Proceedings

of the

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Editor: Christopher M. Cassidy, Marshall University

Associate Editor: Rebecca Oatsvall, Meredith College

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SOUTHEAST CASE RESEARCH ASSOCIATION

SECRA was formed in 1991 as an affiliate of the North American Case Research Association. Its purpose is to:

- Continually develop the case method of research, teaching, and application toward functional and strategic level administrative issues;
- Develop interdisciplinary case and teaching note writing skills as defined by AACSB;
- Advance individual analytical and reasoning skills;
- Provide necessary forums for the interchange of expertise among those who train and develop policy-making professionals; and,
- Continually promote the active exchange of information between case authors and interdisciplinary professionals in both public and private sectors.

Membership is open to academics, researchers, professionals, and others who share a commitment to improve the case method of teaching, research, and publication.

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FROM THE PROCEEDINGS EDITORS

Dear SECRA Colleagues:

If this is your first meeting Welcome! If you are a returning member, it is great to see you again.

The Editors, Track Chairs, and Program Chair are pleased to note that despite the financial constraints many universities face this year, submissions to SECRA did not fall as much as expected. Last year we had 39 submitted cases from 69 authors; this year we had less than a 5% reduction, receiving 38 cases from 65 authors. We are delighted that you chose to support and attend SECRA this year.

As in previous years, the SECRA Proceedings is published in two formats, this Printed Proceedings Booklet and the Proceedings CD, which was provided in your registration package. This Booklet contains a matrix of cases organized by subject areas, copies of abstracts for all submitted cases alphabetized by the author's last name, and two quick reference indexes at the end of the booklet. At the front of the booklet, there is some information about the SECRA organization and next year's conference.

The Proceedings CD contains the Conference Program, a copy of the Printed Proceedings, and full versions of the Cases and Instructor Manuals (IMs)/Teaching Notes (TNs) presented at the meeting. We publish the CD version of the Proceedings so that SECRA members can have copies of the cases presented at the meetings, and because some universities require the publication of a full case and IM in the Conference Proceedings for conference credit. Please be aware that there are no formatting requirements for full case submission on the CD, so the cases are unedited and formats will vary. If you desire a particular case from this or past conferences, but cannot find the full case or IM on the appropriate CD, please contact the author listed in the Printed Proceedings for a copy. In the interest of protecting the author's valuable Intellectual Property, please do not share materials on the Proceeding CD with colleagues who are not familiar with case handling procedures. Instead, refer interested faculty to the contact person listed in the original Case Abstract. Participants are advised that IMs/TNs are considered sensitive academic materials and should not ever be distributed to students without the written permission of the author.

Some journals will not accept cases that have been published in a Conference Proceedings without a substantial revision. We understand that authors may wish to withhold their full case or IM/TN from the SECRA Conference CD in order to be able to publish it elsewhere. SECRA wants to accommodate your wishes. Please let the Proceedings Editor know, by the deadline for submission of conference materials, if you do not wish your full case to appear in the proceedings. On the other hand, **the SECRA Journal welcomes all case submissions, especially those presented at our Annual Meeting and that appear in the SECRA Conference Proceedings**.

We extend our appreciation to all who made this conference possible including the Track Chairs, Case Reviewers, Roundtable Presiding Chairs, and the SECRA officers who worked behind the scenes to make this meeting work. This conference would not have occurred if not for members who volunteer to serve as track chairs, reviewers, and SECRA officers. You do not need extensive experience to serve in SECRA – only the willingness to help. We encourage everyone to consider serving in some capacity this upcoming year.

Thank you for the opportunity to serve as the Proceedings Editors for the Eighteenth Annual Meeting of SECRA.

Best Regards,

Chris Cassidy & **Becky Oatsvall**
SECRA Proceedings Editors

CHARTER MEMBERS OF THE SOUTHEAST CASE RESEARCH ASSOCIATION

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CASE AND TOPIC MATRIX

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1	Audit Quality: A Case of Auditor Independence Gone Wild	X					X										
2	The United States Postal Service: Looking Forward into the New Millennium		X			X					X				X		X
3	Early Debt Retirement Efforts Spawn Spending Desires	X									X						
4	Amegy Bank of Texas Public Awareness Campaign			X								X					
5	The Sexual Harassment Charge				X		X		X		X						
6	Workplace Bullying: Does the Devil Really Wear Prada?						X		X		X						
7	Changing a Corporate Culture By Implementing A Compassionate Ministry Plan					X								X		X	X
8	Spirituality in the Classroom Workplace: Thin Ice or a Foundation for Trust				X						X			X		X	
9	My Employee Keeps Visiting Chat Rooms at Work. Is this a Disability Protected by the Law						X			X	X						
10	Tracy Harper: Woes of a Social Media Junkie				X					X							
11	Southeast Medical Center Case							X									
12	Tradition or Trouble				X		X										
13	Coach, Inc.: An Affordable Luxury										X				X		X
14	Selling Your Dream					X											
15	The Yellow Brick Road					X					X	X			X		X

	Title	Accounting and Finance	Business and Society	Communications	Education	Entrepreneurship	Ethics and Law	Health Care	HRM	IS, IT, and MIS	Management	Marketing	Operations	Organizational Behavior	Student Case	Spirituality	OT & Strategy
16	Tri-Valley Church has a CRM Problem: You Might Get Them To Come, But Will They Stay?								X			X		X			X
17	We Need to do Some Repair Damage Here				X			X									X
18	The Big Tree Inn																X
19	An Incubator For Non-Profits? A Novel Idea		X			X											X
20	Travel Ready . . . Or Not				X												
21	Choosing Dr. Taylor's Retirement Plan Option	X															
22	Hastings Entertainment, Inc.										X				X		X
23	Flowers and More					X			X		X	X		X			X
24	A Question of Taste						X		X								
25	The Zoo Northwest Florida: Implementing the XE-A404 Register System	X								X			X				X
26	Too Close for Comfort						X		X		X				X		
27	Image Publications, Inc.: Managing Millenials In The Salesforce								X			X					
28	Dixie-Narco										X						
29	Nike, 2009														X		X
30	Robert Hodges: Visions of an Orange Jumpsuit	X					X				X				X		
31	Hospice of Huntington in 2009: New Problems in a New Century		X					X			X				X		X
32	American Eagle Outfitters, 2009								X			X			X		X
33	Stock Atlas Research Systems, Inc.					X					X						X
34	Should I Stay or Should I Go?				X		X		X								
35	The Winning Touchdown					X					X						
36	Staffing: Lost Treasure				X						X						

Title	Accounting and Finance	Business and Society	Communications	Education	Entrepreneurship	Ethics and Law	Health Care	HRM	IS, IT, and MIS	Management	Marketing	Operations	Organizational Behavior	Student Case	Spirituality	OT & Strategy
37 Holding your Pee for a Nintendo Wii					**X**											
38 An Academic Advisor's Professional Plight				**X**				**X**		**X**						

AUDIT QUALITY: A CASE OF AUDITOR INDEPENDENCE GONE WILD

Arinola O. Adebayo
University of South Carolina Aiken

Case Synopsis

In the late 1970s through the 1990s, public accounting firms (the firms) experienced exponential growth in revenue from non-audit services, surpassing the revenue from audit services. As a result, the extent of the firms' financial interest in their audit clients reached a level where it became increasingly difficult for the auditors to be objective on the audit assignments. The firms shifted the focus to pleasing their clients to avoid being terminated, and auditor independence quickly eroded. Consequently, this shift in priorities led to an upsurge in audit failures. Accordingly, accounting firms and their auditors were implicated in several high profile accounting scandals, citing poor audit quality as the culprit. One such accounting scandal involved Waste Management Inc. (WMI) and Arthur Andersen (AA) accounting firm.

