

FBLA HS Organizational Leadership

Knowledge Area A: Leadership Concepts	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain why leadership is important.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Define leadership.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
3. Explain how self-assessment is used to determine leadership potential.	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
4. Describe characteristics of leaders (initiative, ability to function independently, follow-through, ethics, ability to respond to ambiguity and change, resiliency, positive attitude, confidence, record of excellence).	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
Knowledge Area B: Leadership Managerial Roles	MBA Research Performance Indicators	LAPs
Objectives		
1. Describe interpersonal roles for managerial leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
2. Explain informational roles for managerial leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
3. Describe decisional roles of managerial leaders.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
4. Understand the importance of effective research for leadership decisions.		

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5. Appreciate the perspectives of other individuals within an organization.	EI:136 Consider conflicting viewpoints (CS)	LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)
6. Explain how successful leaders use reflection and application for future challenges.		
7. Explain the importance of analyzing situations to gain a more comprehensive understanding.		
8. Explain how leaders connect individual thinking with systems thinking.		
9. Explain the importance of evaluating different alternatives to make the best decisions.	EI:136 Consider conflicting viewpoints (CS)	LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)
10. Describe how leaders generate new ideas by expanding their thinking beyond convention.	EI:134 Challenge the status quo (CS)	LAP-EI-134 Unfollow the Crowd (Challenging the Status Quo)
11. Explain how problem solving and decision making are key duties for leaders.	PD:017 Make decisions (CS) PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-017 Weigh Your Options (Decision-Making) LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
12. Explain how self-understanding (personal values, personal contributions, scope of competence) determines leadership capabilities.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)

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Knowledge Area C: Leadership Behavior and Motivation	MBA Research Performance Indicators	LAPs
Objectives		
1. Compare leadership styles.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
2. Explain the difference between job-centered and employee-centered behavior.		
3. Explain the motivation process for leadership.	SM:080 Explain motivation theories and their applications (MN)	
4. Compare and contrast motivation theories.	SM:080 Explain motivation theories and their applications (MN)	
5. Define Maslow's Hierarchy of Needs Theory.	SM:080 Explain motivation theories and their applications (MN)	
6. Explain the need for individuals to balance professional and personal needs.	SM:080 Explain motivation theories and their applications (MN)	
7. Define the Equity Theory, Expectancy Theory, Reinforcement Theory, and Goal-Setting Theory for motivation.	SM:080 Explain motivation theories and their applications (MN)	
Knowledge Area D: Networking	MBA Research Performance Indicators	LAPs
Objectives		
1. Define professional networking.	PD:037 Use networking techniques to identify employment opportunities (SP)	**Just for You! PD:037, Use networking techniques to identify employment opportunities

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2. Explain the relationship between professional networking and leadership.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
3. Explain the leadership advantages of forming professional networks.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Describe the power of productive interpersonal interaction.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
5. Describe characteristics of productive leaders (appropriate interaction with others, empathy, mentoring, helping others, motivation, empowerment, feedback, supervision, collaboration, other’s contributions).	EI:009 Explain the concept of leadership (CS) HR:493 Explain the nature of leadership in organizations (SU)	LAP-EI-909 Lead the Way (Concept of Leadership) LAP-HR-493 Take the Lead! (Leadership in Organizations)
Knowledge Area E: Communication Skills	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain how successful leadership is based upon solid communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Define the elements of the communication process (sender, receiver, message, feedback).	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Explain common approaches to getting feedback on messages.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
4. Explain the power of nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ)	
5. Explain the role of conflict negotiation for groups.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)

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6. Explain the importance of listening skills.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
Knowledge Area F: Leader/Follower Relations	MBA Research Performance Indicators	LAPs
Objectives		
1. Define the Leader-Member Exchange (LMX) Theory.		
2. Describe how group dynamics impact team building for leadership.	EI:044 Encourage team building (SU)	
3. Explain strategies for developing positive leader-member relations.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Explain the importance of effective leader feedback.		
5. List characteristics of an effective follower.		
6. Explain the dual role of being a leader and a follower.		
Knowledge Area G: Team Leadership and Self-Managed Teams	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain the use of teams in organizations.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
2. Explain the difference between a group and a team.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

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3. Explain advantages and disadvantages of teamwork.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
4. Describe characteristics of effective teams and the role of leadership.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
5. Differentiate characteristics of different teams (functional, cross-functional, self-managed).	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
Knowledge Area H: Strategic Leadership for Managing Crises and Change	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain the need to analyze the environment to form a strategic vision.	SM:047 Develop company vision (ON)	
2. Explain the importance mission statement, objectives, and strategic planning/implementation for leadership.	SM:040 Describe the strategic planning process in an organization (MN) SM:008 Develop company goals/objectives (ON) SM:009 Define business mission (ON)	
3. Explain the importance of evaluating leadership strategies.		
4. Explain the need for leadership in crisis situations.	EI:110 Manage crises in relationships (SU)	
5. Define crisis management.	CO:200 Develop a crisis management plan (MN)	
6. List the five-step process for crisis management (risk identification, risk assessment and ranking, risk reduction strategies, crisis prevention simulations, crisis management).	CO:200 Develop a crisis management plan (MN)	

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7. Recognize the need for change.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
8. Understand why people resist change.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
9. Define the change process.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
10. Explain the mission, vision, goals, plan, and organization for making leadership decisions.		
Knowledge Area I: Levels of Leadership	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain individual leadership.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Describe leadership within a group.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
3. Define organizational leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
4. Describe interrelationships among individual, group, and organizational leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
Knowledge Area J: Leadership Theory	MBA Research Performance Indicators	LAPs
Objectives		
1. Describe leadership theory.		
2. Explain application of leadership theory.		
3. Explain leadership skill development and the need for flexibility.		

