



Farm and Agribusiness Management

Purpose

The National FFA Farm and Agribusiness Management Career Development Event provides competition that fosters information assimilation, critical thinking and problem-solving skills necessary for successful business management. The skills learned in this event can be used to successfully manage a farm, agribusiness, pursue agricultural business careers and can be applied to personal financial management. The National FFA Farm and Agribusiness Management Career Development Event enhances and encourages opportunities for all participants to receive instruction that develops business management and entrepreneurial skills.

Objectives

Participants will demonstrate their ability to:

- Analyze business management information.
- Apply economic principles and concepts of business management to the decision-making process.
- Evaluate business management decisions.
- Work together cooperatively as a team.

Principles and Concepts

The principles and concepts listed below may be included in each section of the event.

Economic Principles Related to Business Management

- Production functions

- Diminishing returns
 - Profit maximization
- Cost concepts
- Input combinations
- Enterprise selection
 - Equi-marginal returns
 - Specialization and diversification
- Supply and demand concepts
- Types of market competition
 - Perfectly competitive markets
 - Oligopoly markets
 - Monopolistic competitions
 - Monopoly markets

Concepts related to the use and analysis of records to manage resources

- Financial statements
 - Balance sheet
 - Income statement
 - Statement of owner equity
 - Statement of cash flow
- Financial analysis
- Budgeting
 - Partial budgets
 - Whole-farm or business budgets
 - Enterprise budgets
 - General operating budgets
- Cash flow analysis
- Managerial accounting
- Tax management

Concepts and functions of risk management

- Categories of risk
 - Financial
 - Market
 - Legal
 - Production
 - Human resources
- Risk management process
- Risk management plan

Business Management

- Strategic management
 - Vision statement
 - Mission statement
 - Goals
- Tactical planning
- Operational planning
- Succession planning
- Estate planning
- Cost analysis
 - Fixed costs
 - Variable costs
- Business structure
- Commodity and agribusiness marketing
- Real estate acquisition

Event Rules

The complete rules, policies and procedures relevant to all National FFA Career and Leadership Development Events may be found in the [Guide to CDE and LDE Policies and Procedures](#).

- A team consists of four members. A team score consists of the total of four individuals' scores on the written exam plus the team activity score (all certified members must participate in the team activity).
- It is highly recommended that participants wear FFA Official Dress for this event; **at minimum a white button down shirt, black jeans, and black shoes are required.**
- Copies of the complete event with answers are distributed to all who are present at the event evaluation meeting.

MATERIALS STUDENTS NEED TO PROVIDE:

- Two sharpened No. 2 pencils or equivalent.
- Calculator — Should be battery operated, non-programmable and non-scientific (basic five function only). No other calculators can be used during the event.

Electronic Devices

Each state team or individual may be required to provide a laptop or similar equipment for participation in the farm and agribusiness management event. Minimum specifications will be determined and posted on the event webpage and in the team orientation packet prior to the event.

Team Activity (300 Points)

The team activity evaluates the ability of team members to work together to use decision-making and problem-analysis skills while applying economic principles and concepts taught in business management.

- Members of a team work together cooperatively to complete this section.
- Ninety minutes are allowed for completion of the team activity. Participants may be required to submit a written report or provide an oral presentation, as outlined in the team orientation packet. All topics in the outline under the "Principles and Concepts" section can be included in the team activity.
- The team activity has a maximum value of 300 points per team and is only included in the team score. Points are divided as follows:

Team Evaluation (100 points)

During the team activity section, the team is observed by event judges and evaluated on the team's ability to work cooperatively as a group.

Team Written Answer Sheet (200 points)

All team members must be involved in the team activity to receive credit. If a team has three or fewer participants, no credit will be allowed for the team portion of the event.

Individual written exam Activity (Variable Points)

The written exam tests the ability of the participants to use decision-making and problem-analysis skills while applying economic principles and concepts taught in business management.

- Each team member works independently to complete the written exam. Each team member receives an individual score on the written exam.
- Three hours are allowed for completion of the written exam.
- The written exam may include any type of question (such as multiple choice, short answer and fill in the blank). The questions may require calculations to determine the correct answer.
- All topics in the outline under the “Principles and Concepts” section can be included in the written exam. Business management forms and procedures follow the samples and procedures as presented in the most current farm and ranch business management text published by John Deere Publishing.
 - To reflect the resource material provided on FFA.org, the following Exam categories are the areas of focus for the WV Exam: Financial Statements, Budgeting, Cash Flow Planning, Marketing, Investment Analysis, Risk Management, and Economic Principles.
 - Participants will be expected to interpret and analyze balance sheets, cash flow statements, income statements, enterprise budgets, partial budgets, and financial ratios.
- The written exam will have 50-75 questions at 2 points per question has a maximum value of 300 points per team member. More difficult questions may be weighted heavier (worth higher amounts of points) at the discretion of the contest coordinator
- Individual scores on the written exam are used to calculate both the individual and team score.

