Proceedings

of the

Southeast Case Research Association

Twenty-Third Annual Meeting

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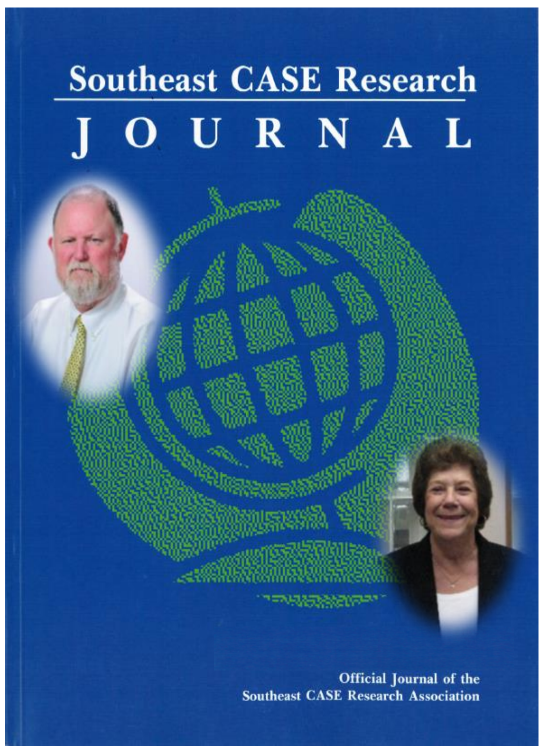

Celebrating the SECRA Journal and 11 years of service by its founding Editor C. Michael Ritchie and Associate Editor Kathleen Wates

2015 Proceedings Editor: K. Blaine Lawlor, University of West Florida

Ocean Reef Resort
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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Tim Redmer
C. Michael Ritchie
Mary Kay Sullivan
Fred Ware
Kathleen Wates
Mike Welsh

FROM THE PROCEEDINGS EDITOR

Dear SECRA Colleagues:

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

The SECRA Officers are pleased to note that conference attendance remains steady for 2015. This year's program includes a combined 30 embryo and full cases from a wide array of authors from different disciplines representing multiple institutions. We are delighted that you chose to support and attend SECRA this year. The SECRA Proceedings is published in this this Printed Proceedings Booklet. At the front of the booklet, there is information about the SECRA organization, and at the back you will find the call for next year's conference.

Cases presented at the meeting will be uploaded to the SECRA website. Please be aware that there are no formatting requirements for full case submissions that are uploaded, so the cases are unedited and formats will vary. We publish the Proceedings so that SECRA members can have copies of the cases presented at the meetings, and due to some universities requiring the publication of a full case in the Conference Proceedings for conference credit. If you desire a particular case from this or past conferences, but cannot find the full case or IM, please contact the author listed in this Printed Proceedings for a copy. In the interest of protecting the author's valuable Intellectual Property, please do not share materials with colleagues who are not familiar with case handling procedures. Instead, refer interested faculty to the contact author listed in the original Case Abstract. Participants are advised that IMs/TNs are considered sensitive academic materials and should not 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 uploaded SECRA Conference to be able to publish it elsewhere. SECRA wants to accommodate your wishes, so please let the Proceedings Editor know 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 those 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 possible. This conference cannot be conducted without the 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 during the upcoming year.

Thank you for the opportunity to serve as the Proceedings Editors for the Twenty-Third Annual Meeting of SECRA.

Best Regards,

K. Blaine Lawlor

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THE MOBILE CREPERIE:
A FRENCH FOOD TRUCK IN ST. AUGUSTINE

Christine Bilbrey
Tristan Harper
Andres Bustamante
Kevin Ducros
Blaine Lawlor

University of West Florida

Case Synopsis

Founded by Claire Fountaine in late 2013 as a way to provide employment for her recently emigrated French boyfriend, Henri, Amélie's on the Go was a French style creperie in a food truck. With no business plan and zero restaurant or food truck experience, Claire and Henri dove headlong into the venture throwing their savings and time into the small, pink trailer that in a previous life had been a hot dog stand.

