stakeholder interests and maintaining long-term trust?

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)

State Level

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides</u>
- Technology and presentation items - Conference-provided nametag Photo identification - Attire that meets the FBLA Dress Code	Table

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



- 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

- **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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National Leadership Conference

Required Competition Items

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

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*).

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



- **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 Administration

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

Preliminary & Finals Presentation Details

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

- 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.

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



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.

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.

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



Business Ethics Background and Topic

Background: *This section provides competitors with context on ethical decision-making in business. Competitors should review this information before completing the Business Ethics competition using the topic on the following page.*

Every day, businesses make decisions that affect customers, employees, suppliers, investors, regulators, and the communities they serve. While many business decisions focus on products, services, costs, and profitability, others require leaders to make difficult choices that protect people while supporting the long-term success of the organization. In these situations, ethical decision-making becomes essential.

Business ethics refers to the principles and standards that guide responsible decision-making. Ethical leaders demonstrate integrity, honesty, accountability, fairness, and transparency in their actions. These principles help organizations build trust, strengthen relationships, and make decisions that balance business objectives with social responsibility.

One area where ethical leadership is especially important is food safety. Food manufacturers, restaurants, grocery retailers, agricultural businesses, and other organizations within the food industry provide products that millions of people depend on every day. Although organizations strive to maintain high safety standards, challenges such as bacterial contamination, foodborne illness outbreaks, manufacturing errors, supply chain failures, labeling errors, or product recalls can still occur.

When a food safety issue is identified, business leaders must make timely and responsible decisions in an environment of uncertainty. Protecting public health may require costly operational changes, recalls, or production delays, while failing to act quickly or communicate transparently can increase risks to consumers and erode stakeholder confidence. Effective leaders must balance ethical responsibilities, regulatory obligations, operational continuity, financial sustainability, and organizational reputation.

Customers expect safe products and accurate information. Employees rely on leadership for guidance during times of uncertainty. Suppliers, investors, regulators, and community members are also affected by the decisions an organization makes. Successfully responding to a food safety crisis requires leaders to consider the interests of multiple stakeholders while remaining committed to ethical principles and responsible business practices.

Organizations that respond with integrity, accountability, transparency, and a commitment to continuous improvement are more likely to maintain stakeholder trust and strengthen their long-term resilience. Although every crisis presents unique challenges, ethical leadership enables organizations to navigate uncertainty, protect public health, and reinforce confidence among those they serve.

As future business leaders, developing ethical decision-making skills will prepare you to evaluate complex situations, balance competing stakeholder interests, and make responsible decisions that support both organizational success and the public good.

Annual Topic: Stakeholder Trust During a Food Safety Crisis

Food safety crises present organizations with complex ethical challenges that can affect customers, employees, suppliers, investors, regulators, and the communities they serve. Whether caused by contamination, supply chain failures, labeling errors, operational deficiencies, or other organizational

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



issues, these situations require leaders to make difficult decisions while balancing public safety, legal obligations, financial sustainability, corporate responsibility, and stakeholder trust.

Select a real or hypothetical organization within the food industry experiencing a food safety crisis. Evaluate the ethical issues surrounding the crisis, the factors that contributed to the situation, and the effectiveness of the organization's response. Develop a comprehensive strategy that demonstrates ethical leadership by balancing the interests of key stakeholders, protecting public health, strengthening organizational accountability, and supporting long-term resilience. Support your analysis and recommendations with research, professional perspectives, and appropriate ethical principles or business frameworks.

Your recommendations should demonstrate how ethical decision-making can influence organizational reputation, stakeholder confidence, operational effectiveness, and long-term business success.

How should organizations make ethical decisions during a food safety crisis while balancing stakeholder interests and maintaining long-term trust?

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)

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	

2026-2027 Competitive Events Guidelines

Business Ethics (Collegiate)



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			

2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **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.

State Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

Important Notes:

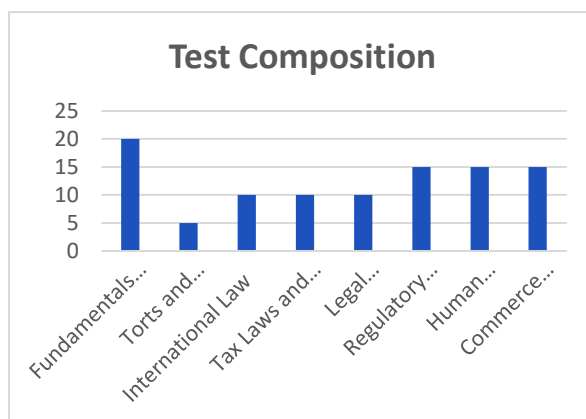
- **Internet Access:** Provided for testing time only.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

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.



2026-2027 Competitive Events Guidelines

Business Law (Collegiate)

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Business Law (Collegiate)



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
• 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)

2026-2027 Competitive Events Guidelines

Business Law (Collegiate)



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 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.

2026-2027 Competitive Events Guidelines

Business Law (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Business Law (Collegiate)



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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Business Law (Collegiate)



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>

2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • 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. Important Notes: • Internet Access: Not provided • 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.	State Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • 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. Important Notes: • Internet Access: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Topic

Financial Wellness for Professionals: Building a Strong Financial Future

Many professionals begin their careers while balancing competing financial responsibilities, including budgeting, student loans, housing expenses, insurance, retirement savings, and other long-term financial goals. Developing a strong financial strategy early in adulthood can improve financial confidence and long-term financial well-being.

Acting as a financial consultant, develop a presentation that provides recommendations to help recent college graduates or early-career professionals establish a strong financial foundation. Analyze common financial challenges, identify opportunities to improve financial wellness, and recommend practical strategies that support both short-term financial stability and long-term financial success.

How can thoughtful financial planning early in a career create long-term financial security and success?

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2026-2027 Competitive Events Guidelines

Business Presentation

State

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Business Presentation

- 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

2026-2027 Competitive Events Guidelines

Business Presentation

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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

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

Eligibility Requirements

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

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- **State Entry Limits:** Each state may submit up to four entries per event.
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 - Two individual or team events, and
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Business 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 Administration

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

Presentation Details

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

- 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.
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2026-2027 Competitive Events Guidelines

Business Presentation



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.

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

2026-2027 Competitive Events Guidelines

Business Presentation



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Business Presentation

Business Presentation Rating Sheet

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

2026-2027 Competitive Events Guidelines

Business Presentation

Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1-10 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:			

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)

Community Service Project (Collegiate) 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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- Pre-judge Asset (A PDF) due before the NLC State Set Deadline
- **Internet Access:** Not provided
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- Pre-judge Asset (PDF) due before January 27, 2027
- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

State Level

Required Competition Items

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

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

This event consists of three phases: a pre-judged asset, preliminary presentation, and a final presentation. This event can be run without a preliminary presentation depending on the number of registered competitors.

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 State or National Leadership Conference.

Judging & Ownership

- Assets will be judged prior to the State Leadership Conference (SLC).
- Pre-judged assets will not be returned.

Research

- Information must be supported by credible, well-documented sources.

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



- 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 (2026-2027) on the cover.
- 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 2026 State Leadership Conference to the end of the 2027 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.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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

- 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.

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The final round is closed to conference attendees and audience.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National Leadership Conference

Required Competition Items

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

Competitor 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.
- **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.

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



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 (2026-2027) on the cover.
- 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 2026 State Leadership Conference to the end of the 2027 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

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.

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



- 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

- 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

Advancement to Finals

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



- 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

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.

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)

- **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.
- **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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)

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	<i>Project is not a Community Service Project</i>	<i>Project has specific goals OR provides service to the community and its citizens but not both</i>	<i>Project has specific goals AND provides service to the community and its citizens</i>	<i>Project has quantitatively defined goals and indicates future activities or steps that could be taken to further the work started</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Describe research into school and/or community needs	<i>No evidence of school and/or community research</i>	<i>Research was completed but not clearly outlined</i>	<i>Research clearly completed and clearly outlined</i>	<i>Research was planned, executed, and evaluated</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Describe planning, development, and implementation of project	<i>No evidence of planning, development, or implementation of project</i>	<i>Planning, development, OR implementation explanation is missing</i>	<i>Planning, development, and implementation activities / steps are clearly described</i>	<i>Planning, development, and implementation activities/steps are described and rationale for types of activities is given</i>	
	0 points	1-9 points	10-16 points	17-20 points	
Show evidence of publicity received	<i>No evidence of publicity received</i>	<i>Information about publicity was written in the report but no evidence of publicity is available</i>	<i>Project was recognized within the school and/or community</i>	<i>Project was recognized in more than one way by the school and/or community</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Report benefits to and degree of impact on the school and/or community	<i>School and/or community impact is not addressed</i>	<i>Project was completed and served a purpose</i>	<i>Project created tangible results that benefited the school and/or community</i>	<i>Project impacted the school and/or community to a level that something has dynamically changed, and the project should continue</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Evaluate the project	<i>No evidence of project evaluation is provided</i>	<i>Project was evaluated</i>	<i>Project was evaluated and the evaluation was assessed</i>	<i>Project was evaluated and recommendations for change were given</i>	
	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)	<i>Does not format document</i>	<i>Inconsistent formatting, excessive white space, and/or unrelated graphics and/or photos</i>	<i>Consistent formatting throughout the report</i>	<i>Utilizes full bleed, effective use of space, related defined graphics, and consistent formatting</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Include correct grammar, punctuation, and spelling	<i>5 or more grammar, punctuation, or spelling errors</i>	<i>3-4 grammar, punctuation, or spelling errors</i>	<i>No more than 2 grammar, punctuation, or spelling errors</i>	<i>No more than 1 grammar, punctuation, or spelling error</i>	
	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 1/2" x 11" paper ✓ Cover Page with all criteria listed, table of contents included, all pages are numbered ✓ One community service project highlighted			
		0 points	1-10 points		
Pre-judged Asset Total (100 points)					
Name(s):					
School:					Section:
Judge Signature:					Date:
Comments:					

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)

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	

2026-2027 Competitive Events Guidelines

Community Service Project (Collegiate)



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1-10 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:			

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)

Computer Applications (Collegiate) 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.



Educational
Alignments

Event Overview

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

Event Information:

National Leadership Conference:

- **Production Test Time:** 2 hours
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.
- **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.

State Leadership Conference:

- **Production Test Time:** 2 hours
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

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

Required Competition Items

Items Competitor Must Provide	Items ND 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

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

- **Production Test Time:** 2 hours
- This event consists of a production test that is proctored and completed on-site at the State Leadership Conference (SLC).
- 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.
- Production tests may be completed using no more than two personal devices, including one primary device and one external screen (laptop, tablet, or monitor).
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.

Scoring

- **The rating sheet will be provided on-site along with the production test.**
- Production scores 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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)



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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

Competitor 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.

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)



- **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 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.
- Production tests may be completed using no more than two personal devices, including one primary device and one external screen (laptop, tablet, or monitor).
- The Production Test Reference Guide, available on the Competitive Events section of the FBLA website (www.fbla.org), may be used during the test.

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.

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)

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.

2026-2027 Competitive Events Guidelines

Computer Applications (Collegiate)



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.

2026-2027 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

Event Information:	
<u>National Leadership Conference:</u> Timing Structure: • Preparation Time: 10 minutes ○ a one-minute warning will be provided • Presentation: 5 minutes ○ a one-minute warning will be provided • 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. <i>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.</i> Important Notes: • Internet: Not provided • 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.	<u>State Leadership Conference:</u> Timing Structure: • Preparation Time: 10 minutes ○ a one-minute warning will be provided • Presentation: 5 minutes ○ a one-minute warning will be provided • 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. <i>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.</i> Important Notes: • Internet: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

State

Required Competition Items

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

2026-2027 Competitive Events Guidelines

Customer Service (Collegiate)



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

This event consists of two phases: a preliminary interactive role play and a final interactive role play. This event can be run as a final only depending on the number of registered competitors.

Preliminary Interactive Role Play Details

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.

2026-2027 Competitive Events Guidelines

Customer Service (Collegiate)



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.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Customer Service (Collegiate)

National

Required Competition Items

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

Competitor 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. 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 Administration

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

Preliminary Interactive Role Play Details

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.

2026-2027 Competitive Events Guidelines

Customer Service (Collegiate)



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.

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

2026-2027 Competitive Events Guidelines

Customer Service (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Customer Service (Collegiate)

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	<i>No description or role play synopsis provided; no problems defined</i>	<i>Describes and provides role play synopsis OR defines the problem(s)</i>	<i>Describes and provides role play synopsis AND defines the problem(s)</i>	<i>Demonstrates expertise of role play synopsis AND definition of the problem(s)</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Communicates position on role play scenario	<i>No position communicated</i>	<i>Communicates position not related to problem</i>	<i>Communicates position on problem</i>	<i>Communicates in a professional manner position on problem in scenario</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Identifies logical solution and aspects of implementation	<i>No solution identified</i>	<i>Solution provided, but implementation plan not developed</i>	<i>Logical solution and implementation plan provided and developed</i>	<i>Feasible solution and implementation plan developed, and necessary resources identified</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Displays empathy/diplomacy when responding to role play scenario	<i>No empathy or diplomacy displayed</i>	<i>Empathy or diplomacy displayed in response to role play scenario</i>	<i>Empathy and diplomacy displayed in response to role play scenario</i>	<i>Display of empathy and diplomacy skills add to resolution of role play scenario</i>	
	0 points	1-9 points	10-16 points	17-20 points	
Demonstrates conflict resolution and closure to the role play	<i>No closure was provided</i>	<i>Situation was closed OR conflict was resolved</i>	<i>Conflict was resolved, the situation has closure</i>	<i>Conflict was resolved, the situation has closure, and client (judge) is satisfied</i>	
	0 points	1-9 points	10-16 points	17-20 points	
Role Play Delivery					
Statements are well-organized and clearly stated	<i>Competitor did not appear prepared</i>	<i>Competitor was 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	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	<i>Did not demonstrate any of the listed skills</i>	<i>Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated all skills, enhancing the overall presentation</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:					Section:
Judge Signature:					Date:
Comments:					

2026-2027 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
Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

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 Composition <table border="1"> <caption>Test Composition Data</caption> <thead> <tr> <th>Knowledge Area</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Security Fundamentals</td> <td>10</td> </tr> <tr> <td>Cyber Threats and Vulnerabilities</td> <td>20</td> </tr> <tr> <td>Security and Design</td> <td>20</td> </tr> <tr> <td>Network and Data Security</td> <td>20</td> </tr> <tr> <td>Security Operations and Management</td> <td>10</td> </tr> <tr> <td>Security Protocols and Threat Mitigation</td> <td>20</td> </tr> </tbody> </table>	Knowledge Area	Count	Security Fundamentals	10	Cyber Threats and Vulnerabilities	20	Security and Design	20	Network and Data Security	20	Security Operations and Management	10	Security Protocols and Threat Mitigation	20
Knowledge Area	Count														
Security Fundamentals	10														
Cyber Threats and Vulnerabilities	20														
Security and Design	20														
Network and Data Security	20														
Security Operations and Management	10														
Security Protocols and Threat Mitigation	20														

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.

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National Leadership Conference

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
• 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)

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)



Competitor 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).
- **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.

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)



- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)

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)

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)



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)

2026-2027 Competitive Events Guidelines

Cybersecurity (Collegiate)



References for Knowledge Areas & Objectives

Adelaide University. *Cyber security basics: Exploring the fundamentals of cyber security*.

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<https://cybersecurityguide.org/resources/cybersecurity-101/>

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2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **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.
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not Provided
 - Please be aware that guest internet access may be available, but 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.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Digital Design & Communications Case Competition

The case competition and rating sheet can be found starting on page 7. **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. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

Digital Design & Communications Case Competition - Page 1 of 10 – Updated August 2026

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2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition



State

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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.

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition

Technology Guidelines

- **Internet Access:** Not Provided (*Please be aware that guest internet may be available, but 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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.

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition

Recognition

- A maximum of 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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.

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition



- **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 Administration

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

Preliminary & Finals Presentation Details

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:** 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.

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition

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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition



2026-2027 Digital Design & Communications Case Competition

*This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like consulting, finance, etc. The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.***

Overview and Background Information

Client: Publix Super Markets, Inc.

Project: Brand Refresh & Digital Design for Regional Expansion in USA

Publix Super Markets, Inc., founded in 1930 and headquartered in Lakeland, Florida, is one of the largest employee-owned companies in the United States, operating more than 1,300 supermarkets across the Southeastern United States. Long recognized for its customer service and its promise that "shopping is a pleasure," Publix is entering a strategic growth phase, continuing its expansion into new Southeastern and Mid-Atlantic markets and working to connect with a new generation of shoppers. For the purposes of this case, Publix is preparing a brand refresh that modernizes its visual identity and digital presence while honoring its heritage of quality, community, and associate ownership. This refresh presents an opportunity to align the company's look and feel with its expanded regional footprint and to strengthen engagement through modern marketing collateral and social media outreach.

Your Task

You have been contracted by Publix as a digital design consultant.

The CEO has tasked your team with delivering a refreshed brand identity that positions Publix as a modern, welcoming, community-rooted grocery leader as it grows across the US.

Before you begin, take time to understand the sector you will be designing for. [Click here to explore what the grocery store industry entails](#) and to build the context you will need to create a credible, on-brand strategy.

Additional Note: Your deliverables should draw on Publix's current and past logos, brand colors, and marketing materials, and must reflect the company's expanded regional presence while maintaining the integrity of its long-standing commitment to customer service, fresh quality, and community.

Deliverables

Your final presentation should include:

1. **Logo Redesign:**
 - a. A refreshed logo that modernizes the Publix identity while honoring its heritage and expanded regional reach.
 - b. Explanation of design choices, color palette, and typography in a brand book that explains proper use of the new designs.
2. **Store-front Redesign:**
 - a. A rendition of what the new storefront could look like. You can take a sample store front and re-design that with the new logo, materials

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition



3. Posters & Flyers:

- a. A professional, visually appealing flyer outlining who Publix is, whom they serve, and the services, departments, and community programs offered.
- b. Designed for use at community events, partner meetings, and digital distribution.

4. Banners:

- a. Design a new banner for use at store grand openings and community events.

5. Social Media Assets:

- a. A consistent and engaging look for digital use including:
- b. Profile icon
- c. Facebook/ X banner
- d. Instagram/TikTok story highlight covers
- e. Post template for announcements, promotions, or store openings

2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition

Digital Design & Communications Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of Client & Brand Alignment	Does not demonstrate understanding of Publix or the brand challenge.	Shows limited understanding of brand, customer, or growth goals.	Clearly connects designs to Publix’s brand, values, and growth goals.	Demonstrates strong insight into Publix’s heritage, customer experience, and future growth.	
	0 points	1-6 points	7-13 points	14-15 points	
Logo Redesign & Brand Identity	Logo or brand identity is missing or unrelated.	Redesign is limited, inconsistent, or weakly justified.	Creates a professional logo and clear brand standards.	Creates a distinctive, polished identity with strong design rationale and brand guidance.	
	0 points	1-6 points	7-13 points	14-15 points	
Storefront Redesign	Storefront redesign is missing or unrelated.	Concept shows limited brand integration or visual cohesion.	Creates a professional storefront aligned with the refreshed brand.	Creates a distinctive, realistic storefront that strongly extends the brand experience.	
	0 points	1-4 points	5-8 points	9-10 points	
Flyer Design	Flyer is missing or incomplete.	Information or design lacks clarity, hierarchy, or brand consistency.	Creates a clear, professional, on-brand flyer.	Creates an engaging, polished flyer with strong visual impact.	
	0 points	1-2 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	1-2 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	1-2 points	3-4 points	5-6 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	1-5 points	6-10 points	11-12 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	

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2026-2027 Competitive Events Guidelines

Digital Design & Communications Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			
Judge Signature:			Date:
Comments:			

2026-2027 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.



Educational
Alignments

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

Event Information:	
National Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • Presentation: 7 minutes ○ A one-minute warning will be provided • Question & Answer (Q&A): 3 minutes <i>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.</i> Important Notes: • Internet Access: Not provided • 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.	State Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • Presentation: 7 minutes ○ A one-minute warning will be provided • Question & Answer (Q&A): 3 minutes <i>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.</i> Important Notes: • Internet Access: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Topic

The Four-Day Workweek: Transforming the Future of Work

Examine the potential impact of adopting a four-day work week across a variety of industries and organizations. Consider how reduced work schedules may affect employee well-being, organizational productivity, customer service, operational costs, talent recruitment and retention, and overall business performance.

Prepare to argue both the affirmative and negative sides, evaluating whether a four-day workweek is a sustainable long-term strategy for businesses, employees, and the economy.

2026-2027 Competitive Events Guidelines

Emerging Business Issues

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides</u>
- Technology and presentation items - Conference-provided nametag Photo identification - Attire that meets the FBLA Dress Code	Table

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Emerging Business Issues



- 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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.

2026-2027 Competitive Events Guidelines

Emerging Business Issues



- All judging decisions are final. Results announced at the State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- NDFBLA 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

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

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.

2026-2027 Competitive Events Guidelines

Emerging Business Issues



- **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 Administration

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

Preliminary Presentation Details

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

- 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.

2026-2027 Competitive Events Guidelines

Emerging Business Issues



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.

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.

2026-2027 Competitive Events Guidelines

Emerging Business Issues



- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Emerging Business Issues

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	

2026-2027 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: ✓ 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	1-10 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:

2026-2027 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.



Educational
Alignments

Event Overview

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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

State

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

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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

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

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition



- 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).

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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.

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition



Recognition

- A maximum of 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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.

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition



- **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 Administration

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

Presentation Details

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

- 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.

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition



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

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.

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition

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.	<i>No clear problem is identified; no mention of target market or opportunity</i>	<i>Problem is vaguely defined or lacks depth; limited or unclear identification of target market or business opportunity.</i>	<i>Problem is clearly explained with basic relevance to the target market; some evidence of market opportunity is presented.</i>	<i>Problem is thoroughly defined and well supported with evidence; demonstrates strong understanding of target market and convincingly validates the business opportunity.</i>	
	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.	<i>No business idea is presented, or concept is unclear and lacks innovation.</i>	<i>Business idea is vague or derivative; limited explanation of how it differs from existing solutions.</i>	<i>Business concept is clear and feasible; demonstrates some innovation or differentiation from similar offerings.</i>	<i>Business idea is unique, clearly presented, and highly feasible; strong innovation and clear value differentiation from existing solutions are evident.</i>	
	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.	<i>No clear value proposition is provided; customer benefit is not addressed.</i>	<i>Value proposition is vague or generic; limited explanation of how the offering benefits customers or stands out.</i>	<i>Value proposition is clear and explains how the product/service benefits customers; some differentiation from alternatives is provided.</i>	<i>Value proposition is compelling, clearly articulating unique customer benefits and strong reasons why customers would choose this over competitors.</i>	
	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.	<i>No revenue model or strategy for generating income is presented.</i>	<i>Revenue model is unclear, incomplete, or lacks connection to pricing, sales, or distribution.</i>	<i>A basic business model is presented with general information on pricing, sales, and distribution.</i>	<i>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.</i>	
	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.	<i>No financial considerations or startup needs are addressed.</i>	<i>Provides vague or unrealistic estimates of costs, profitability, or financial needs; lacks a sustainable plan.</i>	<i>Outlines basic startup costs, potential for profitability, and includes general financial planning.</i>	<i>Clearly presents realistic startup needs, cost projections, revenue potential, and a sustainable financial path supported by logical reasoning.</i>	
	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).	<i>No marketing or growth strategies are discussed.</i>	<i>Mentions general ideas for outreach but lacks clarity, specificity, or feasibility in execution.</i>	<i>Describes basic marketing channels and growth strategies that align with the business concept and target market.</i>	<i>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.</i>	
	0 points	1-6 points	7-8 points	9-10 points	

2026-2027 Competitive Events Guidelines

Entrepreneurship Pitch Competition

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Persuasiveness of the Pitch	<i>Pitch lacks clarity and fails to convey the value or potential of the idea. No persuasive elements are present.</i>	<i>Pitch is somewhat clear but lacks enthusiasm, confidence, or convincing support for the business idea.</i>	<i>Pitch is clear and confident, providing logical reasoning and support that makes the idea believable and appealing.</i>	<i>Pitch is compelling, confident, and highly persuasive. Delivers a strong call to action and creates clear excitement and belief in the business's success.</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Substantiates and cites sources used while conducting research	<i>Sources are not cited</i>	<i>Sources/References are seldom cited to support statements</i>	<i>Professionally legitimate sources & resources that support statements are generally present</i>	<i>Compelling evidence from professionally legitimate sources & resources is given to support statements</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well-organized and clearly stated, appropriate business language used	<i>Competitor(s) did not appear prepared</i>	<i>Competitor(s) were 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, and business language used</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	<i>Did not demonstrate any of the listed skills</i>	<i>Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated all skills, enhancing the overall presentation</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	<i>Does not respond to questions or responses are completely off-topic.</i>	<i>Provides incomplete or unclear answers that show limited understanding.</i>	<i>Responds accurately and clearly to most questions, showing adequate understanding.</i>	<i>Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.</i>	
	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: ✓ 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	1-10 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:					

2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • 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. Important Notes: • Internet Access: Not provided • 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.	State Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • 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. Important Notes: • Internet Access: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Finance Case Competition

The case competition and rating sheet can be found starting on page 7. **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. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

2026-2027 Competitive Events Guidelines

Finance Case Competition

State

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Finance Case Competition

- 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the

2026-2027 Competitive Events Guidelines

Finance Case Competition

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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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.

2026-2027 Competitive Events Guidelines

Finance Case Competition

Event Administration

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

Presentation Details

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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- Animals, except for authorized service animals.
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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

2026-2027 Competitive Events Guidelines

Finance Case Competition



- 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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- 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.

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- 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.

Important FBLA Documents

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2026-2027 Competitive Events Guidelines

Finance Case Competition

2026-2027 Finance Case Competition

This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like corporate finance, management consulting, and investment banking, etc. The case needs to be solved with independent research using publicly available information and your own business acumen skills.

The business entity should not be contacted for additional information.

Overview and Background Information

Client: Southwest Airlines Co.