Scoring

The following table summarizes the breakdown of points, event section for each point allocation and the amount of time allowed for each section of the event.

Points			
Section	Time	Individual	Team
Written exam	180 Minutes	100-150	400-600
Team activity	90 Minutes		300
TOTAL		100-150	400-600

Tiebreakers

Judges will break ties on team scores using the following sequence:

- ~~The score on the written section of the team activity.~~
- The score on pre-selected questions of the written exam.

Judges will break ties on individual scores using pre-selected sections of the written exam.

Awards

Awards will be presented at the awards ceremony to teams based upon their rankings. Awards are sponsored by cooperating industry sponsors as a special project and/or by the general fund of the National FFA Foundation.

References

This list of references is not intended to be all-inclusive.

Other sources may be utilized, and teachers are encouraged to make use of the best instructional materials available. The following list contains references that may prove helpful during event preparation.

Numerous sources of materials exist, and participating teams should consult with their state's cooperative extension service, the colleges and universities teaching farm and ranch business management and other material services available to the participating school. For the most current listing of resources and definitions for economic terms, refer to the farm and agribusiness management CDE section of the national FFA website at [FFA.org](http://www.ffa.org).

Primary

- Jobs, Steward, Casey and Purcell (2010). Farm and Ranch Business Management (latest edition). Deere & Company, John Deere Publishing, East Moline, Ill. 61244. [http:// www.deere.com/publications](http://www.deere.com/publications)
- Kay, Edwards and Duffy. Farm Management. McGraw-Hill Book Co., New York, N.Y. (most current edition).
- CDE NCQ, [FFA.org](http://www.ffa.org). Examples of enterprise budgets and financial statements used in the CDE.

Secondary

- Boehlje and Eidman (1984). Farm Management. John Wiley and Sons, New York, N.Y.
- Bowers, Love and Kletke (1994). Machinery Replacement Strategies. Deere & Company, John Deere Publishing, East Moline, Ill. 61244. Deere & Company. <http://www.deere.com>
- Dicks, Michael (1998). Agricultural Policy and How It Affects You, Deere & Company, John Deere Publishing, East Moline, Ill. 61244.
- Oltmans, Klinefleter, and Frey (2001) Agricultural Financial Reporting and Analysis. Doane Agricultural Services, St. Louis, Mo.
- Purcell, Wayne D. (1995). Marketing Agricultural Commodities. Deere & Company, John Deere Publishing, East Moline, Ill. 61244.
- Wilson, Purcell, Burton, and Wahlberg (1994). Managing Livestock Production. Deere & Company, John Deere Publishing, East Moline, Ill. 61244.
- Wilson, Purcell, Burton, and Wahlberg (1994). Managing Agricultural Commodities. Deere & Company, John Deere Publishing, East Moline, Ill. 61244

Technical References

- Farmers Tax Guide, published by the Department of the Treasury, Internal Revenue Service, can be obtained from the IRS Forms Distribution center in your state or the IRS website. <http://www.irs.gov/publications/p225/index.html>
- Farm Financial Standards Council, Financial Guidelines for Agriculture Producers, 1998. <http://www.ffsc.org/>
- Assorted educational materials are available on hedging, forward contracting and commodity futures trading from any of the following addresses.
 - Chicago Mercantile Exchange, 30 South Wacker Drive, Chicago, Ill. 60604. <http://www.cmegroup.com>

- Kansas City Board of Trade, 4800 West Main Street, Kansas City, Mo. 64112.
- New York Cotton Exchange, New York Mercantile Exchange Building, One North End Avenue, New York, N.Y. 10282-1101.
- New York Mercantile Exchange, Commodity Exchange Ctr., One North End Avenue, New York, N.Y. 10282-1101.
- Doane Agricultural Services, Vance Publishing Corp., 77 Westport Plaza, #250, St. Louis, Mo. 63416. Doane provides a variety of educational materials related to farm and ranch management.
- Cooperative Extension Service in your state. Contact your local extension agent for access to farm and ranch management educational materials.

