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Southeast Case Research Association

Proceedings

of the

Southeast Case Research Association

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Editor: Christopher M. Cassidy, Marshall University

Associate Editor: Stephanie Foote, University of South Carolina Aiken

Associate Editor: Rebecca Oatsvall, Meredith College

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Myrtle Beach, South Carolina

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 and all the SECRA Officers are pleased to note that despite continued financial constraints many universities face this year, conference attendance has increased and submissions to SECRA did not fall much. The 2009 Conference received 39 submitted cases from 69 authors. The 2010 Conference received 38 cases from 65 authors. This year we received 41 Submissions from 82 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.

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 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 in various important leadership positions. 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.

In future years, the three of us will rotate through the head position of Proceeding Editor with Stephanie taking the role for the next conference. Thank you for the opportunity to serve as the Proceedings Editors for the Nineteenth Annual Meeting of SECRA.

Best Regards,

Chris Cassidy
SECRA Proceeding Editor

Stephanie Foote, & **Becky Oatsvall**
SECRA Proceedings Associate Editors

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Page

Table of Contents

SOUTHEAST CASE RESEARCH ASSOCIATION ... ii
OFFICERS, 2010-2011
SECRA FELLOWS

FROM THE PROCEEDINGS EDITORS ... iii

CHARTER MEMBERS OF THE SOUTHEAST CASE RESEARCH ASSOCIATION ... iv

CASE AND TOPIC MATRIX ... ix

CASES

PRIVATE EYES ARE WATCHING YOU THEY SEE YOUR EVERY MOVE! ... 1
RAPHAEL BOYD
LILA L. CARDEN

ESTIMATION OR GUESTIMATION! ARE THERE ANY TAKERS? A CASE STUDY OF FAIR VALUE ACCOUNTING ... 2
RONALD L. CAMPBELL
LISA A. OWENS-JACKSON
DIANA R. ROBINSON

PANDORA: THE FUTURE OF RADIO ... 3
BRIAN CARSTENS (STUDENT AUTHOR)
BLAINE LAWLOR

THE PARTY GANG ... 4
KIMBERLY CAUDLE
DONNY MARSZALEK
ERIN RAMAKER

BAKINS VENTURES, LLC: AN ENTREPRENEURIAL JOURNEY ... 5
BRANDON FORREST CLARKE (STUDENT)
MARY KAY SULLIVAN (FACULTY SUPERVISOR)

TO TELL, OR NOT TO TELL… ... 6
DIANA COYLE
KEITH WAAK
KIM YEOMANS

AMERISTART: A NEW BEGINNING ... 7
MILENKO FADIC

LEFT IN THE LURCH: THE CASE OF THE VANISHING WEBMASTER ... 8
MICHAEL J. “MICK” FEKULA
R. FRANKLIN MORRIS, JR.

GET RID OF THAT EMPLOYEE WHO DISPARAGES HER BOSS ON FACEBOOK ... 9
MARKA B. FLEMING
GWENDOLYN MCFADDEN-WADE

TINELOK CASE **10**
Thomas W. Garsombke
Gwen F. Hanks
Mario Zaino
Tara H. Saracina

PRESTON CITY INTERNATIONAL AIRPORT CASE **11**
Thomas W. Garsombke
Diane J. Prince
Bryan LaBrecque
Richard Fulton

WHAT JUST HAPPENED? **12**
Lindsey Morrow Hamil

COMCAST CORPORATION: WILL THE FUTURE BE COMCASTIC? **13**
Viorica Harrison (Student Author)
Stacey Kostevicki (Student Author)
Albert Abbey (Student Author)
Blaine Lawlor

INSTANT AGENT **14**
Elizabeth Hartsell (Student Author)
Jordan Dills (Student Author)

AIKEN COUNTY, SOUTH CAROLINA AND THE CENTER FOR HYDROGEN RESEARCH: A VEHICLE FOR ECONOMIC DEVELOPMENT **15**
Richard A. Heiens
Frank Tian Xie

THE SYNOD OF LIVINGSTONIA **16**
Lester A. Hudson. Jr.
Catherine Eason

BARNES & NOBLE, INC., 2010: **17**
Ashley Hunt (student)
Victoria Messman (faculty supervisor)

SUCH AN IDIOT **18**
Alyssa W. Johnson

HELEN MICHAELS – THE DECISION **19**
Michelle Maher
Tim Burson

SWAIN SPORTS **20**
Peter Markulis
Richard Gifford

THE MOST UNUSUAL CALL **21**
Michael McDonald
John Leaptrott
Jerry Wilson

TWO CRUISE LINES **22**
Robert McDonald

WHY DID I GET FIRED? **23**
Gwendolyn McFadden-Wade
Marka Fleming

PARTNERSHIP OR NOT 24
JOANNA M. MONGE (STUDENT AUTHOR)

HOW TO TEACH SEXUAL HARASSMENT USING LEGAL CASES: A NARRATIVE TO HELP DEFINE THE VAGUE...25
IVAN S. MUSLIN

(FALSE) ALLEGATIONS AND SOCIAL MEDIA: INNOCENT UNTIL PROVEN GUILTY OR JUST GUILTY? 26
IVAN S. MUSLIN

GROWING PLANTS AND PEOPLE 27
REBECCA J. OATSVALL
M. TONY BLEDSOE

EXIT REALTY NFI AND ITS NEW INFORMATION SYSTEM 28
RICHIE PLATT
ALLISON REYNOLDS (STUDENT AUTHOR)

RECYCLE BOUTIQUE 29
CATHERINE REBER (STUDENT AUTHOR)
ELY FRIEDMAN (STUDENT AUTHOR)

LIONEL SMITH, LTD. - THE BEST DRESSED MAN IN TOWN 30
MICHAEL RITCHIE
KATHLEEN WATES

THE RIVER CITY YOUTH BALLET SCHOOL AND RIVER CITY YOUTH BALLET ENSEMBLE..31
LEE M. ROUSH (STUDENT AUTHOR)
JENNA WORKMAN (STUDENT AUTHOR)
CHRISTOPHER M. CASSIDY (FACULTY ADVISOR)

TOUGH LOVE, FORD MOTOR COMPANY AT 100 YEARS 32
JAN M. SERRANO

LEWIS COLLEGE OF BUSINESS STUDENT RETENTION AND DROPPING UNDERGRADUATE ENROLLMENT 33
DALE H. SHAO, RACHEL LEWIS, ALLISON ARMSTRONG, MATT HELM, HEATHER BURCHETT, ASHLEY ROSS, AND JASON MARSH
STEPHEN P. SHAO, JR.

MATTANOCK TOWN: TOURIST OPPORTUNITY OR TRIBAL PERIL.......................34
A. GREGORY STONE

PETSMART, INC., 2010: PAMPERING PRIDE OR ESSENTIALS EXPANSION? 35
KELLI SWANEY (STUDENT AUTHOR)
REBECCA TREADWAY (FACULTY SUPERVISOR)

EAST TENNESSEE STATE UNIVERSITY'S 15-YEAR JOURNEY TO ADDRESS THE LIFECYCLE OF THE PC 36
DAVID L. TARNOFF

"IT COULDN'T HAPPEN AGAIN" 37
WYNN TEASLEY
MARTIN HORNYAK

SERVANT LEADERSHIP AND THE EXECUTION GAP: INSTRUCTING FUTURE LEADERS ON FOLLOWING AND FOLLOW-THROUGH 38
PETE TORTORICI

MAKING THE GRADE 39
DAWN SIZEMORE TRAYNOR
STEPHANIE GANSER

WHERE IS THE OFFICE MANAGER? 40
HENDRIKUS E.J.M.L. VAN BULCK

BUSINESS PROGRAM STUDY ABROAD INCIDENTS: LESSONS LEARNED THE HARD WAY 41
FRED A. WARE, JR.
DAVID B. KUHLMEIER

INDICIES

AUTHOR INDEX 42

AUTHOR-CASE INDEX 44

2012 CONFERENCE

2012 SOUTHEAST CASE RESEARCH CONFERENCE MANUSCRIPT SUBMISSION AND FORMATTING INSTRUCTION 45

2012 PRELIMINARY CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA 49

CASE AND TOPIC MATRIX

	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
1	Private Eyes are Watching you						X										
2	Estimation Or Guestimation!	X															
3	Pandora: The Future Of Radio					X											
4	The Party Gang				X												
5	Bakins Ventures, LLC					X											
6	To Tell, Or Not To Tell…						X										
7	Ameristart: A New Beginning	X															
8	Left In The Lurch				X												
9	Get Rid Of That Employee Who Disparages Her Boss On Facebook								X								
10	Tinelok Case																X
11	Preston City International Airport																X
12	What Just Happened			X	X												
13	Comcast Corporation																X
14	Instant Agent					X											
15	Aiken County, SC And The Center For Hydrogen Research											X					
16	The Synod Of Livingstonia	X					X										X
17	Barnes & Noble, Inc., 2010																
18	Such An Idiot				X												
19	Helen Michaels – The Decision				X												
20	Swain Sports					X											X
21	The Most Unusual Call								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
22	Two Cruise Lines	X															
23	Why Did I Get Fired?						X		X								
24	Partnership Or Not					X					X						
25	How To Teach Sexual Harassment Using Legal Cases						X		X								
26	(False) Allegations And Social Media:						X		X								
27	Growing Plants And People					X	X										
28	Exit Realty NFI And Its New Information System									X							
29	Recycle Boutique					X											
30	Lionel Smith, Ltd. - The Best Dressed Man In Town					X						X					
31	The River City Youth Ballet School And River City Youth Ballet Ensemble					X											X
32	Tough Love, Ford Motor Company At 100 Years	X															X
33	Lewis College Of Business				X												
34	Marranock Town					X											
35	Petsmart, Inc., 2010																X
36	East Tennessee State University									X							
37	“It Couldn’t Happen Again”						X							X			X
38	Servant Leadership and the Execution Gap						X										
39	Making the Grade				X												
40	Where Is The Office Manager					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
41	Business Program Study Abroad Incidents: Lessons Learned The Hard Way				X												

CASES

PRIVATE EYES ARE WATCHING YOU THEY SEE YOUR EVERY MOVE!

