

2025–2026 Competitive Events Guidelines

Human Resource Management



Human Resource Management challenges members to demonstrate their understanding of key HR functions, including staffing, training, employee relations, and performance management. Through an objective test, members explore how effective human resource practices support organizational success and employee development.

Event Overview

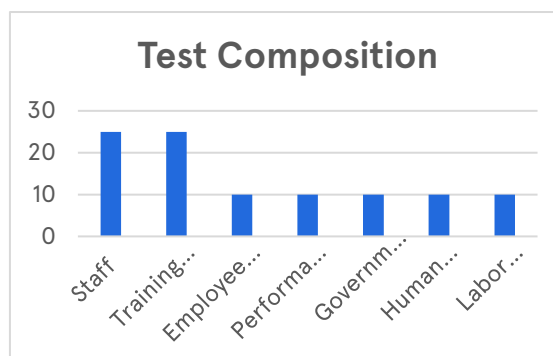
Division	High School
Event Type	Individual
Event Category	Objective Test
Event Elements	50-minute test, 100-multiple choice questions

Educational Alignments

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

Knowledge Areas

- Staff
- Training and Development
- Employee Compensation and Benefits
- Performance Management
- Government Relations and Issues
- Human Resource Planning
- Labor Relations and Collective Bargaining



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.

District/Region/Section

Check with your District/Region/Section leadership for District/Region/Section-specific competition information and deadlines.

State

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

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National

Required Competition Items

<u>Items Competitor Must Provide</u>	<u>Items FBLA Provides On-site</u>
<ul style="list-style-type: none">Sharpened pencilFully powered device for online testingConference-provided nametagPhoto identificationAttire that meets the FBLA Dress Code	<ul style="list-style-type: none">One piece of scratch paper per competitorInternet accessTest 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.
- Repeat Competitors:** Members may only compete in an event at the NLC more than once if they have not previously placed in the top 10 of that event at the NLC. If a member places in the top 10 of an event at the NLC, they are no longer eligible to compete in that event at future NLCs, unless the event has been modified beyond a name change. Chapter events are exempt from this procedure.
- 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 *Local Chapter Annual Business Report*).
- 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.

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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.

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.

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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.

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Study Guide: Knowledge Areas and Objectives

A. Staff

1. Explain the importance of employee confidentiality.
2. Define transitional employees and strategies to meet their special needs.
3. Explain the planning techniques used in the hiring process (forecasting, succession, planning).
4. Describe the stages of job analysis.
5. Explain the role of labor market statistics on the recruitment process.
6. Define effective recruitment strategies to hire the best qualified employees.
7. Define team recruiting.
8. Describe the employee selection process.
9. Describe testing, interviewing, and legal issues associated with employee selection.
10. Explain the validity and importance of reference checks for the employee selection process.
11. Describe effective questions for the interview process.
12. Define contingency factors (background check, physical results) associated with the job offer.
13. Define outsourcing and its impact on personnel.
14. Define the role of Affirmative Action in the employee selection process.
15. Explain the impact of Equal Employment Opportunity legislation for women, minorities, and handicapped.
16. Describe strategies to attract and keep the top talent.
17. Explain factors associated with employee job satisfaction.

B. Training and Development

1. Explain the importance of training to maintain the competitive advantage.
2. Define the importance of orientation and training for employees.
3. Describe planning and implementation of an employee training program.
4. Determine organization and employee needs to develop appropriate training.
5. Define needs analysis and its relationship to hiring employees.
6. Determine trainee problems and develop solutions.
7. Develop strategies to reduce employee/trainee conflict.
8. Recognize different learning styles when creating training.
9. Set objectives that are observable, measurable, attainable, and specific.
10. Explain how effective training curriculum is impacted by internal and external sources.
11. Explain the impact of technology and visual aids on effective training plans.
12. Administer training delivery that focuses on the needs of trainees.
13. Define strategies for evaluation and improving the delivery of training.
14. Explain the latest training and development trends.
15. Explain the long-term benefits of employee professional development.
16. Identify online training resources.
17. Define human resource safety and security programs that are in compliance with laws and regulations.
18. Describe evaluation processes to evaluate training programs.