Written Exam A									
1	A B C D E	21	A B C D E	41	A B C D E	61	A B C D E	81	A B C D E
2	A B C D E	22	A B C D E	42	A B C D E	62	A B C D E	82	A B C D E
3	A B C D E	23	A B C D E	43	A B C D E	63	A B C D E	83	A B C D E
4	A B C D E	24	A B C D E	44	A B C D E	64	A B C D E	84	A B C D E
5	A B C D E	25	A B C D E	45	A B C D E	65	A B C D E	85	A B C D E
6	A B C D E	26	A B C D E	46	A B C D E	66	A B C D E	86	A B C D E
7	A B C D E	27	A B C D E	47	A B C D E	67	A B C D E	87	A B C D E
8	A B C D E	28	A B C D E	48	A B C D E	68	A B C D E	88	A B C D E
9	A B C D E	29	A B C D E	49	A B C D E	69	A B C D E	89	A B C D E
10	A B C D E	30	A B C D E	50	A B C D E	70	A B C D E	90	A B C D E
11	A B C D E	31	A B C D E	51	A B C D E	71	A B C D E	91	A B C D E
12	A B C D E	32	A B C D E	52	A B C D E	72	A B C D E	92	A B C D E
13	A B C D E	33	A B C D E	53	A B C D E	73	A B C D E	93	A B C D E
14	A B C D E	34	A B C D E	54	A B C D E	74	A B C D E	94	A B C D E
15	A B C D E	35	A B C D E	55	A B C D E	75	A B C D E	95	A B C D E
16	A B C D E	36	A B C D E	56	A B C D E	76	A B C D E	96	A B C D E
17	A B C D E	37	A B C D E	57	A B C D E	77	A B C D E	97	A B C D E
18	A B C D E	38	A B C D E	58	A B C D E	78	A B C D E	98	A B C D E
19	A B C D E	39	A B C D E	59	A B C D E	79	A B C D E	99	A B C D E
20	A B C D E	40	A B C D E	60	A B C D E	80	A B C D E	100	A B C D E

Written Exam B									
1	A B C D E	21	A B C D E	41	A B C D E	61	A B C D E	81	A B C D E
2	A B C D E	22	A B C D E	42	A B C D E	62	A B C D E	82	A B C D E
3	A B C D E	23	A B C D E	43	A B C D E	63	A B C D E	83	A B C D E
4	A B C D E	24	A B C D E	44	A B C D E	64	A B C D E	84	A B C D E
5	A B C D E	25	A B C D E	45	A B C D E	65	A B C D E	85	A B C D E
6	A B C D E	26	A B C D E	46	A B C D E	66	A B C D E	86	A B C D E
7	A B C D E	27	A B C D E	47	A B C D E	67	A B C D E	87	A B C D E
8	A B C D E	28	A B C D E	48	A B C D E	68	A B C D E	88	A B C D E
9	A B C D E	29	A B C D E	49	A B C D E	69	A B C D E	89	A B C D E
10	A B C D E	30	A B C D E	50	A B C D E	70	A B C D E	90	A B C D E
11	A B C D E	31	A B C D E	51	A B C D E	71	A B C D E	91	A B C D E
12	A B C D E	32	A B C D E	52	A B C D E	72	A B C D E	92	A B C D E
13	A B C D E	33	A B C D E	53	A B C D E	73	A B C D E	93	A B C D E
14	A B C D E	34	A B C D E	54	A B C D E	74	A B C D E	94	A B C D E
15	A B C D E	35	A B C D E	55	A B C D E	75	A B C D E	95	A B C D E
16	A B C D E	36	A B C D E	56	A B C D E	76	A B C D E	96	A B C D E
17	A B C D E	37	A B C D E	57	A B C D E	77	A B C D E	97	A B C D E
18	A B C D E	38	A B C D E	58	A B C D E	78	A B C D E	98	A B C D E
19	A B C D E	39	A B C D E	59	A B C D E	79	A B C D E	99	A B C D E
20	A B C D E	40	A B C D E	60	A B C D E	80	A B C D E	100	A B C D E