Raphael Boyd
Clark Atlanta University

Lila L. Carden
University of Houston-Main

Case Synopsis

Jeff Johns, a police sergeant with the city of Ontario, California, received a pager from the city with a limit on the number of characters that could be texted on a monthly basis. The city had an informal policy that allowed the officers to go over the limit if the officers paid for the overage. Johns went over the limit several months and always paid. However, the city audited the messages and found explicit personal messages sent during work hours. Johns sued the city for Invasion of Privacy under the 14th Amendment and the federal Stored Communications Act.

This was a legal case that involved the legal concept of privacy laws. This case has a component, which will require students to make decisions and recommendations concerning public policy as it affects this issue. For some, it represents the need of the individual to be free of government or business intrusion into personal affairs. To others, it represents government or businesses monitoring their workforce. In addition to the basic law, students will be required to assess and comment on the political and personal aspects of the case.

This case was eventually argued before the U.S. Supreme Court. Efforts have been made to ensure the accuracy of the names and facts. Although this case may be applicable in a number of legal courses, it is highly recommended for graduate Business Law Courses, Employment Law courses, and undergraduate Business Law I Courses.

Case Objectives and Use

This is an informative and interesting case that examines traditional and emerging legal concepts concerning law affecting privacy. The first objective of this case is to heighten student awareness concerning the current legal and personal challenges involving privacy laws. The second objective is to provide students with a basic understanding of the Invasion of Privacy law under the 14th Amendment as well as all other appropriate and applicable privacy laws. The third objective is to develop and /or improve the student's analytical and reasoning skills.

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ESTIMATION OR GUESTIMATION! ARE THERE ANY TAKERS? A CASE STUDY OF FAIR VALUE ACCOUNTING

Ronald L. Campbell
Lisa A. Owens-Jackson
Diana R. Robinson
North Carolina A&T State University

Case Synopsis

Exchange Integrated (EI), a multinational conglomerate that trades grains, agricultural, and other commodities, is an adopter of fair value accounting ASC815, ASC820, and ASC825. The company is diversified with many assets and liabilities that qualify for fair value accounting. The financial securities vary from those traded frequently on active markets to exotic derivatives used to hedge financial and market risk. Decisions and recommendations are needed regarding the applications of and required disclosures for Fair Value Accounting; both coupled with the challenges of fair value judgment.

Case Objectives and Use

This case focuses primarily on the application of Fair Value Accounting. Secondary issues examined include the challenges of fair value judgments and required fair value disclosures. The issues in this case have a difficulty level of three, four or higher and require that students (junior to senior) have an intermediate knowledge of accounting, finance, and business issues. The case is designed to be taught in one or two class sessions of approximately 1.25 hours (depending on the level of detail covered) and is expected to require 5 – 6 hours of preparation time.

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PANDORA: THE FUTURE OF RADIO

Brian Carstens (Student Author)
Blaine Lawlor
University of West Florida

Case Synopsis

The stated mission of Pandora is “To play only music you’ll love”. Pandora has a very good understanding of a listener’s tastes and leverages this information to sell advertising to other companies. These companies can target listeners by style, taste, age, and even zip code. Pandora’s current business model is to differentiate themselves from all other types of radio and allows the listener to create stations that focus specifically on their music tastes. One of Pandora’s strengths is the rapidly growing number of listeners. Rapid growth is the result of offering free service with commercials (up to 40 hours) and then just .99 cents per month for unlimited service after 40 hours. The free/low pricing fits the budget of almost anyone interested in a personalized radio station. The question now, is how can Pandora leverage the competencies and resources they possess to obtain and sustain a competitive advantage?

Case Objectives and Use

The case, which is taken from publically available information sources, was written to be used in either an undergraduate or a MBA class on policy and/or strategy. This case can be utilized as a tool to examine the industry and general environment. In addition, it can be utilized as a tool for students to examine an organization’s core competencies to determine how they may come up a strategy to achieve a sustainable competitive advantage.

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THE PARTY GANG

Kimberly Caudle
Donny Marszalek
Erin Ramaker
University of South Carolina

Case Synopsis

Sharon Anderson works for a medium-sized institution, Hyer University, in the Office of New Student Programs for the past two years. Sharon had shown through her work in New Student Orientation that she was a passionate individual that cared deeply for her students and their experience. She had encountered difficult situations with her work prior, but was very level headed and always tried to be rational in her decisions.

This case examines, specifically, her second summer working in the New Student Programs Office and her dealings with inappropriate conduct of three of her orientation leaders. After investigating the rumors, all three of her students finally confessed to drinking underage, which clearly violated their orientation leader contracts. When the students confessed, Sharon couldn't help but feel betrayed. She wasn't quite sure how to handle the situation, as they still had to complete half of the summer's orientation sessions.

Case Objectives and Use

This case study provides a look into issues of veracity and promoting justice in a first-year orientation setting. It follows a student affairs professional that had to deal with a difficult dilemma in a high-pressure situation.

The study would be beneficial for those involved in the field of higher education and especially beneficial when studying the teaching of ethics. The case was developed based off of real situation and all data was collected to reflect the dilemma that occurred. All authors of this document are students enrolled in the Higher Education and Student Affairs Master's Program at the University of South Carolina.

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BAKINS VENTURES, LLC: AN ENTREPRENEURIAL JOURNEY

Brandon Forrest Clarke (student)
Mary Kay Sullivan (faculty supervisor)
Maryville College

Case Synopsis

Connie Basket was an unlikely entrepreneur. In her sixties, she loved baking – and University of Tennessee (UT) football. In her former position as licensing director at UT, she had wondered why no one ever developed a cake pan with the UT emblem. Now she wondered why she shouldn't do that herself.

With help from husband, Gary, and son-in-law Thomas Deakins, she started the company Bakins Ventures, LLC, in 2007, with single product, the trade-marked FANPAN. This was a silicone pan in the shape of the UT "power T."

Attendance at a trade show with the new product found customer demand high, and the new venture was on its way. Success brought expansion, moving out of the home and into a nearby warehouse, then into even larger quarters. The product line expanded, too; by 2010, Bakins was producing cookware for SEC and ACC schools as well as for the "Big 12" and "Big 10." In spite of the recession that began in 2008, the company has exceeded its financial expectations.

As the company continued to grow, its founders wondered what they should do next.

Case Objectives and Use

This short case, based on personal interviews, is designed for a course in Entrepreneurship. It allows students to identify the early steps necessary for a successful venture and provides an example of concepts introduced in the early chapters of many entrepreneurship textbooks. These would include idea/opportunity recognition, feasibility analysis, legal structures for new businesses and other legal issues (in this case, licensing permission), manufacturing issues, and developing a business model.

The case would lend itself well to having students research the industry and competition so as to do an industry analysis, something that is not included in the case. An analysis using Porter's Five Forces model would help uncover potential challenges. Also, students could be asked to prepare recommendations for the owners as to what the company should do as it looks ahead to the future.

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TO TELL, OR NOT TO TELL…

Diana Coyle
Keith Waak
Kim Yeomans
University of South Carolina

Case Objectives

Joe is a homosexual graduate student with a live-in assistantship in Residential Life. During a casual conversation with his boyfriend, he learns that his partner has engaged in illegal activity with two undergraduate students, right on campus. While his boyfriend brushes the activity off as if it is no big deal, Joe is very clearly bothered by the situation.

Joe knows that his institution has very clear policies for undergraduates who find themselves in these situations, but is unsure of the outcome when the graduate students are involved. He knows that what his boyfriend is doing is wrong, but feels as if he is betraying the one he loves if he turns him in. Should Joe talk to his supervisor and get his boyfriend in trouble?

Case Synopsis and Use

This case provides an opportunity to think about the combined importance of staying true to your own personal beliefs and values, as well as staying true to the policies at your institution. In this situation, a graduate student is stuck battling with his personal beliefs and whether or not to stay true to himself, or to the one he loves.

This two-part case study was designed for a graduate level course on ethical decision making. This case can be used in both undergraduate and graduate level courses to discuss the importance of ethical decision making, and what to do when faced with a situation that goes against your personal values.

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AMERISTART: A NEW BEGINNING

Milenko Fadic
Queens University of Charlotte

Case Synopsis

David Worrell, Ameristart's Chief Financial Officer, was troubled by an ominous flaw in the company's business model: its inability to retain customers. Ameristart helped foreign companies develop a brand and establish a presence in the United States by providing executive advice and acting as their sales team. Unfortunately, foreign companies would use Ameristart's services until sales expanded and would then take advantage of the $0 cancellation policy to cancel their contract. The former clients would then create an office in the US and reap the benefits of Ameristart's diligent work. Those actions were considerably hurting Ameristart's financials and posed a threat to its future.

In the case, the main character was working diligently to devise a solution that would discourage foreign companies from breaking relations with Ameristart. Worrell was thinking of ways to strengthen the relationship which included creating longer and stricter contracts, accepting equity as payment, or diversifying its current products. Despite his best efforts, the alternatives posed serious risks to the company. Without an immediate solution, however, the future of the company remained uncertain. What should he do?

Case Objective and Use

This case allows students the opportunity to analyze a complex business situation from the perspective of a Chief Operating Officer. The case challenges students by allowing them to decide between complex, risky, and at times conflicting strategic directions. In the case, all options for actions have numerous benefits and risks and carry a considerable level of uncertainty.

This case would be appropriate for use in a junior & senior level undergraduate Business Strategy and Principles of Management course. Some of the concepts that can be applied with the case include analyzing the internal environment, formulating business strategy, and globalization. Students should be knowledgeable of concepts including strategy analysis, formulation and implementation, the global segment, retaining human capital, and risks of international expansion.