WMI started as a garbage collection operation in 1968, and by 1980, it had grown to become the largest waste hauler in the USA and a dominant force internationally. WMI was able to attain this prominence through aggressive business acquisitions and fraudulent financial reporting. For nearly six years (1992-1997), WMI management deliberately perpetrated a massive accounting fraud to achieve its yearly projected earnings that bolstered management's desired earnings-based compensations. Most of the members of WMI management team were former partners of the Arthur Andersen (AA) accounting firm, WMI's auditor since the company's inception. Though AA was aware of WMI's fraudulent reporting, it was ineffective in getting its client to adjust the financial statements to comply with the generally accepted accounting principles (GAAP). As a way to appease the auditors, WMI hired AA to provide lucrative non-audit services. As a result, AA issued unqualified audit reports each year despite the fraudulent reporting. The actions of both WMI and AA resulted in a significant financial loss to WMI stakeholders.

Case Objectives and Use

The case presents a real-life situation about auditor independence involving a large public company, Waste Management, Inc., and a former leading accounting firm, Arthur Andersen. It provides the opportunity for addressing the nature and importance of financial auditing, auditor independence, auditing standards, internal control, risk assessment, legal liability, and governance. Instructors could use this case to enhance the discussions of the relevant auditing concepts. Since the situation in this case occurred prior to the Sarbanes-Oxley Act (SOX), the case could be used to draw attention to how far the profession has come in restoring its relevance, credibility, and role in the global economy. The case could also be used to emphasize the significance of the SOX.

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THE UNITED STATES POSTAL SERVICE: LOOKING FORWARD INTO THE NEW MILLENNIUM

Elizabeth C. Alexander
Christopher M. Cassidy
Marshall University

Case Synopsis

The US Postal Service has been independent of the U.S. Federal Government since the Postal Reform Act of 1970. Despite this, the organization seems burdened by its historical ties to and oversight by the Federal Government. It is plagued by rising costs and decreasing revenues. While competitors are prohibited from directly competing in mail delivery services, competitors have whittled away package delivery and intra-city courier services, and the internet has subsumed much private and commercial mail. In fact, the USPS seems relegated only to deliver a product despised by its recipients, junk mail. This case examines the history of the USPS, its business model, and provides information related to solving the central problems facing the USPS.

Case Objectives and Use

This case focuses on flaws in the business model for the USPS and provides data to support the analysis of alternative business models. Questions that can be discussed include 1) Can the USPS continue operations as they have in the past or should they engage in a radical restructuring? 2) What types of restructuring might allow the USPS to sustain itself and which will result in its eventual extinction as an organization? Could the UPSP actually make the necessary changes?

The case would be useful in Public Policy and Strategy courses in which students are expected to think “out of the box” about entrenched public institutions. It would also be useful in Business and Society or Ethics courses that discuss the role of public pressure and special interests. This case is based on data gathered and analyzed for a student generated project in a strategic management class.

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EARLY DEBT RETIREMENT EFFORTS SPAWN SPENDING DESIRES

Liz Washington Arnold

The Citadel, The Military College of South Carolina

Case Synopsis

Early Debt Retirement Efforts is a decision case focused on methods to unify a divided congregation and determine the resulting financial and organizational costs when leadership ignores its role.

The MAC Church (The Church) was formed about 22 years ago with almost 100 charter members. Within a couple of years The Church obtained a 30-year mortgage for a new building and later a fellowship hall. The Church grew to over 500 members. This is a small-to-medium size church that is part of a very large denomination. It has a somewhat democratic church council which abides by the denomination's structure and rules. The church also started a "mortgage payout" fund for church members who wanted to contribute to retiring the mortgage early and make more funds available for missions or other needy projects.

After 19 years, it was determined that through these generous donations The Church was going to be able to pay off the mortgage in 3 years, which meant paying it off 8 years early. However, several of the charter members had moved or passed away and now some of the recent church members saw this "early debt retirement" as an opportunity to fulfill some of the requests they had for the church (superseding the previous long-term goals for the church) and extend the mortgage another 8 years. What started out as a $10,000 Playground Committee, ended up as a $175,000 Playground/Pavilion Committee and divided the church into 2 factions (the church vote was 52 to 47 in favor of the project).

Case Objectives and Use

This case provides the user with a financial and leadership situation where cost issues have been created and organizational unity has been severed. The objectives are to determine how to handle a divided organization with financial problems and how to address the cost issues associated with the proposal. While the situation does not have a distinct time frame for resolution, time is of the essence since unification of the organization is imperative to the future of the current leader and The Church.

The case is based upon an actual situation and uses primary data obtained through field research and on-site interviews. It can be used in a management, financial accounting or cost accounting class. While the information presented is relatively straightforward, there is no sole decision point. There are sufficient extenuating circumstances to make for a good discussion of critical factors in this type of decision analysis.

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AMEGY BANK OF TEXAS PUBLIC AWARENESS CAMPAIGN

Dana Baker
Andrea Lopez

Case Synopsis

Amegy Bank is a newly established financial institution in San Antonio, TX. There exists an opportunity to promote public awareness throughout the city about Amegy Bank and its products and services. Utilizing the media extensively, the campaign will also grow the customer base of Amegy Bank in San Antonio.

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THE SEXUAL HARASSMENT CHARGE

Christian Borkowski
Michael F. Welsh

University of South Carolina

Case Synopsis

Professor Harry Lutton was shocked when he learned that he had been charged with sexual harassment by one of his students. He was even more shocked when the university president called for him to resign his position or have the charge pursued. He knew the charge was false, but wondered if, under the circumstances, it would make any difference to fight it.

Case Objectives and Use

This case was field researched using primary data and depicts a real situation although names and some peripheral facts have been disguised for reasons of confidentiality.

Designed for graduate courses in higher education administration, particularly those dealing with human resources or college teaching, this case can be used to initiate discussion on sensitive topics such as the extent of a faculty member's responsibility for troubled students, faculty members who continue teaching beyond retirement age, and former presidents who remain active on their campuses after stepping down as president.

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WORKPLACE BULLYING: DOES THE DEVIL REALLY WEAR PRADA?

Raphael Boyd
Lila C. Carden
Clark Atlanta University

Case Synopsis

> ***"However, momentarily pausing, Ross then turned and yelled to Donner declaring that "You're over. You're history. You're finished."***

This comment was spoken to a hospital worker by a cardiac surgeon after an altercation. Although job performance was not an issue in this instance, the hospital worker eventually quit due to the stress bought on by this situation.

This highly publicized legal case involved the concept of workplace bullying as well as various tort and ethical issues. These situations involve workplace interactions experienced within an employment environment. Furthermore, it will examine the various responses to these legal and/or ethical concerns. This case will require students to make decisions and recommendations concerning various torts, ethical issues, as well as the issue of workplace bullying.

This case has been based on a lawsuit filed against a cardiac surgeon by a hospital worker and was eventually heard in the Indiana Supreme Court. Certain names have been altered in this case. Although this case may be applicable in a number of legal and human resource management courses, it is highly recommended for an undergraduate Business Law I course, a graduate Business Law course, and a Human Resource Management course.

Case Objectives and Use

This is an informative and interesting case that examines traditional and emerging legal concepts concerning various tort laws and ethical issues as well as the concept of workplace bullying. The first objective of this case is to heighten student awareness concerning the current legal and emotional difficulties involving workplace interaction cases. The second objective is to provide students with a basic understanding of various tort laws, workplace bullying, and various ethical considerations; as well as how each is applied in a "real-world" environment. The third objective is to develop and/or improve the student's analytical and reasoning skills.

