
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 performance component (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

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 operations and its environment; forms of business ownership and the law; ethics and social responsibility; information and communication systems; planning and strategic management; financial management functions and the environment; marketing; economic concepts; 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 demonstrating the ability to make a businesslike presentation, demonstrate the ability to work as a team, demonstrate an understanding of the case and explain recommendations, demonstrate good decision making and problem solving skills, display self confidence through knowledge of content and articulation of ideas, and give an explanation that is logical and systematic. Within the presentation, students should answer questions effectively and demonstrate good verbal communication skills.

Performance Component

An interactive case will be given a problem encountered by managers in one of the following areas: human resource management, financial management, marketing management, or information systems management. Members of the team will assume the role(s) of management and present a solution to the case problem.

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 at www.pafbla.org/importantdates.php, 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 can be found at www.pafbla.org/dresscode.php. 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. 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 will be 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 can be found at www.pafbla.org/dresscode.php. 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 as soon as possible after the event. The order of performance will be drawn at random by a state committee member.
4. 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.
5. 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.

Performance Component

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. If 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. The team will not receive any additional instructions from the event administrators. This disqualification is necessary due to a potential unfair advantage which might occur from learning the event topic.**
2. **The participant(s) must comply with the PA FBLA Dress Code which can be found at www.pafbla.org/dresscode.php. 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, electronic devices, or equipment may be brought to or used during the preparation or performance.
6. Microphones and podium/lecterns will not be available.
7. The team has seven (7) minutes to interact with a panel of judges and present the solution to the case. The judges will play the role of the second party in the presentation and refer to the case for specifics. All team members must participate. This is a role-play event.

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8. A timekeeper will stand at six (6) minutes and again at seven (7) minutes. The presentation will end at seven (7) minutes.
 9. The oral performances are open to conference attendees, except performing participants of this event.
 10. Participants must take both the objective test and the performance component or they will be automatically disqualified.

Region Judging

All objective tests will be graded through the online test service. If there is a tie between competitors, the last ten (10) test questions will be compared and the individual/team with the highest number of correct answers will be ranked higher. The process will continue in groups of ten (10) questions until the tie is broken. If, after reviewing the entire test, the tie cannot be broken, the individual/team submitting the test in the least amount of time will be ranked higher.

Tiebreaker implementation examples can be found in this handbook or at www.pafbla.org/tiebreakers.php.

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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:

All objective tests will be graded through the online test service. If there is a tie between competitors, the last ten (10) test questions will be compared and the individual/team with the highest number of correct answers will be ranked higher. The process will continue in groups of ten (10) questions until the tie is broken. If, after reviewing the entire test, the tie cannot be broken, the individual/team submitting the test in the least amount of time will be ranked higher.

Tiebreaker implementation examples can be found in this handbook or at www.pafbla.org/tiebreakers.php.

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

Final Round

Evaluation Item	Not Demonstrated	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
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	
Delivery					
Thoughts and statements are well-organized and clearly stated; appropriate business language used	0	1-5	6-10	11-15	
Team members show self-confidence, poise, and good voice projection	0	1-3	4-7	8-10	
All team members participate actively during the presentation	0	1-2	3-4	5	
Demonstrates the ability to effectively answer questions	0	1-3	4-7	8-10	
Subtotal					/100 max.
Dress Code Penalty Deduct five (5) points when dress code is not followed.					
Penalty Deduct five (5) points for failure to follow guidelines.					
Final Score					/100 max.
Objective Test Score (To be used in the event of a tie.)					

Name(s): _____

School: _____ Region: _____

Judge's Signature: _____ Date: _____

Judge's Comments:

VERIFICATION & INITIALS
(scores checked for accuracy)

Chief Administrator _____

Official Checker _____