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LEFT IN THE LURCH: THE CASE OF THE VANISHING WEBMASTER

Michael J. "Mick" Fekula
R. Franklin Morris, Jr.
The Citadel, The Military College of South Carolina

Case Synopsis

The newly elected president of a professional academic association faces a critical issue in his first few weeks of service. Based upon some interpersonal conflicts and disagreements over the financial arrangements for next year's conference, the Webmaster for the organization resigns. A critical component of organizational success relies upon an accurate and effective website for this organization. However, the Webmaster vanishes from sight after resigning and he is the only person who has the information to access the website and make appropriate updates for the coming year. After all means to contact the Webmaster have failed, the new president must determine how to address the problem of a hijacked website.

Case Objectives and Use

The primary objective of this case is to determine what to do when a website has been hijacked as the result of only one person having the access information to control the website. The case concerns the technical aspects of website control. Students can use the case to explore their understanding of website access, interface and website content control, and the role of domain names and hosting services as they relate to website access and development. A secondary objective of this case is to address the IT policy issues of website control and access, since limiting access to only one person is a perilous policy for any organization. This case is suitable for use in information systems and management classes.

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GET RID OF THAT EMPLOYEE WHO DISPARAGES HER BOSS ON FACEBOOK

Marka B. Fleming
Gwendolyn McFadden-Wade
North Carolina A&T State University

Jean T. Wells
Howard University

Case Synopsis

On December 1, 2009, the American Medical Response of Connecticut, Inc. ("AMRC"), a company that provides emergency medical services at various facilities in the State of Connecticut, fired Dawnmarie Souza ("Souza"), an emergency medical technician. According to the AMRC, Souza violated, among other things, a company policy that prohibits employees from depicting the company "in any way" on Facebook or other media sites in which they post pictures of themselves. Specifically, Souza, mocked her Supervisor by stating "love how the company allows a 17 to become a supervisor"—17 is the company's lingo for a psychiatric patient.

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 are engaging in a concerted activity protected under the National Labor Relations Act ("NLRA). Also, the case enables students to gain an understanding of the NLRA Act 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 posts complaints about his or her supervisor on social media sites, like Facebook. This case is appropriate for an undergraduate Legal Environment class or an undergraduate Human Resource Management class.

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TINELOK CASE

Thomas W. Garsombke
Clayton State University

Gwen F. Hanks
University of Georgia – Athens

Mario Zaino
Argosy University

Tara H. Saracina
Claflin University

Case Synopsis

The TineLok Case deals with a one product company that has a "cutting edge" product with seemly unlimited target markets, not just in the United States, but also throughout the world. Yet, what appears to be a simple enough product and company has evolved into a never ending change of corporate structures and ownerships. A brief history of the development of the product and then a longer history of the company's formation, development, changes, and current situation are provided. There are strategic management, target markets issues, corporate structure changes and potential growth that forms the basics of the major issue, "where do we go from here?"

Case Objectives and Use

While the case can be used for a Principles of Marketing course, its issues of corporate structure and the variety of target markets make its use in a Strategic Marketing course - depending on the scope of the particular course. The case can show the interaction of the marketing mix (4p's) through the development of a Competitive Advantage. Using the formula Competitive Advantage = low cost + differentiation + scope to address cost behavior, special needs and integration. The sources of the competitive advantage are based on the various patents developed for the unique and patented vibration-proof, self-locking fastener system. Decisions now need to be made concerning the functional areas of the company, specifically in the domain of marketing. Other strategic decision, concerning the future of the firm, also need to be considered.

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PRESTON CITY INTERNATIONAL AIRPORT CASE

Thomas W. Garsombke
Diane J. Prince
Bryan LaBrecque
Clayton State University

Richard Fulton
Troy University at Augusta

Case Synopsis

The Preston City International Airport Case deals with a small municipal airport located in Southern Georgia that is buffeted by external factors. A brief history of its origination and development is presented. There are strategic management, marketing, financial, operational and external environment issues presented. Additionally, economic, and major governmental factors influence the growth and profitable operation of the airport. These internal and external issues require students to make major decisions using operational information. Whether the students choose a growth strategy or a containment view, the students must justify their decision with appropriate data from the case and external sources. While the business is profitable and growing, external political, economic, and social factors are now major issues facing top management. These issues include increased government regulation, required future large capital expenditures, and the participation of external constituents in the management of the business.

Case Objectives and Use

This case offers students the opportunity to see and analyze how the many elements of the external environment can affect a successfully run business. In nearly all the classes where the case has been utilized, students were required to research external governmental regulations and policies (federal, state, county and municipal) to determine how and if the airport could be more profitable. This case produces very good discussions and requires students to do pre-class work on state government regulations and current issues facing airport planning and administration. As the case is relatively short, it is a good opener at the start of the semester, especially after lectures on external factors and their impact on business operations. The case makes students more aware of current issues and their impact on businesses.

The case was developed for use in undergraduate Strategic Management, Small Business Management, and Airport Administration courses.

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WHAT JUST HAPPENED?

Lindsey Morrow Hamil
Medical University of South Carolina

Case Synopsis

Joseph Biggs is a doctoral student on the verge of his dissertation defense. As the event approaches, he is thrilled to learn that he can consult with an outside expert on his statistical analysis. Coincidentally, his boss' brother is a statistics instructor at a local institution and she arranges an introduction. Soon thereafter, Joseph is shocked to see his email so horribly misinterpreted and wonders what, if anything, can be done to salvage the relationships.

Case Objectives and Use

This case provides an opportunity to discuss and consider how electronic messaging can impact interpersonal communication. The case, based on an actual email exchange and using primary data, was written for graduate or professional courses. Based on the impact email has across all disciplines, this case is appropriate for a range of academic fields including communication studies, education, business, and medical education. The case encourages readers to consider the impact hurried communication can have on professional exchanges and is appropriate for opening discussions on appropriate forms of communication.

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COMCAST CORPORATION: WILL THE FUTURE BE COMCASTIC?

Viorica Harrison (Student Author)
Stacey Kostevicki (Student Author)
Albert Abbey (Student Author)
Blaine Lawlor (Faculty Advisor)
University of West Florida

Case Synopsis

Comcast Corporation has experienced a great deal of success throughout its history. They have based their core business on fiber optic cable. However, they are now facing an uncertain future with the advancements in satellite technology and in the way consumers are accessing bandwidth in order to access their cable and internet requirements. The organization has a strategy that has provided them with a competitive advantage in the past. As technology advances, so does the requirements of the customers. However, the CEO now needs to determine whether the existing strategy is still the best way to go, or whether, the organization needs to adopt alternative strategies.

Case Objectives and Use

The case, which is taken from publically available information sources, was written to be used in either an undergraduate or a MBA class on policy and/or strategy. The case provides financial information and other key information on Comcast and on their competitors, so it can be used to test and refine a student's understanding of financial reports. This case can be utilized as a tool to examine the industry and general environment. In addition, it can be utilized as a tool for students to examine an organization's core competencies to determine how they may come up a strategy to achieve a sustainable competitive advantage. The case also identifies M&A's that are taking place in the industry and would be a valuable tool in the discussion of Corporate Level Strategy.

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INSTANT AGENT

Elizabeth Hartsell (Student Author)
Jordan Dills (Student Author)
Queens University of Charlotte

Case Synopsis

Instant Agent is a mobile messaging application for salespeople, which allows them to communicate with potential customers and clients without being tied to a computer. Founder and CEO David Moore was astonished at the quick growth rate of the company, and needed to find a way to fund the future growth of his brand. David narrowed it down to three main choices: continue financing from his personal money, seek out a loan from an Angel Investor group, or franchise the company.

Case Objectives and Use

This case is designed to be used in an Introduction to Entrepreneurship class and will allow students to go through the thought process of an entrepreneur, as well as analyze different methods of financing capital for company growth.

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AIKEN COUNTY, SOUTH CAROLINA AND THE CENTER FOR HYDROGEN RESEARCH: A VEHICLE FOR ECONOMIC DEVELOPMENT

Richard A. Heiens
Frank Tian Xie
University of South Carolina Aiken

Case Synopsis

Fred E. Humes is Director of the Economic Development Partnership (EDP), a non-profit organization that serves Aiken and Edgefield Counties in the State of South Carolina, as well as the Director of the Center for Hydrogen Research, a laboratory facility in Aiken County with 30,000 square feet of leasable space. Fred's primary responsibility is to bring businesses to the region, stimulate job creation, and grow the local economy. Aiken County has within its boundaries the Savannah River Site (SRS), a nuclear processing facility. In addition, there is the Savannah River National Laboratory (SRNL), a DOE research center, several institutions of higher education, and many golf courses and horse stables.

While the area has an attractive natural environment and a supportive infrastructure for fostering research and development advances in alternative energy, the task of promoting the area, is still quite challenging given the general national and statewide economic slowdown. The state of the economy, a recent environmental disaster, and the scientific and technological resources found in the community will all need to be taken into consideration in developing an integrated marketing communications strategy to achieve the objectives of the EDP.

Case Objectives and Use

With a focus on promotion and integrated marketing communications, this case provides an opportunity to develop a creative positioning campaign for a specific research facility which is capable of enhancing the image and attractiveness of an entire region. The primary emphasis of the research facility in question is on alternative energy resources, and the case is particularly relevant to those interested in advancing sustainable energy initiatives.

The case is based on an actual consulting project, and all entities described in the case are authentic and in current operation. The case is qualitative in nature and may be combined with graphic design or multimedia courses for those instructors choosing to emphasize the creative aspects and features of the case.

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THE SYNOD OF LIVINGSTONIA

Lester A. Hudson. Jr.
Catherine Eason
Queens University of Charlotte

Case Synopsis

This field-researched case is about Malawi, a small, poor country located in the southeast of Africa which is among the world's least developed and most densely populated countries. The economy is heavily based on agriculture with 85% of the people living in rural areas. Malawi has a low life expectancy and a high infant mortality rate with the highest population per doctor in the world. Health problems include HIV/AIDS, malnutrition, and malaria.

The Synod of Livingstonia is an organization sponsored by the Presbyterian church which is much like a small government that oversees the schools and hospitals in its area. Clearly, the Synod is overwhelmed by the challenges it faces and the meager resources it has to address these challenges.