Project: Financing the Next Wave of Fleet Growth

Southwest Airlines Co., founded in 1967 by Herb Kelleher and Rollin King and headquartered at Dallas Love Field in Dallas, Texas, is the largest domestic carrier in the United States by passengers boarded and one of the most recognizable low-cost airlines in the world. Southwest operates an all-Boeing 737 fleet of roughly 800 aircraft and has built its brand on operational simplicity, friendly service, and an efficient single-fleet-type strategy. In recent years the company has begun modernizing both its commercial model, introducing assigned seating and checked-bag fees, and its fleet, retiring its oldest 737-700s and moving toward an all-737 MAX fleet by 2031 for greater fuel efficiency and lower emissions. To fund this transition while protecting liquidity and its balance sheet, Southwest has also pursued fleet-monetization initiatives such as sale-leaseback transactions on a portion of its 737-800 aircraft.

Southwest is weighing how to secure the additional capacity it needs while balancing monthly cash flow, total long-term cost, balance-sheet leverage, liquidity, and the flexibility to scale capacity up or down as demand shifts. The snapshot below compares the three financing options on a representative, per-aircraft basis for a new Boeing 737-8 (MAX 8). Figures are illustrative and should be confirmed against Southwest's public filings.

Option	Upfront Cost	Monthly Payment	Annual Insurance	Annual Maintenance	Residual / Book Value (after 12 yrs)
Buy (12-yr debt @ 5.5%)	\$5.5M down (10%)	~\$470,000	\$150,000	\$1,200,000	~\$28,000,000
Operating Lease (12-yr term)	\$1,000,000 deposit	~\$390,000	\$150,000	\$900,000 (reserves)	\$0 (aircraft returned)
ACMI / Short-Term Capacity	\$0	Pay-per-use (~\$540,000 at planned utilization)	Included	Included	\$0

Other details:

- Fleet addition: approximately 12 incremental Boeing 737-8 (MAX 8) aircraft added over three years.
- Purchase price: approximately \$55 million per new 737-8.
- Debt-financing rate: 5.5%, assuming a 12-year loan term with a 10% down payment.
- Aircraft economic life: 25 years; analysis horizon: 12 years.

2026-2027 Competitive Events Guidelines

Finance Case Competition

- Expected annual maintenance escalation: approximately 3%.
- ACMI rates may fluctuate $\pm 10\%$ annually based on market demand and fuel prices.
- Target fleet: an all-Boeing 737 MAX fleet by 2031.

Additional Considerations

- Southwest prioritizes strong liquidity and a healthy balance sheet, and has used sale-leaseback transactions on a portion of its 737-800 aircraft to raise cash while protecting its balance sheet.
- The company is retiring its oldest 737-700s and moving toward an all-737 MAX fleet by 2031 for greater fuel efficiency and lower emissions.
- Leadership values disciplined capital allocation, investment-grade credit metrics, and consistent returns to shareholders.
- Southwest weighs fuel-efficiency and sustainability goals alongside cost when evaluating new capacity.
- Operating leases and short-term ACMI preserve near-term cash but affect reported leverage and long-run unit costs differently than outright ownership.

Your Task

You have been engaged by Southwest Airlines Co. as a corporate finance analyst supporting the Fleet Planning and Treasury team.

Southwest plans to add approximately 12 incremental Boeing 737-8 (MAX 8) aircraft over the next three years to serve new and higher-demand routes, and must decide how to obtain this capacity: buy the aircraft outright with debt financing, acquire them through operating leases, or secure flexible short-term ACMI (aircraft, crew, maintenance, and insurance) capacity.

Leadership has asked your team to recommend the most financially sound path, weighing total long-term cost, monthly cash flow, balance-sheet leverage, liquidity, and the strategic flexibility to scale capacity up or down as demand changes.

Key working assumptions for the case include a purchase price of about \$55 million per new 737-8, a 5.5% debt-financing rate, a 25-year aircraft economic life, and a 12-year analysis horizon.

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the airline industry entails](#) and to build the context you will need to create a credible, data-driven recommendation.

Additional Note: Your analysis should draw on Southwest's publicly available financial reports, fleet strategy, and the broader economics of the airline industry, and should reflect the company's low-cost heritage, its commitment to an all-737 MAX fleet, and its focus on liquidity and disciplined capital allocation.

Deliverables

Your final presentation should include:

- **Financial & Scenario Profile:**
 - A clear profile of Southwest's relevant financial position and the expansion scenario, including capacity need, growth objectives, cost structure, and liquidity and leverage priorities.

2026-2027 Competitive Events Guidelines

Finance Case Competition



- Framing of the three financing options (buy, operating lease, and on-demand ACMI capacity) and the assumptions used.
- **Challenge & Cost Analysis:**
 - Analyze the economic and operational trade-offs of each option.
 - Compare the total cost of each option over the 12-year horizon, including depreciation, financing and interest cost, maintenance, insurance, residual value, and the opportunity cost of capital.
 - Consider flexibility, balance-sheet impact, and fuel-efficiency and sustainability in your evaluation.
- **Recommendation:**
 - Provide a clear, data-backed recommendation for the best financial way to secure the capacity.
 - Identify short-term and long-term implications, including impact on cash flow, leverage, return on invested capital, and strategic flexibility.
- **Multi-Year Capital Budget Redesign:**
 - Build a revised multi-year fleet-financing budget for Southwest that aligns with your recommendation.
 - Include projected annual cash outflows, savings or losses, and balance-sheet effects.
 - Discuss the time value of money (TVM) and how the timing of spending affects Southwest's financial position and cost of capital.

2026-2027 Competitive Events Guidelines

Finance Case Competition

Finance Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Financial Decision	<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	
Financial & Scenario Profile	<i>No profile presented</i>	<i>Presents some relevant financial or expansion information, but key factors, assumptions, or financing options are incomplete or unclear</i>	<i>Presents a clear, relevant profile of Southwest's financial position and expansion scenario, including capacity need, growth objectives, cost considerations, liquidity and leverage priorities, the three financing options, and key assumptions</i>	<i>Provides a comprehensive, data-driven financial and scenario profile that connects Southwest's financial position, fleet strategy, capacity requirements, liquidity and leverage priorities, and key assumptions to the financing decision</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Challenge & Cost Analysis	<i>No meaningful analysis or comparison of the financing alternatives is presented</i>	<i>Provides limited comparison of the alternatives; analysis omits important costs, assumptions, financial impacts, or operational trade-offs</i>	<i>Effectively compares the economic and operational trade-offs of purchasing, operating lease, and ACMI capacity over the 12-year horizon; considers relevant costs, residual value, cash flow, leverage, flexibility, and other case factors</i>	<i>Provides a comprehensive, accurate, and evidence-based analysis of all three alternatives; integrates total long-term cost, financing and interest, maintenance, insurance, depreciation/residual value, opportunity cost of capital, liquidity, leverage, flexibility, and relevant operational or sustainability considerations to clearly distinguish the alternatives</i>	
	0 points	1-7 points	8-13 points	14-15 points	
Financial Recommendation & Strategic Implications	<i>No recommendations or strategies presented</i>	<i>Some recommendations presented, but not realistic or actionable</i>	<i>Provides a clear, feasible, data-backed recommendation that follows from the analysis and addresses major short- and long-term financial and strategic implications</i>	<i>Provides a compelling, financially sound recommendation clearly supported by the analysis; thoughtfully evaluates short- and long-term effects on cash flow, leverage, return on invested capital, liquidity, cost, and strategic flexibility and explains why the recommended approach is superior to the alternatives</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Multi-Year Capital Budget & Financial Analysis	<i>Required multi-year capital budget or financial plan is missing</i>	<i>Budget or financial plan is provided but is incomplete, contains limited projections, or is not clearly connected to the recommendation</i>	<i>Provides a clear multi-year fleet-financing budget aligned with the recommendation; includes projected annual cash outflows, relevant savings or losses, balance-sheet effects, and appropriate consideration of the time value of money</i>	<i>Presents a comprehensive, data-driven multi-year capital budget that strongly supports the recommendation; clearly models annual financial impacts, savings or losses, balance-sheet effects, and the timing of cash flows and effectively applies time value of money and cost-of-capital concepts to the decision</i>	
	0 points	1-7 points	8-13 points	14-15 points	

2026-2027 Competitive Events Guidelines

Finance Case Competition

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Research, Evidence & Financial Assumptions	Sources are not cited	Sources/References are seldom cited to support statements	Uses credible, professionally appropriate sources to support the analysis; key assumptions, financial data, and calculations are clearly identified and generally well supported.	Integrates compelling evidence from credible financial and industry sources throughout the analysis; assumptions and calculations are transparent, well supported, and appropriately validated against Southwest's publicly available financial reports, fleet strategy, and relevant industry information.	
	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	
Presentation Protocols					
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:					
Judge Signature:					Date:

2026-2027 Competitive Events Guidelines

Foundations of Accounting



Educational
Alignments

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

Event Information:

National Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **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.

State Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.

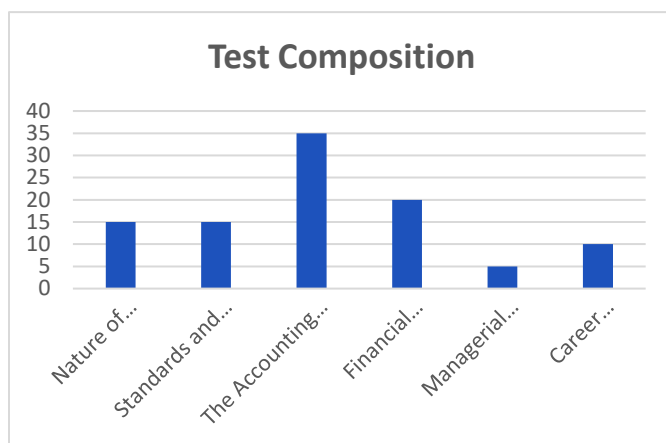
***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas

- Nature of Accounting
- Standards and Compliance
- The Accounting Cycle
- Financial Statements
- Managerial Accounting
- Career Opportunities

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.



2026-2027 Competitive Events Guidelines

Foundations of Accounting

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Foundations of Accounting



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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)

2026-2027 Competitive Events Guidelines

Foundations of Accounting



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).
- **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.

2026-2027 Competitive Events Guidelines

Foundations of Accounting



- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Accounting

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.*

Nature of Accounting (15 test items)

1. Describe the need for financial information (FI:579, LAP-FI-579) (CS)
2. Explain the concept of accounting (FI:085, LAP-FI-085) (CS)
3. Discuss the role of ethics in accounting (FI:351, LAP-FI-351) (SP)
4. Explain the use of technology in accounting (FI:352) (SP)
5. Explain legal considerations for accounting (FI:353) (SP)

Standards and Compliance (15 test items)

1. Explain the nature of accounting standards (PD:158) (CS)
2. Explain financial disclosure regulations and policies (BL:153) (SP)
3. Discuss the roles and responsibilities of accounting-standards-setting bodies (i.e., SEC, FASB, IASB, GASB) (PD:295) (SP)
4. Discuss the levels and types of external financial reporting (PD:340) (SP)
5. Explain the purpose of internal accounting controls (FI:343, LAP-FI-343) (SP)
6. Explain the nature of audits and assurance engagements (FI:344) (SP)

The Accounting Cycle (35 test items)

1. Discuss the nature of the accounting cycle (FI:342) (CS)
2. Distinguish among types of business transactions (FI:673) (CS)
3. Distinguish among types of business documentation (FI:674) (CS)
4. Demonstrate the effects of transactions on the accounting equation (FI:378) (CS)
5. Prepare a chart of accounts (FI:379) (CS)
6. Explain the nature of special journals (FI:407) (CS)
7. Journalize business transactions (FI:381) (CS)
8. Post journal entries to general ledger accounts (FI:382) (CS)
9. Prepare a trial balance (FI:383) (CS)
10. Journalize and post adjusting entries (FI:384) (CS)

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Foundations of Accounting

11. Journalize and post closing entries (FI:385) (CS)
12. Prepare a post-closing trial balance (FI:386) (CS)
13. Identify and correct accounting errors (FI:675) (SP)
14. Prepare worksheets (FI:387) (SP)

Financial Statements (20 test items)

1. Discuss the nature of annual reports (FI:388) (SP)
2. Analyze transactions and accounts (e.g., purchase, sales, sales returns and allowances, uncollectible accounts, depreciation, debt) (FI:449) (SP)
3. Prepare cash flow statements (FI:092) (MN)
4. Prepare income statements (FI:149) (MN)
5. Prepare statements of changes to equity (FI:392) (MN)
6. Prepare balance sheets (FI:393) (MN)
7. Calculate financial ratios (FI:097) (MN)
8. Interpret financial statements (FI:102) (MN)

Managerial Accounting (5 test items)

1. Describe marginal analysis techniques and applications (FI:659) (SP)
2. Explain the nature of managerial accounting (FI:660) (SP)
3. Discuss the use of variance analysis in managerial accounting (FI:661) (SP)

Career Opportunities (10 test items)

1. Identify career opportunities in accounting (PD:337) (SP)
2. Explain the roles and responsibilities of accounting professionals (PD:338) (SP)
3. Discuss professional designations for accountants (e.g., CPA, CMA, CIA, CFE, etc.) (PD:168) (SP)
4. Describe the services of professional organizations in accounting (PD:339) (SP)

References

Schmidt, J. *Three financial statements.*

<https://corporatefinanceinstitute.com/resources/accounting/three-financial-statements/>

Hayes, A. *Complete guide to the accounting cycle: Steps, timing, and utility.*

<https://www.investopedia.com/terms/a/accounting-cycle.asp>

MBA Research and Curriculum Center. *National Business Administration Standards.*

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

University of the Potomac. *What is financial accounting? Key principles, careers & more.*

<https://potomac.edu/what-is-financial-accounting/>

2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

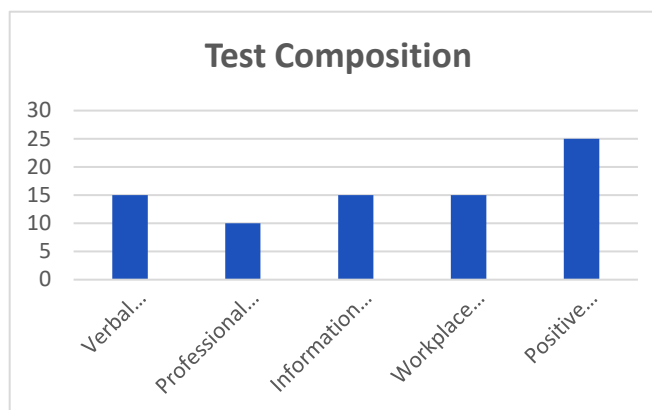
***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas

- Verbal Communication
- Professional Etiquette
- Information Literacy
- Workplace Communication
- Positive Working Relationships

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.



2026-2027 Competitive Events Guidelines

Foundations of Communication

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

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

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Event Administration

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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

2026-2027 Competitive Events Guidelines

Foundations of Communication



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
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2026-2027 Competitive Events Guidelines

Foundations of Communication



Eligibility Requirements

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

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Event Administration

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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.

2026-2027 Competitive Events Guidelines

Foundations of Communication



Penalty Points

- 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.

Americans with Disabilities Act (ADA)

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Sample Preparation Resources

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Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Communication

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.*

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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.*

Written Communication (20 test items)

1. Explain the nature of effective written communications (CO:016) (CS)
2. Write professional emails (CO:090) (CS)
3. Write business letters (CO:133) (CS)
4. Write informational messages (CO:039) (CS)
5. Write inquiries (CO:040) (CS)
6. Write persuasive messages (CO:031) (SP)
7. Write executive summaries (CO:091) (SP)
8. Prepare simple written reports (CO:094) (SP)
9. Adapt written correspondence to targeted audiences (CO:203) (SP)

Verbal Communication (15 test items)

1. Employ communication styles appropriate to target audience (CO:084) (CS)
2. Handle phone calls in a businesslike manner (CO:114) (CS)
3. Participate in group discussions (CO:053) (CS)
4. Facilitate (lead) group discussions (CO:201) (SP)
5. Make oral presentations (CO:025, LAP-CO-025) (SP)

Professional Etiquette (10 test items)

1. Adhere to company protocols and policies (PD:250, LAP-PD-250) (CS)
2. Follow rules of conduct (PD:251, LAP-PD-251) (CS)
3. Follow chain of command (PD:252, LAP-PD-252) (CS)

Information Literacy (15 test items)

1. Distinguish between using social media for business and personal purposes (CO:206) (CS)
2. Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
3. Use social media to solicit new ideas and solutions (EI:107) (SP)

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Foundations of Communication



4. Organize information (CO:086) (CS)
5. Select and use appropriate graphic aids (CO:087) (CS)
6. Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)

Workplace Communication (15 test items)

1. Explain the nature of staff communication (CO:014) (CS)
2. Choose and use appropriate channel for workplace communication (CO:092) (CS)
3. Participate in a staff meeting (CO:063) (CS)
4. Participate in problem-solving groups (CO:067) (CS)
5. Provide directions for completing job tasks (CO:139) (SU)

Positive Working Relationships (25 test items)

1. Exhibit cultural sensitivity (EI:033, LAP-EI-033) (CS)
2. Leverage personality types in business situations (EI:104) (SP)
3. Explain ethical considerations in providing information (EI:038, LAP-EI-038) (SP)
4. Foster open, honest communication (EI:129, LAP-EI-129) (SP)
5. Solicit feedback (EI:106) (SP)
6. "Sell" ideas to others (EI:108, LAP-EI-108) (SP)
7. Demonstrate negotiation skills (EI:062, LAP-EI-062) (SP)
8. Use conflict-resolution skills (EI:015, LAP-EI-915) (CS)
9. Build trust in relationships (EI:128, LAP-EI-128) (CS)
10. Participate as a team member (EI:045, LAP-EI-045) (CS)
11. Use consensus-building skills (EI:011, LAP-EI-911) (SP)
12. Motivate team members (EI:059, LAP-EI-059) (SP)
13. Foster positive working relationships (EI:037, LAP-EI-037) (CS)
14. Consider conflicting viewpoints (EI:136, LAP-EI-136) (CS)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

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2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

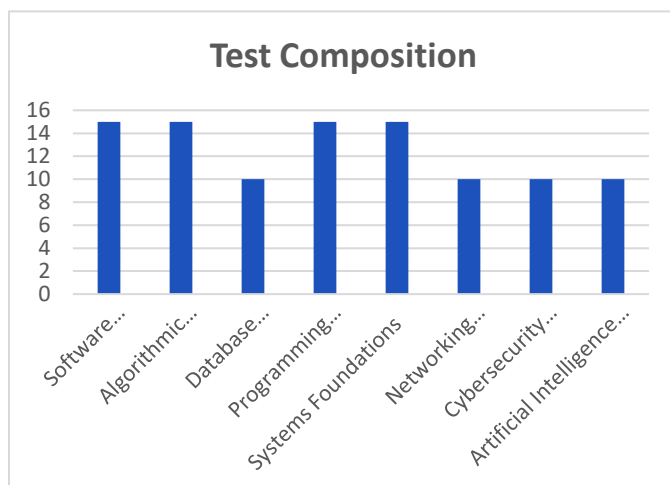
***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, 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.



2026-2027 Competitive Events Guidelines

Foundations of Computer Science

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

Scoring

- Each correct answer is worth one point.
- No points are deducted for incorrect answers.

2026-2027 Competitive Events Guidelines

Foundations of Computer Science

- 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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
• 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)

2026-2027 Competitive Events Guidelines

Foundations of Computer Science



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 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.

2026-2027 Competitive Events Guidelines

Foundations of Computer Science



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Computer Science

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.)

2026-2027 Competitive Events Guidelines

Foundations of Computer Science



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.)
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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<https://dl.acm.org/doi/pdf/10.1145/3664191>

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https://education.ohio.gov/getattachment/Topics/Learning-in-Ohio/Computer-Science/Ohio-s-Learning-Standards-in-Computer-Science/OCS_Adopted-2022.pdf.aspx?lang=en-US

2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

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, 2027, 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.	<table border="1"> <caption>Test Composition</caption> <thead> <tr> <th>Knowledge Area</th> <th>Number of Questions</th> </tr> </thead> <tbody> <tr> <td>Design Principles</td> <td>30</td> </tr> <tr> <td>Typography & Layout</td> <td>30</td> </tr> <tr> <td>Digital Design Technology</td> <td>20</td> </tr> <tr> <td>User Experience & Accessibility</td> <td>20</td> </tr> </tbody> </table>	Knowledge Area	Number of Questions	Design Principles	30	Typography & Layout	30	Digital Design Technology	20	User Experience & Accessibility	20
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Design Principles	30										
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2026-2027 Competitive Events Guidelines

Foundations of Digital Design

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

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

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Event Administration

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- **Format:** This event consists of an online objective test that is proctored and completed on-site at the State Leadership Conference (SLC).
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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

2026-2027 Competitive Events Guidelines

Foundations of Digital Design



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

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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.

Important FBLA Documents

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National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
• 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)

2026-2027 Competitive Events Guidelines

Foundations of Digital Design



Eligibility Requirements

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

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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*).
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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.
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2026-2027 Competitive Events Guidelines

Foundations of Digital Design



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Digital Design

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

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Foundations of Digital Design



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

Borough of Manhattan Community College. *Foundations of Digital Graphic Design*.

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<https://www.webucator.com/article/adobe-certified-professional-photoshop/>

2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

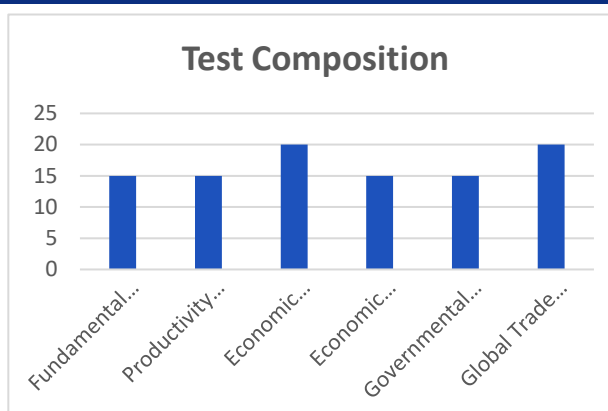
***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas

- Fundamental Economic Concepts
- Productivity
- Economic Systems
- Economic Indicators
- Governmental Policy
- Global Trade

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.



2026-2027 Competitive Events Guidelines

Foundations of Economics

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
- 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Foundations of Economics



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Foundations of Economics



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.
- **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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 - Two individual or team events, and
 - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
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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.

2026-2027 Competitive Events Guidelines

Foundations of Economics



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

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Americans with Disabilities Act (ADA)

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Electronic Devices

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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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- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Economics

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.*

Fundamental Economic Concepts (15 test items)

1. Describe the concepts of economics and economic activities (EC:001, LAP-EC-901) (CS)
2. Distinguish between economic goods and services (EC:002, LAP-EC-002) (CS)
3. Explain the concept of economic resources (EC:003, LAP-EC-903) (CS)
4. Determine economic utilities created by business activities (EC:004, LAP-EC-904) (CS)
5. Explain the principle of supply and demand (EC:005, LAP-EC-905) (CS)
6. Describe the functions of prices in markets (EC:006, LAP-EC-906) (CS)

Productivity (15 test items)

1. Explain the concept of productivity (EC:013, LAP-EC-913) (CS)
2. Analyze impact of specialization/division of labor on productivity (EC:014, LAP-EC-914) (SP)
3. Explain the impact of the law of diminishing returns (EC:023, LAP-EC-023) (SP)
4. Describe the concept of economies of scale (EC:077) (MN)

Economic Systems (20 test items)

1. Explain the types of economic systems (EC:007, LAP-EC-907) (CS)
2. Explain the concept of private enterprise (EC:009, LAP-EC-909) (CS)
3. Identify factors affecting a business's profit (EC:010, LAP-EC-910) (CS)
4. Determine factors affecting business risk (EC:011, LAP-EC-911) (CS)
5. Explain the concept of competition (EC:012, LAP-EC-012) (CS)
6. Explain the concept of organized labor and business (EC:015, LAP-EC-915) (SP)
7. Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)

Economic Indicators (15 test items)

1. Explain the concept of Gross Domestic Product (GDP) (EC:017, LAP-EC-917) (SP)
2. Determine the impact of business cycles on business activities (EC:018, LAP-EC-918) (SP)

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3. Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)
4. Discuss the impact of a nation's unemployment rates (EC:082, LAP-EC-082) (SP)
5. Describe the economic impact of inflation on business (EC:083, LAP-EC-083) (SP)
6. Explain the economic impact of interest-rate fluctuations (EC:084) (SP)

Governmental Policy (15 test items)

1. Determine the relationship between government and business (EC:008) (LAP-EC-008) (CS)
2. Describe the nature of taxes (EC:072, LAP-EC-072) (SP)
3. Discuss the nature of monetary policy (EC:073) (MN)
4. Explain the concept of fiscal policies (EC:074) (MN)
5. Discuss the supply and demand for money (EC:096) (MN)
6. Explain the role of the Federal Reserve System (EC:097) (MN)
7. Describe the effects of fiscal and monetary policies (EC:098) (MN)

Global Trade (20 test items)

1. Explain the nature of global trade (EC:016) (LAP-EC-916) (SP)
2. Discuss the impact of cultural and social environments on global trade (EC:045, LAP-EC-045) (SP)
3. Describe the determinants of exchange rates and their effects on the domestic economy (EC:100, LAP-EC-100) (SP)
4. Discuss the impact of globalization on business (EC:109) (SP)
5. Explain the impact of major trade alliances on business activities (EC:112) (SP)
6. Describe the impact of the political environment on world trade (EC:113, LAP-EC-113) (SP)
7. Explain the impact of a country's economic development on world trade (EC:116) (SP)
8. Discuss the potential impact of emerging economies on business activities (EC:117) (MN)

References

MBA Research and Curriculum Center. *National Business Administration Standards.*

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

NZIER. *Economics explained.* <https://www.nzier.org.nz/economics-explained>

The Knowledge Academy. *What is economics? A complete overview.*

<https://www.theknowledgeacademy.com/blog/what-is-economics/>

Pearson. *Introduction to economics: Videos & practice problems.*

<https://www.pearson.com/channels/macroeconomics/learn/brian/ch-1-introduction-to-macroeconomics/introduction-to-economics>

2026-2027 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
Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas																	
• Fundamentals of Entrepreneurship • Discovery Strategies • Business Venture Concepts • Business Venture Resources • New Business Venture Activities • Business Law and Regulations • Harvesting Strategies	<table border="1"> <caption>Test Composition</caption> <thead> <tr> <th>Knowledge Area</th> <th>Number of Questions</th> </tr> </thead> <tbody> <tr> <td>Fundament...</td> <td>10</td> </tr> <tr> <td>Discovery...</td> <td>15</td> </tr> <tr> <td>Business...</td> <td>20</td> </tr> <tr> <td>Business...</td> <td>15</td> </tr> <tr> <td>New...</td> <td>25</td> </tr> <tr> <td>Business...</td> <td>5</td> </tr> <tr> <td>Harvesting...</td> <td>10</td> </tr> </tbody> </table>	Knowledge Area	Number of Questions	Fundament...	10	Discovery...	15	Business...	20	Business...	15	New...	25	Business...	5	Harvesting...	10
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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.