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CHANGING A CORPORATE CULTURE BY IMPLEMENTING A COMPASSIONATE MINISTRY PLAN

John B. Duncan
Charleston Southern University

Case Synopsis

The main character in this story is Jim Dismore, who was one of the original founding officers of Wal-Mart. Several years after resigning from Wal-Mart, Jim Dismore acquired a controlling interest in Ultimate Support Systems, Inc., with the intention of serving as CEO of the corporation and developing a model that would demonstrate how to honor God through business. While Jim Dismore served as CEO, Ultimate Support Systems became the recognized leader in providing support systems for the music industry. Their systems were known for high quality and superior customer support, including a lifetime warranty on products.

An outstanding corporate culture was a vital ingredient to the success of the company. Under Jim Dismore's leadership, the organization was redefined as a "business in ministry" and the company developed and implemented a compassionate ministry plan, which became an integral part of their annual business plan. Each year the company set aside one percent of gross receipts as "first fruits" to be used for ministry purposes. A corporate ministry team determined how the ministry funds would be used both internally and externally. The ministry plan was the catalyst that helped transform the culture of the organization and enabled Ultimate Support Systems to become an industry leader while truly functioning as a business in ministry.

Case Objectives and Uses

This case describes how the CEO of a privately held corporation was able to apply his Christian beliefs to his business activities to transform the culture of the corporation and improve organizational performance. Students can see the importance of a good corporate culture and learn how caring for one another and taking ownership in an organization can lead to improved organizational performance.

This case, based on an actual business, can be used in undergraduate or graduate courses in Strategy, Organizational Behavior, Organizational Theory and Change, or Entrepreneurship.

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SPIRITUALITY IN THE CLASSROOM/WORKPLACE: THIN ICE OR A FOUNDATION FOR TRUST?

Michael J. “Mick” Fekula

The Citadel, The Military College of South Carolina

Case Synopsis

During the introductory lesson of an MBA course in leadership the professor discusses the issue of epistemology as it relates to the course. The lesson aligns with the first text chapter entitled *The Language of Science: A Lens for Understanding the Organizational Sciences Literature*. In order to illustrate this lesson the professor contrasts faith-based views with science-based views through the use of a handout and relevant video clips illustrating both perspectives. Although the professor qualifies the use of these materials as simply a means to illustrate the points to be made, one of the 30 students in class explicitly objects to the use of the faith-based illustration and the mention of religion in class even though this was balanced against the use of the science-based perspective. As the semester progresses the same student continues to object to any references to faith made not only by the professor, but other students in the class. The student also shows an aggressive attitude toward people who share political and social views that differ from his. The difficulty for the professor is that this student makes some misinformed statements and simply seems unwilling to change his personal opinions in light of contrary evidence. Since the other students in the class understand what is happening, the situation is awkward for the professor as he tries to correct the student without attacking the student’s personal value system.

Case Objectives and Use

The primary objective of this case is to address the issue of spirituality in the workplace or classroom given that the classroom is the professor’s workplace. In this particular course spirituality plays a significant role in covering the various dimensions of leadership. Words like values, hope, soul, morality, and virtues have become commonplace in the contemporary leadership literature. In turn, authors have linked these issues to spiritual views. Given the recent ethical failures in the business world these issues have also been discussed in other realms and have called into question the moral muteness of managers. Although professors do not have the right to promote their own personal spiritual views in the classroom, they do have the right to discuss the relevance of spirituality in the context of their subject area. In this sense, not only academic freedom, but the logic of discussing relevant topics is important to any course. The professor needs to make this clear to the students to ensure that only reasonable objections are addressed. A secondary objective of this case is to consider ways in which to deal with students who are working from their own personal value basis, while rejecting the validity of the value-based views of others. In such cases the issues can extend beyond spiritual views to political, social, and other perspectives. This case is suitable for use in education classes, but also in specific disciplines where human behavior and motivation are topics of concern.

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MY EMPLOYEE KEEPS VISITING CHAT ROOMS AT WORK. IS THIS A DISABILITY PROTECTED BY THE LAW?

Marka B. Fleming

North Carolina A&T State University

Case Synopsis

On May 29, 2003, IBM Corporation fired James Pacenza on the basis that he had violated company policies by accessing sexually-oriented chat room sites on the internet while at work. Following his termination, Pacenza brought a five-million dollar lawsuit against the company alleging, among other things, that the company's actions violated the Americans with Disabilities Act of 1990 ("ADA"). Essentially, Pacenza claimed that the company terminated him because of his disability of Post Traumatic Stress Disorder ("PTSD")—a condition that manifested itself in Pacenza in an array of addictive behaviors, including an addiction to sexually-oriented internet material.

Case Objectives and Use

This case exposes students to the idea that even at-will employees are protected from being terminated under certain circumstances--like when they have a recognizable disability under the ADA. Also, the case enables students to gain an understanding of the ADA and its applications in the area of employment law. Finally, this case provides students with an opportunity to consider an employer's potential legal liability for terminating an employee who has a disability, including a disability that manifests itself or encompasses addictive behaviors such as alcoholism, drug addictions, and internet addictions. This case is appropriate for an undergraduate Legal Environment class or an undergraduate Human Resource Management class.

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TRACY HARPER: WOES OF A SOCIAL MEDIA JUNKIE

Stephanie Frazier
Shun Robertson

SC Technical College System

Case Synopsis

The main character is an ambitious young instructor at a growing community college. The college has a strong presence on several social networking sites for marketing purposes, but very few instructors use Web 2.0 tools inside the classroom. Based on her educational background and professional interests, the instructor is chosen to lead departmental efforts to create more opportunities for student learning on demand. She begins to use social media sites such as Facebook and Twitter to supplement her instruction.

One evening, the instructor receives an overtly flirtatious and inappropriate message via Facebook from a student. The message is completely unexpected and places her in an extremely uncomfortable position. She has always tried to create a safe and engaging learning environment for her students. Had her use of social media been a mistake? She must now reassess the role of social media in her classroom and determine the best way to proceed.

Case Objectives and Use

This case is intended to prompt discussion about the role of social media as a growing trend in higher education. More specifically, the case questions the advantages, risks, and implications of using social networking tools to supplement instruction. Additionally, the case lends itself to discussion on the boundaries of student-instructor relationships, both inside and outside the classroom.

The target audience for this case study is students enrolled in undergraduate or graduate programs in higher education administration and student affairs, educational technology, or library science. Specifically, content is relevant to courses including College Teaching, Contemporary Issues in Higher Education, Integration of Technology and Instruction, and Library Administration.

The case could also be used for faculty orientation and professional development in order to introduce institutional policies and/or examine the growing use of social media for educational purposes.

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SOUTHEAST MEDICAL CENTER CASE

Thomas W. Garsombke
Claflin University

Diane J. Prince
Clayton State University

Richard Fulton
Troy University at Augusta

Case Synopsis

The Southeast Medical Center Case deals with a small regional hospital and research facility that is being buffeted with external factors. There are strategic management, financial and operational issues presented. Additionally, social/cultural, economic, and political/legal factors impact the possible growth and profitability of the hospital. These internal and external issues require students to integrate current issues with the hospital's goals and strategies and then make plans using financial and operational information. Whatever students decide, they must justify their decisions with appropriate data for possible growth strategies. In nearly all the classes where the case has been utilized, students were required to gather external industrial and legal information to determine the impact of competition and current regulation on how these issues will impact the hospital -- and thus its profitability. This case produces very good discussions and requires students to do a good deal of pre-class work on the external areas such as competition, political/legal, industrial, and third party payments.