Amélie's encountered a wide variety of problems, from outraged neighboring brick-and-mortar restaurant owners to unpredictable weather and questionable business decisions. The issue that was at hand was whether Amélie's had a sustainable business model and, if so, what could have been done to increase efficiency and profits, while decreasing stress on Claire and Henri.

Case Objectives and Use

This case study can be used in a strategy or entrepreneurship class. It covers the establishment of a new business and the issues that can arise from the new industry.

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BALK, BUNT, OR BUTCHER BOY

Shirley Bruno
Tammi-Lee Albert
Russell Clayton

Saint Leo University

Case Synopsis

When Graham's employer volunteered him to help the county commission he truly had no idea that one small act could jeopardize years of career building, strain friendships, and possibly destroy the ethical landscape he had built the last thirty years in the community.

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WORLD WRESTLING ENTERTAINMENT'S CHANGE IN BUSINESS MODEL

Chris Cassidy
Devin McCullough

College of Business Administration, Sam Houston State University

Case Synopsis

World Wrestling Entertainment (WWE) was a publicly traded integrated media and entertainment company that has been in the business of providing a unique mix of athletic entertainment, commonly known as professional wrestling, for over 30 years. The company has seen many changes over the years in their programing and business in an attempt to better serve their customers. Many media companies, especially as online media streaming and downloading came to prominence in the mid-2000s, have been forced to find new ways to deliver content through the environment all entertainment companies faced in the late 2000s.

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WHEN TO DRAW THE LINE

Monica J Cayouette

Medical University of South Carolina

Case Synopsis

This case reviews the interactions between a dental student and his very legalist patient. The patient, Jamie, lost two lower teeth due to failed root canals done outside of the dental school setting. Jamie came to the dental school seeking dental implants to replace his missing upper teeth. A treatment plan and financial arrangements were agreed upon after a full work up was completed.

After nearly a year of treatment Jamie was finally finished with the implant surgery and the implant crowns were screwed in to place. Upon returning for follow-up implant appointments the patient demanded that the implant crowns be removed and adjusted. He had been to see his private practice dentist (who had performed the poor root canals that caused the loss of the teeth) who told him that the implant crowns had not been properly adjusted. The patient demanded that the crowns be removed for adjustment more than four times and the screws retightened. The patient was informed that retightening these screws without replacing them could cause problems. He did not want to have the screws replaced and was very demanding. Upon screwing on the implant crowns the fourth time one of the screws broke causing the implant to be unusable. The patient insisted that the reason the screw broke due to manufacturer defects. The patient requested copies of all his records and placed a lawyer on retainer who contacted the dental school requesting all contact information for the implant company. The patient started the process of suing the implant company, although he had been told that it was not due to the manufacturer but over use of the screw. The patient's treatment was complete and he was exited from the program. All records were turned over to the risk management department and the instructors nor student no longer had contact with the patient.

Two months later one of the instructors that had helped the student treat the patient with implant came across the patient in the screening clinic for reentry into the student clinics. He was seeking treatment for replacement of an old bridge. With the pending legal case should the patient be reentered into the program?

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CADBURY: A STICKY SITUATION

Steven Cox
Brad Brooks
Jim Foster

Queens University of Charlotte

Case Synopsis

The case considers a potential product ingredient change to a highly valuable brand: Cadbury Crème Eggs. Cadbury's parent company, Kraft, purchased the brand through a hostile takeover in 2010. Five years later, difficult economic and supply conditions were forcing Kraft to decide whether to change the U.K. recipe to enhance margins. Changing the recipe would have meant offering British consumers the same recipe that Cadbury had been using in the U.S. These changes, however, would also have meant significant brand equity risks for a highly popular brand

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THE SCHEDULING CONUNDRUM

Marie DeVincenzo
Hari Rajagopalan
Elizabeth Sharer

Francis Marion University

Case Synopsis

Sarah Gerschultz, the owner of Therapeutic Massage and Bodyworks (TMB), has been successfully running her business for more than ten years. She operates her business with other massage therapists who act as independent contractors, and this arrangement has worked for her very well thus far. Her business, however, has been growing. Recently, she has been facing situations where customers want to schedule a session but there are no therapists available during the time slot, and it has caused her to reevaluate her current business model. In this case, students are presented with four years of hourly data (from 2008 – 2012) and are asked to solve a scheduling problem. Students are asked to find out when demand is at peak using time series forecasting model. Then, they look at the feasibility of Ms. Gerschultz hiring a permanent therapist to act as an overflow therapist or taking more control over the scheduling of her independent contractors.