Agriculture, Food and Natural Resources Content Standards

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
ABS.01.01. Performance Indicator: Apply micro- and macroeconomic principles to plan and manage inputs and outputs in an AFNR business.		
ABS.01.01.01.c. Create strategies to maximize the efficiency of AFNR business inputs and outputs using microeconomic principles.	Exam categories: <ul style="list-style-type: none"> Economic principles Investment analysis Marketing Risk management Family living Analysis of business Team activity – product	CCSS.ELA-Literacy.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.MATH.CONTENT.HSS.ID.C.7 CCSS.MATH.CONTENT.HSS.IC.B.6 Financial Investing: Benchmarks: Grade 12, Statement 9
ABS.01.01.02.b. Analyze and describe the relationship between AFNR business and industry outputs and domestic and global macroeconomic trends (e.g., Gross Domestic Product, national income, rate of growth, price levels, etc.).	Exam categories: <ul style="list-style-type: none"> Marketing Risk management Team activity – product	CCSS.ELA-Literacy.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.MATH.CONTENT.HSS.ID.C.7 CCSS.MATH.CONTENT.HSS.IC.B.6 Financial Investing: Benchmarks: Grade 12, Statement 9
ABS.01.02. Performance Indicator: Read, interpret, evaluate and write statements of purpose to guide business goals, objectives and resource allocation.		
ABS.01.02.01.c. Create and disseminate statements of purpose for activities in AFNR businesses.	Team activity – product	CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4
ABS.01.02.02.c. Evaluate AFNR business goals and objectives, then make revisions based on data and observations.	Exam categories: <ul style="list-style-type: none"> Budgeting Business planning Risk management Marketing Analysis of business Cash flow Income tax Team activity – product	CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4
ABS.01.03. Performance Indicator: Devise and apply management skills to organize and run an AFNR business in an efficient, legal and ethical manner.		
ABS.01.03.01.c. Devise strategies to improve the operation of AFNR businesses using management skills.	Exam categories: <ul style="list-style-type: none"> Financial statements Budgeting Cash flow Marketing Income tax Investment analysis Risk Management Business organization Analysis of business Family living Business planning Team activity – product	CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4
ABS.01.03.02.c. Devise management or operational strategies to address and adhere to local, state, federal, international and industry regulations.	Financial statements: <ul style="list-style-type: none"> Budgeting Exam categories: <ul style="list-style-type: none"> Cash flow Marketing Income tax Investment analysis Risk management Business organization Analysis of business Family living Business planning Team activity – product	CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
<p>ABS.01.03.03.a. Identify and observe ethical standards in planning and operating AFNR businesses.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Business planning <p>Team activity – product</p>	<p>CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4</p>
<p>ABS.01.04. Performance Indicator: Evaluate, develop and implement procedures used to recruit, train and retain productive human resources for AFNR businesses.</p>		
<p>ABS.01.04.01.b. Create methods to describe specific positions and structures of an AFNR business to share with human resources (e.g., job descriptions, business information sheet, pamphlet, etc.).</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Business planning ▪ Analysis of business ▪ Business organization ▪ Budgeting <p>Team activity – product</p>	<p>CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 Earning Income: Benchmarks: Grade 12, Statements 1 Earning Income: Benchmarks: Grade 12, Statements 2 Earning Income: Benchmarks: Grade 12, Statements 4 Protecting and Insuring: Benchmarks: Grade 12, Statements 8 Protecting and Insuring: Benchmarks: Grade 12, Statements 9 Protecting and Insuring: Benchmarks: Grade 12, Statements 10 Protecting and Insuring: Benchmarks: Grade 12, Statements 12</p>
<p>ABS.01.04.01.c. Establish and maintain appropriate records and reports on human resources in AFNR businesses (e.g., personal records, absenteeism record, payroll data, employee requests, etc.).</p>	<p>Exam Categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Business planning ▪ Analysis of business ▪ Business organization ▪ Budgeting <p>Team activity – product</p>	<p>CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 Earning Income: Benchmarks: Grade 12, Statements 1 Earning Income: Benchmarks: Grade 12, Statements 2 Earning Income: Benchmarks: Grade 12, Statements 4 Protecting and Insuring: Benchmarks: Grade 12, Statements 8 Protecting and Insuring: Benchmarks: Grade 12, Statements 9 Protecting and Insuring: Benchmarks: Grade 12, Statements 10 Protecting and Insuring: Benchmarks: Grade 12, Statements 12</p>
<p>ABS.01.04.02.b. Analyze and evaluate programs used to recruit, train and retain employees based on their effectiveness.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Business planning ▪ Marketing <p>Team activity – product</p>	<p>CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 Earning Income: Benchmarks: Grade 12, Statements 1 Earning Income: Benchmarks: Grade 12, Statements 2 Earning Income: Benchmarks: Grade 12, Statements 4 Protecting and Insuring: Benchmarks: Grade 12, Statements 8 Protecting and Insuring: Benchmarks: Grade 12, Statements 9 Protecting and Insuring: Benchmarks: Grade 12, Statements 10 Protecting and Insuring: Benchmarks: Grade 12, Statements 12</p>
<p>ABS.01.04.02.c. Design guidelines and programs to recruit, train and retain employees in AFNR businesses.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Business planning ▪ Marketing <p>Team activity – product</p>	<p>CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6</p>