Case Objectives and Use

Students' comments have always been extremely positive, with most focusing on the process of integration and determining the continued viability of the hospital. Because the hospital is a small business and its operation very viable (real) for business students, many find it most interesting and get very involved in its analysis. As the case is not extremely long, it is a good case as an opener for the start of the semester, especially after lectures on external factors and their impact on business operations. It produces excellent student discussion as students feel comfortable with its analysis and their plans of action. The case has been used in Strategic Management and Small Business Management classes at both the undergraduate and MBA level.

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TRADITION OR TROUBLE

Stephanie Gasner
Brent McCauley
Angela Mirabito
Jenny Williams

University of South Carolina

Case Synopsis

This case study illustrates the repercussions of a supervisor permitting behavior that is not allowed at Forest Lake College. Ironically empowered by the silent approval of their supervisor, those who are hired to implement resident hall rules turn out to be the very ones to break the rules they were entrusted to enforce.

Case Objectives and Use

This case has been created to illicit discussion about the challenges student affairs professional face when supervising a student staff. The intended audience is students in graduate programs in student affairs or higher education, and new professionals in the field of student affairs.

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COACH, INC.: AN AFFORDABLE LUXURY?

Emmeline Huddleston
Mary Kay Sullivan
Maryville College

Case Synopsis

Coach, Inc., a producer of high quality leather handbags and accessories, had kept to a single strategy since its beginnings in 1941. The firm produced unique, high quality leather goods that carried high prices to match.

Over the decades the company expanded to include men's accessories, but retreated from an attempt to expand into non-leather items when it encountered stiff competition from other luxury manufacturers such as Hermes. A successful venture with Suitomo Corp. gave Coach a foothold in the Japanese market.

In 2008, Coach was hit hard by the economic crisis and decided to cut costs and reduce prices. The company discounted high priced products and introduced more affordable accessories. Coach also planned to design new styles of handbags that were high quality, but priced for a lower budget. Thus Coach aimed to keep revenues intact by becoming "an affordable luxury." The company also decided to focus on increased global distribution and on improved productivity.

But investors were skeptical; Coach's stock price lost almost 50 percent of its value in one year. The new strategy was clearly a departure from Coach's historic approach. Would it be successful?

Case Objectives and Use

Coach, Inc., is a good example of a company that since its beginning has hewn to a clear strategy of differentiation through high quality, distinctive goods. This could be used in a Strategic Management course as an example of this competitive strategy successfully implemented. Also, the decision to discount prices and introduce more affordable lines allows students to consider the pros and cons of such a change. Is it an oxymoron to try to be "an affordable luxury" or is this an appropriate reaction to economic conditions?

There are also lessons in finance to be learned from this case as students track stock price movement relative to the market in general. Additional research on the students' part to analyze financial statements after the timeframe of the case would allow evaluation of the success of the new strategy.

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SELLING YOUR DREAM

Keith Jones

North Carolina A&T University

Case Synopsis

The case is based on the sale of a small Christian based counseling service in a small rural community in North Carolina (actual situation). The history of this case is very similar to many other entrepreneurial ventures. After retiring from the military, Jack decided to pursue a masters degree in counseling. After some contemplation, he applied to and was accepted in a small Bible based college in the Midwest. This collage had a strong reputation in the area of Christian counseling. After completing his program, he and his wife (Judith) relocated to the coastal area of North Carolina. This was Jack's childhood stomping ground. In 2008, Jack and Judith both decided they needed to slow down a little and wanted to refocus their counseling services from the general public to a ministerial relief/support counseling services. Before they even offered the current practice up for sale, they began to develop their new venture.

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THE YELLOW BRICK ROAD

Sarah Lynch Margie McInerney
Deanna R. D. Mader Fred H. Mader
Christopher M. Cassidy
Marshall University

Case Synopsis

The Yellow Brick Road is a specialty store selling exclusive formal and evening wear in a three state area. The store was first opened in 1993 as a sole proprietorship that served as a consignment shop to sell pre-owned bridal and evening wear as well as new formal wear. The business has gone through four different growth stages and three different locations. At each step of its history, the store has expanded its inventory and become more specialized in its offerings.

The three major reasons for the store's success include: 1) focus on 13-19 year old market for homecoming, winter formal, and prom dresses; 2) current media driven push for original fashion from television shows (Gossip Girls) and magazines (Teen Vogue and Seventeen); and 3) focus on gowns exclusive to the store. The Yellow Brick Road has been able to expand its business four times over the last sixteen years due to the strategic planning of its owner.

Case Objectives and Use

This case provides a strategic analysis of a specialty women's clothing store that offers formal and evening wear in a community that has limited formal functions. With the exception of high school functions, the largest demand for formal wear in the store's surrounding area would be social organizations or fund raising activities. Even with this limited market, The Yellow Brick Road has been able to grow and expand its business through the strategic planning and analysis of its owner.

The case can be used in strategic management/marketing courses by emphasizing the SWOT analysis features. The case could also be used in entrepreneurial courses that look at sole proprietorships and the problems encountered by seasonal demand for products.

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Tri-Valley Church Has A CRM Problem: You Might Get Them To Come, But Will They Stay?

Deanna R. D. Mader
Fred H. Mader

Marshall University

Case Synopsis

Tom and Dorothy, a middle-age married couple, were extremely active in Tri-Valley Church for three years. They rarely missed a Sunday during that time and each was active in their own way. Dorothy participated in Bible Study every week and helped with missions and Fred helped with Upward Basketball. In addition, their daughter, a college student at a local university, helped with Bible School. Now they are disillusioned and haven't been to church in six months. The family was deeply hurt when, apparently, no one at Tri-Valley noticed they were gone for an extended period of time due to a family event (a destination wedding) and family illnesses (including the husband's mother's heart surgery). When they run into the pastor and his wife by chance at a local restaurant, it's clear the pastor does not recognize them.

Tri-Valley Church's board is concerned about the future of the church; particularly in its mission work. The pastor and board members recognize that the church's attendance and membership growth are stagnant, but can't figure out why. Their discussions myopically focus on the success of external missions and church leadership (e.g. choir, band), but miss the point of building strong customer relations with the congregation.

Case Objectives and Use

The case is based on an actual church and situation and is appropriate for a variety of audiences and settings. From an academic standpoint, the case is appropriate for customer relationship management, consumer behavior and satisfaction, target marketing, and strategic planning. It is applicable for courses such as Marketing Management, Customer Relationship Management, Services Marketing, and Business Strategy. From a professional standpoint, the case is appropriate as a church focus group starting point, or pastor-board-parish brainstorming and strategic planning.

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WE NEED TO DO SOME DAMAGE REPAIR HERE

Michelle Maher
University of South Carolina

Gemma Frock
Aiken Technical College

Case Synopsis

We Need to Do Some Damage Repair Here is a decision case investigating faculty rights and responsibilities as they relate to assessment processes and requirements in institutions of higher education.

Pat, the protagonist in the case, is the Academic Coordinator of a related group of transfer courses in the Communications and English department at a public two-year college. Kate, a senior faculty member in her area, claims that assessment material and data from her course cannot be shared with Bob, the faculty member assigned to write the programmatic assessment report, because of intellectual property rights. Kate thus shares her material directly with Susan, the Assessment Director, in a way that upsets the Division Dean, Lee, because it is described as potentially threatening.

Pat must now determine how to address the possibility that a faculty member in her area threatened the Assessment Director, discern the applicability of intellectual property rights in this situation, and attempt to resolve the underlying conflict between Kate and Bob to facilitate program report compliance.

Case Objectives and Use

This case provides the user with a complex academic situation in which a series of decisions are required. Typical issues associated with assessment in institutions of higher education, including faculty conflict and claims of intellectual property rights, are raised for consideration. The assessment report submission has a deadline, thus both immediate and long-term decisions must be made to adhere to assessment compliance. To not do so would be to put the professional standing of both the key players and their academic program at risk.