2026-2027 Competitive Events Guidelines

Foundations of Entrepreneurship

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
• 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 during testing period • Test login information (link & password provided at test check-in)

Eligibility Requirements

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

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Event Administration

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2026-2027 Competitive Events Guidelines

Foundations of Entrepreneurship



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

Penalty Points

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

- A maximum of 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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

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Sample Preparation Resources

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Important FBLA Documents

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National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Foundations of Entrepreneurship



Eligibility Requirements

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2026-2027 Competitive Events Guidelines

Foundations of Entrepreneurship



Penalty Points

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Recognition

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

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2026-2027 Competitive Events Guidelines

Foundations of Entrepreneurship



Study Guide: Knowledge Areas and Objectives

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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 Entrepreneurship (10 test items)

1. Describe the nature of entrepreneurship (EN:039) (SP)
2. Explain the role requirements of entrepreneurs and owners (EN:040) (SP)
3. Describe the use of business ethics in entrepreneurship (EN:044, LAP-EN-044) (SP)
4. Describe small-business opportunities in international trade (EN:041) (SP)

Discovery Strategies (15 test items)

1. Explain the need for entrepreneurial discovery (EN:001) (ON)
2. Discuss entrepreneurial discovery processes (EN:002) (ON)
3. Assess global trends and opportunities for business ventures (EN:003) (ON)
4. Determine opportunities for venture creation (EN:004) (ON)
5. Assess opportunities for venture creation (EN:005) (ON)
6. Generate venture ideas (EN:006) (ON)
7. Determine feasibility of venture ideas (EN:038, LAP-EN-038) (ON)

Business Venture Concepts (20 test items)

1. Describe entrepreneurial planning considerations (EN:007) (ON)
2. Explain tools used by entrepreneurs for venture planning (EN:008) (ON)
3. Assess start-up requirements (EN:009) (ON)
4. Assess risks associated with venture (EN:010) (ON)
5. Describe external resources useful to entrepreneurs during concept development (EN:011) (ON)
6. Assess the need to use external resources for concept development (EN:012) (ON)
7. Select strategies to protect intellectual property (EN:013) (ON)
8. Use components of business plan to define venture idea (EN:014) (ON)

2026-2027 Competitive Events Guidelines

Foundations of Entrepreneurship



Business Venture Resources (15 test items)

1. Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON)
2. Select sources to finance venture creation/start-up (EN:016) (ON)
3. Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON)
4. Explain considerations in making the decision to hire staff (EN:018) (ON)
5. Describe considerations in selecting capital resources (EN:019) (ON)
6. Identify capital resources needed for the venture (EN:020) (ON)
7. Assess the costs/benefits associated with resources (EN:021) (ON)

New Business Venture Activities (25 test items)

1. Establish banking procedures (EN:042) (ON)
2. Use external resources to supplement entrepreneur's expertise (EN:022) (ON)
3. Explain the complexity of business operations (EN:023) (ON)
4. Establish line of credit (EN:043) (ON)
5. Evaluate risk-taking opportunities (EN:024) (ON)
6. Explain the need for business systems and procedures (EN:025) (ON)
7. Describe the use of operating procedures (EN:026) (ON)
8. Explain methods/processes for organizing workflow (EN:027) (ON)
9. Develop and/or provide product/service (EN:028) (ON)
10. Use creative problem-solving in business activities/decisions (EN:029) (ON)
11. Explain the impact of resource productivity on venture success (EN:030) (ON)

Business Law and Regulations (5 test items)

1. Explain the nature of tax regulations on business (BL:009) (ON)
2. Develop strategies for legal/government compliance (BL:011) (ON)
3. Describe legal issues affecting businesses (BL:001) (SP)

Harvesting Strategies (10 test items)

1. Explain the need for continuation planning (EN:034) (ON)
2. Describe methods of venture harvesting (EN:035) (ON)
3. Evaluate options for continued venture involvement (EN:036) (ON)
4. Develop exit strategies (EN:037) (ON)

References

Center for American Entrepreneurship. *What is entrepreneurship?* <https://startupsusa.org/what-is-entrepreneurship/>

Hayes, A. *Entrepreneur: What it means to be one and how to get started.*
<https://www.investopedia.com/terms/e/entrepreneur.asp>

Indeed. *What is a business venture? (Characteristics and examples).* <https://uk.indeed.com/career-advice/career-development/what-is-business-venture>

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

2026-2027 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

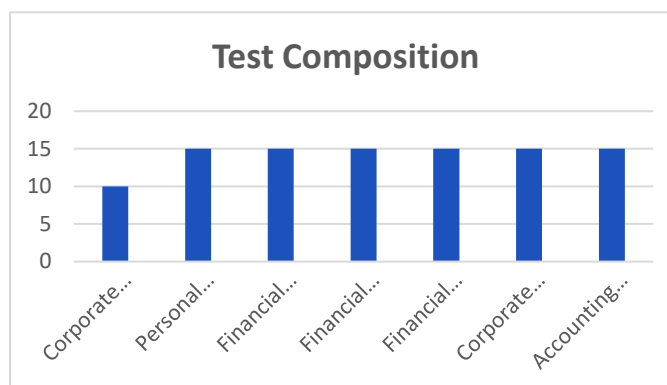
Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the NLC host city. ○ Schedule changes are not permitted.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

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, 2027, are eligible to compete.

Knowledge Areas

- Corporate Finance Foundations
- Personal Finance
- Financial Services, Products, and Investments
- Financial Markets
- Financial Planning and Analysis
- Corporate Financial Management
- Accounting Concepts



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.

2026-2027 Competitive Events Guidelines

Foundations of Finance

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
• 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 during testing period • Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Foundations of Finance



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 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

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Important FBLA Documents

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National

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides On-site
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2026-2027 Competitive Events Guidelines

Foundations of Finance



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 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*).
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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.

2026-2027 Competitive Events Guidelines

Foundations of Finance



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

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Sample Preparation Resources

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Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Finance

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.*

Corporate Finance Foundations (10 test items)

1. Explain the role of finance in business (FI:354, LAP-FI-354) (CS)
2. Discuss the role of ethics in finance (FI:355, LAP-FI-355) (SP)
3. Explain legal considerations for finance (FI:356) (SP)
4. Explain the time value of money (FI:062) (CS)

Personal Finance (15 test items)

1. Describe sources of income and compensation (FI:061) (CS)
2. Explain the purposes and importance of credit (FI:002, LAP-FI-002) (CS)
3. Set financial goals (FI:065) (CS)
4. Develop personal budget (FI:066) (CS)
5. Explain the need to save and invest (FI:270) (CS)
6. Calculate the cost of credit (FI:782) (CS)
7. Control debt (FI:568) (CS)

Financial Services, Products, and Investments (15 test items)

1. Explain types of investments (FI:077, LAP-FI-077) (CS)
2. Establish investment goals and objectives (FI:079) (MN)
3. Describe types of financial-services providers (FI:075) (CS)
4. Discuss considerations in selecting a financial-services provider (FI:076) (CS)
5. Describe the concept of insurance (FI:081) (CS)
6. Determine insurance needs (FI:571) (SP)

Financial Markets (15 test items)

1. Describe the role of financial institutions (FI:336) (CS)
2. Explain types of financial markets (e.g., money market, capital market, insurance market, commodities markets) (FI:337) (SP)
3. Discuss the nature of convergence/consolidation in the finance industry (FI:573) (SP)

2026-2027 Competitive Events Guidelines

Foundations of Finance



4. Describe the relationship between economic conditions and financial markets (FI:574) (SP)
5. Explain the nature and scope of financial globalization (FI:575) (SP)

Financial Planning and Analysis (15 test items)

1. Describe the nature of budgets (FI:106, LAP-FI-106) (SP)
2. Describe the nature of cost-benefit analysis (FI:357, LAP-FI-357) (MN)
3. Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)
4. Develop company's/department's budget (FI:099, LAP-FI-099) (MN)
5. Forecast sales (FI:096) (MN)
6. Calculate financial ratios (FI:097) (MN)
7. Interpret financial statements (FI:102) (MN)

Corporate Financial Management (15 test items)

1. Explain the nature of capital investment (FI:078) (SP)
2. Describe the nature of short-term financial management (FI:513) (SP)
3. Discuss the nature of long-term assets (e.g., tangible assets, intangible assets, natural resources) (FI:642) (SP)
4. Discuss factors to consider in choosing between debt and equity capital (FI:340) (MN)
5. Explain the significance of a firm's capital structure (FI:341) (MN)

Accounting Concepts (15 test items)

1. Describe the need for financial information (FI:579, LAP-FI-579) (CS)
2. Explain the concept of accounting (FI:085, LAP-FI-085) (CS)
3. Discuss the nature of the accounting cycle (FI:342) (CS)
4. Distinguish among types of business transactions (FI:673) (CS)
5. Describe the nature of cash flow statements (FI:091, LAP-FI-091) (SP)
6. Explain the nature of balance sheets (FI:093, LAP-FI-093) (SP)
7. Describe the nature of income statements (FI:094, LAP-FI-094) (SP)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

EBSCO. *Basic concepts in finance*. <https://www.ebsco.com/research-starters/education/basic-concepts-finance>

Silver, C. *The ultimate guide to financial literacy for adults*. <https://www.investopedia.com/guide-to-financial-literacy-4800530>

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2026-2027 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.



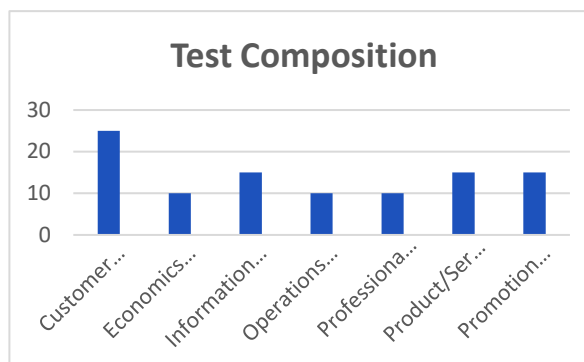
Event Overview	
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions
Event Information:	
<u>National Leadership Conference:</u> Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	<u>State Leadership Conference:</u> Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas

- Customer Relations
- Economics and Finances
- Information Management
- Operations
- Professional Development
- Product/Service Management
- Promotion and Selling



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.

2026-2027 Competitive Events Guidelines

Foundations of Hospitality Management

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

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

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Event Administration

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- **Format:** This event consists of an online objective test that is proctored and completed on-site at the State Leadership Conference (SLC).
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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

2026-2027 Competitive Events Guidelines

Foundations of Hospitality Management



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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

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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.

Important FBLA Documents

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National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Foundations of Hospitality Management



Eligibility Requirements

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

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Event Administration

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Scoring

- Each correct answer is worth one point.
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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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2026-2027 Competitive Events Guidelines

Foundations of Hospitality Management



Penalty Points

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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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Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Hospitality Management



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.*

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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.*

Customer Relations (25 test items)

1. Explain the importance of meeting and exceeding customer/guest expectations (CR:067) (CS)
2. Anticipate unspoken customer needs (CR:053) (CS)
3. Accommodate special needs/specific requests of customers (CR:054) (CS)
4. Process customer/guest orders (CR:021) (CS)
5. Maintain service standards during peaks in demand (CR:039) (CS)
6. Use digital media to enhance customer post-sales experience (CR:028) (SP)
7. Resolve hospitality and tourism related conflicts for customers (CR:044) (CS)
8. Explain the nature of guest recovery (CR:045) (CS)
9. Determine strategies for resolving customer-service situations (CR:046) (SP)
10. Explain the nature of customer service in the hospitality and tourism industry (CR:049) (CS)
11. Identify factors associated with positive customer experiences (CR:052) (CS)

Economics and Finances (10 test items)

1. Explain the relationship between the economy and hospitality and tourism (EC:136) (SP)
2. Discuss considerations in accepting credit-card payments (FI:789) (SP)
3. Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (FI:113) (CS)

Information Management (15 test items)

1. Describe the impact of mobile technology on the hospitality and tourism industry (NF:313) (SP)
2. Explain the need for hospitality and tourism business information (NF:279) (CS)
3. Describe current issues and trends in the hospitality and tourism industry (NF:048) (SP)
4. Identify information monitored for business decision making (NF:280) (SP)
5. Describe methods used to collect hospitality and tourism business information (e.g., observations, mail, telephone, Internet, discussion groups, interviews) (NF:283) (SP)

2026-2027 Competitive Events Guidelines

Foundations of Hospitality Management



6. Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (NF:286) (SP)

Operations (10 test items)

1. Explain security considerations in the hospitality and tourism industry (OP:115) (CS)
2. Identify credit card fraud prevention methods (OP:653) (CS)
3. Explain the concept of place (distribution) in the hospitality and tourism industry (OP:529) (CS)
4. Identify environmental sustainability issues in hospitality and tourism (OP:658) (SP)
5. Manage employee turnover (HR:512) (MN)

Professional Development (10 test items)

1. Describe the nature of the hospitality and tourism industry (PD:111) (CS)
2. Explain the roles and responsibilities of hospitality and tourism organizations (PD:398) (CS)
3. Describe the interdependence of segments of the hospitality and tourism industry (PD:399) (SP)
4. Discuss the role of ethics in hospitality and tourism (PD:400) (SP)
5. Explain career opportunities in hospitality and tourism (PD:272, LAP-PD-272) (CS)

Product/Service Management (15 test items)

1. Explain the concept of product in the hospitality and tourism industry (PM:081) (CS)
2. Explain guarantees in hospitality and tourism (PM:314) (CS)
3. Describe services offered by the hospitality and tourism industry (PM:095) (CS)
4. Describe the role of customer voice in hospitality and tourism branding (PM:317) (SP)
5. Evaluate vendors' goods and services (PM:239) (SP)
6. Describe types of purchase orders (OP:250) (CS)

Promotion and Selling (15 test items)

1. Describe the concept of promotion in the hospitality and tourism industry (PR:121) (CS)
2. Explain promotional methods used by the hospitality and tourism industry (PR:082) (SP)
3. Establish relationship with hospitality and tourism customer/guest (SE:499) (CS)
4. Determine hospitality and tourism customer/guest needs (SE:500) (CS)
5. Explain factors that motivate people to choose a hospitality and tourism site (SE:220) (SP)
6. Recommend hospitality and tourism services (SE:221) (SP)

References

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Les Roches. *Navigating management in the hospitality industry: Tips for success.* <https://lesroches.edu/blog/management-in-hospitality-industry/>

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

2026-2027 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

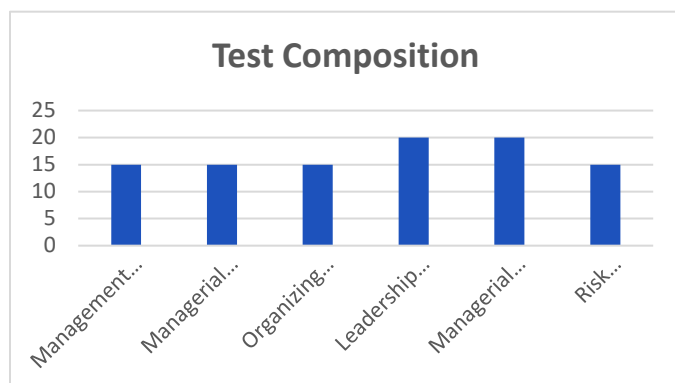
Event Information:	
<u>National Leadership Conference:</u> Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the NLC host city. ○ Schedule changes are not permitted.	<u>State Leadership Conference:</u> Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas

- Management Fundamentals
- Managerial Planning and Decision-Making
- Organizing and Staffing
- Leadership and Team Dynamics
- Managerial Controlling and Performance Evaluation
- Risk Management and Compliance



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.

2026-2027 Competitive Events Guidelines

Foundations of Management

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Foundations of Management



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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)

2026-2027 Competitive Events Guidelines

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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*).
- **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 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.

2026-2027 Competitive Events Guidelines

Foundations of Management



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Management

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.*

Management Fundamentals (15 test items)

1. Explain the concept of management (SM:001, LAP-SM-001) (CS)
2. Explain management theories and their applications (SM:030) (MN)
3. Describe factors that influence management (SM:028) (MN)
4. Explain the nature of managerial ethics (SM:002, LAP-SM-002) (MN)
5. Explain the nature of corporate social responsibility (SM:082) (SP)

Managerial Planning and Decision-Making (15 test items)

1. Discuss the nature of managerial planning (SM:063) (SP)
2. Explain the nature of business plans (SM:007, LAP-SM-007) (MN)
3. Explain external planning considerations (SM:011) (MN)
4. Describe the strategic planning process in an organization (SM:040) (MN)
5. Develop strategies for achieving company vision (SM:042) (MN)

Organizing and Staffing (15 test items)

1. Explain managerial considerations in organizing (SM:064, LAP-SM-064) (SP)
2. Explain the organizational design of businesses (EC:103, LAP-EC-103) (SP)
3. Describe managerial considerations in staffing (SM:065, LAP-SM-065) (SP)
4. Develop an organizational plan for human resources (SM:032) (MN)
5. Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (HR:515) (SP)

Leadership and Team Dynamics (20 test items)

1. Discuss managerial considerations in directing (SM:066, LAP-SM-066) (SP)
2. Explain motivation theories and their applications (SM:080) (MN)
3. Explain expectation-setting processes and their application (SM:081) (MN)
4. Assist with leadership development of individuals (HR:509) (MN)

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Foundations of Management



5. Mentor an employee (HR:514) (MN)
6. Explain the nature of change management (SM:095) (SP)
7. Describe strategies and approaches for leading change (SM:088) (SP)

Managerial Controlling and Performance Evaluation (20 test items)

1. Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004, LAP-SM-004) (SP)
2. Discuss the importance of the coordinating/controlling role in the business environment (SM:055) (MN)
3. Identify and set benchmarks for key performance indicators (SM:041) (MN)
4. Select and apply metrics for measuring organizational success (SM:074) (MN)
5. Evaluate individual department's contribution to organizational effectiveness (SM:056) (MN)
6. Analyze operating results in relation to budget/industry (SM:005) (MN)
7. Explain the nature of quality management (QM:001, LAP-QM-001) (SP)

Risk Management and Compliance (15 test items)

1. Explain the nature of risk management (SM:075, LAP-SM-075) (SP)
2. Discuss the nature of operational risk management (OP:448) (SP)
3. Assess enterprise risk (RM:067) (MN)
4. Select risk-management strategies (RM:089) (MN)
5. Explain the nature of a compliance program (BL:162) (SP)
6. Develop policies/procedures to comply with regulatory requirements and self-regulatory guidelines (BL:150) (MN)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Institute of Project Management. *What is management*.

<https://instituteprojectmanagement.com/blog/what-is-management>

Indeed. *What are the 4 basic functions of management?* <https://www.indeed.com/career-advice/career-development/basic-functions-of-management>

Coursera. *What is management? Styles, functions, skills, and careers*.

<https://www.coursera.org/articles/management>

2026-2027 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

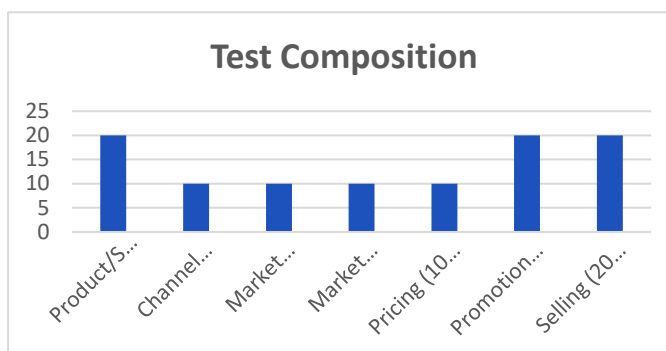
Event Information:	
<u>National Leadership Conference:</u> Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the NLC host city. ○ Schedule changes are not permitted.	<u>State Leadership Conference:</u> Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, are eligible to compete.

Knowledge Areas

- Product/Service Management
- Channel Management
- Market Research
- Market Planning
- Pricing
- Promotion
- Selling



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.

2026-2027 Competitive Events Guidelines

Foundations of Marketing

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
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Event Administration

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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

2026-2027 Competitive Events Guidelines

Foundations of Marketing



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

Penalty Points

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

- A maximum of 5 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

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National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Foundations of Marketing



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Scoring

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2026-2027 Competitive Events Guidelines

Foundations of Marketing



Penalty Points

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Recognition

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Americans with Disabilities Act (ADA)

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Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Foundations of Marketing



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.*

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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.*

Product/Service Management (20 test items)

1. Explain the nature and scope of the product/service management function (PM:001, LAP-PM-001) (SP)
2. Identify the impact of product life cycles on marketing decisions (PM:024, LAP-PM-024) (SP)
3. Describe the use of technology in the product/service management function (PM:039) (SP)
4. Explain business ethics in product/service management (PM:040, LAP-PM-040) (SP)
5. Identify product opportunities (PM:134) (SP)
6. Generate product ideas (PM:128) (SP)
7. Explain the concept of product mix (PM:003, LAP-PM-003) (SP)
8. Describe the nature of product bundling (PM:041) (SP)

Channel Management (10 test items)

1. Explain the nature and scope of channel management (CM:001, LAP-CM-001) (CS)
2. Explain the nature of channels of distribution (CM:003, LAP-CM-003) (CS)
3. Describe the use of technology in the channel management function (CM:004) (CS)
4. Explain legal considerations in channel management (CM:005) (SP)
5. Describe ethical considerations in channel management (CM:006, LAP-CM-006) (SP)

Market Research (10 test items)

1. Explain the nature of marketing research (IM:010, LAP-IM-010) (SP)
2. Discuss the nature of marketing research problems/issues (IM:282, LAP-IM-282) (SP)
3. Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (IM:284, LAP-IM-284) (SP)
4. Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (IM:281, LAP-IM-281) (SP)
5. Describe data-collection methods (e.g., observations, mail, diaries, phone, internet, discussion groups, interviews, scanners, tracking tools) (IM:289, LAP-IM-289) (SP)

2026-2027 Competitive Events Guidelines

Foundations of Marketing



Market Planning (10 test items)

1. Explain the concept of marketing strategies (MP:001, LAP-MP-001) (CS)
2. Explain the concept of market and market identification (MP:003, LAP-MP-003) (CS)
3. Explain the nature of marketing planning (MP:006) (SP)
4. Explain the nature of marketing plans (MP:007, LAP-MP-007) (SP)

Pricing (10 test items)

1. Explain the nature and scope of the pricing function (PI:001, LAP-PI-001) (SP)
2. Describe the role of business ethics in pricing (PI:015, LAP-PI-015) (SP)
3. Explain the use of technology in the pricing function (PI:016) (SP)
4. Explain legal considerations for pricing (PI:017) (SP)
5. Explain factors affecting pricing decisions (PI:002, LAP-PI-902) (SP)

Promotion (20 test items)

1. Explain the role of promotion as a marketing function (PR:001, LAP-PR-901) (CS)
2. Explain the types of promotion (i.e., institutional, product) (PR:002, LAP-PR-902) (CS)
3. Identify the elements of the promotional mix (PR:003, LAP-PR-903) (SP)
4. Describe the use of business ethics in promotion (PR:099, LAP-PR-099) (SP)
5. Describe the use of technology in the promotion function (PR:100) (SP)
6. Describe the regulation of promotion (PR:101) (SP)
7. Explain the nature of a promotional plan (PR:073) (SP)

Selling (20 test items)

1. Explain the nature and scope of the selling function (SE:017, LAP-SE-017) (CS)
2. Explain the role of customer service as a component of selling relationships (SE:076, LAP-SE-076) (CS)
3. Explain company selling policies (SE:932, LAP-SE-932) (CS)
4. Explain key factors in building a clientele (SE:828, LAP-SE-828) (SP)
5. Explain legal and ethical considerations in selling (SE:106, LAP-SE-106) (SP)
6. Describe the use of technology in the selling function (SE:107) (SP)
7. Acquire product information for use in selling (SE:062, LAP-SE-062) (CS)
8. Analyze product information to identify product features and benefits (SE:109, LAP-SE-109) (SP)
9. Explain the selling process (SE:048, LAP-SE-048) (CS)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

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<https://www.apu.apus.edu/area-of-study/business-and-management/resources/what-is-marketing/>

2026-2027 Competitive Events Guidelines

Foundations of Selling



Educational
Alignments

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

Event Information:

National Leadership Conference:

Timing Structure:

Test Duration: 50 minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **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.

State Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.

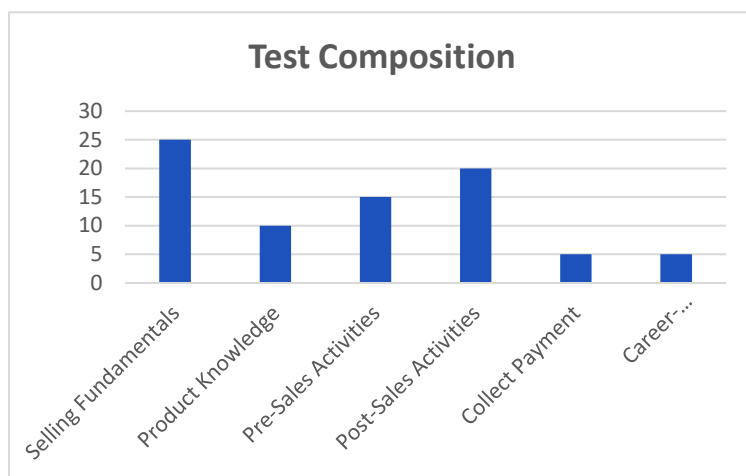
***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, 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.



2026-2027 Competitive Events Guidelines

Foundations of Selling

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
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Eligibility Requirements

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

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 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Foundations of Selling



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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)

2026-2027 Competitive Events Guidelines

Foundations of Selling



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 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.

2026-2027 Competitive Events Guidelines

Foundations of Selling



Penalty Points

- 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.

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

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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.