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SOCIAL MEDIA IN BUSINESS PRACTICES

John Engel
Orlando Moldovan
Sanela Porča

University South Carolina Aiken

Case Synopsis

Most small southern towns have a variety of downtown business, and historically, many of them are slow to look at technology of added revenue. This case tells the story of a small downtown business and the how the implementation of social media has benefited them. Like many small businesses, they have succeeded, in the past, with no social media or new technology and sticking with the methodology of what has worked in the past will still work. This is a modern-day “Wall Street” situation where the very survival of a small business is working like a fortune 500 company.

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THE UNPROTECTED EMPLOYEE: SHOULD I USE MARIJUANA PRESCRIBED TO TREAT MY DISABILITY OR LOSE MY JOB?

Marka B. Fleming
Gwenolyn McFadden-Wade

North Carolina A&T State University

Jean T. Wells
Howard University

Case Synopsis

In November 2004, Joseph Casias was hired as grocery stocker at Walmart in Battle Creek, Michigan. Approximately four years later, Casias, who suffers from sinus cancer, registered with the state of Michigan and obtained the appropriate registry card to allow him to use marijuana for medicinal purposes. Thereafter, Casias began using the drug while off-duty and away from work. In November 2009, Casias tested positive for marijuana during a company drug test. As a result, he was fired from Walmart. Casias believes that the termination constitutes illegal workplace discrimination.

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THAT'S NOT FAIR: PERSPECTIVES OF ORGANIZATIONAL JUSTICE

Darin Gerdes
Maxwell Rollins

Charleston Southern University

Case Synopsis

Professor Jim Weryzynski has worked tirelessly throughout his academic career to get things right. From his Ph.D. in Accounting from the University of Texas at Austin to his current position teaching accounting in a prestigious liberal arts college in the Northeast, his eye for detail and accuracy has served him well. That same eye for detail helped him catch an apparent case of cheating on a final exam.

Cheating has become more pervasive, fueled by technological advances and issues related to academic dishonesty must be dealt with in a just manner. The case that follows demonstrates how each member of an academic dishonesty dispute is affected by organizational justice. The student, the professor, and the administration become part of a process that demands organizational justice.

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WHERE ENEMIES BRING VICTORY AND ALLIES BRING DEFEAT: A CASE STUDY IN ORGANIZATIONAL CHANGE

Darin Gerdes

Charleston Southern University

Case Synopsis

Homeschool parents voluntarily withdraw their children from the public schools because they believe that they can educate their children better than the system. Their departure, however, has been marked by repeated attacks by entrenched public school advocates who seek to keep these children in the system. Part of the opposition is philosophical, part of it is financial. All of it becomes political.

In February 2013, when Rep. Brannon introduced a new bill that would undermine the very rationale for homeschooling, homeschool parents in the state of South Carolina banded together on Facebook and repelled the threat with a powerful show of force. Within two weeks, 2,500 homeschool parents (representing ten to fifteen percent of the state's homeschooling households) joined the newly created STOP Proposed Bill H. 3478 discussion forum. They organized and caused three of the four cosponsors to withdraw their names from the bill. They held a rally and celebrated their victory. Then, factions within the homeschool community turned on each other and they nearly lost all of the gains they had so quickly won.

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WHAT THE HELL IS GOING ON IN MY NIGHT CLASS?

Libby Goddard
Tim Burson

Queens University of Charlotte

Case Synopsis

Steve Roberts, dean of the Dixon School of Business at Atlantic Southeastern University, has to deal with a difficult situation. Several students have alleged that adjunct professor, Ben Caldwell, arrived at his weekly class under the influence of alcohol. Students claimed that Caldwell's speech was slurred, his behavior was erratic, and he berated students over the disposition of their mid-term exams, which were submitted the previous week. A couple of female students reported that they felt unsafe in the class.