The case, based on an actual situation, is currently in an embryonic stage. It is anticipated that the case will be shaped through use of primary data obtained through field research and on-site interviews. The case is intended for use in graduate-level courses focused on institutional accountability, assessment, and accreditation.

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THE CASE OF THE BIG TREE INN (OR THE BIG MISTAKE)?

Peter M. Markulis
Richard Gifford
SUNY-Geneseo

Case Synopsis

The case has two central issues. The first is the issue is when the food service division of a college board votes to purchase a defunct (for two years) high-end restaurant (the Big Tree Inn or BTI) in the community. The food service division of the college is actually a not-for-profit corporation (CAS) with 9 board members (3 students, 3 administrators and 3 faculty members) which is responsible for making all major decisions regarding food services. The restaurant is purchased essentially with student meal plan funds, and there are questions about the responsibility of making such a purchase without a college-wide discussion or reasonable assessment of what the initial cost are and potential renovation costs might be. The second issue revolves around the new food service director for CAS who is trying to determine what needs to be done in order for the restaurant to make a profit after years of losing money. The new director privately wonders if purchasing the BTI was a big mistake.

Case Objectives and Use

The case provides an opportunity for students to grapple with two sets of issues. The first is the issue of whether CAS should have purchased the BTI and what type of information and discussion should have taken place before a purchase was entertained. Our experience is that this question creates considerable debate in class. The second question puts the students in the chair of the new director, who is trying to make the best of the situation. Can the BTI be make profitable given the information provided in the case and if so, how?

The case is based on the case writer's long term relationship with the CAS board (4 times elected to the board over the past 20 years). Several of quotes in the case attributed to various board members are actually comments made by the case writer while on the board or as a past board member. Also, both case writers interviewed former board members, community residents and had a group of students survey local competitors and students.

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AN INCUBATOR FOR NON-PROFITS? A NOVEL IDEA

Robert McDonald

University of New Haven

Case Synopsis

Vera Deletes had just finished her presentation to the board of Capacity New Haven, a social service agency funded mainly by the federal government and supplemented by state and local funding. She believed firmly in her proposal to start a business incubator for the non-profits in the New Haven area. It was a novel idea since there were very few incubators on the east coast, so she would be a trend setter. An incubator provides rental space to start up companies and adds telephone, copying, and fax services to the basic rent. By consolidating these services and having the start ups share the common source of the services, the incubator provides office support at a very reasonable price. Incubators also provide consulting services, such as accounting and taxes, information technology, and sources of finance for the newly formed firms. Several board members, who are vice presidents of the area's major corporations, expressed doubt about the proposal, but they have given approval for the first steps. Vera first has to complete a business plan for the incubator for its first two years.

Case Objectives and Use

The case illustrates what an incubator does for profit oriented start ups. It will also give the student an opportunity to challenge conventional thinking by trying to apply the incubator model to the non-profit sector. Very few incubators exist for non-profits, most of which are on the west coast. The student will compile a list of questions Vera must answer to assemble her business plan, starting with the demand for such services continuing to a two year budget for the incubator.

Capacity New Haven is intended for an undergraduate course in public management, possibly a Budgeting and Planning course, or Urban and Regional management course.

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TRAVEL READY . . . OR NOT

Kimberly R. McNeil
Jacqueline A. Williams
North Carolina A&T State University

Case Synopsis

Weary from traveling for the past ten days during spring break with a group of students on a service learning project in Brazil, Dr. Cardin collapses in a chair in the baggage claim area of his local airport and sighs. As the last student leaves the airport, he reflects on the emotional rollercoaster he has been on for the past several days. Dr. Cardin's first thought was of Sophia Coleman, a 20 year old African-American female. He did not understand why this seemingly healthy young lady seemingly had this unusual thirst closely followed up with a need for the restroom during the entire trip. After the first three days of their scheduled stay in Brazil he learned from one of the students that her friends advised her not to disclose on her medical history form the fact that she was recently diagnosed as a diabetic. Two days later, Mitch Parker, a 21 year old Caucasian student, collapses while the group was visiting a cultural site. Although students were told to keep their emergency contact information and insurance information with them at all times, upon checking Mitch's pockets, it became clear he did not follow those directions. Next, his mind went to the subway ride. While the group was boarding the subway two nights before their departure morning, one student is separated from the group because the doors close before he can get on the subway. Dr. Cardin clearly remembers the fear in Tim's eyes as the subway began to pull off with Tim, a United States coed with no knowledge of the Portuguese language, standing on the platform. In an unsuccessful attempt to clear his mind, Dr. Cardin drops his head into his hands and asks himself, what could I have done different?

Case Objectives and Use

The goal of this case is make participants aware that pre-travel planning is an important and necessary step to decrease the likelihood of travel incidents resulting from lack of travel readiness. The main objectives are 1) to introduce the idea of using scenarios as a tool for enhancing faculty members and students' travel savvy and addressing important elements of travel policy, safety, and preparedness, and 2) to bring awareness to what to communicate, when to communicate, and how to communicate in a pre-travel briefing session.

The primary source of information for case scenarios, discussion points, and resolutions will be interviews with faculty members and study abroad administrators from various universities (small and large, public and private) that have led and/or managed student travel. The case may be used as a training tool for students, faculty members, administrators, and staff.

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CHOOSING DR. TAYLOR'S RETIREMENT PLAN OPTION

W. Kent Moore
Sanjay Gupta

Valdosta State University

Case Synopsis

Dr. Larry Taylor has taught for several years at Southeast State University. He is contemplating retiring within a year and has begun evaluating the various retirement plan options available to determine the ideal plan for him and his wife, Amanda.

A primary objective for the Taylors in selecting a retirement plan option is the desire that the spouse who lives longer would be able to maintain the same standard of living. For many weeks, Larry has grappled with several variables affecting the retirement choice including the impact on health care costs, the effect of taxes, expected social security benefits, and the uncertainty of not knowing which spouse would outlive the other.

The university's retirement system requires that a decision be made no later than 30 days prior to retirement and the deadline is approaching. The importance of the retirement plan choice makes it critical that the Taylors consider all relevant variables carefully in order to make a well-informed and wise decision. Which plan is best for them?

Case Objectives and Use

This case provides an opportunity to examine one of the most important decisions for people considering retirement. Which retirement option plan works best for me? With increased life expectancies, it is not uncommon for people to spend 25 or more years in retirement. This combined with the fact that the selection of a retirement option plan is typically irrevocable underscores the need to make a good choice.

This case, based on actual events, is written primarily for undergraduate courses such as Principles of Financial & Managerial Accounting, Principles of Finance, and Investments. Students are required to calculate net income for the different retirement plan options and choose the "best" option. Taxes, insurance, other deductions from gross pay, and alternative income sources all play a role in the calculation process. Various scenarios are discussed to impress on the reader that a "one size fits all" approach does not work when making a retirement plan decision.

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HASTINGS ENTERTAINMENT, INC.

Steve Nee
Mary Kay Sullivan (faculty supervisor)
Maryville College

Case Synopsis

Since its inception in 1968, Hastings Entertainment had been a leader in the used book, music, and video retail industry .The Texas-based company enjoyed steady expansion in its first 40 years of existence, slowly branching out throughout the Midwestern United States and then into the southeast. The company's main focus was to serve "small-town" America; it accomplished this by placing stores primarily in towns with populations of less than 50,000.

In 2006, Hastings began a major rebranding effort in order to differentiate the company from others in the industry. This rebranding effort included renovating their stores with new displays and fixtures, developing a new logo, and introducing a new company tagline, "Discover Your Entertainment." Many of the new stores also included a café so that Hastings' customers could enjoy a cup of coffee while they browsed the store. The following year, the company posted record revenues.