Important FBLA Documents

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2026-2027 Competitive Events Guidelines

Foundations of Selling

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/>

2026-2027 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
Event Information:	
<u>National Leadership Conference:</u> Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	<u>State Leadership Conference:</u> Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

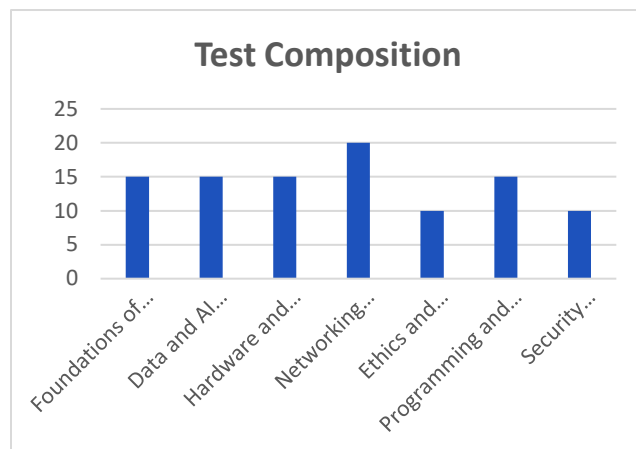
***** Event specifics are continued below. Review the document in its entirety.**

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, 2027, 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.



2026-2027 Competitive Events Guidelines

Foundations of Technology

State

Required Competition Items

Items Competitor Must Provide	Items ND 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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.
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Event Administration

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- **Format:** This event consists of an online objective test that is proctored and completed on-site at the State Leadership Conference (SLC).
- **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.

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

2026-2027 Competitive Events Guidelines

Foundations of Technology



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Foundations of Technology



Eligibility Requirements

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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.

2026-2027 Competitive Events Guidelines

Foundations of Technology



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

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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.

Important FBLA Documents

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2026-2027 Competitive Events Guidelines

Foundations of Technology

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

2026-2027 Competitive Events Guidelines

Foundations of Technology



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>

2026-2027 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

Event Information:	
National Leadership Conference: Timing Structure: • Test Duration 50 minutes • Interview: 10 minutes ○ a one-minute warning will be provided Important Notes: • Pre-judge Assets (PDFs) due before the NLC State Set Deadline • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: • Test Duration 50 minutes • Interview: 10 minutes ○ a one-minute warning will be provided Important Notes: • Pre-judge Assets (PDFs) due January 27, 2027. • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

Objective Test 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.

2026-2027 Competitive Events Guidelines

Future Business Executive

State

Required Competition Items

	Items Competitor Must Provide	Items ND 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

Eligibility Requirements

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

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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. 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 Administration

This event consists of four phases: a pre-judged asset, an objective test, preliminary presentation (interview), and a final presentation (interview). This event can be run without a preliminary presentation (interview) depending on the number of registered competitors.

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.

2026-2027 Competitive Events Guidelines

Future Business Executive



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 State Leadership Conference (SLC).
- Pre-judged assets will not be returned.

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 State Leadership Conference (SLC).

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.

Calculators

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

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 State Leadership Conference (SLC).
- Competitors are randomly assigned to presentation sections.

2026-2027 Competitive Events Guidelines

Future Business Executive



- 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..

Advancement to Finals

- The top-scoring competitors from each preliminary section will advance to the final round in equal numbers.

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.
- All judging decisions are final. Results announced at the State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 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

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 Administration

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

2026-2027 Competitive Events Guidelines

Future Business Executive



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.

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.

2026-2027 Competitive Events Guidelines

Future Business Executive



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..

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.
- 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.

2026-2027 Competitive Events Guidelines

Future Business Executive



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Future Business Executive

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		1-5 points		
Pre-judged Assets Total (50 points)					
Name(s):					
School:				Section:	
Judge Signature:				Date:	
Comments:				Comments:	Comments:

2026-2027 Competitive Events Guidelines

Future Business Executive

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

2026-2027 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 & Presentation with Topic

Event Information:

National Leadership Conference:

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.

Important Notes:

- Pre- Judge Asset (PDF) due before the NLC State Set Deadline
- **Internet Access:** Not Provided
- **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.

State Leadership Conference:

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.

Important Notes:

- Pre- Judge Asset (PDF) due **January 27, 2027**
- **Internet Access:** Not Provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

***** Event specifics are continued below. Review the document to its entirety.**

2026-2027 Topic

Where Leaders Begin: Facilitating Leadership Development

Organizations rely on effective leadership to drive performance, navigate change, strengthen teams, and achieve strategic goals. Developing leadership skills requires more than training—it requires meaningful learning experiences that help individuals apply concepts in real-world situations.

Design and facilitate a professional learning session focused on a leadership topic of your choice for employees, emerging leaders, managers, or organizational teams. Your session should help participants strengthen their leadership capabilities and apply what they learn to professional challenges and workplace responsibilities.

How can effective facilitation transform leadership concepts into meaningful learning experiences that improve individual and organizational performance?

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.

2026-2027 Competitive Events Guidelines

Future Business Facilitator

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides</u>
- Technology and presentation items - Conference-provided nametag Photo identification - Attire that meets the FBLA Dress Code	Table

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

This event consists of three phases: a pre-judged asset, preliminary presentation, and a final presentation. This event can be run without a preliminary presentation depending on the number of registered competitors.

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.
- 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.

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Future Business Facilitator



- 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 State or National Leadership Conference.

Judging & Ownership

- Assets will be judged prior to the State Leadership Conference (SLC).
- Pre-judged assets will not be returned.

Research

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

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 State Leadership Conference (SLC).
- 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.

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.

2026-2027 Competitive Events Guidelines

Future Business Facilitator



- 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.

Advancement to Finals

- The top-scoring competitors from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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

2026-2027 Competitive Events Guidelines

Future Business Facilitator



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

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

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.

2026-2027 Competitive Events Guidelines

Future Business Facilitator



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.
- 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.

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

2026-2027 Competitive Events Guidelines

Future Business Facilitator



- 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.

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.

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

2026-2027 Competitive Events Guidelines

Future Business Facilitator



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Future Business Facilitator

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	1-10 points			
Pre-judged Asset Total (60 points)					

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

Comments:

2026-2027 Competitive Events Guidelines

Future Business Facilitator

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	

2026-2027 Competitive Events Guidelines

Future Business Facilitator



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1-10 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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Future Business Facilitator



TRAINING/LESSON PLAN TEMPLATE

This template may be retyped/recreated

Competitor Name:

Competitor School:

Competitor State:

Training/Lesson Plan Title		
Content Area		
Audience		
Objectives <i>(What should learners be able to do after your training/lesson?)</i>		
Outcome / Measurement <i>(How to assess that learners met your learning objectives?)</i>		
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		

2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Hospitality Management Case Competition

The case competition and rating sheet can be found starting on page 7. **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. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition

State

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition

- 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition

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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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.

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition

Event Administration

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

Presentation Details

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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- Visual aids, samples, notes, and other physical materials related to the project may be used.
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- No items may be left with the judges following the presentation.

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- 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

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Hospitality Management Case Competition



- 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.

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- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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Hospitality Management Case Competition



2026-2027 Hospitality Management Case Competition

*This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like hospitality management, revenue management, and brand marketing, etc. The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.***

Overview and Background Information

Marriott International, Inc., with roots tracing to a 1927 root-beer stand opened by J. Willard and Alice Marriott in Washington, D.C., and now headquartered in Bethesda, Maryland, is the largest hotel company in the world. Marriott operates roughly 9,300 properties and more than 1.7 million rooms across about 36 brands in 144 countries and territories, and its Marriott Bonvoy loyalty program counts more than 228 million members. Its portfolio runs from select-service brands to luxury flags such as The Ritz-Carlton, St. Regis, and JW Marriott, giving the company an unusually wide toolkit for tailoring experiences to very different traveler segments.

Two of Marriott's Nashville properties anchor the city's Spring Break potential. The JW Marriott Nashville, a 33-story elliptical glass tower that opened in 2018 with 533 rooms, sits in the SoBro district steps from the Music City Center, Bridgestone Arena, and the honky-tonks of Lower Broadway, and features a year-round rooftop pool deck with cabanas and a bar. A few miles east, the Gaylord Opryland Resort & Convention Center is a self-contained entertainment campus: 2,888 rooms wrapped around nine acres of climate-controlled indoor gardens with more than 50,000 plants, cascading waterfalls, and an indoor river, plus SoundWaves, a four-acre indoor and outdoor water park with a FlowRider surf simulator, eleven waterslides, and a wave pool, all a short ride from the Grand Ole Opry.

Nashville itself has become one of America's fastest-growing leisure destinations, drawing a record 16.9 million visitors and \$11.2 billion in visitor spending in 2024, its fourth consecutive record year. Its BNA airport now serves more than 110 nonstop destinations, and central-U.S. interstates put the city within a day's drive of hundreds of colleges, making "Music City" a natural, affordable alternative to beach-centric Spring Break trips.

Your Task

You have been engaged by Marriott International, Inc. as a hospitality strategy consultant supporting the Nashville market team.

Marriott wants to position Nashville as a go-to Spring Break destination for college students within roughly a 400-mile radius, competing with traditional beach getaways by leaning into the city's live-music energy, walkable nightlife, affordability, and one-of-a-kind attractions. The opportunity centers on two very different flagship properties: the downtown, high-rise JW Marriott Nashville and the sprawling, experience-driven Gaylord Opryland Resort.

Leadership has asked your team to design a fresh, student-driven Spring Break strategy for travelers ages 18 to 24 that builds an identity resonating with Gen Z, spotlights what makes Nashville competitive, and ultimately increases occupancy, revenue, and brand visibility during the spring travel season,

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Hospitality Management Case Competition

blending market research, pricing strategy, targeted messaging, and guest-experience design across both the luxury tower and the resort campus.

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the hotel industry entails](#) and to build the context you will need to create a credible, data-driven recommendation.

Additional Note: Your analysis should draw on Marriott's publicly available brand and property information, Nashville's attractions and tourism trends, and the broader economics of the hotel industry, and should reflect the distinct positioning of a downtown luxury tower versus a resort entertainment campus, honoring each property's character while creating one cohesive Spring Break story.

Deliverables

Your final presentation should include:

- **Destination & Attraction Strategy:**
 - Identify the Nashville attractions, experiences, and events most likely to appeal to travelers ages 18 to 24, and how Marriott should weave them into a cohesive Spring Break story for the destination as a whole.
 - Explain what makes Nashville competitive against beach-centric Spring Break options for drive-market college students.
- **Property-Specific Experience Strategy:**
 - Recommend how the JW Marriott Nashville and Gaylord Opryland Resort should each leverage current amenities, dining, and entertainment, plus new Spring Break programming, to draw 18 to 24 travelers over competing hotels.
 - Address how a single downtown tower and a large resort campus can each play a distinct, complementary role.
- **Guest Experience & Gen Z Alignment:**
 - Propose ways to elevate the on-property experience to match Gen Z expectations for convenience, technology, social spaces, and shareable moments.
 - Include specific, feasible ideas such as mobile-first service, group-friendly spaces, and content-worthy activations.
- **Pricing, Promotions & Revenue Strategy:**
 - Recommend the pricing, promotional offers, and bundled packages that would most effectively increase Spring Break occupancy at the two properties.
 - Explain how to balance room pricing, occupancy goals, and revenue management to stay competitive yet profitable, referencing ADR, RevPAR, and total revenue.
- **Recommendation & Rollout:**
 - Provide a clear, data-supported recommendation and a practical rollout plan across the Spring Break window.
 - Identify how success should be measured, for example, occupancy lift, RevPAR, direct-booking and Bonvoy sign-ups, and social engagement.

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition



Additional Resources

The following resources are provided as starting points for your independent research:

JW Marriott Nashville - A 33-story glass tower in the SoBro district with 533 rooms, steps from the Music City Center, Bridgestone Arena, and the honky-tonks of Lower Broadway, featuring a year-round rooftop pool deck with cabanas and a bar.

Gaylord Opryland Resort & Convention Center - A self-contained entertainment campus with 2,888 rooms wrapped around nine acres of climate-controlled indoor gardens, cascading waterfalls, and an indoor river, plus SoundWaves, a four-acre indoor and outdoor water park, all a short ride from the Grand Ole Opry.

[Hotel Occupancy Rates](#) - American Hotel & Lodging Association resource center for hotel industry data and occupancy trends.

[About Marriott](#) - Marriott News Center, with corporate, brand, and property background information.

[Explore Nashville](#) - Official Nashville visitor and tourism site for attractions, events, and neighborhoods.

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition

Hospitality Management Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Market Opportunity	<i>Does not demonstrate understanding of the Spring Break opportunity or target market.</i>	<i>Shows limited understanding of the opportunity, audience, or business goals.</i>	<i>Clearly explains the opportunity, target market, and Marriott's goals.</i>	<i>Demonstrates strong insight into the market opportunity, audience, competition, and property positioning.</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Destination & Attraction Strategy	<i>No meaningful destination strategy or relevant attractions identified.</i>	<i>Identifies attractions, but connections to the target audience or strategy are weak.</i>	<i>Integrates relevant Nashville attractions into a clear Spring Break strategy.</i>	<i>Creates a compelling, research-supported strategy that clearly differentiates Nashville from beach destinations.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Property-Specific Experience Strategy	<i>No meaningful strategy for either property.</i>	<i>Recommendations are limited, generic, or weakly connected to property features.</i>	<i>Provides feasible strategies that use each property's amenities and distinct strengths.</i>	<i>Creates distinctive, complementary strategies that maximize the unique appeal of both properties.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Guest Experience & Gen Z Alignment	<i>Does not address Gen Z guest expectations.</i>	<i>Shows limited understanding of Gen Z preferences or guest experience needs.</i>	<i>Provides feasible ideas aligned with convenience, technology, social interaction, and shareable experiences.</i>	<i>Delivers an innovative, cohesive guest experience strongly aligned with Gen Z expectations.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Pricing, Promotions & Revenue Strategy	<i>No meaningful pricing, promotion, or revenue strategy.</i>	<i>Ideas are unclear, unrealistic, or weakly connected to occupancy and profitability.</i>	<i>Provides appropriate pricing and promotions that balance occupancy and profitability.</i>	<i>Presents a strong, data-supported strategy using pricing, packages, ADR, RevPAR, and total revenue considerations.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Recommendation, Rollout & Measures of Success	<i>No clear recommendation, rollout, or success measures.</i>	<i>Recommendation is general or lacks a practical rollout and clear metrics.</i>	<i>Provides a clear recommendation, feasible rollout, and appropriate measures of success.</i>	<i>Provides a compelling recommendation with a strong implementation plan and meaningful performance measures.</i>	
	0 points	1-4 points	5-10 points	11-12 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	

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			
Judge Signature:			Date:
Comments:			

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)



Educational
Alignments

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

Event Information:

National Leadership Conference:

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**

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.

Important Notes:

- **Internet Access:** Not provided
- **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.

State Leadership Conference:

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**

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.

Important Notes:

- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides</u>
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Two notecards • Pencil • Secret speech topic revealed onsite

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)



- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)



- 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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides</u>
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Two notecards • Pencil • Secret speech topic revealed onsite

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)



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. 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 Administration

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

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.

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)



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.

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.

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Impromptu Speaking (Collegiate)

Impromptu Speaking Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Incorporates provided topic	<i>Provided topic is not mentioned in speech</i>	<i>Topic is not clearly incorporated into speech</i>	<i>Topic was clearly incorporated into speech</i>	<i>Topic was clearly incorporated and expanded thoroughly throughout the speech</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Identify and execute a consistent theme	<i>No theme presented</i>	<i>Theme was identified, but not consistent throughout speech</i>	<i>Theme identified and consistent throughout speech</i>	<i>Personal stories are utilized to expand on the central theme</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Include accurate and appropriate supporting information	<i>No supporting information provided OR inappropriate material used</i>	<i>One example of supporting information provided</i>	<i>Multiple examples of supporting information provided</i>	<i>Multiple examples of supporting information included to develop and enhance the speech</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Introduce the topic immediately (Introduction)	<i>Topic was not introduced</i>	<i>Introduction was not clearly presented</i>	<i>Introduction was clearly presented, and topic was defined immediately</i>	<i>Introduction was clearly presented, and topic was defined immediately with an effective transition into the speech body</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Support the topic throughout (Body)	<i>Speech did not have a topic</i>	<i>Multiple topics presented without clear connections</i>	<i>Central topics were identified, connected, and supported throughout the speech</i>	<i>Smooth transitions were effectively utilized to support the central topic</i>	
	0 points	1-9 points	10-16 points	17-20 points	
Provide effective conclusion (Closing)	<i>Speech did not have a conclusion</i>	<i>Conclusion was not clearly presented</i>	<i>Effective conclusion was presented</i>	<i>Conclusion provides connection to entire presentation</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Delivers quality extemporaneous presentation	<i>Does not address audience at all</i>	<i>Reads speech directly from notes with minimal eye contact</i>	<i>Glances at notes occasionally while keeping appropriate eye contact with audience</i>	<i>Glances at notes occasionally, keeps appropriate eye contact, and utilizes appropriate body language and hand gestures</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	<i>Did not demonstrate any of the listed skills</i>	<i>Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated all skills, enhancing the overall presentation</i>	
	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:					

2026-2027 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.



Educational
Alignments

Event Overview

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

Event Information:

National Leadership Conference:

Timing Structure:

Test Duration: 50 minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **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.

State Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

Important Notes:

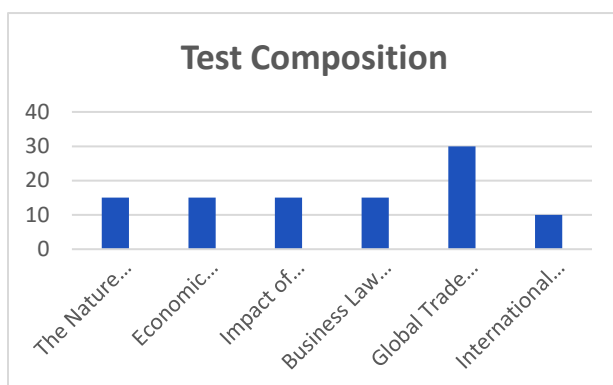
- **Internet Access:** Provided for testing time only.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.

***** Event specifics are continued below. Review the document in its entirety.**

Knowledge Areas

- The Nature of Business
- Economic Systems
- Impact of Government
- Business Law
- Global Trade
- International Marketing/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.



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International Business (Collegiate)

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
- 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

International Business (Collegiate)



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
• 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)

2026-2027 Competitive Events Guidelines

International Business (Collegiate)



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 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.

2026-2027 Competitive Events Guidelines

International Business (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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.*

2026-2027 Competitive Events Guidelines

International Business (Collegiate)



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.

The Nature of Business (15 test items)

1. Explain the role of business in society (EC:070, LAP-EC-070) (CS)
2. Discuss the global environment in which businesses operate (EC:104, LAP-EC-104) (SP)
3. Describe factors that affect the business environment (EC:105, LAP-EC-105) (SP)
4. Explain the nature of business ethics (EC:106, LAP-EC-106) (SP)
5. Explain how organizations adapt to today's markets (EC:107, LAP-EC-107) (SP)

Economic Systems (15 test items)

1. Explain the types of economic systems (EC:007, LAP-EC-907) (CS)
2. Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)
3. Explain the concept of private enterprise (EC:009, LAP-EC-909) (CS)
4. Identify factors affecting a business's profit (EC:010, LAP-EC-910) (CS)
5. Determine factors affecting business's risk (EC:011, LAP-EC-911) (CS)
6. Explain the concept of competition (EC:012, LAP-EC-912) (CS)

Impact of Government (15 test items)

1. Determine the relationship between government and business (EC:008, LAP-EC-016) (CS)
2. Describe the nature of taxes (EC:072, LAP-EC-072) (SP)
3. Discuss the nature of monetary policy (EC:073) (MN)
4. Explain the concept of fiscal policies (EC:074) (MN)
5. Describe the effects of fiscal and monetary policies (EC:098) (MN)

Business Law (15 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)
4. Explain the nature of import/export law (BL:145) (SP)
5. Describe the nature of customs regulations (BL:126) (SP)
6. Explain the nature of trade regulations (BL:004) (MN)

Global Trade (30 test items)

1. Explain the nature of global trade (EC:016, LAP-EC-916) (SP)
2. Discuss the impact of globalization on business (EC:109) (SP)

2026-2027 Competitive Events Guidelines

International Business (Collegiate)



3. Describe the determinants of exchange rates and their effects on the domestic economy (EC:100, LAP-EC-100) (SP)
4. Explain cultural considerations that impact global business relations (EC:110) (SP)
5. Discuss the impact of cultural and social environments on global trade (EC:045, LAP-EC-045) (SP)
6. Describe the impact of electronic communication tools (e.g., internet, video, and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)
7. Explain the impact of major trade alliances on business activities (EC:112) (SP)
8. Describe the impact of the political environment on world trade (EC:113) (SP)
9. Explain the impact of geography on world trade (EC:114) (SP)
10. Describe the impact of a country's history on world trade (EC:115) (SP)
11. Explain the impact of a country's economic development on world trade (EC:116) (SP)
12. Discuss the impact of bribery and foreign monetary payments on business (EC:140) (SP)
13. Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (EC:141) (SP)
14. Explain labor issues associated with global trade (EC:101) (SU)
15. Discuss the potential impact of emerging economies on business activities (EC:117) (MN)

International Marketing/Management (10 test items)

1. Explain considerations affecting global promotion (PR:117) (SP)
2. Determine the impact of product standards' issues associated with global business (PM:278) (SP)
3. Discuss the nature of global management (SM:029) (MN)

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2026-2027 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.



Educational
Alignments

Event Overview

Division	Collegiate
Event Type	Individual
Event Category	Presentation
Event Elements	Pre-judged Assets and Interview

Event Information:

National Leadership Conference:

Timing Structure:

- **Presentation (Interview): 10 minutes**
 - a one-minute warning will be provided

Important Notes:

- **Internet Access:** Not provided
- Pre-judge asset due by state set date
- **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.

State Leadership Conference:

Timing Structure:

- **Presentation (Interview): 10 minutes**
 - a one-minute warning will be provided

Important Notes:

- **Internet Access:** Not provided
- Pre-judge asset due by January 27, 2027
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides</u>
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• Chair for competitor

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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.

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)

- **Participation Requirement:** To be eligible for an award, each competitor must complete all components of the event at the State 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 Administration

This event consists of three phases: a pre-judged asset, a preliminary presentation (interview), and a final presentation (interview). This event can be run without a preliminary presentation (interview) depending on the number of registered competitors.

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

Presentation Details: Interview

Timing Structure

- **Equipment Set-Up:** 0 minutes

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)

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

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides</u>
- Conference-provided nametag Photo identification - Attire that meets the FBLA Dress Code	Chair for competitor

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 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.

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)



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).
- Pre-judged assets will not be returned. All submitted projects become the property of FBLA and may be published or reproduced for promotional purposes.

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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)

- 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 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)

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		1-5 points		
Pre-judged Assets Total (50 points)					
Name(s):					
School:					Section:
Judge Signature:					Date:
Comments:					

2026-2027 Competitive Events Guidelines

Job Interview (Collegiate)

Job Interview Presentation Interview Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Job Readiness & Qualifications <i>Selects a job aligned with current or near-future qualifications; demonstrates understanding of job duties and relevance to career goals.</i>	<i>No job is selected, or the job is unrelated to the competitor's skills, experience, or career interests.</i>	<i>Job is selected but only loosely aligns with the competitor's qualifications; limited understanding of job duties or career relevance is shown.</i>	<i>Job is appropriate based on current or anticipated qualifications; competitor shows a basic understanding of the role and its connection to career goals.</i>	<i>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.</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Interview Preparation & Research <i>Shows evidence of having researched the company or job and connects responses to that knowledge.</i>	<i>No evidence of research is presented; responses are generic and unrelated to the company or position.</i>	<i>Limited or superficial research is evident; minimal connection is made between responses and the company or role.</i>	<i>Research is apparent; responses include relevant information about the company or job and reflect a general understanding of the position.</i>	<i>Thorough research is clearly demonstrated; responses are tailored to the company and position, showing thoughtful insight and intentional preparation.</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Response Quality & Critical Thinking <i>Answers questions thoughtfully and thoroughly, demonstrating problem-solving, decision-making, and self-awareness.</i>	<i>Responses are off-topic, incomplete, or show no evidence of critical thinking or self-awareness.</i>	<i>Responses are brief or vague, with limited explanation or reflection; minimal evidence of problem-solving or decision-making.</i>	<i>Responses are clear and mostly thorough, showing basic problem-solving and self-awareness with appropriate examples.</i>	<i>Responses are thoughtful, well-developed, and insightful; consistently demonstrate critical thinking, strong reasoning, and meaningful self-reflection.</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Presentation of Strengths & Experiences <i>Clearly articulates relevant skills, experiences, and accomplishments, providing specific examples when appropriate.</i>	<i>Does not mention any relevant skills, experiences, or accomplishments.</i>	<i>Mentions a few strengths or experiences, but lacks clarity or specific examples; connections to the job are unclear.</i>	<i>Clearly describes relevant skills and experiences, including at least one specific example to support qualifications for the position.</i>	<i>Articulates multiple strengths and accomplishments with strong, specific examples; clearly connects each to the job and demonstrates how they add value.</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Career Goals & Motivation <i>Communicates short- and long-term career goals and enthusiasm for the position/industry.</i>	<i>Does not express any career goals or interest in the position or industry.</i>	<i>Career goals are vague or only short-term; limited enthusiasm or connection to the industry is shown.</i>	<i>Clearly communicates both short- and long-term goals with appropriate enthusiasm for the position or field.</i>	<i>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.</i>	
	0 points	1-8 points	9-12 points	13-15 points	
Presentation Delivery					
Demonstrates proper greeting, introduction, and closing	<i>Competitor does not use proper greeting, introduction, OR closing</i>	<i>Competitor greeting, introduction, OR closing was weak</i>	<i>Competitor has strong greeting, introduction, AND closing</i>	<i>Competitor is creative in their introduction of themselves and asks for or provides follow-up action in the conclusion</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection.	<i>Did not demonstrate any of the listed skills</i>	<i>Demonstrated 1-2 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated 3 of the listed skills (confidence, body language, eye contact, or voice projection)</i>	<i>Demonstrated all skills, enhancing the overall presentation</i>	
	0 points	1-8 points	9-12 points	13-15 points	

2026-2027 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: ✓ No technology used ✓ Did not bring materials to the interview ✓ Did not leave materials behind after the presentation			
	0 points	1-10 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:

2026-2027 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

Event Information	
National Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • 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. Important Notes: • Internet Access: Not provided • 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.	State Leadership Conference: Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • 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. Important Notes: • Internet Access: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Management Case Competition

The case competition and rating sheet can be found starting on page 7. **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. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

2026-2027 Competitive Events Guidelines

Management Case Competition

State

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Management Case Competition

- 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the

2026-2027 Competitive Events Guidelines

Management Case Competition

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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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.

