

# Management Team Decision Making Events, 2008

**Business Law and Ethics Management Team Decision Making Event**

**Buying and Merchandising Management Team Decision Making Event**

*Sponsored by Sears Holdings Corporation*

**Financial Analysis Management Team Decision Making Event**

*Sponsored by the National Association of Mortgage Brokers*

**Hospitality Services Management Team Decision Making Event**

*Sponsored by Marriott International, Inc.*

**Internet Marketing Management Team Decision Making Event**

**Sports and Entertainment Marketing Management Team Decision Making Event**

*Sponsored by Northwood University*

**Travel and Tourism Marketing Management Team Decision Making Event**

## Purpose

The Management Team Decision Making Events provide an opportunity for participants to analyze one or a combination of elements essential to the effective operation of a business in the specific occupational area. These elements may include, but are not limited to, financial management, personnel management, merchandise management, marketing issues, security issues, etc. The business situation to be analyzed will be presented as a case study.

The guidelines for each of the Management Team Decision Making Events have been consolidated to facilitate coordination of the participant activities in each occupational category. This means the guidelines will be exactly the same for each occupational category. However, each occupational category's case problem will be occupation specific and will be different and distinct from the case studies of the other occupational categories. The skills evaluated are selected from a list of performance indicators validated by industry representatives. Participants in these competitive events are not informed in advance of the performance indicators to be evaluated.

Complete lists of performance indicators are available from DECA's Web site, [www.deca.org/celisting.html](http://www.deca.org/celisting.html).

## Skills Developed

The participant teams will demonstrate skills described by the performance indicators for general marketing as well as learn/understand the importance of

- communications skills—the ability to exchange information and ideas with others through writing, speaking, reading or listening
- analytical skills—the ability to derive facts from data, findings from facts, conclusions from findings and recommendations from conclusions
- critical thinking/problem-solving skills
- production skills—the ability to take a concept from an idea and make it real
- teamwork—the ability to be an effective member of a productive group
- priorities/time management—the ability to determine priorities and manage time commitments

## Definitions

The following definitions are used to determine the activities and occupations that are included in each of the Management Team Decision Making Events.

- ◆ **Business Law and Ethics:** For the purposes of this event, business law is U.S. law and will include contracts, product liability, employment and types of business ownership. The ethics component involves evaluating competing social values that may reasonably be argued from either side.
- ◆ **Buying and Merchandising:** Employees in buying and merchandising positions get the product into the hands of the customer. This process includes forecasting, planning, buying, displaying, selling and providing customer service.
- ◆ **Financial Analysis:** Financial analysis is the application of financial data to business decision making in any business. Concepts include understanding the source and purpose of financial statements, the impact of management decisions on statements, and the analysis and interpretation of data for planning purposes.
- ◆ **Hospitality Services:** Marketing and management functions and tasks that can be applied in hotels, motels, lodging services, related convention services, and related food and beverage services.
- ◆ **Internet Marketing:** Marketing and management functions and tasks that can be applied to the selling of products and services by businesses and consumers over the Internet. These can be business-to-business, business-to-consumer or consumer-to-consumer.
- ◆ **Sports and Entertainment Marketing:** Marketing and management functions and tasks that can be applied in amateur or professional sports or sporting events, entertainment or entertainment events, selling or renting of supplies and equipment (other than vehicles) used for recreational or sporting purposes, products and services related to hobbies or cultural events, or businesses primarily engaged in satisfying the desire to make productive or enjoyable use of leisure time.
- ◆ **Travel and Tourism Marketing:** Marketing and management functions and tasks that can be applied in enterprises engaged in passenger transportation, travel service, attracting and serving the traveling public, arranging tours or acting as independent ticket agencies, and other services incidental to the travel or tourism industry.

