

## **Management Decision Making**

*Making critical decisions that provide the right direction and a winning position in today's business world is essential to good management. Business executives must make high quality, nearly instantaneous decisions all the time. The ability to make the right decisions concerning vision, growth, resources, strengths, and weaknesses leads to a successful business. It is management's responsibility to manage for today and tomorrow, to manage for optimum efficiency, and to manage to compete in the marketplace.*

### **Competencies**

This event is composed of two (2) parts: a written objective test and a decision-making problem (case study) with the decision presented and defended before a panel of judges. Only the written objective test will be administered at the RLC.

#### **Career Cluster(s):**

Business, Management, and Administration; Marketing, Sales and Service

#### **Business Education Curriculum Standard(s):**

Accounting, Business Law, Communication, Economics and Personal Finance, Entrepreneurship, Information Technology, Management

#### **Objective Test**

The written objective test may include questions on business and its environment, forms of business ownership and the law, ethics and social responsibility, information and communication systems, planning and strategic management, financial management, human resource management, and careers.

#### **Performance Competencies**

The performance portion will allow students to use critical thinking and problem solving. In addition, they will be describing the case study and explaining recommendations, explaining strengths and weaknesses of proposed solution, effectively answering questions, and using communication skills.

#### **Decision Making Problem**

The decision making problem will consist of a problem of a problem encountered by managers in one of the following areas: human resource management, financial management, marketing management, or information systems management. Each year, the case will focus on a different area. The case addressed for the 2008 state conference will be on financial management.

### **Region Eligibility**

Each chapter may enter one team of 2-3 members who must be from the same school. The participants must be members of active local chapters and are on record in the Pennsylvania state and the FBLA-PBL national offices as having paid dues by January 31. If the region conference is scheduled before January 31, then dues must be paid prior to that conference date as established by the region and posted on the PA FBLA web site.

**One team member may repeat and may have entered this event at a previous Region Leadership Conference.**

**If one or more of the team's members cannot participate in the objective test and the team no longer has the required number of members, the team will not be allowed to substitute other participants and the team will be disqualified.**

It is the responsibility of the:

#### **local chapter adviser**

- to pay membership dues for all competitors by the published region deadline and to register students through the PA FBLA online registration system by the published deadline.

**region adviser**

- to verify that membership dues of participants at the region conference comply with the deadlines listed above.

**State Eligibility**

The minimum number of teams each region may enter is the first-place team whose participants are members of active local chapters and are on record in the Pennsylvania state and the FBLA-PBL national offices as having paid dues by January 31 or prior to the region conference by the date posted on the PA FBLA web site.

**One team member may repeat and may have entered this event at a prior State Leadership Conference.**

**If one or more of the team’s members cannot participate in the objective test and the team no longer has the required number of three members, the team will not be allowed to substitute other participants and the team will be disqualified.**

If any of the eligible winners cannot attend the SLC, it is the responsibility of the:

**local chapter adviser**

- to contact the region adviser about the team that will not be attending.

**region adviser**

- to contact the adviser of the next eligible competitor about participating at the State Leadership Conference.
- to notify the PA FBLA Executive Director/State Chairman of the change before the deadline date published on the PA FBLA DATES TO REMEMBER document, which is posted on the PA FBLA web site.

**Region Procedure**

The following procedures must be used:

1. The team will take a one-hour collaborative written objective test based on the Competencies section listed in these guidelines. **Since this is a collaborative test, all team members must be present at the same time. If a member of the team arrives after the objective test has begun, he or she will be admitted to the testing area and the team will be permitted to take the test in the remaining amount of the time for the event. The team will not receive any additional instructions from the event administrators.**
2. **The team members must comply with the PA FBLA Dress Code which is printed on pages 75-76 of these guidelines. If any team participant does not comply, he or she will not be admitted to the testing area until the participant is in compliance.**
3. There will be no case study at the region level.
4. Participants must furnish their own No. 2 pencils and erasers. No other materials or equipment may be used.
5. At the Region Leadership Conference, the participant may use his or her own cordless calculator unless one is provided by the region. At the RLC, no scientific calculators, graphing calculators, PDAs (Palm Pilots, etc.), phones, or other memory storage devices are allowed to be used in this event.

**State Procedure**

The following procedures must be used:

1. The event requires three rooms—a holding/sequestering room, a preparation room, and a delivery room.
2. At the State Leadership Conference, the adviser must confirm the students’ participation in the event. Participants who are not confirmed be will disqualified.

3. Participants must take both the objective test and the performance component or they will be automatically disqualified.

### **Objective Test**

1. The team will take a one-hour collaborative written objective test based on the Competencies section listed in these guidelines. **Since this is a collaborative test, all team members must be present at the same time. If a member of the team arrives after the objective test has begun, he or she will be admitted to the testing area and the team will be permitted to take the test in the remaining amount of the time for the event. The team will not receive any additional instructions from the event administrators.**
2. **The team members must comply with the PA FBLA Dress Code which is printed on pages 75-76 of these guidelines. If any team participant does not comply, he or she will not be admitted to the testing area until the participant is in compliance.**
3. The ten (10) teams with the highest score will be scheduled for a performance. The ten (10) highest scoring teams will be posted after the Opening General Session. The order of performance will be drawn at random by a state committee member.
4. Participants must furnish their own No. 2 pencils and erasers.
5. At the State Leadership Conference, the participant will be provided a calculator to use in this competitive event. Participants may not use their own calculators. At the SLC, no scientific calculators, graphing calculators, PDAs (Palm Pilots, etc.), phones, or other memory storage devices are allowed to be used in this event.

