

# 2023–24 Competitive Events Guidelines



## Organizational Behavior & Leadership

Organizational Behavior & Leadership provides members with the opportunity to demonstrate knowledge around competencies in organizational strategy, corporate culture, problem solving skills and leadership traits and characteristics. This competitive event consists of an objective test.

### Event Overview

**Division:** Collegiate

**Event Type:** Individual

**Event Category:** Objective Test, 100-multiple choice questions (breakdown of question by competencies below)

**Objective Test Time:** 50 minutes

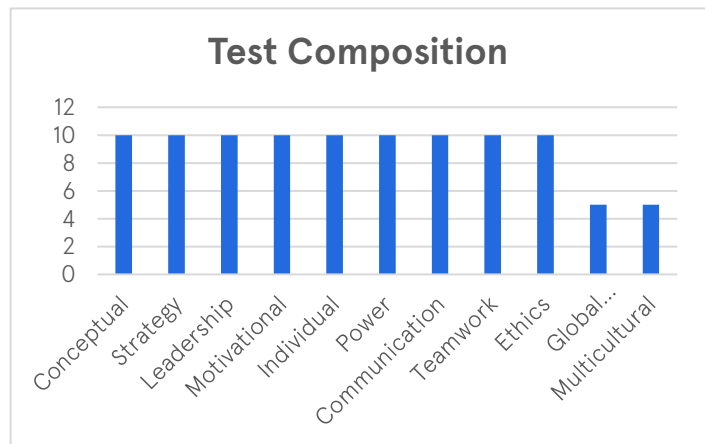
**NACE Connections:** Career & Self-Development

**Equipment Competitor Must Provide:** Pencil, Computer

**Equipment FBLA Provides:** One piece of scratch paper per competitor

### Competencies

- Conceptual and Problem-Solving Skills
- Organizational Strategy and Corporate Culture
- Leadership Traits and Characteristics
- Motivational Theories and Practices
- Individual and Group Behavior in Organizations
- Power and Influence
- Organizational Communication
- Teamwork
- Organizational Ethics and Social Responsibility
- Global Perspectives in Organizations
- Multicultural and Gender Perspectives in Leaders and Organizations



### State

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

### National

*Policy and Procedures Manual*

- Competitors should be familiar with the Competitive Events Policy & Procedures Manual, found on the Competitive Events page on [www.fbla.org](http://www.fbla.org).

*Eligibility*

- FBLA membership dues are paid by 11:59 pm Eastern Time on April 15<sup>th</sup> of the current program year.

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- Members must be registered for the NLC and pay the national conference registration fee in order to participate in competitive events.
- Members must stay in an official FBLA hotel to be eligible to compete.
- Each state may submit four entries per event.
- Each member can compete in up to two individual/team events and one chapter event (Community Service Project or State of Chapter Presentation).
- If competitors are late for an objective test, they will be allowed to compete until such time that results are finalized, or the accommodation would impact the fairness and integrity of the event. Competitive event schedules cannot be changed. Competitive events start in the morning before the Opening Session of the NLC.
- Picture identification (physical or digital driver's license, passport, state-issued identification, or school-issued identification) is required when checking in for competitive events.

### *Recognition*

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

### *Event Administration*

- This event is an objective test administered online at the NLC.
- No reference or study materials may be brought to the testing site.
- No calculators may be brought into the testing site; online calculators will be provided through the testing software.

### *Tie Breaker*

- Ties are broken by comparing the correct number of answers to 10 pre-determined questions on the test. If a tie remains, answers to 20 pre-determined questions on the test will be reviewed to determine the winner. If a tie remains, the competitor who completed the test in a shorter amount of time will place higher.

### *Americans with Disabilities Act (ADA)*

- FBLA meets the criteria specified in the Americans with Disabilities Act for all competitors with accommodations submitted through the conference registration system by the registration deadline.

### *Penalty Points*

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

### *Electronic Devices*

- All electronic devices such as cell phones and smart watches must be turned off before competition begins.