## Procedure

- Each management team must be composed of **two members** of the DECA chapter.
- Each team member will be given a 100-question, multiple-choice, **comprehensive exam** testing knowledge of the National Curriculum Framework and performance indicators specific to each occupational area. The scores will be averaged to produce a single team score.
- Team members will be given a decision-making **case study situation** involving a management problem in a business in the occupational area. Teams qualifying for a final round will participate in a second case study situation.
- A list of seven performance indicators specific to the scenario is included in the participants' instructions. These are distinct tasks the participants must accomplish during the role-play. The judge will evaluate the participants' role-play performance on these tasks and on several follow-up questions.
- Each team will have 30 minutes to study the situation and organize their analysis using a management decision-making format. During the preparation period, teams may consult only with one another about the management situation. Participants may use notes made during the preparation time during the presentation.
- Participant teams will meet with the judge for a 15-minute interview. The team will spend not more than 10 minutes, at the beginning of the interview, describing the team's analysis of the situation given. Both members of the team must participate in the presentation. The judge will spend the remaining 5 minutes questioning the participants. Each participant must respond to at least one question posed by the judge.

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- Participants may not bring printed reference materials, audio or visual aids, etc., to the competitive event.
- Participants may not pass material of any kind to the judge.
- If any of these rules are violated, the adult assistant must be notified by the judge.
- The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

## Presentation Judging

Team members, assuming the role of a management team or observers for the business represented, will analyze a case situation related to the chosen occupational area. The team will make decisions regarding the situation, then make an oral presentation to the judge. The role of the judge is that of an executive for the business.

Participants will be evaluated according to the Evaluation Form.

Place the name and identification number label on the Scantron sheet (unless it has already been done).

Participants will have a 30-minute preparation period and may make notes to use during the interview.

During the first 10 minutes of the presentation (after introductions), the team will present their analysis, their decisions and the rationale behind the decisions. Allow the teams to complete this portion without interruption, unless you are asked to respond.

During the next 5 minutes, you may ask questions of the team to determine their understanding of the situation presented. Each member of each team should respond to at least one question. To ensure fairness, you must ask each team the same questions. After asking the standard questions, you may ask additional questions for clarification specific to the current team.

After the questioning period, close the interview by thanking the team for their work. Then complete the Evaluation Form, making sure to record a score for all categories. The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

A maximum score of “Exceeds Expectations” in any category means that, in your opinion, the information is presented effectively and creatively; nothing more could be expected of an employee.

A “Meets Expectations” rating means that the information is presented well. Though there may be a few minor problems or omissions, they are not significant. Creativity, however, is not shown to any great degree. A combined total score of 70 or better on the written and presentation sections will earn the participant team DECA’s Certificate of Excellence at the international conference.

A “Below Expectations” score means that the information presented does not meet minimum standards of acceptability.

A “Little/No Value” score means either that some major flaw has been noted that damages the effectiveness of the presentation (this may be a major omission, a serious misstatement or any other major flaw) or that the information presented is of no value (does not help the presentation at all).

We hope you are impressed by the quality of the work of these potential managers. If you have any suggestions for improving the event, please mention them to your series director.

*We thank you for your help.*

# Sample Case Study



## TRAVEL AND TOURISM MARKETING MANAGEMENT TEAM DECISION MAKING EVENT

### PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the General Performance Indicators, Specific Performance Indicators and Case Study Situation. You will have up to 30 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will give an ID label to your adult assistant during the preparation time.
- You will have up to 10 minutes to make your presentation to the judge (you may have more than one judge), followed by up to 5 minutes to answer the judge's questions. All members of the team must participate in the presentation, as well as answer the questions.
- Turn in all of your notes and event materials when you have completed the event.

### GENERAL PERFORMANCE INDICATORS

- Communications skills—the ability to exchange information and ideas with others through writing, speaking, reading or listening
- Analytical skills—the ability to derive facts from data, findings from facts, conclusions from findings and recommendations from conclusions
- Production skills—the ability to take a concept from an idea and make it real
- Teamwork—the ability to be an effective member of a productive group
- Priorities/time management—the ability to determine priorities and manage time commitments
- Economic competencies

### SPECIFIC PERFORMANCE INDICATORS

- Explain the various types of advertising media.
- Select a target market.
- Explain the role of promotion as a marketing function.
- Explain factors affecting pricing decisions.
- Explain the concept of market and market identification.
- Demonstrate appropriate creativity.
- Determine the effectiveness of promotional efforts.

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## **CASE STUDY SITUATION**

You will assume the roles of promotional specialists for LAKE MICHIGAN CHARTERS, a large charter fishing service. The company's owner (judge) has asked you to create a promotion plan for two new package offerings—a discount package and a two-day package.