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
		CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 Earning Income: Benchmarks: Grade 12, Statements 1 Earning Income: Benchmarks: Grade 12, Statements 2 Earning Income: Benchmarks: Grade 12, Statements 4 Protecting and Insuring: Benchmarks: Grade 12, Statements 8 Protecting and Insuring: Benchmarks: Grade 12, Statements 9 Protecting and Insuring: Benchmarks: Grade 12, Statements 10 Protecting and Insuring: Benchmarks: Grade 12, Statements 12
ABS.01.04.03.c. Create recommendations for AFNR employers to improve current benefit and compensation plans (e.g., how to motivate employees, recognize productivity, equitably compensate, etc.).	Exam categories: <ul style="list-style-type: none"> ▪ Risk management ▪ Business planning ▪ Marketing Team activity – product	CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.SL.9-10.6 CCSS.ELA-LITERACY.SL.11-12.6 CCSS.ELA-LITERACY.RI.9-10.4 CCSS.ELA-LITERACY.RI.11-12.4 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 Earning Income: Benchmarks: Grade 12, Statements 1 Earning Income: Benchmarks: Grade 12, Statements 2 Earning Income: Benchmarks: Grade 12, Statements 4 Protecting and Insuring: Benchmarks: Grade 12, Statements 8 Protecting and Insuring: Benchmarks: Grade 12, Statements 9 Protecting and Insuring: Benchmarks: Grade 12, Statements 10 Protecting and Insuring: Benchmarks: Grade 12, Statements 12
ABS.02.01. Performance Indicator: Apply fundamental accounting principles, systems, tools and applicable laws and regulations to record, track and audit AFNR business transactions (e.g., accounts, debits, credits, assets, liabilities, equity, etc.).		
ABS.02.01.01.b. Evaluate the implementation of accounting systems and procedures used for record keeping in AFNR businesses	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Cash flow ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business planning Team activity – product	CCSS.MATH.CONTENT.HSS.IC.B.6 CCSS.MATH.CONTENT.HSN.Q.A.1 Earning Income: Benchmarks: Grade 12, Statements 7 Earning Income: Benchmarks: Grade 12, Statements 8
ABS.02.02. Performance Indicator: Assemble, interpret and analyze financial information and reports to monitor AFNR business performance and support decision-making (e.g., income statements, balance sheets, cash-flow analysis, inventory reports, break-even analysis, return on investment, taxes, etc.).		
ABS.02.02.01.b. Prepare and interpret financial reports to describe the performance of AFNR businesses (e.g., efficiency, profitability, net worth, financial ratios, etc.).	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of business ▪ Family living ▪ Economic principles ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.RH.9-10.7 CCSS.ELA-LITERACY.RH.11-12.7 CCSS.MATH.CONTENT.HSS.ID.C.7 CCSS.MATH.CONTENT.HSS.IC.B.6 CCSS.MATH.CONTENT.HSN.Q.A.1 Savings: Benchmarks: Grade 12, Statements 3 Savings: Benchmarks: Grade 12, Statements 4 Savings: Benchmarks: Grade 12, Statements 6 Savings: Benchmarks: Grade 12, Statements 7 Financial Investing: Benchmarks: Grade 12, Statement 2
ABS.02.02.01.c. Recommend financial reports to assemble to support specific AFNR business decisions (e.g., evaluating efficiency, profitability, net worth, financial ratios, etc.).	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business organization 	CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.RH.9-10.7 CCSS.ELA-LITERACY.RH.11-12.7 CCSS.MATH.CONTENT.HSS.ID.C.7 CCSS.MATH.CONTENT.HSS.IC.B.6 CCSS.MATH.CONTENT.HSN.Q.A.1 Savings: Benchmarks: Grade 12, Statements 3 Savings: Benchmarks: Grade 12, Statements 4