Case Objectives and Use

This case is intended to encourage students to address the steps necessary in order to analyze, study, create, and implement a long-term strategic plan for a non-profit organization in a third-world country. Resources are extremely limited, but the demand for basic services is unlimited. Key to this analysis and discussion is the recognition of the significant differences in national cultures and the necessity to develop a strategic plan that respects the country's culture and values.

This case is best used to illustrate theories and concepts of strategy, accounting, ethics, non-profit organizations, and culture.

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BARNES & NOBLE, INC., 2010:

Ashley Hunt (student)
Victoria Messman (faculty supervisor)
Maryville College

Case Synopsis

Barnes & Noble began in 1873 as a second-hand bookstore. Over the next century the company grew to be the premier bookseller it is today. From the beginning, Barnes & Noble was a pioneer in the industry; the company created their store design with the novel idea that bookstores should be more than places to buy books. Bookstores could be meeting places as well. During the 1980's, the company made several important acquisitions and tripled the number of college bookstore leases. The 1990's brought major growth as Barnes & Noble opened a significant number of new stores and refined their store concept.

However, as consumer internet use surged in the late 1990's and 2000's, Barnes & Noble was challenged to acknowledge and prioritize the internet's role in daily transactions and business commerce. During the 2000's, retail competition in the bookseller industry dramatically increased. Likewise, consumers' needs and wants changed as the economy entered into a recession in 2007. With declining discretionary income, consumers spent less at Barnes & Noble. When they purchased products, they did so online or at discount retailers. As discretionary spending lowered, competition intensified; stores were vying for precious few dollars. Would Barnes and Noble be able to recapture their audience and increase their profits?

Case Objectives and Use

This case could be used in a strategic management course to examine how core leadership, principles and values enable a company to transition through challenges and make shifts in strategic focus. The case may be used to examine management strategy and how technological and economic change drive and effect strategy choices. The Barnes & Noble case might also be employed in an Introductory Economics course looking at Industry analysis and competition as well as the effects of an economic downturn on an industry.

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SUCH AN IDIOT

Alyssa W. Johnson
Horry Georgetown Technical College

Case Synopsis

Too many students crammed into her classes causes a pre-occupied professor to choose her own grading and professional reputation over helping a student in need. When she finally puts her own concerns aside, she then recognizes that her most important duty is to the students who are too afraid to ask for help. She doesn't realize until it's too late.

Case Objectives and Use

This case portrays the struggles and situations of both sides of the academic world, as it features the perspectives of both students and professors. When instructors read this case, they will reflect on situations when they chose their own obligations over giving a few extra minutes to a student who obviously needed the help. Students identify with this case as they often feel too intimidated or embarrassed to ask their professors for the assistance they know they need. This case enables professors and students to reflect on their own experiences, define their priorities and needs, and determine where the common ground may lie between their connected, but vastly different worlds.

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HELEN MICHAELS – THE DECISION

Michelle Maher
University of South Carolina

Tim Burson
Queens University of Charlotte

Case Synopsis

The dean of a school of business must decide whether to recommend tenure for a business school assistant professor whose record of teaching and research is mixed. The dean's recommendation must be made within the context of several factors requiring close consideration, including questionable faculty review committee motivations and institutional accreditation and staffing requirements and constraints. Because tenure decisions in academic are critical due to the all-or-nothing nature of the tenure system, the dean must carefully and fully weigh key issues and the likely reactions of several stakeholders prior to reaching his recommendation.

The assistant professor being considered for tenure was generally liked and respected by colleagues and students, and was known as a hard worker, someone who would assume unpleasant tasks for the overall betterment of the business school. However, this professor also had uneven teaching evaluations and a questionable research publication record. The departmental review committee voted to deny tenure; a similar recommendation by the dean would end this professor's quest for tenure.

Case Objectives and Use

This case offers the opportunity to weigh a range of competing agendas and possible consequences that surround a high stakes employment decision. Case objectives are for the reader to evaluate the nature and scope of factors impinging upon the dean's recommendation, and for the reader to draw a conclusion that he or she can justify using case-based information.

The case, based on an actual tenure decision and using primary data, was written for business and administrative graduate students whose professional careers may be either within or outside of academia. While the concept of tenure may be specific to the academy, the range of factors represented in this case that can affect high stakes employment decisions are commonly found across the business and industry landscape.

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SWAIN SPORTS

Peter Markulis
Richard Gifford
SUNY-Geneseo

Case Synopsis

This case describes the precarious situation of a small town sporting goods store. The store has barely managed to remain open and the owner is trying to figure out if and what can be done about this dire situation. He calls his two employees in for a meeting to discuss various options, which are listed in the case as (1) close (2) move to nearby major city or (3) move to more favorable location in the same town (closer to the local university with the possibility of capturing the local student customers). There are also some variations on these three major options Students are provided with the company background and history, various types of demographic, competitive and industry information as well as information of the "pros" and "cons" of each option and asked to select the best option (or another one not listed in the case). Further, the principal owner/manager of the business is concerned about the welfare of his two long-time associates if he closes or sells the business (one of the options). This adds another dimension to the business when determining the best option.

Case Objectives and Use

This case is best suited for a strategic management course and/or small business course. For strategic management, it involves a making a major decision which could make or break the firm; for small business, it provides the reader with the dilemmas a small business owner/manager has and how s/he might deal with these issues. The students are called upon to use the data and information in the case as well as the personal—and somewhat private—views of the present owner/manager to derive the best decision for the firm.

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THE MOST UNUSUAL CALL

Michael McDonald
John Leaptrott
Jerry Wilson
Georgia Southern University

Case Synopsis

This case presents a real life episode in the day of a pulp and paper mill general manager who receives a most unusual call. The call disrupts an important daily production meeting and the manager must make a decision about what to do. The mill he is in charge of is attempting to implement a major re-engineering project and at the same time, transform the way in which all of the wood yard employees work together. In short the employees are being expected to learn how to work as "self directed work teams". However, the union employees think that they are all being "set up to fail" so that the plant can get rid of them all.

Case Objectives and Use

The objectives of this case are to have students: 1. Develop an understanding of what causes employee resistance to change, 2. Understand how rumors can lead to employee morale problems, and 3. Identify practical approaches for overcoming resistance to change.

The case can be used in undergraduate or graduate classes in management, leadership and organizational

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TWO CRUISE LINES

Robert McDonald
University of New Haven

Case Synopsis

The Cruise Lines case allows us to take advantage of unusual disclosures in the financial statements of Carnival Cruises and Royal Caribbean Cruises. Both firms present the expected formats and line items for financial accounting, but the two cruise lines add information on variable and fixed costs in their cost structures. We can use this added disclosure to calculate break even, margin of safety, and operating leverage, all three topics usually covered in managerial accounting.

The case uses these three managerial accounting tools, plus calculations of capital intensity, and an example of relevant costing to gain added insights about the leisure cruise industry and its two competing firms. The student will use the managerial accounting calculations to determine the risks faced by the two cruise lines.

Case Objectives and Use

The case combines several topics from managerial accounting in one practical problem. The topics are cost behavior, cost-volume-profit analysis, and relevant costing. Within the cost-volume-profit topic we address break even, margin of safety, and operating leverage. We also address the level of capital intensity for each firm.

With these managerial accounting techniques we can gain insights about the financial performance of the firms. Since most firms do not report variable and fixed costs, we are usually unable to use those managerial measures, which they depend on variable and fixed cost determinations.

The case gives the student practice in measuring risk presented by the cost structures chosen by each firm, and has the student choose which risk profile made more sense in several economic scenarios. This case is intended for an undergraduate or graduate course in managerial accounting.

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WHY DID I GET FIRED?

Gwendolyn McFadden-Wade
Marka Fleming
North Carolina A&T State University

Jean T. Wells
Howard University

Case Synopsis

In this case, Mary's employment has been terminated and she is seeking legal remedies. It is adapted from a case litigated at the administrative, trial, and appeals court levels. This case provides students with an opportunity to see the relationship between three bodies of law – contract law, employment law and environmental law. First, students can apply their knowledge of environmental law to a real case involving superfund activities. Further, students can compare and contrast their knowledge of employment law with contract law. Finally, students can explore the notion of unlawful termination through a discussion of legal protections unique to employment law.

Case Objectives and Use

This case is designed as an instructional Legal Environment case study. The facts are adopted from an actual case in which an employee was terminated after reporting that her employer violated various environmental statutes.

It can be used to supplement the brief discussion of environment law found in most business law texts. Notwithstanding both state and federal regulations of environmental issues can be investigated, the essence of the case however, focuses on employment law. The creation of an employment relationship can be explored by comparing contract law and employment law, including the doctrine of "employment-at-will."

This case is appropriate for an undergraduate Legal Environment class or an undergraduate Human Resource Management class.

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PARTNERSHIP OR NOT

Joanna M. Monge (Student Author)
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Case Synopsis

David Moore left the golf course with more than his score to consider. Moore was the co-founder and CEO of Direct Response Concepts Inc., a firm that used technology platforms to allow businesses to take advantage of mobile media to reach their markets in real time. Moore was a veteran entrepreneur, whose standard practice was to start a company, build it into a successful entity, then sell it and move on to the next venture.

On this day, he had been invited for a round of golf with his friend Paul Solitario, a successful entrepreneur in his own right. During the course of the round, Solitario surprised Moore by laying out a scenario where the two would become partners in Direct Response Concepts. While Moore was tempted to immediately dismiss this offer, he had to admit that Solitario had some interesting ideas for the business, and could bring resources to the company that Moore thought to be quite intriguing. Still, this was not at all the way that Moore was used to doing business; he would have to give this serious consideration before his next meeting with Solitario.

Case Objectives and Use

This case give students the opportunity to explore the question "Why should an entrepreneur consider taking on a partner?"

In the situation described in this case, the veteran entrepreneur is given an opportunity to take on a partner to one of his businesses. This is not the way he typically does business. His usual model is to create a business, operate it until it becomes profitable, then sell it and move on. Still, the partnership opportunity has merit, and he decides to fully evaluate this option. The case is best used in an introductory entrepreneurship class.