### **Decision Making Problem**

1. All members of the ten (10) participating finalist teams in this event must report at the event time listed in the program for instructions and to be sequestered. All team members will be sequestered until their performance times. **Because the students in this event are sequestered, a participant arriving late may enter the holding room as long as the first performance has not begun. If the first performance has begun, the participant will not be permitted to enter the holding room and the team will be disqualified. The team will not receive any instructions if the participants arrive after instructions have been given by the event administrator.**
2. **The participant(s) must comply with the PA FBLA Dress Code which is printed on pages 75-76 of these guidelines. If the participants do not comply, they will not be admitted to the holding room until they are in compliance with the dress code.**
3. Twenty minutes (20) before performance, each team will receive the decision making problem.
4. Two (2) 4" x 6" index cards will be provided for each participant and may be used during the preparation and performance of the oral segment of the event. Information may be written on both sides of the index cards. Note cards will be collected following the presentation.
5. No reference materials, visual aids, or equipment may be brought to or used during the preparation or performance.
6. The team has seven (7) minutes to present the problem to the judges.
7. Teams should introduce themselves, describe the situation, make their recommendations, and summarize their case. All team members must participate in the presentation. The team members will be allowed to use their index cards in explaining their decisions and rationale to the judges.

8. A timekeeper will stand at six (6) minutes and seven (7) minutes. The presentation will end at seven (7) minutes.
9. Following each presentation, judges will conduct a three (3) minute question-answer period.
10. The oral performances are open to conference attendees, except performing participants of this event.

### **Region Judging**

Tests will be machine and/or hand graded. Ties will be broken as follows:

#### **First Tiebreaker**

- Team that progressed furthest through the entire test without making an error will be rated higher. Proceed to the second tiebreaker only if both tests are identical.

#### **Second Tiebreaker**

- Team that submitted its completed test first will be rated higher.

Tiebreaker implementation examples are found starting on pages 341-343 of this handbook.

### **State Judging**

Objective tests will be machine and/or hand graded and will be used to determine the ten (10) finalists. If there is a tie in the objective test score, the following tiebreakers will be used:

#### **First Tiebreaker**

- Team that progressed furthest through the entire test without making an error will be rated higher. Proceed to the second tiebreaker only if both tests are identical.

#### **Second Tiebreaker**

- Team that submitted its completed test first will be rated higher.

Tiebreaker implementation examples are found starting on pages 341-343 of this handbook.

The performance portion of this event will be evaluated by a panel of judges and will be used to determine the final ranking. All decisions of the judges are final. In the event there is a tie in the performance score, the objective test score of the tied teams will be used to break the tie. In the case of a tie, the following objective test tiebreakers will be used to determine the final rankings:

#### **First Tiebreaker**

- Team that progressed furthest through the entire test without making an error will be rated higher. Proceed to the second tiebreaker only if both tests are identical.

#### **Second Tiebreaker**

- Team that submitted its completed test first will be rated higher.

Tiebreaker implementation examples are found starting on pages 341-343 of this handbook.

### **Region Awards**

Each region may decide the number and type of awards to be presented at the RLC.

### **State Awards**

The state chapter will present a maximum of ten (10) awards at the State Leadership Conference.

### **National Conference Eligibility**

The first- and second-place award winning teams at the State Leadership Conference are eligible to attend the National Leadership Conference. Advisers and participants should refer to the latest edition of the National Chapter Management Handbook for official National Leadership Conference event guidelines.

In the event that the first- or second-place team cannot attend, it is the responsibility of the:

**local chapter adviser**

- to contact the PA FBLA Executive Director/State Chairman about the team that will not be attending.

**PA FBLA Executive Director/State Chairman**

- to contact the next eligible award winning team about participating at the National Leadership Conference.

## Management Decision Making Performance Rating Sheet

Evaluation Item	Not Demonstrated	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations	Points Earned
<b>Content</b>					
Problem is understood and well-defined	0	1 – 5	6 – 10	11 – 15	
Alternatives are recognized with pros and cons stated and evaluated	0	1 – 5	6 – 10	11 – 15	
Logical solution is selected with positive and negative aspects of its implementation given	0	1 – 5	6 – 10	11 – 15	
Management's decision is clear	0	1 – 5	6 – 10	11 – 15	
<b>Explanation</b>					
Thoughts and statements are well organized and clearly stated; appropriate business language used	0	1 – 5	6 – 10	11 – 15	
Team members are forceful and show self-confidence, poise, and good voice projection	0	1 - 3	4 – 7	8 – 10	
All team members participated actively during the presentation	0	1 – 2	3 – 4	5	
Demonstration of ability to effectively answer questions	0	1 – 3	4 – 7	8 – 10	
<b>Subtotal Score</b>	<b>/100 max.</b>				
<b>Professional Appearance:</b> Deduct up to five (5) points at the judge's discretion					
<b>Time Penalty:</b> Deduct five (5) points for presentations over seven (7) minutes				<b>Time:</b>	
<b>Final Score</b>	<b>/100 max.</b>				

Written Test Score: To be used only in the event of a tie.

Names: \_\_\_\_\_ Date: \_\_\_\_\_

School: \_\_\_\_\_ Region: \_\_\_\_\_

Judge's Signature: \_\_\_\_\_

Judge's Comments:

VERIFICATION & INITIALS  
(scores checked for accuracy)

Chief Administrator \_\_\_\_\_

Official Checker \_\_\_\_\_