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
	<ul style="list-style-type: none"> ▪ Analysis of business ▪ Family living ▪ Economic principles ▪ Business planning Team activity – product	Savings: Benchmarks: Grade 12, Statements 6 Savings: Benchmarks: Grade 12, Statements 7 Financial Investing: Benchmarks: Grade 12, Statement 2
ABS.02.02.02.a. Identify and examine strategies for tracking, reporting and managing inventory in AFNR businesses (e.g., spreadsheets, databases, word processing, networked systems and the Internet, etc.).	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of business ▪ Family living ▪ Economic principles ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.RH.9-10.7 CCSS.ELA-LITERACY.RH.11-12.7 CCSS.MATH.CONTENT.HSS.ID.C.7 CCSS.MATH.CONTENT.HSS.IC.B.6 CCSS.MATH.CONTENT.HSN.Q.A.1 Savings: Benchmarks: Grade 12, Statements 3 Savings: Benchmarks: Grade 12, Statements 4 Savings: Benchmarks: Grade 12, Statements 6 Savings: Benchmarks: Grade 12, Statements 7 Financial Investing: Benchmarks: Grade 12, Statement 2
ABS.02.02.03.c. Assemble financial information to prepare tax filings for AFNR businesses.	Exam categories: <ul style="list-style-type: none"> ▪ Income tax Team activity – product	CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9 CCSS.ELA-LITERACY.RH.9-10.7 CCSS.ELA-LITERACY.RH.11-12.7 CCSS.MATH.CONTENT.HSS.ID.C.7 CCSS.MATH.CONTENT.HSS.IC.B.6 CCSS.MATH.CONTENT.HSN.Q.A.1 Savings: Benchmarks: Grade 12, Statements 3 Savings: Benchmarks: Grade 12, Statements 4 Savings: Benchmarks: Grade 12, Statements 6 Savings: Benchmarks: Grade 12, Statements 7 Financial Investing: Benchmarks: Grade 12, Statement 2
ABS.03.01. Performance Indicator: Develop, assess and manage cash budgets to achieve AFNR business goals.		
ABS.03.01.01.c. Develop cash budgets for AFNR businesses.	Exam categories: <ul style="list-style-type: none"> ▪ Cash flow ▪ Budgeting ▪ Financial statements Team activity – product	CCSS.ELA-LITERACY.RH.9-10.7 CCSS.ELA-LITERACY.RH.11-12.7 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.MATH.CONTENT.HSS.IC.B.6
ABS.03.01.02.c. Predict the impact of management decisions on cash budgets in AFNR businesses.	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of business ▪ Family living ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.RH.9-10.7 CCSS.ELA-LITERACY.RH.11-12.7 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.MATH.CONTENT.HSS.IC.B.6
ABS.03.02. Performance Indicator: Analyze credit needs and manage credit budgets to achieve AFNR business goals.		
ABS.03.02.01.c. Analyze and assemble the information needed to obtain credit for AFNR businesses.	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Marketing ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of business ▪ Family living ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.MATH.CONTENT.HSS.IC.B.6 Using Credit: Benchmarks: Grade 12, Statements 1 Using Credit: Benchmarks: Grade 12, Statements 2 Using Credit: Benchmarks: Grade 12, Statements 3 Using Credit: Benchmarks: Grade 12, Statements 4 Using Credit: Benchmarks: Grade 12, Statements 5 Using Credit: Benchmarks: Grade 12, Statements 6 Using Credit: Benchmarks: Grade 12, Statements 12