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HOW TO TEACH SEXUAL HARASSMENT USING LEGAL CASES: A NARRATIVE TO HELP DEFINE THE VAGUE.

Ivan S. Muslin
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Case Synopsis

Ever increasing diversity has forever changed the face of the modern workplace. The changing demographic representation of the workplace has required that governmental interventions to ensure fair and equitable treatment for (almost) all employees. Because many of the governmental interventions are aimed at addressing phenomena that are not merely legal constructs but social psychological constructs; organizations, managers, employees and observers often face confusion due to the dichotomous nature of these constructs.

This case will build upon these recent articles and offer a narrative that addresses the idiosyncrasies from the many court cases. This activity is necessary in that sexual harassment is both a legal and social psychological construct. The legal construct of sexual harassment and the social psychological construct sexual have significant overlap. However, where there is discordance between the two requires discussion. The narrative provided here will illustrate the differences between the two constructs, the danger for employees and organizations from the differences, and how as scholars and practitioners we can begin to address this inevitable divide.

This narrative will address examples that are clearly illegal sexual harassment, examples that may or may not be illegal sexual harassment, and examples that are clearly not illegal sexual harassment. All will be pulled from real world examples discussed in state or federal court cases. These cases will include examples of sexual harassment allegations stemming from “cat’s paw” situations, dissolved workplace romances, and perceived sexual favoritism.

The narrative will not place value and ideological judgments; rather it will endeavor to allow the participants to make their own. It will, however, address issues regarding favoritism and animus; as this often leads to misjudgments in the realm of sexual harassment. The issues discussed in the narrative will cross organizational and industry barriers. That is, examples from the healthcare industry, retail, manufacturing, and education will all be represented.

Case Objectives and Use

This case will allow for a more complete training into the phenomenon that is sexual harassment. It is the intent of this case to be developed into a sexual harassment exercise that will be utilized in academic and organizational settings to better inform and train employees regarding illegal sexual harassment.

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(FALSE) ALLEGATIONS AND SOCIAL MEDIA: INNOCENT UNTIL PROVEN GUILTY OR JUST GUILTY?

Ivan S. Muslin
Marshall University

Case Synopsis

Governmental interventions into the workplace have been enacted to ensure that all individuals are provided an equitable workplace that is safe from hostility. These interventions include Title VII and Title IX of the Civil Rights Act, the ADA, and the ADEA among others. While there is little question regarding the need for these, and other interventions, research has been lacking as to some of the potential outcomes of these interactions. Specifically, what occurs when individuals are falsely accused of violating these governmental interventions? It is important to note that false allegation does not necessarily denote allegations that are malicious. Rather, following O'Donhue and Bowers (2006), false allegations include any allegation that fail to meet the threshold for behavior to be considered illegal.

Readers will be charged with examining the case and situation from different paradigms; allowing for a discussion of the costs and consequences of the policies, what may have been done differently, and how they might address a similar situation in the future.

Case Objectives and Use

The narrative put forth in this case will allow for the discussion of violations of Title VII or Title IX through sexual harassment. The narrative will exam issues regarding presumption of guilt, devaluation, observer behavior. To accomplish this a discussion of recent cases involving two professors at the University of Iowa who killed themselves as the result of being accused. There will also be a discussion regarding a university administrator that was forced to resign after the university falsely found that he engaged in illegal behavior and released false information to the media about the situation. A final discussion will address an unnamed student at a university that was accused of a sexual assault on a fraternity brother. Information suggests that the reported sexual assault resulted from evidence of a consensual romantic relationship between the two fraternity brothers coming to light. Regardless, this narrative will allow for a discussion and offer examples of how media, media outlets, and social networks have contributed to adding to the devaluation and stigmatization of those accused. To ensure proper understanding of the potential breadth of the phenomena in questions; the case will note the legal requirements for behavior to be considered illegal sexual harassment. It will also note reporting statistics to the EEOC regarding sexual harassment and that 40%-50% of sexual harassment allegations made to the EEOC are found to have no reasonable cause.

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GROWING PLANTS AND PEOPLE

Rebecca J. Oatsvall
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Meredith College

Case Synopsis

Bill Frye, Director of Myrover-Reese Fellowship Homes rehabilitation center, knew for a fact that sustainability was a huge problem! He also recognized that doing more with less was not a viable option if the expectation was to offer more services to an increasing population of men and women. What he did know was that it was his responsibility to find key answers to some of the "How to" questions and solve them in a satisfactory way. While formulating a sustainability plan, he inadvertently began to use elements of "micro social entrepreneurship." This case explores social entrepreneurship at both the macro and micro level. Students are invited to merge knowledge from various disciplines to seek out creative solutions for social and business problems.

Case Objectives and Use

This case is intended for upper-level undergraduate business classes. It is particularly well suited for a course focusing on Entrepreneurship or Social Responsibility. This case could also be used in an introductory course in taxation to demonstrate reporting for nonprofit organizations. Students are presented with several different problems, each of which has social, practical and ethical implications. Students are also provided with financial data and are asked to provide balance between financial reality and social responsibility.

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EXIT REALTY NFI AND ITS NEW INFORMATION SYSTEM

Richie Platt
Allison Reynolds (Student Author)
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Case Synopsis

Exit Realty NFI is a real estate brokerage located in the panhandle of Florida with its main office in Pensacola. During the real estate boom years prior to 2007, Exit Realty NFI had over 150 real estate agents listing properties and making sales and working out of several offices in the panhandle region. Many of those agents selected and purchased productivity software applications independently of the brokerage. Some of these applications were for PDAs, some for cell phones, and some for PCs. As long as the agents were listing and selling properties, the brokerage did not care. The Exit Realty NFI brokerage provided some software for use by all employees, namely entries in the multi-listing service (MLS) database and accounting functions.

Beginning in 2007, the real estate market in the US began a steady downward turn. Formerly hot selling areas such a beach condominiums became almost unsellable. There was a mass exodus of agents from the real estate business due to the lack of commissions. Some brokerages even closed their doors and went out of business.

The owner of Exit Realty NFI wanted to increase the sharing of data across all employees of the brokerage to help achieve some efficiency and help keep the brokerage solvent. To do that, she determined that the brokerage needed a new integrated information system. The problem is the owner is a real estate person, not a tech person. So, the owner hires an IT person to manage their hardware and implement the new software the IT person recommends: Integrated Brokerage Management System (IBMS). So, the owner of Exit Reality NFI turns the implementation of the IBMS software over to the IT expert. Nine months later, the system will not function as advertised and most critically, it will not interoperate with the MLS. This case traces the actions and decisions processes that brought Exit Realty NFI to this critical juncture.

Case Objectives and Use

While intended for a basic introduction to information systems course, this case has the potential to be used in other courses. It could be used in a course on real estate marketing, especially on that covers brokerage administration. It could be used in an advanced MIS course to demonstrate the relationship between strategic planning and IT planning. It could even be used in a business policy course.

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RECYCLE BOUTIQUE

Catherine Reber (Student Author)
Ely Friedman (Student Author)
Queens University of Charlotte

Case Synopsis

Recycle Boutique was started in March 2009 in the middle of an economic recession and grew despite those turbulent times. Greg and Ginger Goff collected and resold higher end used goods such as clothes, shoes, furniture, and other little treasures by working within a strict budget and understanding the economic conditions affecting the market. After noting the growth of their business, Greg and Ginger had a conversation after a day at the store discussing their 'baby". After almost two years their pride and joy appeared to have outgrown its current space. After much discussion about the successes and growth, Greg and Ginger came to the conclusion that something needed to be done with regard to the lack of space and other aspects related to future growth.

Case Objectives and Use

This case takes into consideration the operations and challenges for a small, family-owned business. In this example, the current business has outgrown its current location and does not have the option of expansion to solve their dilemma. The owners are now faces with decision of relocation to a larger property or opening a second location in addition to their original choice of operation. Each option has several different ramifications with respect to personnel and overhead costs. This case would be used best in an introductory entrepreneurship course, introductory management course, or courses with references to small business decisions.

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LIONEL SMITH, LTD. - THE BEST DRESSED MAN IN TOWN

Michael Ritchie
Kathleen Wates
University of South Carolina Aiken

Case Synopsis

Lionel Smith, Ltd. operates as a high-end men's clothing store in Aiken, SC. Created in 1976 by Lionel Smith (Smitty), the store has become the premier destination for men's clothing and fashion within the Central Savannah River Area. This case details the management and retail career of Lionel Smith from his first job in retail sales at 16 to the present. During the early part of his career, Lionel Smith managed and operated several clothing stores, working in large chains as well as small locally owned locations. In addition to his management positions, Smitty also became a minority owner of an up-and-coming retail enterprise in the late 1960s. He was later refused to purchase any additional ownership and decided to start his own men's clothing store, opening the doors to Lionel Smith, Ltd. in March of 1976. Since that time, Lionel Smith, Ltd. has become the leading men's clothing store in the Aiken-Augusta area, serving customers from as far away as Florida and Alabama. The primary reason for the phenomenal success of Lionel Smith, Ltd. is attributed to Smitty's unique perspective on customer service and dedication to quality and customer satisfaction. This case emphasizes the importance of customer service and management skills as well as leadership in the workplace and community. A focus is placed on employee motivation, customer satisfaction, and management succession.

Case Objectives and Use

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THE RIVER CITY YOUTH BALLET SCHOOL AND RIVER CITY YOUTH BALLET ENSEMBLE

Lee M. Roush (Student Author)
Jenna Workman (Student Author)
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Marshall University

Case Synopsis

The River City Youth Ballet School (Ballet School) and River City Youth Ballet Ensemble (Ballet Ensemble) are two dance oriented organizations in Charleston WV. The Ballet School is a for profit business that provides ballet instruction to youth between the ages of 3-22. The Ballet Ensemble is a not-for-profit performing arts organization that presents cutting edge performance length ballet recitals using the most talented youth dancers in the region. Both organizations are overseen by Ms. Michelle Raider, a former member of the National Youth Ballet and a veteran dancer. Ms Michelle owns the Ballet School and acts as the president and Chair of the Ballet Ensemble. This case presents readers with the opportunity to evaluate value creation and the strategic management process in the context of both a for-profit and a not-for-profit organization, each under the control of the same person.