For more than 40 years LAKE MICHIGAN CHARTERS has prided itself on being the state's best and most reliable charter service. This reputation has kept the business profitable for decades. Due to a recent increase in competition and a weakened economy, the owner of LAKE MICHIGAN CHARTERS (judge) has decided to include a discounted charter package for price-conscious fishers. The discounted package is to include 10 hours of fishing with tackle, equipment, beverages and onboard lunch.

In addition to the discounted package, the owner (judge) plans to add a two-day package that will include lodging and meals for two nights. The owner (judge) is convinced that the only way to counteract the competition and declining sales is to attract a larger market. Your team should consider the following when developing the promotional plan:

- Which media types will be the most effective and affordable?
- How can the target market be expanded to include more than just experienced fishermen?
- What considerations and strategies will be used in pricing the packages?
- How will you rate the effectiveness of this promotion?

You will present your promotion plan to the owner (judge) in a meeting to be held in his/her office. The owner (judge) will begin the meeting by greeting you and asking to hear your strategies. After you have described your plan and have answered the owner's (judge's) questions, the owner (judge) will conclude the meeting by thanking you for your work.

## **JUDGE'S INSTRUCTIONS**

You are to assume the role of owner of LAKE MICHIGAN CHARTERS, a large charter fishing service. You have asked your promotional specialists (participant team) to create a promotion plan for two new package offerings—a discount package and a two-day package.

For more than 40 years, LAKE MICHIGAN CHARTERS has prided itself on being the state's best and most reliable charter service. This reputation has kept the business profitable for decades. Due to a recent increase in competition and a weakened economy, you have decided to include a discounted charter package for price-conscious fishers. The discounted package is to include 10 hours of fishing with tackle, equipment, beverages and onboard lunch.

In addition to the discounted package, you plan to add a two-day package that will include lodging and meals for two nights. You are convinced that the only way to counteract the competition and declining sales is to attract a larger market. The promotional specialists (participant team) should consider the following when developing the promotional plan:

- Which media types will be the most effective and affordable?
- How can the target market be expanded to include more than just experienced fishermen?

- What considerations and strategies will be used in pricing the packages?
- How will you rate the effectiveness of this promotion?

The promotional specialists (participants) will present their marketing plan to you in a meeting to be held in your office. You will begin the meeting by greeting the specialists (participants) and asking to hear their strategies.

After the specialists (participants) have described their plan, you are to ask the following questions of each participant team.

1. How does publicity differ from advertising?
2. How will your plan help ensure customer satisfaction?
3. What kind of customer feedback should we collect to fine tune our offerings better in the future?

Once the promotional specialists (participants) have answered your questions, you will conclude the meeting by thanking them for their work.

You are not to make any comments after the event is over except to thank the participants.

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**JUDGE’S EVALUATION FORM**  
**TMDM Sample Event 2008**

**PERFORMANCE INDICATORS**

	Exceeds Expectations	Meets Expectations	Below Expectations	Little/No Value	Judged Score
<b>DID THE PARTICIPANT:</b>					
1. Explain the various types of advertising media?.....	10-9	8-7	6-5-4	3-2-1-0	_____
2. Select target markets? .....	10-9	8-7	6-5-4	3-2-1-0	_____
3. Explain the role of promotion as a marketing function?.....	10-9	8-7	6-5-4	3-2-1-0	_____
4. Explain factors affecting pricing decisions? .....	10-9	8-7	6-5-4	3-2-1-0	_____
5. Explain the concept of market and market identification?.....	10-9	8-7	6-5-4	3-2-1-0	_____
6. Demonstrate appropriate creativity?.....	10-9	8-7	6-5-4	3-2-1-0	_____
7. Determine the effectiveness of promotional efforts? .....	10-9	8-7	6-5-4	3-2-1-0	_____

**PRESENTATION**

	Exceeds Expectations	Meets Expectations	Below Expectations	Little/No Value	Judged Score
8. Clarity of expression.....	6-5	4	3-2	1-0	_____
9. Organization of ideas .....	6-5	4	3-2	1-0	_____
10. Showed evidence of mature judgment .....	6-5	4	3-2	1-0	_____
11. Effective participation of both team members.....	6-5	4	3-2	1-0	_____
12. Overall impression and responses to the judge’s questions.....	6-5	4	3-2	1-0	_____

**TOTAL SCORE** \_\_\_\_\_