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C. Employee Compensation and Benefits

1. Define legal aspects of employee compensation and payroll deductions.
2. List legally required benefits that employers must provide to employees.
3. Describe discretionary fringe benefits.
4. Define perception of fair compensation and its impact on employee productivity.
5. Explain the impact of rising health care costs and increased compensation expectations of employees.
6. Calculate dollar, average, and percentage labor costs.
7. Calculate dollar, average, and percentage benefit costs.
8. Explain how labor costs affect break-even point.
9. Explain a salary schedule.
10. Explain variable pay based upon level of performance.
11. Define types of benefits provided by employers.
12. Explain the difference between broad branding, strategic compensation, and comparable worth.
13. Define piecework plan, merit pay, and employee reward program.
14. Describe how pay rates are calculated.
15. Explain team-based compensation plans.
16. Define social security, unemployment compensation, and worker's compensation benefits.

D. Performance Management

1. Define coaching, counseling, and discipline in the employer/employee relationship.
2. Explain the importance of active listening.
3. Describe how influence increases performance.
4. Explain the importance of employer and employee feedback.
5. List the steps in the counseling process.
6. Describe counseling methods and techniques associated with the counseling process.
7. Explain the relationship between deficiency in knowledge and deficiency in execution.
8. Explain how performance problems are related to personal problems.
9. Explain how deficiency of knowledge relates to deficiency in execution.
10. Explain the importance of employee agreement to change.
11. Identify the purpose and components of performance management systems.
12. Explain the steps in the appraisal process.
13. Explain the advantages and disadvantages of an appraisal system.
14. Differentiate types and purposes of performance appraisals.
15. Describe strategies to improve employee morale and motivation resulting in increased productivity.
16. Describe employee behavior that requires disciplinary action.
17. Explain disciplinary techniques to address employee behavior.
18. Describe legal issues associated with employee discipline.
19. Describe best human resource practices for positive financial results.
20. Define effective performance management systems.

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E. Government Relations and Issues

1. Describe personnel laws.
2. Differentiate between equal employment and Equal Employment Opportunity Act.
3. Define types of sexual, hostile environment, discrimination, and reverse discrimination.
4. Explain the requirement for verification of employability under IRCA and describe penalties for noncompliance.
5. Explain Affirmative Action.
6. Describe a human resource Code of Ethics for employees.
7. Define employee rights and responsibilities.
8. Describe habitual employee handicaps (tobacco, drugs, alcohol).
9. Differentiate between exempt and non-exempt employees.
10. Define an independent contractor.
11. Define defamation, disclosure, and negligent hiring.
12. Explain the Fair Labor Standards Act (FLSA).
13. Explain OSHA requirements.
14. Explain requirements of ADEA and its impact on early retirement programs.
15. Explain Family Medical Leave Act, Worker Adjustment and Retraining Act, Older Worker Benefit Protection Act, and Retirement Security Act.
16. Define the Americans with Disabilities Act and accommodations made by employers.
17. Define work-related injuries covered by Worker's Compensation.
18. Define the role of the National Labor Relations Act.
19. Explain workplace violence and the need for security programs.
20. Define the Privacy Act of 1974 and its impact on Human Resources management.
21. Explain the Drug Free Workplace Act of 1988.

F. Human Resource Planning

1. Define human resource planning.
2. Explain the role of human resources in a comprehensive planning process.
3. Describe the goals and policies within human resources.
4. Explain the importance of teams at work.
5. Recognize the role of diversity in an organization.
6. Evaluate and update human resource policies.
7. Identify human resource challenges and possible remedies.
8. Identify latest human resource trends impacted by work from home, flexible scheduling, job sharing, etc.
9. Explain human resources' role for maintaining a company code of ethics.
10. Discuss how changes in technology, workforce diversity, skill requirements, and world issues impact human resources.

G. Labor Relations and Collective Bargaining

1. Develop a timeline for the history of management-labor relations.
2. Compare adversarial and cooperative approaches to labor relations.
3. Describe labor legislation (Wagner Act, Taft-Hartley Act).
4. Describe case laws that prohibit certain acts by organized labor.

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5. Describe case laws that prohibit certain acts by management.
6. List the steps of organizing a labor union.
7. Explain the employee grievance process.
8. Describe the negotiation process and binding arbitration.
9. Explain the role of the National Labor Relations Board.
10. List the steps of collective bargaining.
11. Define impasse and labor strike.
12. Define unions, mediation, and arbitration.
13. Explain the goal of management when negotiating with labor.
14. List the goals, structure, and management of labor unions.