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
		Using Credit: Benchmarks: Grade 12, Statements 13 Financial Investing: Benchmarks: Grade12, Statement 9
ABS.03.02.02.c. Analyze AFNR business needs and recommend appropriate uses of available credit budgets to meet goals.	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Marketing ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of business ▪ Family living ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.MATH.CONTENT.HSS.IC.B.6 Using Credit: Benchmarks: Grade 12, Statements 1 Using Credit: Benchmarks: Grade 12, Statements 2 Using Credit: Benchmarks: Grade 12, Statements 3 Using Credit: Benchmarks: Grade 12, Statements 4 Using Credit: Benchmarks: Grade 12, Statements 5 Using Credit: Benchmarks: Grade 12, Statements 6 Using Credit: Benchmarks: Grade 12, Statements 12 Using Credit: Benchmarks: Grade 12, Statements 13 Financial Investing: Benchmarks: Grade12, Statement 9
ABS.04.01. Performance Indicator: Analyze characteristics and planning requirements associated with developing business plans for different types of AFNR businesses.		
ABS.04.01.01.c. Demonstrate the application of entrepreneurial skills to conceptualize an AFNR business (e.g., idea generation, opportunity analysis, risk assessment, etc.).	Exam categories: <ul style="list-style-type: none"> ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of Business ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9
ABS.04.01.02.b. Compare and contrast business plans for different types of ownership structures used in AFNR businesses.	Exam categories: <ul style="list-style-type: none"> ▪ Business organization ▪ Analysis of business ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9
ABS.04.01.03.b. Analyze the information needed and strategies to obtain the information to complete an AFNR business plan (e.g., SMART goals and objectives, needs assessment, cash flow projection, etc.).	Exam categories: <ul style="list-style-type: none"> ▪ Financial statements ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Income tax ▪ Investment analysis ▪ Risk management ▪ Business organization ▪ Analysis of business ▪ Family living ▪ Economic principles ▪ Business planning Team activity – product	CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4 CCSS.ELA-LITERACY.W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.W.9-10.9 CCSS.ELA-LITERACY.W.11-12.9
ABS.04.02. Performance Indicator: Develop production and operational plans for an AFNR business.		
ABS.04.02.01.c. Make recommendations to improve operational plans for an AFNR business based on best practices.	Exam categories: <ul style="list-style-type: none"> ▪ Business planning ▪ Analysis of business ▪ Cash flow ▪ Budgeting ▪ Marketing ▪ Risk management ▪ Investment analysis ▪ Income tax ▪ Financial statements Team activity – product	AFNR Career Cluster – Agribusiness Systems Pathway, Statement 3 CCSS.ELA-LITERACY.ELA-W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
<p>ABS.04.02.02.c. Create strategies to improve the production process of an agricultural product for an AFNR facility (e.g., SWOT — strengths, weaknesses, opportunities and threats, supply chain management, etc.).</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Analysis of business ▪ Marketing ▪ Investment analysis ▪ Risk management ▪ Business planning <p>Team activity – product</p>	<p>AFNR Career Cluster – Agribusiness Systems Pathway, Statement 3 CCSS.ELA-LITERACY.ELA-W.9-10.2 CCSS.ELA-LITERACY.W.11-12.2 CCSS.ELA-LITERACY.L.9-10.6 CCSS.ELA-LITERACY.L.11-12.6 CCSS.ELA-LITERACY.RST.9-10.4 CCSS.ELA-LITERACY.RST.11-12.4</p>
<p>ABS.04.03. Performance Indicator: Identify and apply strategies to manage or mitigate risk.</p>		
<p>ABS.04.03.01.c. Determine methods to match risk management strategies to risk situations in an AFNR business.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Marketing ▪ Business planning <p>Team activity – product</p>	<p>Financial Investing: Benchmarks: Grade 12, Statement 11 Protecting and Insuring: Benchmarks: Grade 12, Statements 2 Protecting and Insuring: Benchmarks: Grade 12, Statements 3 Protecting and Insuring: Benchmarks: Grade 12, Statements 4</p>
<p>ABS.04.03.02.b. Analyze alternative approaches to reducing risk for AFNR businesses (e.g., insurance for product liability, property, production or income loss for personnel life and health, etc.).</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Marketing ▪ Business planning ▪ Family living <p>Team activity – product</p>	<p>Financial Investing: Benchmarks: Grade 12, Statement 11 Protecting and Insuring: Benchmarks: Grade 12, Statements 2 Protecting and Insuring: Benchmarks: Grade 12, Statements 3 Protecting and Insuring: Benchmarks: Grade 12, Statements 4</p>
<p>ABS.05.01. Performance Indicator: Analyze the role of markets, trade, competition and price in relation to an AFNR business sales and marketing plans.</p>		
<p>ABS.05.01.01.b. Analyze the role of trade and price in the market structure as it relates to AFNR businesses.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Marketing ▪ Risk management ▪ Investment analysis ▪ Economic principles ▪ Analysis of business ▪ Business planning <p>Team activity – product</p>	<p>AFNR Career Cluster, Statement 7 AFNR Career Cluster – Agribusiness Systems Pathway, Statement 1 Financial Investing: Benchmarks: Grade 12, Statement 13</p>
<p>ABS.05.01.02.b. Compare and contrast different forms of market competition and how they can be applied to different AFNR businesses.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Marketing ▪ Risk management ▪ Economic principles ▪ Analysis of business ▪ Business planning <p>Team activity – product</p>	<p>AFNR Career Cluster, Statement 7 AFNR Career Cluster – Agribusiness Systems Pathway, Statement 1 Financial Investing: Benchmarks: Grade 12, Statement 13</p>
<p>CS.01.01. Performance Indicator: Examine issues and trends that impact AFNR systems on local, state, national and global levels.</p>		
<p>CS.01.01.01.b. Analyze and document AFNR issues and their impact on local, state, national and global levels.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Risk management ▪ Economic principles <p>Team activity – product</p>	
<p>CS.01.01.02.c. Evaluate emerging trends and the opportunities they may create within the AFNR systems.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Investment analysis ▪ Marketing ▪ Business planning ▪ Risk management ▪ Business organization ▪ Analysis of business <p>Team activity – product</p>	
<p>CS.01.02. Performance Indicator: Examine technologies and analyze their impact on AFNR systems.</p>		
<p>CS.01.02.02.c. Evaluate the importance of technology use and how it impacts AFNR systems.</p>	<p>Exam categories:</p> <ul style="list-style-type: none"> ▪ Budgeting ▪ Cash flow ▪ Marketing ▪ Investment analysis ▪ Risk management ▪ Family living ▪ Business planning 	

