2025-2026 Competitive Events Guidelines
Organizational Behavior & Leadership

Colorado FBLA

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

Educational Alignments

Career Cluster Framework Connection	Management & Entrepreneurship
NACE Competency Alignment	Career & Self-Development, Communication, Critical Thinking, Leadership, Professionalism, Teamwork

Knowledge Areas

- 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
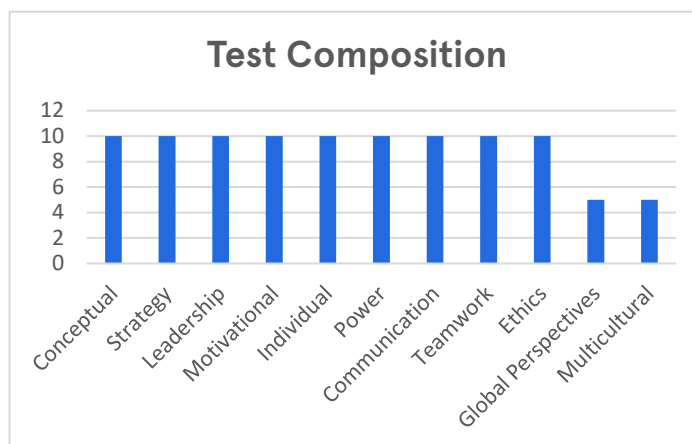
Test questions are based on the knowledge areas and objectives outlined for this event. Detailed objectives can be found in the study guide included in these guidelines.

State

Testing will take place prior to the State Leadership Conference. Testing must occur at school under the supervision of an adult proctor. Check the Call to Conference for specific instructions and deadlines.

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)

Important FBLA Documents
- *Competitors should be familiar with the Competitive Events Policy & Procedures Manual, Honor Code, Code of Conduct, and Dress Code.*

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:
- **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:
  - One individual or team event, 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.
- 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 [FBLA 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.

Study Guide: Knowledge Areas and Objectives

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.
   5. Describe causes of workplace aggression and techniques for reducing such behavior.

F. Power and Influence
1. Identity 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.

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 cand 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 which differing generations in the workplace.