2026-2027 Competitive Events Guidelines

Management Case Competition



Event Administration

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

Presentation Details

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

- 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.

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
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2026-2027 Competitive Events Guidelines

Management Case Competition



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Management Case Competition

2026-2027 Case Competition

*This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like management consulting, operations leadership, and human-resources management, etc. The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.***

Overview and Background Information

Client: McDonald's Corporation

Project: Building a Sustainable Frontline Workforce Strategy

Founded in 1955, when Ray Kroc opened the first franchised restaurant in Des Plaines, Illinois (building on the original 1940 San Bernardino drive-in of brothers Richard and Maurice McDonald), McDonald's Corporation (NYSE: MCD) is headquartered in Chicago, Illinois, and is the largest fast-food restaurant company in the world. At year-end 2024 the McDonald's system spanned about 43,500 restaurants across more than 100 countries, roughly 95% of them owned and operated by independent local franchisees. In 2024 the company reported about \$25.9 billion in total revenue and roughly \$8.2 billion in net income, and it directly employed more than 150,000 people worldwide (about 70% of them outside the U.S.), while close to two million people work across the wider McDonald's system. The brand is defined by consistency, speed, affordability, and the Golden Arches, and by a long tradition of developing leaders from within, with many restaurant managers and even senior executives having started as hourly crew. That model, alongside programs such as Archways to Opportunity (education and tuition assistance) and its "Accelerating the Arches" growth strategy, depends on continuously attracting and keeping enough of the right people. As McDonald's pursues its largest U.S. expansion in decades and competes with other employers for hourly and entry-level talent, leadership must decide how to recruit, develop, and retain the workforce that keeps more than 43,000 restaurants running.

Your Task

The CEO of McDonald's Corporation has reach out to your team to support its People and U.S. Restaurant Operations teams, and work alongside franchise owner-operators.

Most entry-level crew members stay only a few months, quick-service turnover routinely tops 100% a year, and McDonald's and its franchisees plan to hire hundreds of thousands of restaurant workers while adding roughly 900 new U.S. locations by 2027. Because the company promotes heavily from within, a thin crew base also weakens the pipeline of future shift leaders and managers.

Leadership has asked your team to design a comprehensive recruitment and retention strategy for both frontline crew and the restaurant-manager leadership pipeline that is creative, feasible, and sustainable across a largely franchised system, without eroding the promote-from-within culture and consistent customer experience that define the brand.

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the fast-food industry entails](#) and to build the context you will need to create a credible, people-centered recommendation.

Additional Note: Your strategy should draw on McDonald's publicly available information, including its Accelerating the Arches growth plan, Archways to Opportunity program, franchised business model, and

2026-2027 Competitive Events Guidelines

Management Case Competition

reported scale, and should reflect the company's heritage of affordability, operational consistency, and developing leaders from within. Recommendations must be realistic for independent franchisees with limited budgets, not only for corporate.

Deliverables

Your final presentation should include:

- **Crew Member Recruitment & Retention:**
 - Propose creative, low-cost ways for restaurants to expand their applicant pool beyond walk-ins and job boards, especially in tight local labor markets.
 - Recommend onboarding, training, recognition, scheduling, and support practices that keep crew members past the critical first 90 days.
 - Address how to fill hard-to-staff shifts such as overnight, weekday mornings, and drive-thru peaks.
- **Restaurant Manager & Leadership-Pipeline Development:**
 - Recommend how McDonald's can identify, develop, and promote crew into shift leaders and managers more quickly and reliably.
 - Propose ways to retain high-performing managers and reduce costly manager turnover.
 - Suggest how to strengthen the crew-to-manager pathway through mentoring, training, clear advancement criteria, and programs such as Archways to Opportunity.
- **Sustainability & Scalability:**
 - Identify technology, processes, or partnerships (schools, community organizations, workforce programs) that make recruiting and managing people more efficient across thousands of independently owned restaurants.
 - Explain how the strategy can scale to support roughly 900 new U.S. restaurants by 2027 while keeping existing locations fully staffed.
 - Ensure recommendations are feasible for franchisees with limited HR resources.
- **Measurement of Success:**
 - Define the KPIs McDonald's and its franchisees should track for both crew and manager programs, for example, 90-day retention, time-to-fill, turnover rate, internal promotion rate, employee engagement, and service speed and quality.
 - Explain how leadership would use these metrics to know the strategy is working and where to adjust

2026-2027 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					
Understanding of the Case & Workforce Challenge	Does not demonstrate understanding of the workforce challenge.	Shows limited understanding of turnover, staffing, or growth needs.	Clearly explains the workforce challenge and key business needs.	Demonstrates strong insight into turnover, staffing, growth, franchise realities, and leadership pipeline needs.	
	0 points	1-6 points	7-8 points	9-10 points	
Crew Member Recruitment & Retention	No meaningful crew strategy presented.	Ideas are generic, unrealistic, or incomplete.	Provides feasible strategies for recruiting, onboarding, scheduling, support, and retention.	Presents creative, targeted, low-cost strategies that address recruitment, first-90-day retention, and hard-to-staff shifts.	
	0 points	1-7 points	8-13 points	14-15 points	
Restaurant Manager & Leadership-Pipeline Development	No meaningful leadership-pipeline strategy presented.	Recommendations are limited or lack clear development pathways.	Provides practical strategies to identify, develop, promote, and retain future managers.	Presents a strong, sustainable leadership pipeline using mentoring, training, advancement criteria, and retention strategies.	
	0 points	1-7 points	8-13 points	14-15 points	
Sustainability & Scalability	Does not address scalability or long-term sustainability.	Ideas have limited scalability or system-wide application.	Provides feasible processes, technology, or partnerships that can scale across franchise locations.	Presents an efficient, scalable strategy that supports growth while maintaining staffing and operational consistency.	
	0 points	1-6 points	7-8 points	9-10 points	
Feasibility & Franchisee Practicality	Recommendations are unrealistic for franchise operations.	Some ideas are feasible but do not sufficiently consider limited budgets or HR resources.	Strategies are realistic and appropriate for independent franchisees.	Solutions are highly practical and resourceful, maximizing limited budgets, partnerships, and existing programs.	
	0 points	1-6 points	7-8 points	9-10 points	
Measurement of Success	No meaningful success measures identified.	Identifies limited or unclear metrics.	Identifies appropriate KPIs and explains how they measure success.	Uses meaningful KPIs to evaluate performance, identify gaps, and guide ongoing adjustments.	
	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	

2026-2027 Competitive Events Guidelines

Management Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			
Judge Signature:			Date:
Comments:			

2026-2027 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.



Educational
Alignments

Event Overview

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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **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.

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Marketing, Sales, & Communication Case Competition

The case competition and rating sheet can be found starting on page 7. **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. This year's case competition was created in partnership with [CaseBasix](https://www.casebasix.com).



Classrooms to Corporate boardrooms: [CaseBasix](https://www.casebasix.com) fast-tracks student potential into real-world success.

2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition

State

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State Leadership Conference.
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Event Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition

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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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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.
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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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the

2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition



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

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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

Competitor Eligibility Requirements

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Marketing & Sales Case Competition



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Venue & Format

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2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition



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2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition



2026-2027 Marketing, Sales, & Communication Case Competition

This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like brand marketing, marketing strategy, and sales and revenue management, etc.

The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.**

Overview and Background Information

Client: Nike, Inc.

Project: Turning Brand Strength into Sales Conversion

Founded in 1964 as Blue Ribbon Sports by University of Oregon track coach Bill Bowerman and his former runner Phil Knight, and renamed Nike, Inc. in 1971 after the Greek goddess of victory (the year the now-ubiquitous “Swoosh” first appeared), Nike is headquartered near Beaverton, Oregon (NYSE: NKE) and is the largest athletic footwear and apparel company in the world. Its portfolio spans the Nike, Jordan, and Converse brands, sold through wholesale retailers and its own direct channels: Nike-owned stores, Nike.com, and the Nike, SNKRS, and training and running apps. Nike built its reputation on marketing as much as product, from the 1988 “Just Do It” campaign to decades of athlete storytelling anchored by Michael Jordan and the Air Jordan line, and an emotional, performance-driven brand voice that made the Swoosh one of the most recognized logos on earth. In fiscal 2025 (ended May 31, 2025) Nike reported about \$46.3 billion in revenue, down from \$51.4 billion a year earlier, with net income of roughly \$3.2 billion and about 77,800 employees worldwide. Nike Direct, its owned digital and retail business, generated about \$18.8 billion, roughly 42% of Nike Brand revenue, but fell 13% for the year as Nike Brand Digital dropped about 20%. After several years of a digital-first, direct-to-consumer push that pulled the brand back from many wholesale partners and leaned heavily on promotions, leadership under returning CEO Elliott Hill is working to re-anchor Nike in sport and athletes, rebuild wholesale relationships, cut back on discounting, and restore full-price demand. The central marketing-and-sales question is how a brand with unmatched awareness and enormous digital traffic can convert that attention into profitable, full-price sales.

Your Task

You have been engaged by Nike, Inc. as marketing and sales consultants supporting its Global Brand and Marketplace teams.

Nike does not have an awareness problem; it has a conversion problem. In fiscal 2025 revenue fell to about \$46.3 billion, Nike Direct declined 13%, and Nike Brand Digital dropped roughly 20%, as heavy promotions eroded full-price demand and a drift toward lifestyle and fashion blurred the brand’s performance identity.

Leadership has asked your team to determine how Nike can convert its unmatched awareness and digital traffic into profitable, full-price sales, sharpening messaging, reconnecting the brand story to its athletic value proposition, and improving conversion across its digital, retail, and wholesale channels without eroding the premium brand that defines it.

2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the sneakers industry entails](#) and to build the context you will need to create a credible, brand-and-sales recommendation.

Additional Note: Your strategy should draw on Nike's publicly available information, including its "Just Do It" heritage, athlete-and-performance marketing, Nike Direct and membership ecosystem, and reported scale, and should reflect the company's identity of premium, sport-led innovation. Recommendations should improve profitable, full-price conversion, not simply drive traffic or lean on promotions.

Deliverables

Your final presentation should include:

- **Marketing & Communication Strategy Assessment:**
 - Conduct a detailed evaluation of Nike's current marketing and communication efforts across paid advertising, social media, its apps and website, and athlete and sponsorship marketing. What shifts in messaging, channel focus, and consistency would strengthen trust and conversion?
 - Identify where messaging has drifted from Nike's performance-and-athlete identity, and recommend how to make the brand's value proposition clear and distinctive again.
 - Recommend how to reduce reliance on promotions while sustaining demand and protecting premium positioning.
- **Brand Story Resonance & Value Proposition:**
 - Using current marketing and communication trends in the athletic footwear and apparel industry, develop a marketing and communication plan that reconnects Nike's brand story to the athletes and consumers it serves.
 - Propose messaging that clearly communicates Nike's value proposition and why the product is worth full price, strengthening credibility and emotional connection.
 - Identify adjustments needed to make the brand story resonate across key segments, such as performance athletes, sneaker culture, and everyday consumers, without diluting the core identity.
- **Sales Strategy & Conversion Optimization:**
 - Based on your assessment of Nike's marketing and sales processes, identify specific ways to improve conversion from digital traffic and brand affinity into profitable, full-price sales.
 - Recommend actionable strategies for the customer journey, from discovery and consideration to purchase and repeat, across Nike.com, the apps, owned stores, and wholesale partners.
 - Address how membership, data, and follow-up communication can improve retention, repeat purchase, and customer lifetime value.
- **Measurement of Success:**
 - Define the KPIs Nike should track, for example, digital and overall conversion rate, full-price sell-through, average selling price, promotion rate, membership engagement, repeat-purchase rate, and brand-health measures.
 - Explain how leadership would use these metrics to know the strategy is working and where to adjust.

2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition

Marketing & Sales Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Conversion Challenge	Does not demonstrate understanding of Nike’s sales challenge.	Shows limited understanding of conversion, pricing, or brand issues.	Clearly explains Nike’s conversion challenge and business goals.	Demonstrates strong insight into brand, channel, pricing, and sales-performance issues.	
	0 points	1-6 points	7-8 points	9-10 points	
Marketing & Communication Strategy Assessment	No meaningful assessment or recommendations.	Assessment is limited, unclear, or incomplete.	Evaluates current efforts and recommends relevant improvements.	Provides a strong, strategic assessment with clear shifts in messaging, channels, and promotion strategy.	
	0 points	1-7 points	8-13 points	14-15 points	
Brand Story Resonance & Value Proposition	No meaningful brand or value-proposition strategy.	Ideas are generic or weakly connected to Nike’s identity.	Provides clear messaging that reinforces Nike’s athletic identity and full-price value.	Creates a compelling, differentiated brand story that resonates across key customer segments.	
	0 points	1-7 points	8-13 points	14-15 points	
Sales Strategy & Conversion Optimization	No meaningful sales or conversion strategy.	Strategies lack clarity, feasibility, or customer-journey focus.	Provides actionable strategies to improve conversion across channels and the customer journey.	Presents an integrated strategy that strengthens conversion, retention, repeat purchase, and customer value.	
	0 points	1-7 points	8-13 points	14-15 points	
Measurement of Success	No meaningful success measures identified.	Identifies limited or unclear metrics.	Identifies appropriate KPIs and explains how they measure success.	Uses meaningful KPIs to evaluate performance and guide ongoing adjustments.	
	0 points	1-6 points	7-8 points	9-10 points	
Research & Evidence	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	1-2 points	3-4 points	5 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	

2026-2027 Competitive Events Guidelines

Marketing & Sales Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			
Judge Signature:			Date:
Comments:			

2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure:

Test Duration: 50 minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **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.

State Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

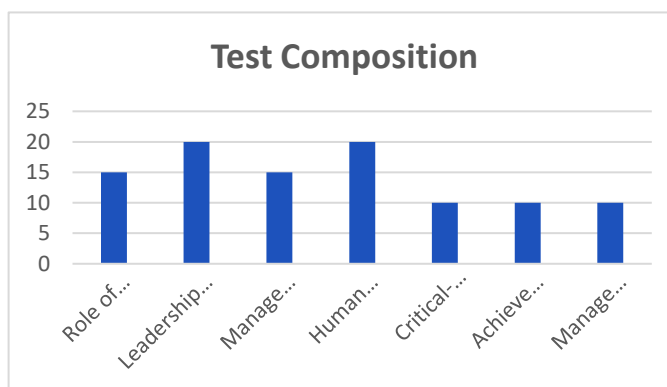
Important Notes:

- **Internet Access:** Provided for testing time only.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

Knowledge Areas

- Role of Management in Business
- Leadership
- Manage Business Relationships
- Human Resources Management
- Critical-Thinking Skills
- Achieve Organizational Goals
- Manage Stressful Situations



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.

2026-2027 Competitive Events Guidelines

Organizational Behavior & Leadership

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
- 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Organizational Behavior & Leadership



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

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National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Organizational Behavior & Leadership



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Scoring

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2026-2027 Competitive Events Guidelines

Organizational Behavior & Leadership



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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.*

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2026-2027 Competitive Events Guidelines

Organizational Behavior & Leadership



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Role of Management in Business (15 test items)

1. Explain the concept of management (SM:001, LAP-SM-001) (CS)
2. Explain factors that affect management (SM:100) (SP)
3. Discuss the nature of managerial planning (SM:063) (SP)
4. Explain managerial considerations in organizing (SM:064, LAP-SM-064) (SP)
5. Describe managerial considerations in staffing (SM:065, LAP-SM-065) (SP)
6. Discuss managerial considerations in directing (SM:066, LAP-SM-066) (SP)
7. Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004, LAP-SM-004) (SP)
8. Explain the nature of managerial ethics (SM:002, LAP-SM-002) (MN)

Leadership (20 test items)

1. Explain the concept of leadership (EI:009, LAP-EI-909) (CS)
2. Explain the nature of ethical leadership (EI:131, LAP-EI-131) (CS)
3. Demonstrate adaptability (EI:006, LAP-EI-006) (CS)
4. Lead change (EI:005, LAP-EI-005) (CS)
5. Enlist others in working toward a shared vision (EI:060, LAP-EI-060) (CS)
6. Use power appropriately (EI:135, LAP-EI-135) (SP)
7. Act as a role model to fulfill the organization's standards/values (EI:111) (SU)

Manage Business Relationships (15 test items)

1. Foster positive working relationships (EI:037, LAP-EI-037) (CS)
2. Consider conflicting viewpoints (EI:136, LAP-EI-136) (CS)
3. Assess long-term value and impact of actions on others (EI:137, LAP-EI-137) (SP)
4. Explain the nature of organizational culture (EI:064, LAP-EI-064) (SP)
5. Interpret and adapt to a business's culture (EI:112) (SP)
6. Determine stakeholder expectations (EI:113) (MN)
7. Leverage business relationships (EI:116) (MN)

Human Resources Management (20 test items)

1. Discuss the nature of human resources management (HR:410, LAP-HR-410) (CS)
2. Select and hire new employees (HR:356) (SU)
3. Explain the role of training and human resources development (HR:362) (SU)
4. Explain the nature of leadership in organizations (HR:493, LAP-HR-493) (SU)
5. Supervise staff (HR:393) (SU)
6. Assess employee performance (HR:368) (SU)
7. Harmonize tasks, projects, and employees in the context of business priorities (HR:389) (SU)

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Organizational Behavior & Leadership



8. Coordinate human, capital, and fiscal resources to meet business priorities (HR:508) (MN)
9. Leverage workplace diversity and inclusion to achieve organizational objectives (HR:555) (MN)

Critical-Thinking Skills (10 test items)

1. Explain the need for innovation skills (PD:126, LAP-PD-126) (CS)
2. Make decisions (PD:017, LAP-PD-017) (CS)
3. Demonstrate problem-solving skills (PD:077, LAP-PD-077) (CS)
4. Demonstrate appropriate creativity (PD:012, LAP-PD-012) (SP)
5. Use time-management skills (PD:019, LAP-PD-019) (SP)

Achieve Organizational Goals (10 test items)

1. Determine the nature of organizational goals (PD:254) (SP)
2. Ascertain employee's role in meeting organizational goals (PD:255) (SP)
3. Establish performance standards to meet organizational goals (PD:256) (MN)
4. Monitor progress in achieving organizational goals (PD:257) (MN)

Manage Stressful Situations (10 test items)

1. Use appropriate assertiveness (EI:008, LAP-EI-008) (PQ)
2. Use conflict-resolution skills (EI:015, LAP-EI-915) (CS)
3. Explain the nature of office politics (EI:109) (CS)
4. Interpret and adapt to a business's culture (EI:112) (SP)
5. Explain the nature of stress management (EI:028, LAP-EI-028) (SP)
6. Manage crises in relationships (EI:110) (SU)
7. Develop a crisis management plan (CO:200) (MN)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Southern New Hampshire University. *What is organizational leadership?* <https://www.snhu.edu/about-us/newsroom/business/what-is-organizational-leadership>

Loyola University Chicago. *COM402 - Organizational leadership and change management syllabus*.

https://www.luc.edu/media/lucedu/soc/pdfs/coursesyllabi/fall2020/COMM_402-201_MHills.pdf

University of Cincinnati. *Organizational leadership minor semester curriculum*.

<https://www.artsci.uc.edu/content/dam/refresh/artsandsciences-62/departments/psychology/docs/orgl-updates/Organizational%20Leadership%20Minor%20-%20AY14-15.pdf>

Miami University. *Organizational leadership (ORG)*. <https://bulletin.miamioh.edu/courses-instruction/org/>

2026-2027 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.



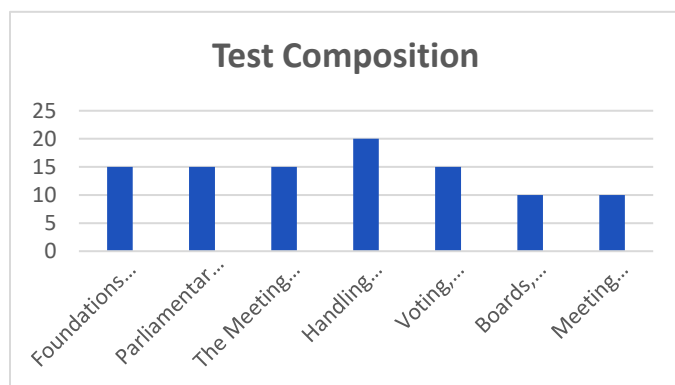
Event Overview	
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

Knowledge Areas

- Foundations and Governing Documents
- Parliamentary Terminology and Rules of Notice
- The Meeting Cycle and Official Records
- Handling Motions and Rules of Debate
- Voting, Elections, and Nominations
- Boards, Committees, and Organizational Structure
- Meeting Management and Ethics



The objective test based on *Robert's Rules of Order, Newly Revised, 12th edition*.

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.

2026-2027 Competitive Events Guidelines

Parliamentary Procedure (Collegiate)

State

Required Competition Items

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Eligibility Requirements

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Scoring

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2026-2027 Competitive Events Guidelines

Parliamentary Procedure (Collegiate)



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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Penalty Points

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Recognition

- A maximum of 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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

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Sample Preparation Resources

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National

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2026-2027 Competitive Events Guidelines

Parliamentary Procedure (Collegiate)



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Parliamentary Procedure (Collegiate)



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2026-2027 Competitive Events Guidelines

Parliamentary Procedure (Collegiate)



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Foundations and Governing Documents (15 test items)

1. Explain the nature and purpose of parliamentary procedure
2. Discuss the fundamental principles of parliamentary law (e.g., rights of the majority and minority)
3. Identify the basic rights of an individual member
4. Describe the hierarchy of governing documents (e.g., Corporate Charter, Bylaws, Rules of Order)
5. Explain the legal implications of parliamentary law for various types of assemblies
6. Discuss the general principles of interpretation for bylaws
7. Explain the process for drafting, adopting, and amending special rules of order and standing rules

Parliamentary Terminology and Rules of Notice (15 test items)

1. Explain common parliamentary terms (e.g., floor, chair, quorum, pending)
2. Describe the different types of meetings (e.g., regular, special)
3. Identify the differences between a plurality and a majority vote
4. Define the roles of “pro tem” and “ex officio” positions
5. Differentiate between “previous notice” and “notice of a motion”
6. Describe “executive session” and the requirements for maintaining its confidentiality
7. Explain the concept of immediately pending motions in complex sequences

The Meeting Cycle and Official Records (15 test items)

1. Describe the components of a standard order of business
2. Explain the purpose and basic contents of meeting minutes
3. Explain the primary duties of the presiding officer
4. Explain the formal process for approving and correcting minutes
5. Discuss the handling and reception of officer and board reports
6. Describe the procedures for receiving and filing a treasurer’s report

Handling Motions and Rules of Debate (20 test items)

1. Discuss the basic rules and time limits for debate
2. Describe the standards of decorum required for members during debate
3. Describe the motions used to manage, limit, or close debate
4. Explain rules governing the frequency of debate for a single motion
5. Apply the order of precedence for all 13 ranking motions
6. Identify specific characteristics for each ranking motion (e.g., amendability, vote required)
7. Explain motions that bring a question again before the assembly (e.g., Reconsider, Rescind)
8. Discuss complex Incidental motions (e.g., Appeal, Suspend the Rules, Division of a Question)

2026-2027 Competitive Events Guidelines

Parliamentary Procedure (Collegiate)



Voting, Elections, and Nominations (15 test items)

1. Explain the use and purpose of a ballot vote
2. Define the requirements for a two-thirds vote
3. Describe the process for basic nominations from the floor
4. Describe the process and requirements for a Division of the Assembly
5. Explain the formal procedures for conducting an election for officers
6. Discuss the procedure for closing and reopening nominations
7. Explain the chair's responsibility and rights in the voting process

Boards, Committees, and Organizational Structure (10 test items)

1. Distinguish between the roles of standing committees and special (ad hoc) committees
2. Explain the process of referring a main motion to a committee
3. Describe the procedures for presenting committee reports and recommendations
4. Explain the relationship between a board of directors and the general assembly
5. Discuss the management of an executive board session vs. a general membership meeting

Meeting Management and Ethics (10 test items)

1. Describe the organization and legal requirements for conducting a mass meeting
2. Explain the parliamentary rules and requirements governing a convention of delegates
3. Explain the process for drafting, adopting, and amending special rules of order and standing rules
4. Describe the formal procedures and due process requirements for disciplinary action
5. Explain the rules and procedures for handling an adjourned meeting
6. Explain the role and responsibilities of a parliamentarian in managing complex meetings

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Michigan State University. *Parliamentary procedure resource*.

<https://spartanexperiences.msu.edu/government/parliamentary-procedure-resource.html>

MRSC. *Parliamentary procedure: A brief guide to Robert's Rules of Order*. <https://mrsc.org/explore-topics/public-meetings/procedures/parliamentary-procedure>

NACD. *Pocket guide to parliamentary procedure*. <https://www.nacdnet.org/parliamentary-procedure/>

2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure:

Test Duration: 50 minutes

Important Notes:

- **Internet Access:** Provided for testing time only.
- **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.

State Leadership Conference:

Timing Structure:

Test Duration: 50 Minutes

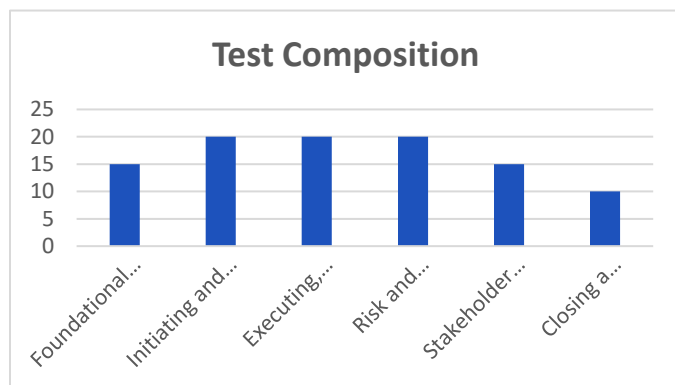
Important Notes:

- **Internet Access:** Provided for testing time only.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

Knowledge Areas

- Foundational Knowledge
- Initiating and Planning a Project
- Executing, Monitoring, and Controlling a Project
- Risk and Quality Management
- Stakeholder Communication and Knowledge Transfer
- Closing a Project



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

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
• 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 during testing period • Test login information (link & password provided at test check-in)

2026-2027 Competitive Events Guidelines

Project Management (Collegiate)



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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.