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
	Team activity – product	
CS.01.03. Performance Indicator: Identify public policies and their impact on AFNR systems.		
CS.7.02.01.b. Analyze and assess at least two public policies that impact each AFNR system.	Team activity – product	
CS.02.01. Performance Indicator: Research geographic and economic data related to AFNR systems.		
CS.02.01.01.a. Research different types of geographic data used in AFNR systems.	Exam categories: ▪ Business planning Team activity – product	
CS.02.01.02.b. Analyze a set of economic data and analyze how it impacts an AFNR system.	Exam categories: ▪ Financial statements ▪ Budgeting ▪ Marketing ▪ Investment analysis ▪ Risk management ▪ Analysis of business ▪ Family living ▪ Economic principles ▪ Business planning Team activity – product	
CS.03.01. Performance Indicator: Identify required regulations to maintain and improve safety, health and environmental management systems.		
CS.03.01.01.c. Evaluate how AFNR organizations/businesses promote improved health, safety and environmental management.	Exam categories: ▪ Risk management ▪ Business planning Team activity – product	
CS.03.01.02.a. Summarize the importance of safety, health and environmental management in the workplace.	Exam categories: ▪ Risk management ▪ Business planning Team activity – product	
CS.03.02. Performance Indicator: Develop a plan to maintain and improve health, safety and environmental compliance and performance.		
CS.03.02.01.b. Analyze health and safety performance plans of an AFNR business.	Exam categories: ▪ Risk management ▪ Business planning Team activity – product	AFNR Career Cluster, Statement 6
CS.03.03. Performance Indicator: Apply health and safety practices to AFNR worksites.		
CS.03.03.01.b. Analyze and summarize current health and safety practices of AFNR business.	Exam categories: ▪ Risk management ▪ Business planning Team activity – product	
CRP.01.01. Performance Indicator: Model personal responsibility in the workplace and community.		
CRP.01.01.02.c. Model personal responsibility in workplace and community situations.	Team activity – product	
CRP.02.01. Performance Indicator: Use strategic thinking to connect and apply academic learning, knowledge and skills to solve problems in the workplace and community.		
CRP.02.01.01.c. Apply academic knowledge and skills to solve problems in the workplace and reflect upon the results achieved.	Team activity – product	
CRP.02.02. Performance Indicator: Use strategic thinking to connect and apply technical concepts to solve problems in the workplace and community.		
CRP.02.02.01.c. Apply technical concepts to solve problems in the workplace and reflect upon the results achieved.	Team activity – product	

Measurements Assessed	Event Activities Addressing Measurements	Related Academic Standards
CRP.04.03. Performance Indicator: Model active listening strategies when interacting with others in formal and informal settings.		
CRP.04.03.02.c. Model active listening strategies in formal and informal settings.	Team activity – process	
CRP.05.01. Performance Indicator: Assess, identify and synthesize the information and resources needed to make decisions that positively impact the workplace and community.		
CRP.05.01.01.a. Examine the steps in the decision-making process used in the workplace and community.	Team activity – product	
CRP.08.01. Performance Indicator: Apply reason and logic to evaluate workplace and community situations from multiple perspectives.		
CRP.08.01.01.b. Apply steps for critical thinking to a variety of workplace and community situations.	Individual test – inclusive of all categories Team activity – process Team activity – product	
CRP.08.02. Performance Indicator: Investigate, prioritize and select solutions to solve problems in the workplace and community.		
CRP.08.02.01.b. Assimilate and prioritize potential solutions to solve problems in the workplace and community.	Team activity – product	
CRP.08.02.02.b. Apply decision-making processes to generate possible solutions to solve workplace and community problems.	Individual test – inclusive of all categories Team activity – product	
CRP.09.03. Performance Indicator: Demonstrate behaviors that contribute to a positive morale and culture in the workplace and community (e.g., positively influencing others, effectively communicating, etc.).		
CRP.09.03.02.c. Model respectful and purposeful behaviors that contribute to positive morale and culture in the workplace and community (e.g., effectively communicating, recognizing accomplishments of others, etc.).	Team activity – process	
CRP.12.02. Performance Indicator: Create and implement strategies to engage team members to work toward team and organizational goals in a variety of workplace and community situations (e.g., meetings, presentations, etc.).		
CRP.12.02.01.b. Assess team dynamics and match strategies to increase team member engagement.	Team activity – process	
CRP.12.02.02.b. Select strategies to engage team members and apply in a variety of situations.	Individual test – Inclusive of all categories Team activity – process Team activity – product	