The retail industry suffered a dramatic blow in 2008 when the U.S. economy entered an economic recession. The recession forced many of Hastings' competitors to close stores, but Hastings continued the rebranding efforts with fervor. The results for the second quarter of 2009, however, showed sales declining. The rebranding strategy was intended to position Hastings for growth and expansion, but was the strategy misguided? CEO John Marmaduke needed to consider how and if Hastings could remain competitive during such turbulent economic times.

Case Objectives and Use

This case would be appropriate for use in an introductory Marketing course because of its focus on branding and image. Similarly, it would be useful in a course in Strategic Management as an example of differentiation and establishing a niche in the retailing industry. The company's financial statements could be charted over the years that the rebranding efforts were taking place and could then be analyzed to compare trends in revenues and profits.

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FLOWERS AND MORE

Rebecca Oatsvall
M. Tony Bledsoe
Meredith College

Case Synopsis

This case follows a journey from tragedy to opportunity by showing how a man of enterprise steps in to create five businesses that have global as well as domestic management implications, issues and challenges. In 1985, Anston Jamison was reported lost in a boating accident off the coast of Costa Rico. He left a young wife to handle his estate and business affairs, which included farming and export interests in the Costa Rican territory. She had neither experience nor management training that would help her in taking care of business affairs. This situation was further complicated by diverse language, legal, cultural, financial, managerial, human resources, marketing, economic, political and educational factors. Nonetheless she faced the task of making critical business decisions about the farm and interrelated operations.

Enter J.J. Hartwell, entrepreneur extraordinaire, who relishes telling the story of his childhood experiences that put him on the road to entrepreneurship. The story goes that he joined his brother and sister in a lemonade stand venture that made two dollars the first day. They quit after the first day, but he continued for five days to make ten dollars. To this day he does not understand why they quit! J.J. and the widow Jamison grew up in the same small North Carolina town and resumed their friendship after Anston Jamison was lost in the boating accident in Costa Rica. The plot thickens when J.J. marries the widow and takes over the farming interest in Costa Rica.

Case Objectives and Use

This multi-dimensional case offers students an opportunity to utilize decision making, critical thinking and perception skills to examine enterprises under varying conditions, both cultural and economic. These issues are diverse and include leadership, management style, management philosophy, motivation, power and entrepreneurship. Each of these issues has international and intercultural ramifications. Other more basic problems include organizational behavior, international management, HRM, acct/fin, marketing and principles of management. By utilizing problem solving models, students should gain a clearer understanding of how to identify problems plus be able to develop, select and apply alternatives leading to more efficient and effective management.

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A QUESTION OF TASTE

Jason T. Plafcan
University of South Carolina

Stephanie M. Foote
University of South Carolina Aiken

Case Synopsis

Following a year of declining sales, the senior executives at All-Star Concessions Enterprises (ACE) hold a leadership conference to energize employees, and to communicate the organization's vision for the coming year. The conference begins positively with several sessions that emphasize the mission and goals of ACE, and other sessions that recognize the accomplishments of individuals within the organization. As the conference comes to an end, the overall mood takes a turn when an abrupt announcement is made about two promotions and a dramatic reorganization within the company. Then, at the closing dinner, three senior-level executives decide to share a story of a questionable dinner they had together.

Case Objectives and Use

This case provides an opportunity to explore ethical issues surrounding hiring and promotion practices within an organization, as well as ethics and bias in leadership.

The case is based on personal experience and was developed to initiate dialogue in classes in Business Ethics or Leadership. The names and some peripheral facts have been disguised to protect confidentiality.

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ZOO NORTHWEST FLORIDA: IMPLEMENTING THE XE-A404 REGISTER SYSTEM

Richie Platt
Marty Hornyak
Michael Hernandez

University of West Florida

Case Synopsis

The Gulf Breeze Zoo, a for-profit organization, founded in 1984 was becoming a financial sinkhole. For nearly twenty years, investors financed zoo operations at a cost of $200,000 to $250,000 a year (Stewart, 2007) and after years of losing money the zoo was poised to make a profit and investors were ready to sell. In 2004, the Gulf Breeze Zoo was sold to the Gulf Coast Zoological Society, becoming known as the Zoo Northwest Florida (ZNWF), a non-profit organization. Unfortunately just weeks after the sale, hurricane Ivan and Dennis struck the area in late 2004 and early 2005 respectively. The storms caused over $600,000 in damages putting the zoo back in the red (Stewart, 2007). Despite a $2.7 million policy, insurance only paid $59,000 for damages (Stewart, 2007). In July 2007, ZNWF announced potential closure if it did not receive $1M in donations by the end of the year (Stewart, 2007). Three months after announcing the situation, the zoo's Board of Directors replaced its executive director with Tiffany Thomas who performed financial consulting for the zoo and her experience as chief financial officer for Network Telephone Corp. made her an ideal candidate.

Thomas accepted the executive director position in October 2007 and brought a multi-faceted plan to save the zoo. She knows it would take the zoo at least five years to regain its financial footing by securing new financing sources, increasing operational profitability, and taking advantage of new technology. This case describes the activities out lined in Thomas's multifaceted plan. But will it be enough to keep ZNWF in operation. What do the ZNWF members have to do in order to insure proper implementation of technology and the plan? What are the situations and issues needing to be addressed?

Case Objectives and Use

The case is based on actual actions of a company in Northwest Florida attempting to improve its organization's information technology and operations. Students are able to see complexities involved in integrating Information Technology (IT) projects operationally. The case leads to an understanding of outside variability introduced into IT environment and its impact on organizations. A good discussion on project management and organization behavioral skills may result. Students may provide personal experiences dealing with IT in their work organizations. It provides a new perspective to discuss about how and why organizations have to plan effectively for the future. The case can also be used in undergraduate courses involving basic management and project management fundamentals, small business, information technology, ethics, or strategic management. Students should be able to articulate what management, behavioral, and project management skills are important to use in other situations similar to this and should be able to explain why.

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TOO CLOSE FOR COMFORT

Jennifer Powell
Adrienne Strain
Steven "Gavin" Weiser

University of South Carolina

Case Synopsis

This case is about the relationship between a graduate assistant and her supervisor—a relationship that becomes increasingly inappropriate as the year continues. As a first-year graduate student who works closely with her male supervisor as his "personal graduate assistant," how close is too close?

This case explores how the power differential between a nationally renowned male supervisor and his female GA- Sally Noles- affects Sally's decision in reporting sexual harassment behaviors against her boss. The case discusses the details of several inappropriate interactions between Sally and her boss; and ultimately it asks how Sally should respond to such behaviors.

Case Objectives and Use

This case allows readers the chance to consider the ethics surrounding issues of sexual harassment and power differentials between a male supervisor and his female graduate assistant. In this case, a graduate assistant is put in an uncomfortable situation with her supervisor—a supervisor who is well known both institutionally and nationally. The protagonist is faced with the decision regarding whether to report her supervisor or cope with the harassment.

This case, based on an actual event, was written for higher education and student affairs professionals and graduate students.

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IMAGE PUBLICATIONS, INC.: MANAGING MILLENIALS IN THE SALESFORCE

Robert J. Riggle

The Citadel, The Military College of South Carolina

Case Synopsis

Since the early 1930's, generational differences have been investigated to better understand how age differences impact the organizational climate and subsequent employee productivity. During the past 40 years, the workplace has known three generational categories. The "Silent Generation" (individuals born between 1925 – 1945), the "Baby Boomers" (individuals born between 1944 – 1960), and "Generation X" (individuals born between 1961 – 1980) have worked alongside one another fairly successfully. Each generation has generally accepted the next and has adapted to the needs and wants of those individuals while keeping the prevailing organizational environment intact. Since the late 1990's and early 2000's, however; firms have begun dealing with a new generation, "The Millennials" (individuals born between 1981 – 2000) who do not respond to the traditional organizational environment very well.