2026-2027 Competitive Events Guidelines

Project Management (Collegiate)

Recognition

- A maximum of 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
• 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)

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:

2026-2027 Competitive Events Guidelines

Project Management (Collegiate)



- 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 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

2026-2027 Competitive Events Guidelines

Project Management (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Project Management (Collegiate)



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.*

Foundational Knowledge (15 test items)

1. Explain the nature of project management (OP:158, LAP-OP-158) (SP)
2. Describe the role of ethics in project management (OP:675, LAP-OP-675) (SP)
3. Discuss the role and responsibilities of project managers (PD:181) (SP)
4. Explain the nature of change management (SM:095) (SP)
5. Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI) (QM:002) (SP)

Initiating and Planning a Project (20 test items)

1. Initiate project (PJ:005) (SP)
2. Identify resources needed for project (OP:003, LAP-OP-003) (SP)
3. Develop project plan (OP:001, LAP-OP-001) (SP)
4. Prepare work breakdown structure (WBS) (PJ:006) (SP)
5. Manage project schedule (PJ:010) (SP)
6. Explain managerial considerations in organizing (SM:064, LAP-SM-064) (SP)
7. Develop expense control plans (OP:029) (MN)

Executing, Monitoring, and Controlling a Project (20 test items)

1. Execute and control projects (PJ:009) (SP)
2. Manage project team (PJ:007) (SP)
3. Organize and track project resources (OP:357) (SP)
4. Apply project-management tools to monitor and communicate project progress (OP:002) (SP)
5. Monitor and ensure completion of delegated tasks (OP:354) (SP)
6. Determine the components of operational control procedures for a business (OP:464) (MN)
7. Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004, LAP-SM-004) (SP)
8. Use budgets to control operations (OP:030) (MN)

2026-2027 Competitive Events Guidelines

Project Management (Collegiate)



Risk and Quality Management (20 test items)

1. Explain the role of ethics in risk management (RM:041, LAP-RM-041) (SP)
2. Assess task risks (RM:095) (MN)
3. Assess business risks (RM:094) (MN)
4. Integrate risk management into business operations (RM:057) (MN)
5. Develop risk-management plan (RM:090) (MN)
6. Identify quality-control measures (OP:163, LAP-OP-163) (SP)
7. Determine reliability factors impacting the quality of a product/service (QM:006) (MN)
8. Develop a plan/program for quality achievement (QM:005) (MN)

Stakeholder Communication and Knowledge Transfer (15 test items)

1. Utilize project-management software (NF:130) (SP)
2. Write analytical reports (i.e., reports that examine a problem/issue and recommend an action) (CO:185) (SP)
3. Write research reports (CO:186) (SP)
4. Explain the use of technology in knowledge management (KM:003) (SP)
5. Identify techniques that can be used to capture and transfer knowledge in an organization (KM:005) (SP)
6. Apply knowledge management processes (KM:018) (SP)

Closing a Project (10 test items)

1. Evaluate project results (OP:159) (SP)
2. Close project (PJ:008) (SP)
3. Determine whether goals/objectives were met (PJ:077) (MN)
4. Document lessons learned (PJ:079) (MN)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Atlassian. *What is project management? Methodologies, tools, & tips*.

<https://www.atlassian.com/work-management/project-management>

Hartshorne, D. *What is project management? The complete guide*. <https://monday.com/blog/project-management/guide-to-project-management/>

ProjectManager. *What is project management? Definition, process & tips*.

<https://www.projectmanager.com/guides/project-management>

2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure

- **Presentation (Speech): 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.

Important Notes:

- **Internet Access:** Not provided
- **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.

State Leadership Conference:

Timing Structure

- **Presentation (Speech): 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.

Important Notes:

- **Internet Access:** Not provided
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

***** Event specifics are continued below. Review the document in its entirety.**

2026-2027 Topic

The Power of Community Engagement in Business and Leadership

In today's interconnected world, how can individuals and organizations create meaningful change through community service and local involvement while strengthening leadership, building relationships, and making a lasting impact?

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides</u>
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• N/A

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.

2026-2027 Competitive Events Guidelines

Public Speaking (Collegiate)

- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

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 State Leadership Conference (SLC).
- 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.
- When delivering the speech, competitors may use notes prepared before the event.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

2026-2027 Competitive Events Guidelines

Public Speaking (Collegiate)



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides</u>
• Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	• N/A

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.

2026-2027 Competitive Events Guidelines

Public Speaking (Collegiate)

- **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 Administration

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

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.
- When delivering the speech, competitors may use notes prepared before the event.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

2026-2027 Competitive Events Guidelines

Public Speaking (Collegiate)



- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Public Speaking (Collegiate)

Public Speaking Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned			
Topic & Theme <i>Incorporates provided topic and executes a consistent theme</i>	<i>Provided topic is not mentioned in speech</i> 0 points	<i>Topic is not clearly incorporated into speech</i> 1-6 points	<i>Topic was clearly incorporated into speech</i> 7-8 points	<i>Topic was clearly incorporated and expanded thoroughly throughout the speech, using personal stories</i> 9-10 points				
Introduction <i>Introduce the speech</i>	<i>Speech had no introduction</i> 0 points	<i>Introduction was not clearly presented</i> 1-6 points	<i>Introduction was clearly presented, and topic was defined</i> 7-8 points	<i>Introduction was clearly presented, and topic was defined with an effective transition into the speech body</i> 9-10 points				
Supporting Information (Body) <i>Include accurate and appropriate supporting information</i>	<i>Speech did not have a topic</i> 0 points	<i>Multiple topics presented without clear connections</i> 1-9 points	<i>Central topics were identified, connected, and supported throughout the speech</i> 10-16 points	<i>Central topics were identified, connected, and supported throughout the speech with smooth transitions effectively utilized to support the central topic</i> 17-20 points				
Conclusion <i>Provide effective conclusion connected to the topic & theme</i>	<i>Speech did not have a conclusion</i> 0 points	<i>Conclusion was not clearly presented</i> 1-6 points	<i>Effective conclusion was presented</i> 7-8 points	<i>Conclusion provides connection to entire presentation</i> 9-10 points				
Speech Delivery – Pace & Fluency <i>Deliver speech with appropriate pace & lack of filler words</i>	<i>Maintained an inconsistent pace that was either too fast or slow, paired with excessive use of filler words</i> 0 points	<i>Displayed a distracting and uneven pace, accompanied by noticeable use of filler words</i> 1-6 points	<i>Maintained an appropriate pace with minimal use of filler words</i> 7-8 points	<i>Maintained a well-varied pace and eliminated filler words</i> 9-10 points				
Speech Delivery – Engagement <i>Deliver speech with varied facial expressions, excellent eye contact with judges, good posture</i>	<i>Does not make eye contact or have varied facial expressions</i> 0 points	<i>Minimal varied facial expressions and/or eye contact</i> 1-6 points	<i>Appropriate facial expressions and eye contact</i> 7-8 points	<i>Appropriate fully engaging the audience eye contact, facial expressions, and didn't use notecards</i> 9-10 points				
Speech Delivery – Vocal Clarity <i>Deliver speech with appropriate voice projection</i>	<i>Does not have voice projection</i> 0 points	<i>Minimal voice projection</i> 1-6 points	<i>Appropriate voice projection</i> 7-8 points	<i>Appropriate voice projection and diction</i> 9-10 points				
Speech Delivery – Poise & Presence <i>Deliver speech with self-confidence, and poise</i>	<i>Did not demonstrate self-confidence, poise, or good posture</i> 0 points	<i>Demonstrated self-confidence, poise, or good posture</i> 1-6 points	<i>Demonstrated elevated self-confidence, poise, and good posture</i> 7-8 points	<i>Demonstrated elevated self-confidence, poise, posture, and assertiveness</i> 9-10 points				
Demonstrates the ability to effectively answer questions	<i>Does not respond to questions or responses are completely off-topic.</i> 0 points	<i>Provides incomplete or unclear answers that show limited understanding.</i> 1-6 points	<i>Responds accurately and clearly to most questions, showing adequate understanding.</i> 7-8 points	<i>Responds confidently with clear, accurate, and thoughtful answers that enhance the overall presentation.</i> 9-10 points				
Presentation Protocols								
Adherence to Competitive Events Guidelines	<i>Competitor(s) Did Not Follow Guidelines</i> 0 points	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 1-10 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:								

2026-2027 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.



Educational
Alignments

Event Overview	
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions
Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

Knowledge Areas																							
• Foundational Retail Knowledge • Selling • Pricing • Market Planning • Warehousing and Transportation • Inventory Control • Merchandise Plans • Visual Merchandising • Display Techniques • Product Mix	<table border="1"> <caption>Test Composition</caption> <thead> <tr> <th>Knowledge Area</th> <th>Number of Questions</th> </tr> </thead> <tbody> <tr> <td>Foundational...</td> <td>10</td> </tr> <tr> <td>Selling</td> <td>20</td> </tr> <tr> <td>Pricing</td> <td>10</td> </tr> <tr> <td>Market...</td> <td>5</td> </tr> <tr> <td>Warehousing...</td> <td>5</td> </tr> <tr> <td>Inventory...</td> <td>15</td> </tr> <tr> <td>Merchandise...</td> <td>10</td> </tr> <tr> <td>Visual...</td> <td>10</td> </tr> <tr> <td>Display...</td> <td>5</td> </tr> <tr> <td>Product Mix...</td> <td>10</td> </tr> </tbody> </table>	Knowledge Area	Number of Questions	Foundational...	10	Selling	20	Pricing	10	Market...	5	Warehousing...	5	Inventory...	15	Merchandise...	10	Visual...	10	Display...	5	Product Mix...	10
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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.

2026-2027 Competitive Events Guidelines

Retail Management (Collegiate)

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
• 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 during testing period • Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
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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 State Leadership Conference (SLC).
- **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.

Scoring

- Each correct answer is worth one point.
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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

2026-2027 Competitive Events Guidelines

Retail Management (Collegiate)



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State Leadership Conference.

Penalty Points

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

- A maximum of 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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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Important FBLA Documents

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National

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2026-2027 Competitive Events Guidelines

Retail Management (Collegiate)



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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Scoring

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2026-2027 Competitive Events Guidelines

Retail Management (Collegiate)



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Recognition

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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.*

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2026-2027 Competitive Events Guidelines

Retail Management (Collegiate)



Foundational Retail Knowledge (10 test items)

1. Distinguish between retailing and marketing (MK:003) (CS)
2. Explain the nature and scope of distribution (OP:522) (CS)
3. Analyze the impact of technology on retailing (NF:041) (SP)
4. Obtain information from retail databases to aid in product planning and control (NF:104) (SP)

Selling (20 test items)

1. Demonstrate good/service (SE:374, LAP-SE-374) (SP)
2. Convert customer/client objections into selling points (SE:874, LAP-SE-874) (SP)
3. Close the sale (SE:895, LAP-SE-895) (SP)
4. Demonstrate suggestion selling (SE:875, LAP-SE-875) (SP)
5. Plan follow-up strategies for use in retail selling (SE:489) (SP)
6. Process retail sales documentation (SE:117) (SP)
7. Provide information about incoming merchandise to sales staff (SE:396) (SP)
8. Monitor on-floor selling activities (SE:389) (SP)
9. Analyze sales performance (SE:362) (MN)

Pricing (10 test items)

1. Select approach for setting a base price (cost, demand, competition) (PI:018) (MN)
2. Determine cost of product (breakeven, ROI, markup) (PI:019) (MN)
3. Calculate break-even point (PI:006, LAP-PI-006) (MN)
4. Set prices (PI:007) (MN)

Market Planning (5 test items)

1. Profile target customer (MP:027) (MN)
2. Determine market needs (MP:025) (MN)
3. Determine customer demand for merchandise (MP:033) (MN)

Warehousing and Transportation (5 test items)

1. Identify factors considered when selecting best shipping method (OP:406) (SP)
2. Plan storage space (OP:404) (MN)

Inventory Control (15 test items)

1. Allocate merchandise to stores/regions (OP:411) (SP)
2. Track stock by location for department/class/vendor level (OP:412) (SP)
3. Explain types of unit inventory-control systems (OP:414) (SP)
4. Determine inventory shrinkage (OP:415) (SP)
5. Plan inventory flow (turnover, lead time, peak seasons, delivery dates, etc.) (OP:418) (MN)
6. Develop inventory-control systems (OP:419) (MN)

Merchandise Plans (10 test items)

1. Create/maintain daily sales plan (PM:219) (SP)
2. Plan stock (PM:062) (SP)
3. Plan purchases (PM:064) (SP)

2026-2027 Competitive Events Guidelines

Retail Management (Collegiate)



4. Plan gross margin (PM:065) (MN)
5. Prepare merchandising plans (budgets) (PM:067) (MN)

Visual Merchandising (10 test items)

1. Place merchandise for impact (PR:342) (SP)
2. Determine on-floor assortments (PR:284) (SP)
3. Use cross-merchandising techniques (PR:358) (SP)
4. Create planograms (PR:270) (MN)

Display Techniques (5 test items)

1. Create promotional signs (PR:109) (SP)
2. Select and use display fixtures/forms (PR:031) (SP)
3. Create displays (PR:047) (SP)

Product Mix (10 test items)

1. Determine width and depth of assortment strategies (PM:225) (MN)
2. Select mix of brands (PM:256) (MN)
3. Plan merchandise assortment (e.g., styling, sizes, quantities, colors) (PM:254) (SP)
4. Identify new private brand opportunities (PM:244) (MN)
5. Develop seasonal assortment strategies (PM:230) (MN)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Brightpearl. *Retail management*. <https://www.brightpearl.com/retail-management>

Herrity, J. *What is retail management? (Definition and responsibilities)*.

<https://www.indeed.com/career-advice/finding-a-job/what-is-retail-management>

Unstop. *What is retail management? Definition, features, types, & functions*.

<https://unstop.com/blog/retail-management-meaning>

2026-2027 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.

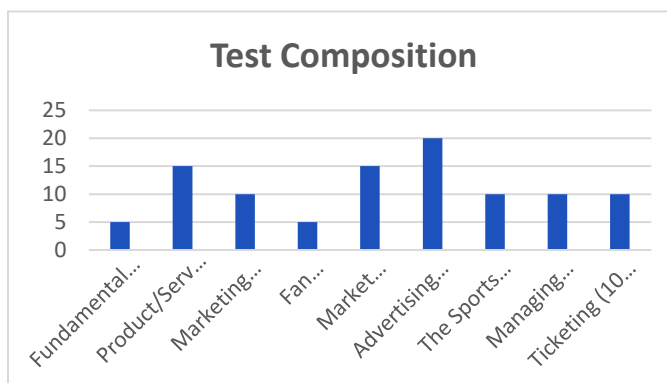


Event Overview	
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions
Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

Knowledge Areas

- Fundamentals of Sports Management & Marketing
- Product/Service Management
- Marketing Information Management
- Fan Engagement
- Market Planning
- Advertising Basics
- The Sports Management & Marketing Environment
- Managing Promotion
- Ticketing



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.

2026-2027 Competitive Events Guidelines

Sports Management & Marketing

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
- 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

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2026-2027 Competitive Events Guidelines

Sports Management & Marketing



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Penalty Points

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Recognition

- A maximum of 5 entries (individuals or teams) may be recognized per event.

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National

Required Competition Items

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2026-2027 Competitive Events Guidelines

Sports Management & Marketing



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Scoring

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2026-2027 Competitive Events Guidelines

Sports Management & Marketing



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Study Guide: Knowledge Areas and Objectives

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2026-2027 Competitive Events Guidelines

Sports Management & Marketing



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Fundamentals of Sports Management & Marketing (5 test items)

1. Explain the nature of sports marketing (MK:012, LAP-MK-012) (CS)
2. Explain career opportunities in sports/event marketing (PD:051, LAP-PD-051) (CS)
3. Explain the concept of management (SM:001, LAP-SM-001) (CS)

Product/Service Management (15 test items)

1. Determine sports/event features and benefits (SE:188) (SP)
2. Describe factors that motivate people to participate in/attend sports/events (SE:209) (SP)
3. Explain the nature of sports/event brand/branding (PM:141) (SP)
4. Explain the use of licensing in sports/event marketing (PM:139, LAP-PM-139) (SP)
5. Explain the role of endorsements in sports/event marketing (PM:140, LAP-PM-140) (SP)
6. Explain the use of naming rights in sports/event marketing (PM:142) (SP)
7. Explain the nature of sponsorship in the sports/event industries (PR:175, LAP-PR-175) (SP)

Marketing Information Management (10 test items)

1. Explain the need for sports/event marketing data (IM:245) (SP)
2. Explain sources of secondary sports/event data (IM:246) (SP)
3. Search the internet for sports/event marketing information (IM:247) (SP)
4. Explain sources of primary sports/event marketing data (IM:249) (SP)

Fan Engagement (5 test items)

1. Select strategies for maintaining/building fan support (PR:136, LAP-PR-136) (SP)
2. Establish relationships with sport/event clients/customer/fans (SE:316) (SP)

Market Planning (15 test items)

1. Describe the nature of target marketing in sports/event marketing (MP:037) (SP)
2. Identify ways to segment sports/event markets (MP:038) (SP)
3. Select target market (MP:005) (MN)
4. Conduct market analysis (market size, area, potential, etc.) (MP:009) (MN)
5. Conduct SWOT analysis for use in the marketing planning process (MP:010) (MN)
6. Conduct competitive analysis (MP:012) (MN)
7. Forecast sales for marketing plan (MP:014) (MN)
8. Develop marketing plan (MP:018) (MN)

Advertising Basics (20 test items)

1. Explain advertising media used in the sports/event industries (PR:177) (SP)
2. Explain the components of advertisements (PR:014) (SP)
3. Explain the nature of online advertising (e.g., email, search, social media, display, mobile) (PR:164) (SP)
4. Describe mobile marketing tactics (PR:276) (SP)

2026-2027 Competitive Events Guidelines

Sports Management & Marketing



5. Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)
6. Write promotional content for use on the website (PR:416) (SP)
7. Explain the nature of email marketing (PR:165) (SP)
8. Determine advertising reach of sports/event media (PR:180) (SP)
9. Calculate media costs (PR:009) (SP)
10. Choose appropriate media vehicles for sports/events (PR:181) (SP)

The Sports Management & Marketing Environment (10 test items)

1. Explain the role of agents in sports (PM:143) (SP)
2. Describe legal issues affecting the marketing of sport/event products (BL:058, LAP-BL-058) (SP)
3. Describe the role of governing bodies in the sport industry (PD:279) (SP)
4. Identify sport/event trends (NF:065) (SP)

Managing Promotion (10 test items)

1. Develop promotional calendar (PR:209) (SP)
2. Coordinate activities in the promotional mix (PR:076) (SP)
3. Prepare a promotional budget (PR:098) (MN)

Ticketing (10 test items)

1. Implement ticket sales campaign (internet, contests/giveaways, pre-promotion of campaign, video scoreboard announcements, sports/sponsorship partnerships) (PR:188) (SP)
2. Bundle/Package extra amenities with tickets (PM:148) (MN)
3. Develop pre-season booking strategy (PM:149) (MN)
4. Sell tickets (ticket plans, new season, etc.) (SE:317) (SP)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

University of Florida. *What does a sports marketer do? 4 skills you'll need*.

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Srakocic, S. *Sports management degree guide*. <https://www.allbusinessschools.com/sports-management/degrees/>

Cometta, S. *What is sports management?* <https://aists.org/what-is-sports-management/>

2026-2027 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

Event Information:	
<u>National Leadership Conference:</u> Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • Presentation: 7 minutes ○ A one-minute warning will be provided • Question & Answer (Q&A): 3 minutes <i>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.</i> Important Notes: • Internet Access: Not provided • 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.	<u>State Leadership Conference:</u> Timing Structure: • Equipment Set-Up: 3 minutes ○ No interaction allowed with judges during this time. • Presentation: 7 minutes ○ A one-minute warning will be provided • Question & Answer (Q&A): 3 minutes <i>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.</i> Important Notes: • Internet Access: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city. ○ Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

State	
Required Competition Items	
<u>Items Competitor Must Provide</u> • Technology and presentation items • Conference-provided nametag • Photo identification • Attire that meets the FBLA Dress Code	<u>Items ND FBLA Provides</u> • Table

2026-2027 Competitive Events Guidelines

State of Chapter Presentation



Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

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 State Leadership Conference (SLC).
- 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).

2026-2027 Competitive Events Guidelines

State of Chapter Presentation

- 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 the presentation

- Presentations must describe chapter activities conducted from the end of the 2026 State Leadership Conference to the end of the 2027 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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.

2026-2027 Competitive Events Guidelines

State of Chapter Presentation

- All judging decisions are final. Results announced at the State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

National

Required Competition Items

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

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

2026-2027 Competitive Events Guidelines

State of Chapter Presentation

- 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 Administration

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

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

- 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.

2026-2027 Competitive Events Guidelines

State of Chapter Presentation

- 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 2026 State Leadership Conference to the end of the 2027 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.

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.

2026-2027 Competitive Events Guidelines

State of Chapter Presentation



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

State of Chapter Presentation

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	

2026-2027 Competitive Events Guidelines

State of Chapter Presentation

Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1-10 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:			

2026-2027 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.

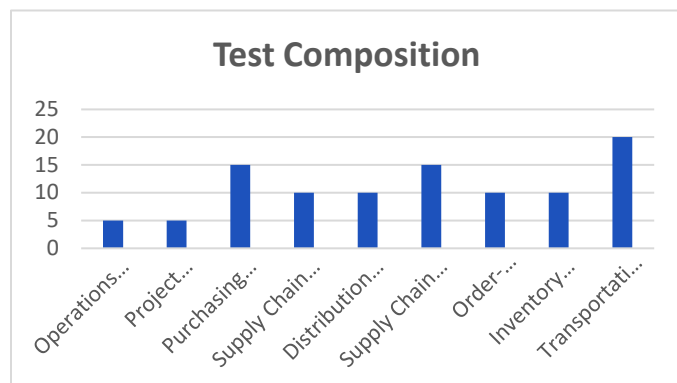


Event Overview	
Division	Collegiate
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions
Event Information:	
National Leadership Conference: Timing Structure: Test Duration: 50 minutes Important Notes: • Internet Access: Provided for testing time only. • 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.	State Leadership Conference: Timing Structure: Test Duration: 50 Minutes Important Notes: • Internet Access: Provided for testing time only. • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the SLC host city.

*** Event specifics are continued below. Review the document in its entirety.

Knowledge Areas

- Operations
- Project Management
- Purchasing
- Supply Chain Management's Role in Business
- Distribution
- Supply Chain Management Activities
- Order-Fulfillment Processes
- Inventory Processes
- Transportation Strategies



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.

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)

State

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items ND FBLA Provides On-site</u>
- 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 during testing period - Test login information (link & password provided at test check-in)

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

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

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)



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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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)

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)



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 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.

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)



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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)



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.*

Operations (5 test items)

1. Explain the nature of operations (OP:189, LAP-OP-189) (CS)
2. Discuss the role of ethics in operations (OP:190, LAP-OP-190) (SP)
3. Describe the use of technology in operations (OP:191) (SP)

Project Management (5 test items)

1. Explain the nature of project management (OP:158, LAP-OP-158) (SP)
2. Describe the role of ethics in project management (OP:675, LAP-OP-675) (SP)
3. Plan project (OP:519, LAP-OP-519) (CS)
4. Develop project plan (OP:001, LAP-OP-001) (SP)
5. Evaluate project results (OP:159) (SP)

Purchasing (15 test items)

1. Explain the nature and scope of purchasing (OP:015, LAP-OP-015) (CS)
2. Place orders/reorders (OP:016) (CS)
3. Maintain inventory of supplies (OP:031) (CS)
4. Explain the impact of the purchasing process on productivity (OP:247) (SP)
5. Select vendors (OP:161) (SP)
6. Discuss the nature of purchasing methods (OP:248) (SP)
7. Describe business objectives/strategies that influence purchasing (OP:249) (SP)
8. Describe the relationship between procurement and operations management activities (e.g., strategic sourcing, supplier relationship management, supply chain management) (OP:486) (SP)

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)



Supply Chain Management's Role in Business (10 test items)

1. Explain the concept of supply chain (OP:443, LAP-OP-443) (CS)
2. Explain the benefits of supply chain collaboration (OP:444) (SP)
3. Describe the nature of supply chain management (OP:303, LAP-OP-303) (SP)
4. Explain the impact of supply chains on business performance (OP:477, LAP-OP-477) (SP)

Distribution (10 test items)

1. Explain the nature and scope of distribution (OP:522) (CS)
2. Describe the use of technology in distribution (OP:524) (SP)
3. Explain legal considerations in distribution (OP:525) (SP)
4. Describe ethical considerations in distribution (OP:526) (SP)

Supply Chain Management Activities (15 test items)

1. Explain the nature of order cycle time (OP:299) (SP)
2. Describe the relationship between supply chain management and operations management (OP:304) (SP)
3. Describe supply chain management strategies (OP:305) (SP)
4. Use supply chain performance measures to evaluate achievement of goals (e.g., perfect order fulfillment, inventory turnover, cash-to-cash conversion cycle, fill rate) (OP:498) (SP)
5. Describe risk factors and trends affecting supply chain systems (e.g., sustainability, geopolitical volatility, cyber security, artificial intelligence, automation) (OP:499, LAP-OP-499) (SP)
6. Identify supply chain process improvement opportunities (OP:500) (SP)
7. Evaluate supplier performance and compliance (OP:501) (SP)
8. Implement supply chain management strategies (OP:306) (SP)

Order-Fulfillment Processes (10 test items)

1. Discuss the nature of capacity planning (OP:313) (SP)
2. Describe factors impacting demand (OP:314) (SP)
3. Use an information system for order fulfillment (OP:380) (CS)
4. Fulfill orders (OP:381) (CS)

Inventory Processes (10 test items)

1. Explain storing considerations (OP:400) (CS)
2. Explain the nature of warehousing (OP:401) (CS)
3. Store inventory (OP:402) (CS)
4. Explain shipping processes (OP:405) (CS)
5. Describe inventory control systems (OP:413) (CS)
6. Maintain inventory-control systems (OP:416) (SP)

2026-2027 Competitive Events Guidelines

Supply Chain Management (Collegiate)



Transportation Strategies (20 test items)

1. Describe the transportation modes (OP:505) (SP)
2. Explain the scope of domestic and global transport systems (OP:506) (SP)
3. Explain the impact of transportation costs on business performance (e.g., cost elements) (OP:507) (SP)
4. Describe trends in international distribution systems (OP:508) (SP)
5. Describe the nature of channel intermediaries for foreign markets (e.g., customs brokers, shipping agents, freight forwarders) (OP:509) (SP)
6. Explain international transportation and delivery system elements (OP:510) (SP)
7. Develop transportation plans (OP:511) (SP)
8. Assess transportation processes (OP:512) (SP)
9. Describe the nature and scope of reverse logistics (OP:513, LAP-OP-513) (SP)
10. Explain the impact of import and export requirements on supply chain design (e.g., documentation requirements, handling requirements, trade policies, customs regulations) (OP:514) (SP)

References

MBA Research and Curriculum Center. *National Business Administration Standards*.