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Knowledge Area K: Traits of Effective Leaders	MBA Research Performance Indicators	LAPs
Objectives		
1. Define traits of effective leaders.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Explain how leadership traits can be acquired.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
Knowledge Area L: Personality Profile of Effective Leaders	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain the Achievement Motivation Theory.		
2. Define the Leader Motive Profile.		
3. Explain how self-assessment is used to determine leadership qualities.	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
Knowledge Area M: Leadership Attitudes	MBA Research Performance Indicators	LAPs
Objectives		
1. Differentiate Theory X and Theory Y styles of leadership.		
2. Explain how attitudes influence leadership styles.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
3. Explain the Pygmalion Effect on Leadership.		
Knowledge Area N: Ethical Leadership	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain ethical leadership behavior.	EI:131 Explain the nature of ethical leadership (CS)	LAP-EI-131 Be the Change (Nature of Ethical Leadership)

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2. Explain how personality traits and attitudes, moral development, and the situation affect ethical behavior.	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
3. Describe how people justify unethical behavior.	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
4. Describe simple guides to ethical behavior.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
5. List characteristics of ethical leaders.	EI:131 Explain the nature of ethical leadership (CS)	LAP-EI-131 Be the Change (Nature of Ethical Leadership)
Knowledge Area O: Relationship Between Power, Politics, Networking, and Negotiation	MBA Research Performance Indicators	LAPs
Objectives		
1. Describe sources of power for leaders.	EI:135 Use power appropriately (SP)	LAP-EI-135 Power Play (Using Power Appropriately)
2. Explain types of power, influencing tactics, and ways to increase personal power.	EI:135 Use power appropriately (SP)	LAP-EI-135 Power Play (Using Power Appropriately)
Knowledge Area P: Coaching	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain the relationship between coaching and leadership.	EI:041 Coach others (CS)	LAP-EI-041 Bring Out the Best (Coaching Others)
2. Describe why criticism does not work.	EI:003 Explain the use of feedback for personal growth (PQ)	LAP-EI-903 Grin and Bear It (Using Feedback for Personal Growth)
3. Explain how mentoring is used to prepare future leaders.		

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Knowledge Area Q: Managing Conflict	MBA Research Performance Indicators	LAPs
Objectives		
1. Describe conflict management styles.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
2. Define conflict resolution and mediation.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
Knowledge Area R: Leadership and Team Decision Making	MBA Research Performance Indicators	LAPs
Objectives		
1. Describe the difference between leader-centered and group-centered decision making.		
2. Explain the difference between individual and team decision making.		
Knowledge Area S: Organizational Politics	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain the nature of organizational politics.	EI:109 Explain the nature of office politics (CS)	
2. Explain the relationship between political behavior and leadership.	EI:034 Explain the impact of political relationships within an organization (SP)	
Knowledge Area T: Charismatic and Transformational Leadership	MBA Research Performance Indicators	LAPs
Objectives		
1. Describe factors that determine personal meaning.		
2. Describe characteristics of charismatic leaders.		
3. Explain the effects of charismatic leadership.		
4. Define attributes and behaviors for transformational leadership		

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Knowledge Area U: Stewardship and Servant Leadership	MBA Research Performance Indicators	LAPs
Objectives		
1. Explain the nature of stewardship and servant leadership.		
2. Describe the framework for stewardship and servant leadership.		
Knowledge Area V: Leadership in a Diverse Setting	MBA Research Performance Indicators	LAPs
Objectives		
1. Understand the power of culture.	EI:064 Explain the nature of organizational culture (SP)	LAP-EI-064 Culture Club (The Nature of Organizational Culture)
2. Differentiate characteristics of low-performance and high-performance culture.	EI:064 Explain the nature of organizational culture (SP)	LAP-EI-064 Culture Club (The Nature of Organizational Culture)
3. Describe how leaders are culture creators.	EI:064 Explain the nature of organizational culture (SP)	LAP-EI-064 Culture Club (The Nature of Organizational Culture)
4. Explain how culture, values, diversity, and the learning organization influence the role of leaders.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
5. Define diversity and explain the importance of inclusion for decision making.	HR:555 Leverage workplace diversity and inclusion to achieve organizational objectives (MN)	
6. Explain the importance of social responsibility.	SM:082 Explain the nature of corporate social responsibility (SP)	**Just for You! SM:082, Explain the nature of corporate social responsibility

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