Case Objectives and Use

This case was developed and presented in an undergraduate Strategic Management course to provide the class with the opportunity to analyze the strategic situation of a real world organization. It would be appropriate for courses in Strategic Management, Hospitality Management, and others involving the management of not-for-profit organizations. The key issue involves the synergistic interactions between two different organizations in the youth ballet industry. The synergies between the two organizations are a key strategic reason for the sharing of instructor talent and dancing talent. Additionally, the case presents the opportunity to analyze the youth ballet industry, and evaluate human resource based core competencies. The market for performing and fine arts has been suggested to be highly dependent on economic conditions and that recessions would lead to patrons abandoning the arts. A detailed analysis of this case suggests that this tendency may have a lower bound. This case also highlights the role of human resource based core competencies in organizational value creation.

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TOUGH LOVE, FORD MOTOR COMPANY AT 100 YEARS

Jan M. Serrano
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Case Synopsis

William Clayton Ford, Jr., great-grandson of Ford Motor Company founder Henry Ford, took over as CEO of the company in October of 2002. Almost a year after the terrorist attacks, the U.S. economy was in recession. There were serious external and internal issues facing the firm and impacting its profitability. Bill Ford remained "at the wheel" for the first part of the decade, serving not only as CEO and COO, but also as Chairman of the Board. After the company reported losses of $6m for the second quarter and $1.2m for the third quarter of 2006, however, Bill Ford announced the hiring of Boeing executive Alan Mulally as CEO of Ford Motor Company to help him engineer a turnaround at Ford. Mulally, an engineer and career Boeing executive brings to the table new ideas on not only design, but corporate culture and teamwork having studied the Toyota model closely in designing his former Boeing teams. He would have a rough road ahead of him, however, not only coming into a corporate culture dominated by family members' influence, but also from the dire situation facing the automobile industry as a whole in the U.S. Rolling up his sleeves, he immediately initiated a bold financing move, to provide funding for the necessary restructuring of the company and provide liquidity while the company still had adequate borrowing capacity. That funding was critical in keeping the company afloat even as its competitors had to go to the American people for handouts during the depths of the ensuing financial crisis.

This case explores the circumstances which brought Ford Motor Company to the point of restructuring in 2008 and provides an opportunity for discussion about choices facing companies in a mature industry, and in particular, the impact of the timing of Ford's restructuring arrangements on their ultimate survival through the financial crisis and recession of 2008-2009.

Case Objectives and Use

This case is suitable for a course in intermediate finance, but could also be used in a course on strategic management, where more of the intricate issues that are involved can be brought out. This case highlights basic techniques in measuring profitability and examining basic financial statements and financial ratios for clues as to the company's weaknesses and a springboard for exploring solutions to address these. This case involves tough questions about survival in a complicated global business with increasing competition from abroad and unyielding labor unions at home. Students are encouraged to sort through data from company reports and 10-K filings provided in the case to explore the factors affecting the firm's profitability and financial soundness as well as identifying the major factors affecting those issues and attempting to come up with solutions to ensure firm survival. Before attempting this case, students should be directed to study material in the financial statement analysis sections of their text, including financial statements, financial ratios, and/or cash flows.

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LEWIS COLLEGE OF BUSINESS STUDENT RETENTION AND DROPPING UNDERGRADUATE ENROLLMENT

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Stephen P. Shao, Jr.
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Case Synopsis

Marshall University, located in Huntington, West Virginia, was established in 1837 when residents of Guyandotte and the farming region nearby turned their attention to providing better educational facilities for their sons and daughters. Degrees in business have been offered since 1921, with the BBA offered in 1954. In 1969, the College of Business was created as a separate unit of Marshall University, and in 1997, the College of Business was accredited by the Association to Advance Collegiate Schools of Business (AACSB). In September, 1996, the College of Business was named for Elizabeth McDowell Lewis and has since been referred to as the Lewis College of Business.

As a result of the declining population of West Virginia and, consequently, the declining pool of high school graduates, the competitive market for these students has intensified. As educational standards are rising across the country, business degrees are becoming more standardized and competitors must compete more aggressively. Innovation is becoming increasing important in this industry and is necessary to develop competitive advantages that help to differentiate one business school from the next.

Threats to the LCOB include the population of West Virginia is declining and the average age of a student is increasing. There is little diversity within the LCOB student population and there has been a significant decline in the LCOB enrollment. The LCOB is losing students and the faculty is underpaid. LCOB does not offer an online business degree. The rising popularity of online degrees is another threat that must be addressed.

Case Objectives and Use

This case provides a unique opportunity to address how a nonprofit organization must adjust its strategic plan to deal with a dramatically changing environment.

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MATTANOCK TOWN: TOURIST OPPORTUNITY OR TRIBAL PERIL

A. Gregory Stone
Regent University

Case Synopsis

On May 14, 1607, the Virginia Company explorers landed on Jamestown Island to establish a Virginia English colony on the banks of the James River 60 miles from the mouth of the Chesapeake Bay. During the early years, the Powhatan Indians helped the Jamestown settlers survive with food, provisions, and trade.

Today, the Nansemond Tribe's living members are direct descendants of the original Powhatan tribes. The Nansemond Indians lived on Suffolk's Nansemond River during the early 1600's.The Nansemond Indian Tribal Association (NITA) has negotiated with the Suffolk City Council since 2000 to obtain a portion of city-owned land upon which a Nansemond village once stood in the 1600s. The land will be used to construct Mattanock Town, an authentic 1607 Nansemond village. On November 17, 2010, the Suffolk City Council voted to return approximately 70 acres to the Nansemond tribe to be used specifically for the project.

Mattanock Town will be a tourist attraction in Suffolk, Virginia, owned and operated by the Nansemond Indian Tribe. It will be an authentic dispersed Indian village with a museum, gift shop, nature trails, hiking trails, tribal village, tribal cemetery with reburial grounds for prehistoric skeletons, a tribal center (including dining hall, kitchen facilities, offices), pow wow event facilities, and camping with picnic area. Mattanock Town was designed to be part of the mature and highly successful museum and tourist industries in Hampton Roads, Virginia.

Case Objectives and Use

Mattanock Town will be a unique Native American owned/managed tourist attraction, and tribal land ownership qualifies the tribe for hundreds of grants currently available for such projects. The keys to project sustainability and tourist industry participation is funding and federal recognition (currently pending in the U.S. Senate). A Native American entrepreneurial venture such as this, however, has no immunity from the issues that plague any start-up business venture.

The original 2006 business plan is sorely out of date. Designed to be a six-phase development project over several years, what attractions are developed, the order in which they are developed, and when each is developed are the elements for critical success that have to be strategically processed for implementation. Failure to make site development progress on the property over the first five years will trigger a reversion clause and the property's ownership will revert to the City of Suffolk. Developing too fast could jeopardize cash flow and operational sustainability, thereby creating potential management competency concerns for project participants. Additionally, construction costs have significantly increased over the past four years.

Students will engage a case where Native American culture, tribal customs, Indian heritage, acculturation, and history blend/clash with cash flow, leadership, personnel management, and operations. The right balance will make or break this once-in-a-millennium business opportunity.

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PETSMART, INC., 2010:
PAMPERING PRIDE OR ESSENTIALS EXPANSION?

Kelli Swaney (Student Author)
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Maryville College

Case Synopsis

PetSmart began life in 1987 as a low-cost warehouse retailer of pet food and pet supplies, but evolved into a company highly differentiated by its array of pet services provided. These services included pet grooming, day care, adoption services for homeless animals, a "pet hotel" and veterinary services. The Arizona-based company enjoyed steady expansion over three decades and developed a loyal following of "pet parents" who loved to pamper their pets. In 2010 it continued to be the leader in the pet supplies industry.

The recession that began in 2007 greatly impacted this industry, yet PetSmart continued to be profitable. But there were clouds on the horizon. Unemployment and a decline in discretionary income in the U.S., as well as the decline in pet ownership thought to be caused by financial difficulties, were continuing into 2010. At the same time, competition was increasing and lower-cost options such as Wal-Mart and Target were considerable threats.

In a report on 2010 3rd quarter performance, management was optimistic that the future looked bright for the company. But there was concern about the company's current focus on nonessential pet services. Should PetSmart continue to count on its high-profit-margin services for success or should it refocus on essentials?

Case Objectives and Use

This case would be appropriate for use in a Strategic Management course as an example of differentiation through quality services offered. Also, the depth of data given would permit an examination of an evolving strategy, from the initial warehouse concept with an emphasis on low cost to its current differentiation strategy as a high quality, one-stop shopping experience. An in-depth financial analysis could examine the relationship between increasing debt burdens (to fund expansion) and shareholder value as reflected in stock price movement or market capitalization. Similarly, PetSmart could be used in an Introductory Economics course looking at industry analysis, oligopoly, and industry concentration as well as the effects of recession on nonessential purchases with elasticity of demand.

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EAST TENNESSEE STATE UNIVERSITY'S 15-YEAR JOURNEY TO ADDRESS THE LIFECYCLE OF THE PC

David L. Tarnoff
East Tennessee State University

Case Synopsis

The rapid increase of the modern organization's dependency on technology often outpaces their ability to manage it. This case illustrates the changes made by East Tennessee State University over the past fifteen years to address issues such as computer purchasing, computer maintenance and repair, community service, and responsible disposal of electronic equipment. The final result is a department-led, student managed, and university supported project that helps public schools with their technology needs and keeps toxic electronics out of landfills.

Case Objectives and Use

Most students studying information technology have little concept of the complexity of a typical organization's computer management system. Most computer management systems have evolved over many years and have involved areas including human resources, purchasing, policy development, software licensing, and scheduling. Academia is no different than industry except that universities typically have a higher dependency on computing labs and a user population containing students that are less committed to security and usage requirements.