Image Publications, Inc. (Image) was established more than 40 years ago and has developed into one of the predominant forces within the association publication industry. Through the years, the organization enjoyed high salesperson satisfaction and organizational commitment. Then, in the late 1990's, Image began noticing steadily increasing turnover rates among its newer salespeople. Turnover at Image was more than 70 percent at its peak and one factor was common among nearly all of the salespeople who were leaving: they were nearly all part of the Millennial Generation. To deal with these problems, Image developed a customized training and development program that was specifically designed to reduce turnover and provide an environment where the new generation of salespeople would be productive.

Case Objectives and Use

This case provides the user with a common problem among sales-oriented firms and identifies best practices for handling issues such as turnover and organizational climate change.

The case is based upon an actual situation and uses primary data obtained through field research, observational, and depth interviews with managers and salespeople. It can be used in a strategic marketing and/or sales management class to highlight how this firm reacted to these issues. The outcome of this case yielded significantly reduced turnover and record sales force productivity was achieved.

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DIXIE-NARCO

Michael Ritchie
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University of South Carolina Aiken

Case Synopsis

Dixie-Narco is a managerial case that focuses on the progression of an individual's career as he goes from entry level management to President of the organization. The case chronicles the career path of Doug Hufer from college graduation to his final ascendancy to President and CEO of Dixie-Narco, a world leader in cold drink machine manufacturing. In addition to commentary on the different types of skills and skill levels necessary for a management career, the case also introduces the dynamics of mergers and acquisitions, as Dixie-Narco acquired and merged several times during the case time period.

Case Objectives and Use

The case emphasizes the importance of personal interaction between management, employee, and customer.

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NIKE, INC., 2009

Edward Rivera
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Maryville College

Case Synopsis

Bill Bowerman, head track coach at the University of Oregon, and one of his former runners, Phil Knight, joined forces to create the company that would become Nike. From the early days, the company built its reputation on innovative running shoes and continued innovating as it grew to become the largest company in the athletic shoe industry, owning over a third of the market share in 2009.

The industry that Nike was instrumental in developing had become highly competitive, with a number of well established firms competing, as well as new entrants, such as Under Armour. The race to continually innovate made rivalry in the industry especially fierce. At the same time, there had been ethical concerns raised about conditions in foreign factories that supplied Nike, and the economic recession threatened to reduce demand for non-essential purchases. Nike had been very successful in building its empire and had developed a corporate culture that enhanced employee loyalty. But, with the loss of Bowerman 10 years ago and the increasingly large size of the company, some wondered if Nike would be able to keep its competitive edge.

Case Objectives and Use

Nike, Inc., can be used both in a course in Strategic Management for an industry analysis and as an example of differentiation strategy and also in a Marketing course as an example of creative marketing through celebrity endorsements. A look at success factors in this industry would highlight innovation as a source of competitive advantage.

The case has sufficient information on the competition that it could be used to introduce Michael Porter's Five Forces Model in an analysis of the competitive environment. This could be supplemented with reading an updated version of Porter's classic study, "The Five Competitive Forces that Shape Strategy" in *Harvard Business Review*, January, 2008, pp.79-93.

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ROBERT HODGES: VISIONS OF AN ORANGE JUMPSUIT

Shun Robertson
Stephanie Frazier

South Carolina Technical College System

Case Synopsis

The main character was a new Perkins Administrator at Campbell Community College. During his first month on the job, he participated in a meeting where accountability and accurate recordkeeping is stressed. Also, his ideas for changing the college's Perkins system fell on deaf ears in a meeting with his supervisor.

After reviewing last year's local plan in preparation for creating next year's draft, he found discrepancies in the management of the federal funds – inconsistencies that would have serious consequences for both he and the college. He questioned how this would affect his future career goals of becoming a community college president, and whether he is obligated by law to report his findings.

Case Objectives and Use

This case is intended to provide students with a deeper understanding of the ethical, legal, and professional considerations that should be taken into account when administering institutional funds. When concerns arise concerning past practices, relationships and interactions with colleagues and managers are also questioned. Discussions relating to financial accountability, leadership, effective communication, and moral dilemmas are appropriate with this case.

Undergraduate and graduate students enrolled in Ethics, Higher Education Finance, Communication, Higher Education Legal Issues, or Leadership courses are the target audience for this case. The case could also be used for faculty and staff professional development purposes, including for new employees with fiscal management responsibilities, as well as college financing workshops.

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HOSPICE OF HUNTINGTON IN 2009: NEW PROBLEMS IN A NEW CENTURY

Rachel Sargent
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Marshall University

Case Synopsis

The concept of quality end-of-life health care has evolved over the years and more patients are choosing the Hospice care option. Hospice of Huntington, Inc. provides compassionate physical, emotional and spiritual care for those at the end of life and continuing support for their families, as stated in the mission statement. As the baby boomer generation continues to age, the demand for end-of-life care will grow but the likely Medicare reimbursement rate cuts threaten the ability for Hospice of Huntington, Inc. to provide the level of care currently offered. This, in addition to continuous overall operational losses, poses potential future financial viability issues.

Case Objectives and Use

This case presents the reader with the opportunity to analyze Hospice of Huntington, Inc., a not-for-profit organization that provides end-of-life care to patients who have been diagnosed with a terminal illness with six months or less to live. Although Hospice of Huntington, Inc. has grown into a successful organization equipped with a 12 million dollar budget, current and future financial problems hamper the organization as a result of potential Medicare reimbursement rate cuts and operational losses incurred from the Emogene Dolin Jones Hospice House, a 14-bed inpatient facility owned and operated by Hospice. The major issues to tackle include examining the business strategies, analyzing the financial statements and determining the actions necessary to address these current issues. Questions and decisions for the reader to discuss include how the organization can better utilize their reimbursement levels, manage their budget more efficiently, revamp staffing models and create a strategy to increase patient admissions. The ultimate objective for this case is to make recommendations as to how Hospice of Huntington, Inc. can effectively combat the potential decreases in Medicare reimbursement rates, generate operational profits instead of loses from the EDJHH and optimize the budget to better manage cash flows.

This case was developed for use in a graduate level Business Policy and Strategy course or Health Care Administration Management course. There is a significant financial component, which might make the case suitable for an undergraduate level finance course.

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AMERICAN EAGLE OUTFITTERS, 2009

Samantha Shockley
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Maryville College

Case Synopsis

American Eagle Outfitters (AEO), a retailer of clothing for 15- to 25-year olds in 2009, began life in 1977 as a men's clothing store. Over the years, it refined its focus and came to target primarily girls and young women with trendy apparel and accessories. The company also expanded considerably, developing a portfolio of brands that reinforced the attitude and lifestyle that it sought to portray. By 2008, the company had 500-plus stores, including a location in Hawaii, and added a brand of children's clothing as well as a line geared toward an older demographic. A 24,000-square-foot flagship store on Times Square in New York City opened in 2009 was the culmination of what management believed would be continued successful growth.

At the same time, AEO faced serious competition for the specialty teen retailing segment, a segment that was considered to be notoriously fickle in its shifting loyalties. Also, the recession of 2008-09 had impacted retailing adversely and AEO was feeling the impact, with declines in operating margins. But AEO was expecting margins to rebound to the mid-teens and was talking of opening franchises in the Middle East. A lot was riding on a successful 2009 holiday season.

Case Objectives and Use

American Eagle Outfitters, 2009, is well suited to a Strategic Management/Business Policy or a Marketing course. The case would lend itself well to analyzing what is involved in developing a target market – and potential challenges in straying from that market. Also, the case would be very appropriate for an introduction to SWOT analysis, with information on human resource management, corporate philanthropy, and the competitive environment in the case.