### Study Guide: Competencies and Tasks

- A. Conceptual and Problem-Solving Skills
  1. Identify the steps in the analytical model of decision making.
  2. Distinguish programmed from nonprogrammed decision, certain from uncertain decisions, and top-down from empowered decisions.
  3. Identify the various organizational and cultural factors that influence the decision-making process.
  4. Identify the various types of framing effects and heuristics that potentially limit the effectiveness of decisions.
  5. Distinguish between three approaches to decision making: the rational-economic model, the administrative model, and image theory.
- B. Organizational Strategy and Corporate Culture
  1. Define organizational culture and distinguish between dominant organizational culture and subcultures.
  2. Describe the role of culture in organizations.
  3. Identify the various factors that lead to the creation of organizational culture.
  4. Explain the major consequence and implications of organization culture.
  5. Identify the factors responsible for changing organizational culture.
  6. Describe strategic planning and explain the type of strategic changes that organizations make.
  7. Identify the primary steps in the strategic planning process.
- C. Leadership Traits and Characteristics
  1. Define leadership and explain how leading differs from management.
  2. Describe the trait approach to leadership and identify what distinguishes successful leaders from ordinary people.
  3. Describe various forms of participative and autocratic leadership behavior.
  4. Explain the following theories of leadership: charismatic, transformational, contingency, and situational.
  5. Identify forces that can sometimes decrease the importance of leadership.
- D. Motivational Theories and Practices
  1. Describe several need theories of motivation, including the needs hierarchy, the two-factor theory, and the achievement-power-triad.
  2. Summarize the key propositions of goal theory and reinforcement theory.
  3. Explain the expectancy theory of motivation.
  4. Explain how equity and social comparison contribute to motivation.
  5. Recognize the importance of both intrinsic and extrinsic motivation.
  6. Explain how personality and cultural factors are related to motivation.
- E. Individual and Group Behavior in Organizations
  1. Explain how individual differences influence the behavior of people in organizations.
  2. Describe key factors contributing the demographic diversity.
  3. Explain how emotional intelligence is an important part of organizational behavior.
  4. Define the elements that affect organizational behavior: prosocial, altruism, cooperation, trust, and conflict.

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5. Describe causes of workplace aggression and techniques for reducing such behavior.
- F. Power and Influence
1. Identify sources of power for individuals and subunits within organizations.
  2. Describe the essence of empowerment.
  3. Pinpoint factors contributing to organizational politics.
  4. Identify and describe a variety of influence tactics.
  5. Explain how managers can control dysfunctional politics.
  6. Differentiate between the ethical and unethical use of power, politics, and influence.
- G. Organizational Communication
1. Describe the process of communication and its role in organizations.
  2. Identify forms of verbal media used in organizations and explain which are most appropriate for communicating messages of which type.
  3. Explain how style of dress and use of time and space are part of nonverbal communication in organizations.
  4. Describe individual differences regarding how people communicate.
  5. Describe the formal forces responsible for communication in organizations.
  6. Describe how informal networks influence communication in organizations.
  7. Explain the process of improving communication between yourself and others.
- H. Teamwork
1. Define the term group and explain how this differs from a collection of people.
  2. Identify different types of groups operating within organizations and how these groups develop.
  3. Describe the importance of roles, norms, status, and cohesiveness within organizations.
  4. Explain how individual performance in groups is affected by social facilitation, cultural diversity and social loafing.
  5. Describe the types of teams that exist within organizations and the steps that are involved in their creation.
  6. Explain the factors responsible for the failure of some teams including the concept of groupthink.
- I. Organizational Ethics and Social Responsibility
1. Describe the importance of attitudes and emotions to behavior in organizations.
  2. Describe how organizational citizenship behavior contributes to individual and organizational effectiveness.
  3. Summarize why values are an important part of organizational behavior.
  4. Describe the process of ethical decision-making and explain the existence of ethical problems.
  5. Describe what organizations can do to enhance ethical and socially responsible behavior.
  6. Explain the importance of the development and implementation of an ethics policy.

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- J. Global Perspectives in Organizations
  - 1. Describe the importance of global economic systems to the business environment.
  - 2. Explain how globalization affects the culture of an organization.
  - 3. Identify and describe the characteristics of a multinational corporation.
  - 4. Describe how differing cultural ethical viewpoints affect businesses.
- K. Multicultural and Gender Perspectives in Leaders and Organizations
  - 1. Understand the scope, competitive advantages, and potential problems associated with cultural diversity.
  - 2. Identify and explain key dimensions of cultural and gender differences.
  - 3. Describe what is required for managers and organizations to become multicultural.
  - 4. Explain how motivation, ethics, appropriate negotiation skills, conflict resolution, and empowerment practice can vary across cultures and genders.
  - 5. Describe the nature of diversity training and cultural training, including cultural intelligence training.
  - 6. Explain the issues involved in dealing with differing generations in the workplace.