This case shows the evolution of one university's computer policies over the past fifteen years. It is intended primarily to give students in information technology the understanding that maintaining computers for an organization goes well beyond simply repairing the machines. Benefits could also be derived for students in business disciplines in courses addressing policy, sustainability, law, and strategy.

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"IT COULDN'T HAPPEN AGAIN"

Wynn Teasley
Martin Hornyak
University of West Florida

Case Synopsis

It is March 2017 three years since the State of Florida legislature passed F.S. 2014-6739 bill nicknamed, the Drill, Baby, Drill Law. The bill was passed into law to help bolster a lagging economy and high unemployment. This law not only allowed for exploration and drilling for oil off of Florida's Gulf coast, but it also established stiff penalties for oil companies, and their corollary subcontractor companies who might try to avoid stringent environmental and health regulations. Failure to follow engineering and health regulations or for filing false reports to the State's Department of Environmental Regulation (DER) with regard to engineering and health specifications is a first degree felony with punishments up to ten years in the State penitentiary.

In 2016, General Petroleum (GP) Oil Company has well operating in the Gulf of Mexico, off the coast, near Pensacola, Florida. This productive well produced over a million barrels of oil each day and lots of profits for GP. On April 16, 2016, an explosion occurred killing three people. The accident was similar to the 2010 Deep Water Horizon well in Louisiana. During February 2017, a grand jury in Pensacola, Florida returned an indictment of felony murder against GP CEO, Don Cheney.

After turning himself in, a jury trial began on March 30, 2017. You are now on this jury in the State of Florida having to determine if GP CEO Don Cheney is guilty of felony murder. What would the jury determination be in a case like this? How would jury deliberations be conducted? Are there things that affect your decision-making process?

Case Objectives and Use

The case is based on elements drawn from the 2010 Deep Water Horizon oil spill events in Louisiana. It is intended for use in a Public Policy, Introduction to Management/Business, Organization Behavior, or Ethics class. Students are able to see and understand that variability and unpredictability does exist in the environment that has a large impact on organizations, people and society. This case opens up a wonderful opportunity to discuss a variety of subjects from social responsibility, group development, organizational ethics, team building, and the management functions. The case allows students to use their developing leadership and followership skills as they are placed on a jury with implications of felony murder. They will have to be able to work with 6 or 12 other students in coming up with a solution. Students provide their personal feelings, experiences, and logic they would bring to a courtroom as a jury member since that civic duty is available to all Americans.

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SERVANT LEADERSHIP AND THE EXECUTION GAP: INSTRUCTING FUTURE LEADERS ON FOLLOWING AND FOLLOW-THROUGH

Pete Tortorici
The Citadel, The Military College of South Carolina

Case Synopsis

Within The Citadel is an Air Force Reserve Officer Training Corps (ROTC) cadet wing composed of potential officer candidates competing for entry into the United States Air Force. This group is structured in the same fashion as an active duty Air Force Wing with an organized hierarchy of command leadership positions. Cadets from the junior and senior classes are placed in these leadership positions for evaluation for leadership ability, and to provide instruction opportunities from the cadre of active Air Force officers assigned as instructors. These select cadets are charged with leading and mentoring younger cadets, along with establishing community activity and fundraising opportunities for the cadet wing.

The cadre instructors have, over the last two years, attempted to implement a vision of servant leadership to the cadet wing. Cadets are encouraged to seek opportunities to serve in the community, and to specifically serve within the cadet wing. Cadet leadership are encouraged to develop a leadership style that emphasizes a leader's responsibility to serve those that he/she is responsible for, and to foster unity and growth within the organization. When the cadet leadership changes each semester this charge for servant leadership is repeated. The cadre has noticed, however, that attempts to create this atmosphere of service are failing. The previous semester saw several specific programs attempted by the cadets flounder and fall short. The same issues appear to be evident this semester, as well. Projects are discussed, but there appears to be a disconnect between discussion and action. The cadre is looking for methods to encourage not only this belief in servant leadership, but the understanding that intent needs to be turned into action.

Case Objectives and Use

This case provides the opportunity for student discussion on the relevance of servant leadership and the execution gap. From an academic standpoint it provides discussion points on leadership, decision-making, followership, and group dynamics. Specific to this example is the issue of the execution gap that many groups experience between turning a good idea into an executable plan that succeeds. This case is applicable to undergraduate Ethics and Leadership courses.

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MAKING THE GRADE

Dawn Sizemore Traynor
University of South Carolina

Stephanie Ganser
Wake Forest University

Case Synopsis

When Rachel, a first-year S100 teacher, is confronted by a difficult decision, she must weigh fairness to all students versus an individual student's extenuating circumstances. How flexible should an instructor be with one student without being unfair to the rest of the class? Should a student's personal circumstances be taken into consideration when enforcing policies and assigning grades?

Case Objectives and Use

This case would be ideal for use in educational administration and teacher training programs.

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WHERE IS THE OFFICE MANAGER?

Hendrikus E.J.M.L. van Bulck
University of South Carolina Sumter

Case Synopsis

Physicians Phil and Mark have a typical "busy office" in a small rural community. Although the practice produces a reasonable income, they are always short on cash. Marc has recently gone through a divorce and Phil's marriage is on shaky grounds as well. Both live beyond their means with a lot of debt. A large percentage of their practice income depends on Medicaid. Practice income has declined in the last two years. Both Phil and Mark are short tempered and pay little attention to the business aspects of the practice.

Melissa had been the office manager. She holds a degree in business management and has taken several courses related to medical office management. Prior to working for Phil and Mark, she worked as an office manager for another medical practice in town. Her compensation included an annual salary of $36,000 plus fringe benefits. Melissa liked her work and her compensation was comparable to the earnings of other office managers in similar practices. However, she had become frustrated with Phil and Mark who never made time to discuss the urgent business matters with her. Yet they complained when there was not enough cash for their bonuses. Increasingly, bills were paid late, or sometimes not at all. The collection rate went down and receivables were at an all-time high. Melissa became furious when Phil went behind her back and undid staffing decisions she had made. She felt that she was losing the respect of the staff. She felt that Phil and Mark did not appreciate her and had no regard for her personal goals and needs. Her colleagues noticed that her office became increasingly cluttered, and Melissa became more and more despondent. Early in January 2010, she left a handwritten note stating that she was fed up and quit. She never returned to work.

Case Objectives and Use

This case is intended for upper-level undergraduate small-business management courses or entrepreneurship courses. The case illustrates Herzberg's motivation-hygiene theory and to discusses how a misalignment of corporate and personal goals can undermine organizations. The case provides a real-world example of an office manager who became so disenchanted with her position that she began to sabotage her work environment. When eventually she quit, she left the office in total disarray, causing a considerable amount of financial and morale damage. Students will be asked to explain her behavior based on Herzberg's two-factor theory and to make recommendations for creating a workplace that provides a greater balance of lower-order and higher-order needs.

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BUSINESS PROGRAM STUDY ABROAD INCIDENTS: LESSONS LEARNED THE HARD WAY

Fred A. Ware, Jr.
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Case Synopsis

A study abroad site director and an instructor, both experienced in international travel and residency in foreign countries, organize and carry out a four-week business school program, following nearly a year of detailed planning. Nevertheless, a series of actual events and subsequent unanticipated consequences provide a number of valuable lessons that illustrate the inherent gaps in any such planning. The first incident depicts a domino effect triggered by the late arrival of the transatlantic flight, including a frantic scene involving train connections and failed logistics. Next, the leaders must deal with the destruction of a student's entire supply of essential medicine and subsequent legal threats. Higher administrative level intercultural communication errors and technical information system incongruence between the two partnering universities result in a unanticipated cost overage but the resulting impromptu train excursion yields valuable lessons for future programs. At the end of the study experience, an optional faculty-led sightseeing excursion to Paris leads to a love interest for a student but the leaders have concern for the young lady's safety. Finally, a valuable lesson in group leadership is learned by a close call involving train connections during the final commute to the airport for the flight home.

Case Objectives and Use

The case is appropriate in undergraduate or graduate introductory educational administration/leadership courses and/or training seminars to provide the student a glimpse into the "real world" of teaching overseas at the university level. Faculty members being recruited or groomed for international teaching experiences could benefit by attending workshops or training programs that utilize this case for exercises or as realistic examples for discussion. The numbered "incidents" may be used separately for individual training modules. A major objective is to inject as much realism as possible into the training. The teaching notes provide various resources and suggestions from experienced study abroad faculty participants.

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Armstrong, 33
Bledsoe, 27
Boyd, 1
Burchett, 33
Burson, 19
Campbell, 2
Carden, 1
Carstens, 3
Cassidy, 31
Caudle, 4
Clarke, 5
Coyle, 6
Dills, 14
Eason, 16
Fadic, 7
Fekula, 8
Fleming, 9, 23
Friedman, 29
Ganser, 39
Garsombke, 10, 11
Gifford, 20
Hamil, 12
Hanks, 10
Harrison, 13
Hartsell, 14
Heiens, 15
Helm, 33
Hornyak, 37
Hudson, 16
Hunt, 17
Johnson, 18
Kostevicki, 13
Kuhlmeier, 41
LaBrecque, 11
Lawlor, 3, 13
Leaptrott, 21
Lewis, 33
Maher, 19
Markulis, 20
Marsh, 33
Marszalek, 4
McDonald, M., 21
McDonald, R., 22
McFadden-Wade, 9, 23
Messman, 17
Monge, 24
Morris, 8
Muslin, 25, 26
Oatsvall, 27
Owens-Jackson, 2
Platt, 28
Prince, 11
Ramaker, 4
Reber, 29
Reynolds, 28
Ritchie, 30
Robinson, 2
Ross, 33
Roush, 31
Saracina, 10
Serrano, 32
Shao, 33
Stone, 34
Sullivan, 5
Swaney, 35
Tarnoff, 36
Teasley, 37
Tortorici, 38
Traynor, 39
Treadway, 35
van Bulck, 40
Waak, 6
Ware, 41
Wates, 30
Wells, 9, 23
Wilson, 21
Workman, 31
Xie, 15
Yeomans, 6
Zaino, 10

2012 Southeast Case Research Conference
Manuscript Submission and Formatting Instruction

The following information is intended to help you format and submit your submissions to the Southeast Case Research Conference next year.