<https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Fernando, J. *Understanding supply chain management (SCM) and its importance*.

<https://www.investopedia.com/terms/s/scm.asp>

Indeed. *What is logistics and supply chain management?* <https://www.indeed.com/hire/c/info/supply-chain-management-logistics?>

IBM. *What is supply chain management?* <https://www.ibm.com/think/topics/supply-chain-management>

2026-2027 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

Event Information:

National Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **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.
- **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.

State Leadership Conference:

Timing Structure:

- **Equipment Set-Up:** 3 minutes
 - No interaction allowed with judges during this time.
- **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.

Important Notes:

- **Internet Access:** Not Provided
 - Please be aware that guest internet may be available, but 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.
- **Event Schedule Notes:**
 - Some events may begin before the Opening Session.
 - All schedules are posted in local time for the SLC host city.
 - Schedule changes are not permitted.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Technology & Computer Science Case Competition

The case competition and rating sheet can be found starting on page 7. **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. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition

State

Required Competition Items

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

Eligibility Requirements

To participate in FBLA competitive events at the State Leadership Conference (SLC), 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 January 15 of the current school year.
- **Conference Registration:** Members must be officially registered for the SLC and must pay the state conference registration fee to participate.
- **Event Participation Limits:** Each member may participate in:
 - Three 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 State 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 Administration

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

This event can be run as a final presentation only depending on the number of registered competitors.

Presentation Details

Venue & Format

- Presentations occur in-person at the State Leadership Conference (SLC).
- 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 (*Please be aware that guest internet may be available, but 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.*)

2026-2027 Competitive Events Guidelines

Technology & Computer Science 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

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 State Leadership Conference are considered official and will not be changed after the conclusion of the State 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 5 entries (individuals or teams) may be recognized per event.

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition

Americans with Disabilities Act (ADA)

- ND 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.

Important FBLA Documents

- Competitors should be familiar with the [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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

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

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition



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 Administration

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

Presentation Details

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:** 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.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition



- 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.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition



2026-2027 Technology & Computer Science Case Competition

This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like software engineering, technology consulting, and AI governance and risk, etc.

*The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.***

Overview and Background Information

Client: JPMorgan Chase & Co.

Project: Scaling a Responsible AI Coding Assistant Across the Engineering Workforce

JPMorgan Chase & Co., headquartered in New York City, is the largest bank in the United States and one of the largest financial institutions in the world, with roughly \$4 trillion in assets and operations spanning consumer and community banking, commercial and investment banking, and asset and wealth management. Its roots trace back to 1799, and the modern firm was formed by the 2000 merger of J.P. Morgan & Co. and Chase Manhattan. Today, under CEO Jamie Dimon, it serves millions of consumers and small businesses alongside many of the world's most prominent corporations, governments, and institutional clients across more than 100 markets worldwide.

The firm organizes its work around a few core business areas:

- **Consumer & Community Banking** - everyday banking, lending, card, and payments services for millions of households and small businesses.
- **Commercial & Investment Bank** - investment banking, markets, securities services, wholesale payments, and commercial banking for corporations, institutions, and governments.
- **Asset & Wealth Management** - investment management and wealth-planning solutions for individuals and institutions.
- **Corporate** - treasury, technology, risk, and firmwide functions that support and control the businesses.

Behind the brand sits one of the largest technology organizations in the private sector. JPMorgan spends on the order of \$18 billion a year on technology and employs roughly 55,000 technologists, including more than 40,000 software engineers who build and maintain the trading, payments, risk, and customer-facing systems the firm runs on—infrastructure that moves trillions of dollars around the world every day. Software is not a back-office function here; it is the operating core of the bank, which makes both the quality and the security of that code business-critical.

Artificial intelligence is now a central pillar of that investment. JPMorgan reports more than 450 AI use cases in production and operates a proprietary, model-agnostic platform called LLM Suite that is used daily by more than 200,000 employees, along with an AI coding assistant deployed to its engineering teams that leadership credits with 10 to 20% productivity gains. The firm has ranked first among global banks on the Evident AI Index for four consecutive years. Crucially, this work is governed: a firmwide Model Risk Governance function and an Explainable AI Center of Excellence treat responsible, human-supervised AI as a requirement rather than an option, consistent with the model-risk expectations that regulators place on large banks.

As a systemically important, heavily regulated institution, JPMorgan cannot adopt AI the way a startup might. Every significant use of a model must be explainable, validated, and subject to human oversight,

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition

and any tool that touches production code must meet strict standards for security, reliability, and fairness. This study focuses on how AI-assisted programming can responsibly support JPMorgan's engineering workforce—accelerating how engineers write, debug, test, document, and learn—while preserving the human judgment and accountability that the firm's regulators and customers depend on. The primary users of your proposed solution are JPMorgan's software engineers and engineering leads, with important stakeholders in its AI governance, model-risk, and cybersecurity functions.

Your Task

You have been engaged by JPMorgan Chase & Co. as technology consultants supporting its engineering and AI governance teams. Artificial intelligence is rapidly changing how software is written, tested, documented, and maintained, and JPMorgan is already operating at scale: its in-house LLM Suite reaches more than 200,000 employees, an AI coding assistant has been rolled out to tens of thousands of engineers, and leadership reports 10 to 20% productivity gains. The opportunity is real, but so are the stakes.

JPMorgan does not have an AI-adoption problem; it has a responsible-scaling problem. In a heavily regulated bank whose code moves trillions of dollars, AI-assisted programming raises the stakes on hallucinated or insecure code, embedded bias, and over-reliance on automation.

Leadership has asked your team to design a conceptual AI assistant or AI-supported programming workflow that helps engineers write, debug, test, document, or learn something new, while demonstrating transparent reasoning, guarding against bias and misuse, and keeping qualified humans accountable for every significant decision. The guiding principle is that AI must augment human judgment, not replace it, and every design choice should reflect JPMorgan's identity as a security-first, heavily regulated institution.

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the banking industry entails](#) and to build the context you will need to create a credible, responsible-AI recommendation.

Ultimately, your goal is to propose a responsible, AI-assisted programming solution that strengthens JPMorgan's ability to innovate while preserving the security, transparency, and human accountability that a systemically important bank requires.

Additional Note: Your solution should draw on JPMorgan's publicly available information, including its LLM Suite platform, AI coding assistant rollout, Model Risk Governance and Explainable AI functions, and reported scale, and should reflect the firm's identity as a security-first, heavily regulated institution. The AI assistant does not need to be fully functional, but it must clearly demonstrate AI decision-making, ethical considerations, and usability.

Deliverables

Your final presentation should include:

- **AI-in-Programming Research & Literacy Assessment:**
 - Research the current state of AI in programming and software development, including common applications of AI-assisted coding tools and their known limitations and risks, such as bias, hallucinated output, security flaws, and misuse.

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition

- Assess the evolving role of human oversight in AI-supported workflows and the AI-literacy skills engineers need to use these tools responsibly and effectively.
- Connect these practices to JPMorgan's context as a regulated bank, drawing on credible, well-documented sources.
- **Responsible-AI Best Practices Survey:**
 - Survey best practices, case studies, or market research from other banks and technology organizations on the ethical design and deployment of AI systems used in programming.
 - Evaluate approaches such as user-centered and bias-aware design, human-in-the-loop decision-making, transparency in AI reasoning, and strategies for validating and verifying AI output.
 - Where possible, draw on expert-informed resources to ground your understanding of real-world expectations, challenges, and ethical considerations.
- **Conceptual AI Assistant or Workflow Design:**
 - Identify a clear problem, task, or learning challenge a JPMorgan engineer faces that could be supported by an AI assistant, then design a conceptual assistant or workflow that helps the user solve it, make a decision, or learn something new.
 - The design must include clear instructions for user input; the rules, logic, or reasoning used to determine outputs, including decision or selection pathways; and at least one explicit explanation of how AI is being used.
 - The tool does not need to be fully functional, but it must clearly demonstrate AI decision-making, ethical considerations, and usability.
- **Safeguards, Human Oversight & Measurement of Success:**
 - Specify safeguards that prevent bias, harm, or misuse, and a concrete plan for human-in-the-loop oversight and error checking suited to a regulated, security-first bank.
 - Define the KPIs JPMorgan should track, for example, engineer productivity, code quality and defect rates, security and compliance incidents, and AI-suggestion acceptance and override rates, and explain how leadership would use them to know the solution is working and where to refine it.

Recommended Resources

Support your findings with credible, well-documented sources. The following resources offer useful background on JPMorgan's technology and AI posture and on responsible-AI governance in regulated industries:

- **JPMorgan Chase Artificial Intelligence Research:**
<https://www.jpmorganchase.com/about/technology/research/ai>
- **JPMorgan Chase Technology:** <https://www.jpmorganchase.com/about/technology>
- **JPMorgan Chase Preparing the Workforce for the Future of AI:**
<https://www.jpmorganchase.com/newsroom/stories/how-jpmc-is-preparing-workforce-for-ai>
- **NIST AI Risk Management Framework (AI RMF 1.0):** <https://www.nist.gov/itl/ai-risk-management-framework>
- **Federal Reserve & OCC SR 11-7: Supervisory Guidance on Model Risk Management:**
<https://www.federalreserve.gov/supervisionreg/srletters/sr1107.htm>

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition

2026- 2027 Technology & Computer Science Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Responsible AI Challenge	Does not demonstrate understanding of the challenge.	Shows limited understanding of AI risks or JPMorgan’s needs.	Clearly explains the responsible-scaling challenge and business context.	Demonstrates strong insight into AI opportunity, risk, regulation, security, and human accountability.	
	0 points	1-6 points	7-8 points	9-10 points	
AI-in-Programming Research & Literacy	No meaningful research presented.	Research is limited, unclear, or weakly connected to the case.	Explains current AI programming uses, benefits, limitations, risks, and human oversight..	Provides strong, well-supported research clearly connected to JPMorgan’s regulated environment.	
	0 points	1-7 points	8-13 points	14-15 points	
Responsible-AI Best Practices	No meaningful best practices identified.	Identifies limited or weakly supported practices.	Evaluates relevant practices for transparency, bias mitigation, validation, and human oversight.	Applies a strong range of researched best practices thoughtfully to JPMorgan’s needs.	
	0 points	1-7 points	8-13 points	14-15 points	
Conceptual AI Assistant or Workflow Design	No relevant AI solution presented.	Solution is incomplete, unclear, or weakly aligned to user needs.	Presents a clear, usable solution with defined inputs, logic, outputs, and AI use..	Presents an innovative, user-centered solution with clear reasoning, strong usability, and responsible AI integration.	
	0 points	1-9 points	10-17 points	18-20 points	
Safeguards, Human Oversight & Measurement of Success	No meaningful safeguards, oversight, or success measures.	Safeguards or metrics are limited or unclear.	Provides appropriate safeguards, human oversight, error checking, and KPIs.	Integrates strong safeguards and meaningful KPIs that support continuous monitoring and improvement.	
	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	
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	

2026-2027 Competitive Events Guidelines

Technology & Computer Science Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ 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	1- 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:			
Judge Signature:			Date:
Comments:			



RECOGNITION EVENTS GUIDELINES

ALUMNI OF THE YEAR

Category: Recognition

Type: Individual

OVERVIEW

This event recognizes outstanding leaders who are alumni of FBLA Collegiate or PBL and continue to contribute to the success of FBLA Collegiate on the local, state, and/or national levels.

ELIGIBILITY

- Each chapter may nominate one person for Alumni of the Year.
- The nominees must be a former member of FBLA Collegiate or PBL.
- Nominees must not have been named to this recognition at a previous State Leadership Conference.
- The entry form must be completed by the local chapter and received with each nominee's biographical sketch in the state office postmarked by the deadline date.

CRITERIA FOR SELECTION

Criteria for selection of nominees at the state level shall include, but is not limited to,

- Years of participation in FBLA Collegiate/PBL activities
- Achievements attained while a member of FBLA Collegiate/PBL
- Promotion of FBLA Collegiate through presentations and seminars
- Contribution to local or state chapter projects and activities

The biographical sketch of each nominee should particularly address the above areas. It should also include a direct quotation of the nominee referencing the impact FBLA Collegiate/PBL has had on their life.

JUDGING

The executive committee will select the Alumni of the Year and notify the local chapter and alumni. The alumni and nominating chapter will be recognized at the State Leadership Conference.

Former nominations that were unsuccessful may be resubmitted the following year.

If a candidate was not selected as State Alumni of the Year, the chapter may still recognize the alumni at the chapter level/local banquet.

BRIDGING THE GAP AWARD

Category: Recognition

Type: Chapter

OVERVIEW

The North Dakota FBLA Collegiate Bridging the Gap Award is designed to recognize local chapters who aid in narrowing the gap between FBLA High School or FBLA Middle School and FBLA Collegiate.

ELIGIBILITY

All local chapters are eligible.

PROCEDURES

Member(s) from an ND FBLA Collegiate chapter must visit (in person or virtually) a local FBLA High School or FBLA Middle School chapter meeting. The visit shall take place following the previous State Leadership Conference and February 1 of the current year. At this meeting:

- FBLA Collegiate members shall inform the FBLA Middle or High School chapter about what FBLA Collegiate is,
- Name the colleges and universities within the state that have an FBLA Collegiate chapter and explain that Direct membership is available if attending a college/university without FBLA Collegiate,
- Invite FBLA Middle or High School members to like and follow their local FBLA Collegiate chapter social media page(s) (*if applicable*) and like the ND FBLA Collegiate Facebook and Instagram pages, and
- Answer any questions the students have about FBLA Collegiate.

DOCUMENTATION

To be eligible to receive the Bridging the Gap Award, your chapter must submit an entry form - <https://ndfblapbl.wufoo.com/forms/bridging-the-gap-award/>. The form includes a typed summary (200-word minimum) describing which FBLA chapter was visited, when the visit took place, what was discussed, and any questions the FBLA members asked. Chapters will need to provide a picture of the FBLA Collegiate members with the FBLA members at the meeting and the names of at least three FBLA members who liked/followed ND FBLA Collegiate on Facebook and/or Instagram. All items submitted become the property of the ND State Chapter of FBLA and will not be returned.

AWARD

All chapters submitting proper documentation will receive the following recognition items for their accomplishments

- Recognition certificate
- A ribbon for the chapter's members to wear at the North Dakota State Leadership Conference

BUSINESSPERSON OF THE YEAR

Category: Recognition

Type: Individual

This event recognizes outstanding leaders from the business sector who have contributed to the success of FBLA Collegiate on the local, state, and/or national levels.

OVERVIEW

- The nominees must be members of the business community. Persons who are students or full-time employees of educational institutions or departments of education are not eligible for this award; such nominees will be disqualified.
- Nominees must not have been named to this recognition at a previous State Leadership Conference.
- The entry form must be completed by the local chapter and received with each nominee's biographical sketch in the state office postmarked by the deadline date.

ELIGIBILITY

Each chapter may nominate one person for the Businessperson of the Year. Nominees must be members of the business sector, not students or educators.

PROCEDURES

Criteria for selection of nominees at the state level shall include, but are not limited to,

- Years of participation in FBLA Collegiate/PBL activities
- Promotion of FBLA Collegiate through presentations and seminars
- Contribution to local or state chapter projects and activities
- Financial assistance to and sponsorship of activities for local and/or state chapter(s)

The biographical sketch of each nominee should particularly address the above areas.

JUDGING

The executive committee will select the Businessperson of the Year and notify the local chapter and person. They will be recognized at the State Leadership Conference.

You will be notified if the candidate is selected. If you are not notified, the person was not selected as State Businessperson of the Year, and if you wish, you may give this person an award from your chapter.

COLLEGIATE PERKS

Category: Recognition

Type: Chapter

Collegiate Perks is a project designed to recognize active local FBLA Collegiate chapters and their advisers for going above and beyond. Chapters who complete one of the four levels of recognition (platinum, gold, silver, or bronze), and who submit an entry form with documentation, will be recognized.

OVERVIEW

Documentation must accompany the entry form. Only entries received by the designated date will be considered for judging.

- **Platinum Level**—complete seven (7) Level I activities and fifteen (15) Level II activities. Platinum-level chapters will receive priority seating, a ribbon, 50 points towards the Dorothy L. Travis Award, and recognition at the State Leadership Conference.
- **Gold Level**—complete four (4) Level I activities and eight (8) Level II activities. Gold-level chapters will receive priority seating, a ribbon, 30 points towards the Dorothy L. Travis Award, and recognition at the State Leadership Conference.
- **Silver Level**—complete three (3) Level I activities and six (6) Level II activities. Silver-level chapters will receive, a ribbon, 20 points towards the Dorothy L. Travis Award, and recognition at the State Leadership Conference.
- **Bronze Level**—complete two (2) Level I activities and four (4) Level II activities. Bronze-level chapters will receive, a ribbon, 10 points towards the Dorothy L. Travis Award, and recognition at the State Leadership Conference.

ELIGIBILITY

All active local chapters are eligible.

PROCEDURES

All activities must be completed from the end of the previous State Leadership Conference until January 27 of the current year. **Documentation must accompany the entry form.** All items submitted become the property of the ND State Chapter of FBLA Collegiate and will not be returned.

Level I Activities

1. Have at least 80% of local membership register for the State Leadership Conference.
2. Hold an FBLA Collegiate recruitment booth during your college's involvement fair.
3. Submit a chapter spotlight report for a chapter activity for publication on North Dakota FBLA Collegiate social media.
4. At least 20% of members complete a level of the FBLA Collegiate Excellence Awards.
5. Secure a competitive event sponsor.
6. Have a candidate run for state or national office.
7. Create a chapter program of work/activity calendar.

Level II Activities

8. Pay initial state and national dues of \$20 by October 20.
9. Submit Community Service Project for state competition.
10. Hold an Alzheimer's Association or American Heart Association Fundraiser.

11. Include a local businessperson in a chapter activity or go on a local business tour.
12. Include a professor/school official in a chapter activity (excludes adviser).
13. Have a state or national officer attend a chapter meeting in person or virtually. (State officers may not visit their own chapter)
14. Increase local chapter membership by 10%.
15. Submit a report of a chapter activity to local media and to the state office for publication.
16. Have at least one member attend the National Leadership Conference.
17. Have at least one member attend FBLA Collegiate Career Connections Conference or Nebraska Collegiate FLC.
18. Visit with a local FBLA High School chapter about the benefits of joining FBLA Collegiate.
19. Hold an event to promote FBLA Week.
20. Conduct a local officer installation ceremony.
21. Hold a chapter/member recognition event.
22. Nominate a chapter member for the Member of the Semester recognition.

PROCEDURE

Complete the online entry form at: <http://ndfblapbl.wufoo/forms/collegiate-perks/>. Documentation must accompany entry and needs to be numbered and typed. All entries must be received by the designated date. Completing extra Level II activities is recommended if an activity selected is not able to be verified.

JUDGING

Entries will be reviewed by a screening committee to determine if chapters have complied with event eligibility and regulations.

NOTE: This is a North Dakota only FBLA Collegiate event. It is similar in nature to some of the national chapter and member recognition activities, including FBLA Collegiate Outstanding Chapter Award.

HONORARY MEMBERSHIP IN NORTH DAKOTA FBLA COLLEGIATE

Category: Recognition

Type: Individual

This event recognizes persons who have contributed to the success of Future Business Leaders of America on the local, state, and national levels.

OVERVIEW

- The nominees must be persons from the business or educational community who have contributed to the success of FBLA Collegiate.
- The entry form must be completed by the local chapter and received with each nominee's biographical sketch in the state office postmarked by the deadline date.

ELIGIBILITY

Each chapter may nominate one or two persons as candidate(s) for an Honorary Member in North Dakota FBLA Collegiate.

REGULATIONS

- Honorary Members may be nominated from those who are employed in government, local teachers, school administrators, employees of local educational agencies, or other interested people in the community.
- Nominees must not have been named to this event at a previous State Leadership Conference.
- The entry form must be completed by the local chapter and received with each nominee's biographical sketch in the state office postmarked by the deadline date.

PROCEDURES

The biographical sketch of each nominee should address the following areas:

- Years of participation in FBLA Collegiate/PBL activities
- Promotion of FBLA Collegiate through presentations and seminars
- Contributions to chapter projects and activities
- Financial assistance to and sponsorships of activities for local and/or state chapter(s)

JUDGING

The executive committee will select honorary members and notify the local chapter and person(s). They will be recognized at the State Leadership Conference.

You will be notified if your candidate is selected. If you are not notified, the person was not selected as an honorary member, and if you wish, you may give this person an award from your chapter.

LARGEST LOCAL CHAPTER MEMBERSHIP

Category: Recognition

Type: Chapter

Effective state and national programs depend upon membership support and growth. Increased membership provides resources for the expansion of services to local chapters. Membership recruitment offers a worthwhile experience in public relations and leadership. Recognition is given to those local chapters that have attained the largest membership in FBLA Collegiate.

ELIGIBILITY

All active local chapters are eligible.

PROCEDURES

- Official membership records are audited in the state office; therefore, no entry form is required for this event.
- Winners in this event are determined by the state office after the audit of membership records. The figures used in determining the winners will be the number of paid FBLA Collegiate members on record in the FBLA state office on the cut-off date of the current school year.

STATE AWARDS

An award is presented at the State Leadership Conference to the largest FBLA Collegiate chapter in North Dakota.

LARGEST PERCENTAGE OF INCREASE IN LOCAL CHAPTER MEMBERSHIP

Category: Recognition

Type: Chapter

Effective state and national programs depend upon membership support and growth. Increased membership provides resources for the expansion of services to local chapters. Membership recruitment offers a worthwhile experience in public relations and leadership. Recognition is given to local chapters that have attained the largest percentage of increase in local chapter membership in FBLA Collegiate.

ELIGIBILITY

All active local chapters are eligible.

PROCEDURES

- Official membership records are audited in the state office; therefore, no entry form is required for this event.
- Winners in this event are determined by the state office after the audit of membership records. The figures used in determining the winners will be the number of paid members on record in the FBLA state office at the cut-off date established for the previous and current school years.

STATE AWARDS

An award is presented at the State Leadership Conference to the top local chapter that attained the highest percentage of membership increase in FBLA Collegiate.

LARGEST PERCENTAGE OF RETENTION IN LOCAL CHAPTER MEMBERSHIP

(North Dakota Only Event)

Category: Recognition

Type: Chapter

Effective state and national programs depend on membership support and growth. Retaining members from year to year provide resources for experienced members to serve local chapters and new members. Membership retention offers a worthwhile experience in public relations and leadership. Recognition is given to local chapters in North Dakota that have retained the largest percentage of members from the previous year.

ELIGIBILITY

All active local chapters are eligible.

PROCEDURES

- Official membership records are maintained at the state office; however, to enter this event the entry form must be completed. The form can be found in the "Forms" section of this handbook. Only entries received by the designated date will be considered.
- The figures used in determining the winner will be the number of paid, retained members on record in the state office on June 30 of the previous year and by the designated dues deadline for participation at the State Leadership Conference.

STATE AWARDS

An award is presented at the State Leadership Conference to the local chapter that attained the highest percentage of membership retention in FBLA Collegiate.

MEMBER OF THE SEMESTER

Category: Recognition

Type: Individual

The Member of the Semester award is designed to recognize excellence and active involvement by local chapter members in North Dakota FBLA Collegiate. Each semester advisers are encouraged to nominate a local chapter member for this recognition via the online nomination form found at <https://nd-fbla.org/collegiate/> or <https://ndfblapbl.wufoo.com/forms/nd-fbla-collegiate-member-of-the-semester/>. Fall semester nominations are due on November 1. Spring nominations are due on February 1. Nomination forms will be reviewed by the State Executive Committee, and one North Dakota FBLA Collegiate member will be recognized as the Member of the Semester. State officers are not eligible for this recognition.

RECOGNITION

All members who are selected as the Member of the Semester during the current membership year will be recognized at the State Leadership Conference.

WHO'S WHO IN FBLA

Category: Recognition

Type: Individual

This award honors FBLA Collegiate members who have made outstanding contributions to the association at the local, state, and national levels.

OVERVIEW

The nomination must be completed by the chapter adviser and submitted with State Leadership Conference registration to the state office by the designated date.

Nominees must be selected in accordance with the regulations of the state chapter and the national association.

ELIGIBILITY

- Each chapter may enter one (1) or more participants who are members of an active local chapter, on record as having paid dues for the current school year.
- State officers automatically earn recognition in this event; therefore, chapters should not select state officers for this honor.

GUIDELINES

Criteria for the selection of nominees by the local chapter should include:

- years of participation in FBLA activities
- extent of participation in conferences sponsored by the state chapter and national association
- offices, chairships, and committee memberships held
- contributions to local, state, and national projects
- participation in other activities
- recommendations supportive of the member's involvement in FBLA
- complete level of the Excellence Awards

STATE AWARDS

One (1) or more members from each chapter nominated by their adviser and all state officers will be recognized as recipients of the Who's Who in FBLA award at the SLC.

NATIONAL COMPETITION

One (1) member from North Dakota will be selected to receive national Who's Who recognition.



FORMS



ND FBLA Collegiate State Officer Application*

Please key this form.