Portfolio strategy could be introduced with this case, possibly even using the BCG matrix or the GE model. Are there "cash cow" brands that might serve to finance newer, growing brands or are there lines that should be eliminated? A marketing course could examine the portfolio of brands in terms of overall marketing strategy and expansion.

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STOCK ATLAS RESEARCH SYSTEMS, INC.

Tamara Steinberger
Queens University of Charlotte

Case Synopsis

A financial business provider created a subsidiary, which developed a desktop application for equity research and portfolio management which could be used by professional money managers to help within their investment processes. The application was superior to any existing product, and some industry shakeups had reduced competition, improving the chances of a successful rollout of the product. The biggest drawback to the product introduction was the poor state of the economy, which was reducing overall demand in the financial services industry. The firm needed to resolve the timing of the product's introduction, weighing the potential gains of rolling out an innovative product with the risks of such an introduction in a weak economy.

Case Objectives and Use

The case illustrated the type of decision that many firms have faced during the recent economic downturn. The firm has the choice of introducing an innovative product into a poor economy, or potentially losing that advantage by waiting to rollout the product until the economy becomes more favorable.

The case is based on an actual situation and uses primary data, and was written for use in undergraduate management or strategy classes.

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SHOULD I STAY OR SHOULD I GO?

David Stout
Dawn Sizemore Traynor
Sade Tramble

University of South Carolina

Case Synopsis

Elliott Carraway was the Interim Director of Admissions at Appalachian Westland College (AWC). He attended a conference and found himself seated across the table from Hank Mauldin, Assistant Vice Chancellor for Student Development at Spinnaker Cove University (SCU), who persistently asked Elliott to apply for an open position as the Director of Greek Life at SCU. Elliott decided to apply despite the verbal commitment he made to his current employers during the AWC interview process to stay for a minimum number of years, and within a week he was offered the position at SCU. Word spread quickly back at AWC and Elliott was bombarded by questions from his staff about his future plans. He is left to wonder what he can do now.

Case Objectives and Use

This case study gives readers an opportunity to consider professional decisions student affairs professionals must make as they progress through their careers. It calls into question the concepts of institutional loyalty as well as interviewing ethics. The intended audience is students entering the field of student affairs, as well as new professionals in this field.

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THE WINNING TOUCHDOWN

Hendrikus van Bulck
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Case Synopsis

The main character, Raymond, is meeting with his old friend and trusted advisor, Bob, to review his year-end financial statements. For the last 15 years, Raymond has owned and operated a small florist shop. During the past year, he opened up a second store. However, he is disappointed because the new store has generated far less revenue than expected and Raymond believes that the operating expenses are too high. He is convinced that his new store manager does not take enough interest in his business. Raymond is complaining that his manager does not follow instructions very well and frequently Raymond ends up doing the work that the store manager should be doing.

The two friends go to lunch and continue the discussion. Bob brings up the issue of Raymond's leadership style and his apparent inability to delegate effectively. He points out that Raymond should be focusing more on being a coach rather than being a commander. He tells the story of a football coach who during the final minutes of an important game runs onto the field, grabs the football and runs for a touchdown. He explains to Raymond that his leadership style resembles that of the football coach and that this may very well be the reason why he finds it so difficult to delegate effectively. After lunch Raymond and Bob discuss specific steps Raymond should take to become a more effective leader.

Case Objectives and Use

The case provides an opportunity to discuss a common management problem: the inability of many supervisors to delegate effectively. The case defines effective delegation and relates this concept to management styles. The case also explains the importance of aligning company goals with the goals and needs of employees. The case includes practical suggestions, such as using budgets, for becoming an effective leader.

Although the characters in the case are fictional, the case is based on actual business experiences. The case was written for undergraduate courses in small business management or entrepreneurship. The case includes discussion questions to focus on the underlying concepts.

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STAFFING: A LOST TREASURE IN THE OLD YELLOW LECTURE NOTES?

Fred Ware

Valdosta State University

Case Synopsis

Based on actual events, a veteran professor of management questions the need to retain his large collection of annotated lecture notes which to some extent by default have captured segments of the gradual evolution of his academic discipline. Voicing concern that important fundamentals appear to be dropping out of textbooks and business school curricula, he focuses as an example on textbooks' treatment of the Staffing function of management, i.e., selecting, recruiting, training and development of employees and managers. Although a current practitioner-friendly text used in his upper level Small Business/Entrepreneurship text includes Staffing as one of the five essential activities of all effective managers, that function is seen in the case to have faded out of introductory management texts. The main character observes that those vital duties and, more significantly, those managerial *responsibilities* within the umbrella of Staffing seem to have been relegated to the expanding field of Human Resource Management. The professor begins to question his own interpretation of modern management theory yet he refuses to relinquish control of introductory course content solely to contemporary textbook writers. He seems to teeter on the decision to either toss out his old lecture notes or use them to "fight city hall" while concurrently contemplating imminent retirement.

Case Objectives and Use

The case is appropriate in undergraduate or graduate introductory management courses to provide the student a glimpse into the "real world" of teaching this academic subject and to gain understanding that while the discipline is constantly morphing and expanding to include more topics, basics may remain as foundations rather than becoming obsolete. Graduate level students of management history could examine the impact of sub-disciplines, e.g., career fields such as organizational behavior, strategy, production/operations, international, or quantitative methods each being more definitive than "general" management, typically built on practitioner experience, systems theory and the management process, functions, and principles. Has the academic job market been driving the curriculum and even accreditation standards? Management academicians will find issues beyond classroom interest but well worth examining from a pedagogical perspective. Hence, the case could be utilized in educational administrative courses or training sessions.

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HOLDING YOUR PEE FOR A NINTENDO Wii

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Case Synopsis

Radio and television media have a tradition of enticing listeners to participate in bizarre stunts or contests – all with the ultimate goal of boosting listeners and advertising revenues. For example, marathon dances in the 1930s featured dance contestants some of whom passed out from exhaustion. Today, contestants may be required to eat cockroaches or to engage in extreme physical and mental contests. In this case, a mother of three entered a radio station contest to win a Nintendo Wii, a highly sought after gaming system. The contest rules were simple - each contestant had to drink water for a three hour period. Something went terribly wrong and she died shortly after the contest ended. Although efforts have been made to ensure the accuracy of the facts, the individual names have been changed.

Case Objectives and Use

This high profile case is appropriate for a graduate Business Law class or an undergraduate Business Law I class.

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AN ACADEMIC ADVISOR'S PROFESSIONAL PLIGHT

Elizabeth M. White-Hurst
Helen Halasz
University of South Carolina

Case Synopsis

The main character in this case is a young student affairs professional who begins his career as an academic advisor. Initially, he loves his job and his varied responsibilities. Over time there are changes that take place in the academic advising center where he works. As the main character witnesses these changes and their effects on himself, the students and his colleagues, he wonders if the decisions are ethical and if they are in the best interest of the students.

Case Objectives and Use

This case study gives readers an opportunity to consider ethical and professional dilemmas faced by young student affairs professionals. Culture of the environment and the values of the professional are considered in this case study. The intended audience is students in the field of student affairs and higher education administration.

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PRELIMINARY CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA
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SUBMISSION GUIDELINES: The following guidelines are intended to aid in the review and editing process. Please make every effort to follow them.

1. Submission Deadline: November 1, 2010
2. Cases submitted must not have been published elsewhere and/or currently accepted for presentation or publication at another conference.
3. Only full cases with IMs submitted by the submission deadline will be considered for awards.
4. A tiered submission process of Full Case, Embryo Case, and Abstract-only is available.
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