Complete Case Submissions
A complete Case will include: 1) a complete Case with supporting exhibits and 2) an Instructors Manual (or Teaching Notes). Authors who submit complete cases by the deadline are eligible for the Best Case Awards.

Abstracts, Embryo Cases, Incomplete Cases, and Cases without an Instructors Manual
SECRA invites authors of Cases in various stages of development to take part in developmental workshops where experienced case writers can provide guidance and advice for completing your case. Even if all you have is an idea for a case, we have colleagues who can help you complete your case.
Partially complete submissions may be accepted for presentation at the conference but are not eligible for Best Case Awards. Partially completed submissions include: complete Cases without an Instructors Manual, incomplete Cases, embryo Cases (the idea for a Case in the form of an expanded abstract), and Abstracts. Authors should attempt to complete their Case and Instructors Manual for presentation at the conference.

Publication Issues
An Abstract of all submissions accepted on the conference program will be included in the Printed Conference Proceedings. Complete Cases and Instructor Manuals will be published on the CD of the Conference Proceedings. Authors may choose to withhold their complete Case or Instructors Manual if publication in the SECRA Proceedings might jeopardize future journal publication. Advise the Proceedings Editor if you wish to omit portions of your submission from the Proceedings or want to discuss this further.

Initial Submission Instructions
For conference consideration, email your submission to the Program Chair. Your submission should include two MS Word files, 1) your Case submission including the IM, and 2) a one page Case Abstract. The format for Case submissions is provided on pages 2-3. To ensure a double blind review of your Case, please delete information which might identify the authors including names, affiliations, and contact information. Also remove author and affiliation information from the document properties. The format for Case Abstracts is provided on page 4. Your Case Abstract will be included in the Conference Proceedings and is used to link authors to their submissions. Be sure your Case Abstract includes contact information for all authors.

Final Submission Instructions
Reviewers will evaluate your Case for inclusion on the conference program and, if accepted, will provide you with suggestions for future revisions. Email revised submissions to both the Program Chair and the Proceedings Editor. Please reinsert the author information in your Case according to the formatting instructions on pages 2-3. Ensure all materials are in MS Word format.

Submit all conference materials in MS Word file format.

Initial Submission: To ensure a double blind review of initial conference submissions, authors should omit identifying information from initial submissions including names, affiliations, and contact information. Also be sure to remove similar information from the file attributes.

Final Revision: Reinsert this information into your revised submission.

This is the Title of Your Paper – It Should be in Times New Roman (TNR) Bold – 16 Font –Left Aligned

Name of Author 1 – this should be TNR - 14 font –left aligned
Affiliation

Name of Author 2 (etc.)
Affiliation – if 2 or more authors are of the same affiliation – list the authors and then list only the pertinent affiliation – after all authors and affiliations are listed, skip a line and insert a line (as follows).

You should begin the abstract section by skipping a line below the above drawn line. The Abstract should be in TNR 12 and italicized. Both the abstract and the body of the paper should be justified and single spaced. The Abstract should give brief description of the case and contain enough information to give the reader the basic premise of the situation. Abstracts should be no longer than a good paragraph or two. The abstract should not give the students any indication of potential recommendations or solutions. After completing the abstract, skip a line and insert a line.

INTRODUCTION 12 TNR BOLD
After skipping a line begin with your heading, whatever you want to call it (we used introduction here just because). Headings should be **BOLD** all **IN ALL CAPS**. Don't skip a line after headings. Always justify the body of the paper. Do not indent new paragraphs.

To begin a new paragraph, simply skip a line and continue with your writing. Within the body of the paper, fonts should be Times New Roman 12. You may bold and underline within the body of the paper but please use discretion here.

Now we will discuss page set up. I apologize for not doing it earlier but it just did not fit. OK –
Margins –
Top 1.4
Left 1.5
Right 1.5
Bottom 1.5
These are not arbitrary numbers. Through trial and error, these are the numbers that allow for easy printing and publication.

TABLES AND EXHIBITS

Any tables and exhibits included in your case or in appendices must be in **MS WORD**. Please do not send tables or exhibits in Excel or other inserted programs. Also, please **do not use any color** in charts. For example, please see Table 1 and Exhibit 1 below. The use of tables and exhibits is highly encouraged because of their value to students using the case. If they tables are short they may be included in the case. If they are large, it may be better to include them in an appendix. If exhibits do not add to value of the case, please do not include them.

TABLE 1
Change In Market Value

	12/31/00	12/31/01
Sum of Cash Flows	$ 7,750,000	$ 5,350,000
Market Value	$ 9,000,000	$ 7,500,000

EXHIBIT 1
Business, Inc., Projected Balance Sheet 12/31/02 (000)

Assets		Liabilities	
Current Assets	$22,000	Current Liabilities	$15,000
Long Term Investments	$5,000	Long Term Debt	$36,000
Property & Equipment	$40,000	Total Liabilities	$51,000
Intangibles	$8,000		
		Equity	
Total Assets	$75,000	Stockholders' Equity	$24,000
		Total Liabilities & Equity	$75,000

REFERENCES AND ADDITIONAL READINGS

Any referenced literature used in the case (and these are highly recommended) should be cited using APA format.

Limit your abstract to one page.
Set Cases Abstract margins to 1” top, 1.25” sides, and 0.5” bottom, justify both sides

Group authors at single institution as shown.
Separate authors at different institutions with a space

THIS IS THE TITLE OF YOUR ABSTRACT FOR THE PROCEEDINGS (BOLD, ALL CAPS, TIMES NEW ROMAN, CENTERED)

Remainder of page is Times New Roman 12 with bold/italics only where noted

Author #1 First and Last Name
Author #2 First and Last Name
Institution Name

italics

Case Synopsis

bold

The main character has worked for many years in a successful family retail shoe business. His father and the senior managers have long demonstrated an extraordinary work ethic with a conservative but effective purchasing policy of deliberately overbuying shoes semi-annually, virtually preventing any stock outs. The business has developed an enviable reputation of good customer service with consistently large and diverse inventories.

Through dogged persistence, starting with a purchased (ineffective) data management system, the younger family member has gradually built his own valuable data base. Senior managers and even the young man himself are reluctant to change the normal procedures even though better use of quantitative data would likely significantly improve the profit picture. One can empathize with the managers’ risk involved in making a buying policy change since the firm has performed well in the past. Should they take the chance?

Case Objectives and Use

bold

This case provides an opportunity to consider that vital period in a family business timeline when a younger successor is moving inevitably toward taking over top management of the organization. In this situation, the son of the founder/owner of a retail shoe business is contemplating the use of quantitative methods as a change in the normal seasonable merchandise buying policy of relying on intuition and experience. The heir-apparent is nervous about the proposed change and wonders if his father and other senior managers will be willing to take the risk.

The case, based on an actual business and using primary data, was written for undergraduate courses in Family Business Management, Small Business Management/Entrepreneurship, and Management Science. Some sample data is provided for optional assignment by the instructor. With or without the quantitative aspects, the case may be used in small business management/ entrepreneurship courses to segue into behavioral aspects of family business succession.

bold

Contact Author: First and Last Name, Department, Institution Name, Address, City, State, Zip, Phone: ###-###-####, email: AuthorName@institution.edu.

2012 PRELIMINARY CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA
Southeast Case Research Association
20th Annual Meeting
Myrtle Beach, South Carolina
February 16-18, 2012

The 2012 program organizers of the Southeast Case Research Association (SECRA) invite new and experienced case writers to submit original, unpublished cases to be presented at the Twentieth Annual SECRA Conference. Cases in early development may be submitted without an instructor's manual. Case embryos in the very early stages may be submitted for discussion during newcomer sessions.

Submission Deadline: *November 21, 2011*

SECRA serves as a channel for the development and publication of case studies in all areas of business, education, social issues, technology, healthcare and other disciplines. Cases with an instructor's manual, cases without an instructor's manual, case embryos, and abstracts will be considered. All cases presented at the 20th Annual Conference will qualify for review and possible publication in the *Southeast Case Research Journal*. SECRA strongly encourages student authored case submissions and participation.

Important Dates

- Complete cases and instructor manual (IM) submissions due: *November 21, 2011*. Late submissions can be included on the program if submitted by the January 4th due date
- Camera-ready abstracts and revised materials due: *January 4, 2012*
- To be included in the printed program, the registration fee paid by: *January 11, 2012*
- Hotel guaranteed rate date: *January 17, 2012*. Late registration fee after: *January 17, 2012*

Submission Information

Submit cases to the Program Chair. Field-researched cases are especially encouraged. During each SECRA conference, a special session is held offering newcomers to case writing and case embryo authors the chance to present case study ideas for critique by experienced writers. The session is targeted toward participants who wish to hone their skills before submitting a full case or article.

SUBMISSION GUIDELINES: The following guidelines aid in the review and editing process. Please follow them.

1. Submit all materials to both the Program Chair, Lindsey Hamil: hamillm@musc.edu, and the Proceedings Editor, Stephanie Foote: stephanief@usca.edu, by: *November 21, 2011*.
2. Submissions should be formatted and submitted electronically according to the instructions on the SECRA website (http://secra.org/). Submissions should not include information that identifies the authors or their affiliation. A separate one-page abstract should also be submitted that includes complete author names and contact information.
3. Cases submitted must not have been published or presented elsewhere. Only complete cases with an accompanying instructor manual submitted by the submission deadline will be considered for awards.
4. A tiered evaluation process will examine: 1) Full Cases, 2) Embryo Cases, and 3) Abstracts.
5. Please indicate the contact author, faculty advisor, and student authors, if applicable. SECRA strongly encourages student submission and participation.
6. Address question to the Program Chair, Lindsey Hamil: hamillm@musc.edu.