**All information requested is purely voluntary on the part of the applicant and will not be used for determining the applicant's qualifications for a North Dakota FBLA State Chapter office.*

School attending in 2027-28				Office sought ☐ President ☐ Vice President	
Class next year ☐ Sophomore ☐ Junior ☐ Senior ☐ Graduate Student				Shirt Size	
Name		Current mailing address			
City	State	Zip	Cell Phone		
E-mail					
Summer mailing address					Phone
Person to contact in an emergency			Relationship		
Address		City	State	Zip	Phone
FBLA Collegiate activities					
College Major	College Minor			Have you completed or are you enrolled in at least one business course? ☐ Yes ☐ No	
Are you willing to attend all meetings of the State Executive Council: ☐ Yes ☐ No					
Are you employed in a part-time job while attending college? ☐ Yes ☐ No		Number of hours you usually work per week		Name of employer	
If you are employed, will your employer allow you time off to attend state planning meetings? ☐ Yes ☐ No					
Candidate's signature			Adviser's signature		

Email this form by the designated date to:

Jessica DeVaal
jdevaal@nd.gov



No pictures, be brief. State reasons on this form only.

Email this form by designated date to:

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Name of Nominee	
Complete Mailing Address of Nominee	Telephone
E-mail Address of Nominee	
Nominated for: ☐ Honorary Membership ☐ Businessperson of the Year	
Statement of why the nominee should receive the award:	
Submitted by	
Chapter	
NOTE: You will be notified if candidate is selected. If you do not receive notification, the person was not selected as State Businessperson of the Year or Honorary Member. You may give this person an award from your chapter if you wish.	

Jessica DeVaal
jdevaal@nd.gov



FBLA Collegiate Alumni of the Year Nomination

No pictures, be brief. State reasons on this form only.

Name of Nominee	
Complete Mailing Address of Nominee	Telephone
E-mail Address of Nominee	
Years of Participation in FBLA Collegiate:	
Statement of why the nominee should receive the award:	
Quote from nominee about FBLA Collegiate's impact on their life/career:	
Submitted by	Chapter
<i>NOTE: You will be notified if candidate is selected. If you do not receive notification, the person was not selected as FBLA Collegiate Alumni of the Year. You may give this person an award from your chapter if you wish.</i>	

Email this form by designated date to:

Jessica DeVaal
jdevaal@nd.gov



Largest Percentage of Retention in Local Chapter Membership

(North Dakota Only Event)

School Name and City:

Please fill out the information below. Membership retention will be verified using the National membership records.

Number of Members Retained from 2025-2026 to 2026-2027:

Percentage of Retention:

(To calculate the percentage of retention, divide the number of members retained by the current number of members.)

List names of members retained from 2025-2026 to 2026-2027:
(Attach additional sheet if necessary)

1.	10.
2.	11.
3.	12.
4.	13.
5.	14.
6.	15.
7.	16.
8.	17.
9.	18.

Signature of Chapter President:

Signature of Chapter Adviser:

Email this form by designated date to:

Jessica DeVaal
jdevaal@nd.gov



Competitive Event Sponsorship Form

Name of Company Representative:	Name of Business:	
Address:	City, State:	ZIP:
Phone:	Fax:	
E-mail Address:		
Name of Competitive Event Sponsored:	Amount:	
1 st Choice:	\$	
2 nd Choice:	Make check payable to North Dakota FBLA	

Will a representative of this business be present at the State Leadership Conference to present the award?

☐ Yes

☐ No

If yes, please list name:

Each business will be identified as an event sponsor in the program booklet and acknowledged during the general awards session.

Signatures:

Representative of Business:	Date:
North Dakota FBLA Collegiate Representative:	Date:

Postmark, along with check, by February 1st to:

Jessica DeVaal
Dept. of Career and Technical Education
jdevaal@nd.gov

APPENDIX

FBLA Collegiate Constitution and Bylaws NLC Information

UNIFORM STATE CHAPTER CONSTITUTION

FUTURE BUSINESS LEADERS OF AMERICA—PHI BETA LAMBDA, INC.

Article I—Name

The name of this organization shall be the North Dakota State Chapter of the Future Business Leaders of America-Phi Beta Lambda, Incorporated, hereinafter referred to as "the Chapter."

Article II—Purpose

The purpose of this FBLA Chapter shall be to further the goals of FBLA within the state of North Dakota. The Chapter shall provide as an integral part of the instructional program additional opportunities for secondary students (grades 7-12) in business and office education to develop vocational and career supportive competencies and to promote civic and personal responsibilities.

The purpose of this PBL Chapter shall be to further the goals of PBL within the state of North Dakota. The Chapter shall provide opportunities for postsecondary and college students to develop vocational competencies for business and office occupations and business teacher education. PBL is an integral part of the instructional program and, in addition, promotes a sense of civic and personal responsibility.

The specific goals of FBLA-PBL and the Chapter are to:

- a. Develop competent, aggressive business leadership
- b. Strengthen the confidence of students in themselves and their work
- c. Create more interest and understanding of American business enterprise
- d. Encourage members in the development of individual projects which contribute to the improvement of home, business, and community
- e. Develop character, prepare for useful citizenship, and foster patriotism
- f. Encourage and practice efficient money management

- g. Encourage scholarship and promote school loyalty
- h. Assist students in the establishment of occupational goals
- i. Facilitate the transition from school to work.

The Chapter shall not have any purpose nor engage in any activity inconsistent with the status of an educational and charitable organization as defined in Section 501 (c) (3) of the Internal Revenue Code of 1954 or any successor provision thereto, and none of these goals shall at any time be deemed or construed to be other than the public benefit purposes and objectives consistent with such educational and charitable status, nor shall the Chapter adopt goals or engage in any activity inconsistent with the goals and policies of FBLA-PBL, Incorporated.

Article III—Membership

The membership of the Chapter shall consist of FBLA or PBL members residing within the state of North Dakota. Classes of membership identical to those established by FBLA-PBL, Inc., shall be established by the Chapter. Such classes, together with the voting and other rights of each, may be more specifically set forth in the Bylaws.

Article IV—Dues and

Finance

Section 1

The Chapter may assess dues from the members in addition to dues assessed by FBLA-PBL, Incorporated.

Section 2

No part of the net earnings of the Chapter shall inure to the benefit of any member, sponsor, donor, creator, director, officer, employee, or any other private individual or to the benefit of any corporation or organization, any part of the net earnings of which inure to the benefit of any private individual; provided, this shall not prevent payment of reasonable compensation for services

actually rendered the Chapter in effecting its goals.

The Chapter shall not divert any part of its income or corpus to any member, sponsor, donor, creator, director, officer, or employee; by lending any part of its income or corpus without receipt of adequate security and a reasonable rate of interest; by paying any compensation in excess of reasonable allowance for salaries, or other compensation for personal services actually rendered; by making any purchase of money or money's worth; by selling any substantial parts of its securities or other property for less than adequate consideration for money or money's worth; or by engaging in any other transaction which, either directly or indirectly, results in such diversion of its income or corpus.

The Chapter shall not make any accumulation of its income unreasonable in amount or duration.

The Chapter shall not use any income for purposes other than the objects in this Constitution set forth, or invest any income in any manner which might jeopardize the fulfillment or carrying out of its objects. The Chapter shall not devote a substantial portion of its activities to carry on propaganda or otherwise attempting to influence legislation, and in no event shall the Chapter engage in any legislative activities other than those in direct furtherance of the Chapter's stated objectives. The Chapter shall not participate in or intervene in any political campaign on behalf of any candidate for public office. In general, the Chapter shall not act in any way or engage in any activity which might effect its right or the right of FBLA-PBL, Inc., and the Chapter shall be so operated as to be entitled to and receive all tax exemptions, federal or local, which may be granted to charitable, scientific, or educational associations or foundations.

Article V—Organization

Section 1

The Chapter is a subsidiary of the Future Business Leaders of America--Phi Beta Lambda, Inc. As an integral part of FBLA-PBL Inc., the chapter shall have goals and engage in activities consistent with the organization's status as a charitable and educational organization as defined in Section 501 (c) (3) of the Internal Revenue Code of 1954. Reports shall be submitted to FBLA-PBL, Inc., as requested.

Section 2

The Chapter shall be governed by a Board of Directors, which shall serve as the policy making body for the Chapter, and which shall be subject to this Constitution, the FBLA or PBL Bylaws, and the Board of Directors of FBLA-PBL, Inc.

Section 3

The Chapter shall adopt a set of Bylaws consistent with this Constitution, which shall include the powers and duties of the Board of Directors, officers and elections, meetings of the Chapter, and any other provisions necessary for the orderly administration of the Chapter.

Section 4

The Chapter shall maintain such relationship with FBLA or PBL local chapters within the state of North Dakota as shall be approved by the Board of Directors. The Chapter may apply to the Internal Revenue Service for a group tax exemption ruling on behalf of the local chapters within the state.

Section 5

Upon dissolution, all the assets of the Chapter shall be and remain the assets of FBLA-PBL, Inc.

Article VI—Emblems and

Insignia

The Chapter emblems shall be the emblems of the national organization. Only members in good standing may use official emblems and insignia.

Article VII—Amendment

This Constitution is a mandatory Constitution drafted by FBLA-PBL, Inc., for the adoption by its state chapters and shall be unamendable

without the written consent of FBLA-PBL, Inc. Should amendments be required for the purpose of qualifying or retaining qualification under Section 501 (c) (3) of the Internal Revenue Code of 1954 or any successor provision thereto, such amendments, as approved by the Board of Directors of FBLA-PBL, shall become a part of this Constitution with or without the consent of the Chapter.

Revised by National FBLA-PBL December 5, 1975.

Revised by North Dakota State Chapter of FBLA-PBL Inc. September 20, 1991.

Revised by North Dakota State Chapter of FBLA-PBL, Inc., April 4, 2004.

National Office Address:

FBLA, Inc.
12100 Sunset Hills Drive,
Suite 200
Reston, VA 20190
703-860-3334 OR
1-800-325-2946

North Dakota Address:

North Dakota State Chapter
FBLA, Inc.
State Capitol, 15th Floor
600 East Boulevard Ave.
Dept. 270
Bismarck, ND 58505-0610
701-328-2286

FUTURE BUSINESS LEADERS OF AMERICA, INC.

North Dakota Chapter

FUTURE BUSINESS LEADERS OF AMERICA COLLEGIATE BYLAWS

Article I—Name

Section 1

The name of this chapter of FBLA, Inc. shall be the "North Dakota Chapter of Future Business Leaders of America College" and may be referred to as "North Dakota FBLA Collegiate" or "FBLA Collegiate."

Article II—Purpose

Section 1

The purpose of FBLA Collegiate is to provide opportunities for postsecondary students to develop business-related career competencies. FBLA Collegiate is an integral part of the instructional program and in addition, promotes a sense of civic personal responsibility.

Section 2

The specific goals of FBLA Collegiate are to:

- a. develop competent, aggressive business leadership,
- b. strengthen the confidence of students in themselves and their work,
- c. create more interest in and understanding of American business enterprise,
- d. encourage members in the development of individual projects which contribute to the improvement of home, business, and community,
- e. develop character, prepare for useful citizenship, and foster patriotism,
- f. encourage and practice efficient money management,
- g. encourage scholarship and promote school loyalty
- h. assist students in the establishment of occupational goals, and
- i. facilitate the transition from school to work.

Article III—Membership

Section 1

FBLA Collegiate membership shall consist of members of nationally chartered local chapters. These members shall hold membership in their local, state, and national chapters. Membership shall consist of these classes of members:

FBLA Collegiate Active Members—shall be students enrolled in a postsecondary program who accept the purpose of FBLA Collegiate and subscribe to its creed. Active members shall pay dues as established by local, state, and national FBLA Collegiate and may participate in all events, in accordance with the guidelines of the awards program, serve as voting delegates to leadership conferences, hold office, and otherwise participate in local, state, and national activities in accordance with established guidelines, rules and regulations.

Article IV—Dues and Finance

Section 1

State dues shall be determined by a majority vote of the local voting delegates at the State Leadership Conference. State dues of members shall be forwarded directly to the office of the state chairman or other designated agent. National dues shall be forwarded directly to the national office by the local chapter.

Section 2

Annual North Dakota FBLA Collegiate dues shall be \$10 per active member.

Section 3

The affairs and property of FBLA, Inc. shall be managed by the National Board of Directors which shall have all powers and duties of a board of directors, according to D. C. Code 29-1080 (1967 ed.).

Section 4

The fiscal year of the Future Business Leaders of America shall be July 1 through June 30.

Article V—Organization

Section 1

Future Business Leaders of America Collegiate shall be an association of local chapters, each operating in accordance with the charter granted by FBLA, Inc. Only chapters which have received

charters and numbers issued by FBLA, Inc. and which are in good standing, shall be referred to as chapters of "Future Business Leaders of America" or "FBLA Collegiate."

Section 2

A chapter of FBLA Collegiate shall be considered in good standing with the national and state organization when the following conditions are met:

- a. State and national membership dues have been paid.
- b. All reports have been submitted to the national office and state chairman as requested.
- c. The local chapter constitution and bylaws are not in conflict with the state and national constitutions and bylaws in any of the provisions.

Section 3

FBLA Collegiate members shall be considered in good standing when they:

- a. attend local chapter meetings with reasonable regularity,
- b. show an interest in, and take part in, the affairs of the chapter, and
- c. pay their local, state, and national dues.

Section 4

The State Executive Board shall serve as the policy-making body of North Dakota FBLA Collegiate.

Section 5

The State Executive Board shall consist of state officers and members of the state committee, (state chairman and state advisers). Each member of the State Executive Board will have one vote. The state president chairs the State Executive Board meetings.

Section 6

The state Chapter shall hold at least one annual state leadership conference to elect state officers and conduct business.

Section 7

The position of state chairman shall be filled by recommendation of the National Board of Directors of FBLA, Inc.

Section 8

Each group wishing to become a chapter of FBLA shall make a formal written application to the North Dakota

state chairman who will submit the application to the national FBLA office for approval, and the national FBLA, Inc. office will issue the local chapter charter.

Section 9

Each local chapter shall have at least one adviser. A local chapter may have as many special--emphasis groups under the chapter charter as it deems necessary to meet the interests of all students. The local chapter of FBLA Collegiate shall assume full responsibility for coordinating the program for these interest groups.

Section 10

The State Executive Board may appoint up to three state advisers to serve unlimited, renewable one-year terms. State advisers may consist of, but not be limited to, industry representatives, local chapter advisers, and other individuals with a passion for career & technical education, leadership development, and student organizations.

Article VI—Officers and Elections

Section 1

The state elected officers of the North Dakota State Chapter of Future Business Leaders of America Collegiate shall be a president and four vice presidents. All officers stated above will be elected, appointed, and installed at the State Leadership Conference and will serve as voting members of the State Executive Board.

Section 2

Qualifications for Elected State Officers

- a. Only active FBLA Collegiate members are eligible to hold office.
- b. Only those applicants who are present at the State Leadership Conference shall be eligible for nomination.
- c. To be considered for an elected office in the North Dakota State Chapter of Future Business Leaders of America Collegiate, a candidate shall:
 - (1) have at least one full year remaining in their post-secondary or college program of study,
 - (2) be recommended by the local chapter and endorsed by their local chapter adviser, and
 - (3) file an official application for office by the established filing date.

Section 3

Nominations for Elected Officers

- a. Nominees who have filed an official application for a specific office and who are present at the general session of the North Dakota FBLA Collegiate Leadership Conference when the election is held shall be eligible for election to office. Any change in the application for a specific office must be filed with the State chairman prior to the beginning of the First General Session at the State Leadership Conference.
- b. In the event there are no candidates for an office, applications for the vacant office will be accepted by the newly elected State Executive Board following the conference by an established date. The newly elected State Executive Board will appoint an officer from applications for the vacant office following the conference.

Section 4

Elections

- a. The president and vice presidents shall be elected annually by the local voting delegates at a business meeting at the annual North Dakota State FBLA Collegiate Leadership Conference. These officers shall be elected by a majority of the local voting delegates present and registered at the conference. No proxy voting will be permitted.
- b. No more than three members may be candidates for elected office from the same local FBLA Collegiate chapter.

Section 5

Term of Office

- a. State officers shall be elected for one year, and their term of office shall begin at the close of the State Leadership Conference.
- b. Officers may succeed themselves in the same office for two consecutive years if elected for a second term.

Section 6

Vacancy in Office

- a. A vacancy in office, other than that of president, shall be filled or remain vacant, as determined by the State Executive Board.
- b. The State Executive Board shall delegate one of the vice presidents to assume the role of president if that office shall become vacant. This delegate would be selected by a majority vote of the State Executive Board.

- c. Should the office of president become vacant, the chosen vice president shall assume the office of president.

Article VII—Duties of FBLA Collegiate State Officers

Section 1

The president shall:

- a. serve as chairman of the State Executive Board,
- b. preside over the Executive Board meetings and business meetings of FBLA Collegiate,
- c. appoint appropriate committees and committee chairmen,
- d. serve as an ex-officio member of all committees,
- e. perform other duties for the promotion and development of local, state, and national FBLA, Inc., and
- f. maintain a close and continuing relationship with the state chairman and state advisers of FBLA.
- g. prepare an agenda for the executive board meetings with input from the State Executive Board.

Section 2

The vice presidents shall:

- (1) Each taking on assigned responsibility below, but not limited to:
 - a. assist the president and state chair in any activity,
 - b. serve as a liaison for local North Dakota FBLA Collegiate chapters for the North Dakota FBLA Collegiate state officer team and State Executive Board,
 - c. serve as a representative of the North Dakota FBLA Collegiate state officer team for new and re-activating chapters,
 - d. serve as chairman of appointed committees, and
 - e. assist in the promotion and development of FBLA.
 - f. present financial reports to members at State Executive Board meetings and the State Leadership Conference,
 - g. serve as a primary liaison between potential and current corporate partners and North Dakota FBLA Collegiate,
 - h. be responsible for developing and/or updating a corporate partner program for the current membership year,
 - i. keep an accurate record of all business of the State Leadership Conference and the State Executive Board,

- j. supply at least one copy of the minutes and substantiating report to the State Executive Board promptly,
- k. publish and update the official North Dakota FBLA Collegiate website and social media pages,
- l. submit appropriate items to the publisher of national FBLA publications,
- m. advise the president on the orderly conduct of business in accordance with FBLA Collegiate Bylaws and the current edition of Roberts Rules of Order, Newly Revised,
- n. complete an annual review of the organization's bylaws.

Section 3

These officers shall serve on the State Executive Board, perform the duties prescribed in the Bylaws, and perform such other duties as directed by the president and the state chairman which are consistent with these Bylaws or other rules adopted by FBLA.

Section 4

Any intellectual property or digital works, including but not limited to logos, themes, slogans, phrases, guides, and other works created by a member or officer of North Dakota Future Business Leaders of America Collegiate for or on behalf of North Dakota Future Business Leaders of America Collegiate shall be the property of North Dakota Future Business Leaders of America Collegiate and the member or officer is deemed to have waived all rights in favor of North Dakota Future Business Leaders of America Collegiate.

Section 5

Any state officer failing to perform assigned duties as stated in Article VII, may be dismissed from office by a two-thirds vote of the State Executive Board. The office shall be filled following the guidelines in Article VI, Section 6, of the North Dakota Future Business Leaders of America Collegiate Bylaws.

Article VIII—State Leadership Conference and Meetings

Section 1

A North Dakota State Leadership Conference shall be held each year.

Section 2

Each local chapter in good standing shall be entitled to send two to six local voting delegates from its active membership to the State Leadership Conference in accordance with the following:

- a. 1-19 members—two voting delegates
- b. 20-39 members—three voting delegates
- c. 40-59 members—four voting delegates
- d. 60-89 members—five voting delegates
- e. 90 and above—six voting delegates

Section 3

All voting delegates and competitive event participants of local chapters shall be officially registered by their respective advisers and their names submitted by a deadline set by the State Executive Board for the State Leadership Conference. Changes may be made in the names of voting delegates or participants of competitive events at registration prior to the beginning of the State Leadership Conference First General Session.

Section 4

Only those voting delegates recognized as registered and present during the initial role call at the First General Session of the State Leadership Conference will be allowed to vote. No proxy voting will be permitted.

Section 5

The quorum for all business meetings at the State Leadership Conference shall be a majority of the currently registered voting delegates eligible to vote and in attendance at that meeting.

Section 6

Leadership development conferences and meetings may be held as determined by the State Executive Board.

Article IX—State Executive Board

Section 1

The state officers of North Dakota FBLA Collegiate shall, with the state chairman and state advisers, constitute the State Executive Board.

Section 2

The State Executive Board shall:

- a. adopt policies of operation for FBLA Collegiate as deemed necessary,
- b. approve committee appointments and the creation of new committees by the president,
- c. review all proposed amendments to the Bylaws,
- d. present to the FBLA Collegiate active members at the State Leadership Conference those proposed amendments which have been approved by the State Executive Board, and

- e. perform such other duties as are prescribed by these Bylaws.

Section 3

Special meetings of the State Executive Board shall be called upon at the written request of three voting members of the State Executive Board. At least one State Executive Board meeting will be held annually.

Section 4

Business of the State Executive Board may be conducted by mail, teleconference or other appropriate means at the discretion of the president and approval of the state chairman and the state advisers. All business completed in a non-traditional format, and results of this business, shall be recorded in the minutes of the next regular State Executive Board meeting.

Article X—Committees

Section 1

Advisory and other committees to assist in the growth and development of FBLA Collegiate may be appointed as deemed necessary by the State Executive Board.

Section 2

The president of FBLA Collegiate shall, with the approval of the State Executive Board, establish committees, and appoint their members for a period not to exceed the president's term of office, and assist in their activities.

Section 3

Committee business may be conducted by mail, teleconference, or other appropriate means at the discretion of the president and approval of the state chairman and the state advisers. For adoption, action take by the committee in a non-traditional meeting shall require a plurality vote of the members eligible to vote and shall be reported to the committee members no later than the next regular committee meeting.

Article XI—Emblems and Colors

Section 1

The official emblem and insignia item designs are described and protected from infringement by registration, in the U. S. Patent Office, under the Trademark Act of 1946. The manufacturing, reproduction, wearing, or displaying of the emblem shall be governed by the National Board of Directors of FBLA, Inc.

Section 2

Emblems and insignia shall be uniform in all local and state chapters and within special-emphasis groups; they shall be those of FBLA. Only members in good standing may use official emblems and insignia.

Section 3

The official colors of North Dakota FBLA shall be blue and gold.

Article XII—Parliamentary

Authority

Section 1

The rules contained in *Robert's Rules of order Newly Revised—current edition* shall govern the North Dakota State Chapter of FBLA in all cases to which they are applicable and in which they are not inconsistent with the rules of FBLA, Inc., these Bylaws, or any special rules of order which the North Dakota FBLA Collegiate may adopt.

Section 2

The use of the word chairman to identify one who chairs a committee or meeting is seen by a growing number of educators and students as perpetuating linguistic sexism. Many advisers and members of FBLA wish to free their language from this unconscious semantic bias. However, because *Robert's Rules of Order Newly Revised—current edition* takes the position that the word "CHAIRMAN suffices for both sexes," it will be used in the Constitution and Bylaws and in other FBLA state and national publications.

Article XIII—Amendment of the Bylaws

Section 1

Proposed amendments to these Bylaws shall be submitted in writing not later than sixty days prior to the North Dakota FBLA Collegiate State Leadership Conference to the state chairman by local chapters or by a state officer. Notice of proposed amendments shall be sent to local chapters within thirty days of the State Leadership Conference.

Section 2

Proposed amendments shall be reviewed by the State Executive Board and must be approved by the State Executive Board before they can be submitted to the voting delegates at the State Leadership Conference. The State Executive Board shall present approved amendments, with recommendations, to

voting delegates at the State Leadership Conference.

Section 3

A two-thirds vote of the voting delegates registered at the State Leadership Conference and in attendance at the business meeting is required for adoption of amendment.

Revised March 24, 2018

Revised April 9, 2022

Revised March 27, 2023

Revised April 8, 2024

FBLA COLLEGIATE NATIONAL LEADERSHIP CONFERENCE PARTICIPANT'S INFORMATION

The FBLA Collegiate National Leadership Conference (NLC) will be held in Columbus, OH, June 23-26, 2027. The NLC offers motivational and informational sessions for both members and advisers. Delegates will be involved in workshops to help develop leadership skills and make important career decisions. Qualified competitive event winners can compete in the FBLA Collegiate National Awards Program.

If you are an eligible competitive event winner, you must complete the Competitive Event Information form and email it to Jessica DeVaal at the FBLA Collegiate State Office no later than March 16. If you fail to do so, you will **forfeit your right** to compete at the NLC.

On March 18, a notice will be emailed to all chapters of the competitive events that have not been entered. Any FBLA Collegiate member who competed at SLC may enter any "open" competitive event at the NLC upon notification of the North Dakota FBLA Collegiate State Office.

No competitive events at the NLC can be entered after March 22!

The National FBLA Collegiate office will publish NLC conference information on its website at www.fbla.org. Registration will be done online using the chapter membership login. Contact the national office for information at 800-325-2946 or by e-mail: conference@fbla.org.



ND FBLA Collegiate NLC Competitive Event Information

People who wish to compete in FBLA Collegiate competitive events representing North Dakota should submit the following information by March 16, 2027.

School Name	Event(s) Entering
Participant's Name	Mailing Address on May 15
Day Phone	
Evening Phone	E-mail Address

Person to be contacted in case of emergency while attending NLC:

Name	Mailing Address
Phone	

NOTE: Completion of this form does not register you for the conference or hotel. It only makes it possible to enter a competitive event!

If you are not competing, but are attending the 2027 National Leadership Conference, it would be appreciated if you would complete and return this form to the state office so we can share this information with all attending from North Dakota.

If you send in this form indicating your intent to register for and compete at the conference, but change your mind, please notify the state office as soon as possible. This information is needed in order to complete event confirmation prior to arrival at the NLC.

Email this form by the designated date to:

Jessica DeVaal
jdevaal@nd.gov

**North Dakota State Board for
Career and Technical Education**

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Bismarck ND 58501
701-328-3180*

EMAIL: cte@nd.gov

WEBSITE: www.cte.nd.gov

Ms. Sonia Meehl - Oakes, President

Ms. Lyndsi Engstrom – Westhope, Vice President

Mr. Levi Bachmieier – West Fargo

Mr. Phil Davis – Bismarck

Mr. Morgan Forness – Casselton

Ms. Lisa Johnson – Bismarck

Mr. Mike McHugh - Mandan

Mr. Eric Nelson – Williston

Mr. Brent Sanford - Bismarck



North Dakota FBLA Collegiate is sponsored as part of the
Department of Career and Technical Education
Wayde Sick, State Director, and Executive Officer
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