After gathering information and conducting several interviews with students, Roberts confronted Caldwell with the allegations. Caldwell denied everything, and insisted that he had nothing to drink before coming to class that evening. Before the class would meet again the following Thursday night, Roberts must decide how to handle this unusual situation.

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THE NEW ONLINE PROFESSOR

Jan Grimes
Michael McDonald
John Leaptrott

Georgia Southern University

Case Synopsis

This case depicts the real life adventures of a veteran professor assigned to teach online business courses. He has never taught online before but is an avid learner. In the beginning of the semester there are a few glitches like getting students acclimated to being in an online course and some confusion regarding university policies, namely "attendance verification", but overall not a bad beginning.

Around four weeks into the semester is when the professor found himself at a confusing and troublesome juncture point. There were some issues of possible academic dishonesty among some of the students during the execution of exam one. Also, the professor had assigned virtual teams for a semester long group assignment. The teams would have to work together in cyberspace to plan, develop, and deliver an online presentation. It comes to his attention that one of the virtual teams has an issue with a group member's lack of participation. This has led the other members to consider "voting" the student out of the group. In response, the student has threatened to sue the team members, the professor, and the university. As the professor made a mental note to call the university attorney, he sighed aloud. He wondered how other professors handled such issues.

Case Objectives and Use

This case provides an opportunity to examine the ethical issues which may arise in an online environment. If traditional classes require students to attend the first day or be dropped, how should this be applied to an online class? If exams are given online without a proctor, how does one prevent students from collaboration on exams? Is it illegal to "vote" a student off of a team due to lack of participation? These are just some of the issues to discuss.

The case, based on actual class incidents, was written for undergraduate classes in Ethics, Management, and Higher Education.

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MANAGING GROWTH: TURNING $200,000 INTO $1,000,000,000; A CASE STUDY OF OPPORTUNITY, RESOURCES AND LEADERSHIP

Stephen Harbison
William J. DelGrego

Saint Leo University

Case Synopsis

The Timmons Model of Entrepreneurship views the three critical factors of a successful venture as opportunities, teams, and resources. The successful entrepreneur is one that can balance these critical factors. Jeffery Timmons of Babson College in Massachusetts developed the Timmons Model of Entrepreneurship as his doctorate thesis at Harvard University (Spineli, 2012).

Case Objectives and Use

The following case study is written by two doctoral business students at Saint Leo University in fulfillment of course requirements. The case is a teaching case specifically written for undergraduate business students to use critical thinking skills while applying the Timmons Model of Entrepreneurship in a real-world business setting.

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FAMILY DOLLAR STORES INC., 2014

Christa Jones
Mary Kay Sullivan

Maryville College

Case Synopsis

The past decade had been a rollercoaster for Family Dollar Stores and its current CEO, Howard Levine. Stock price hit a low in 2004, then rebounded to lead the S&P 500 in price percentage gains in 2008. Flush with success, the company greatly expanded its number of stores and its inventory. But by 2014, the situation had changed for the worse. Family Dollar"s stock sagged, falling to keep pace with the market and with competitors for the last three years. Shareholder activists demanded that performance improve and two of Family Dollar"s largest competitors had made offers to acquire the company. Whatever the outcome, Levine knew that changes needed to be made.

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WINNING THE RACE IN THE RUNNING SHOE INDUSTRY

Keith C. Jones

Saint Leo University

Case Synopsis

With the growth of the running and walking hobby there has been a reflective growth in the running and walking shoe retail environment. The retail industry is composed of many national chains with a strong customer following. The industry has also experienced a growth in smaller specialty shoe retailers. In that environment the competition is stiff and it is critical for these companies to find the best approach to entering the local markets. This case reviews the current practices of one such company Fitniche which consists of three stores in the Central Florida area. The challenge facing Fitniche is the necessity of maximizing customer awareness and store brand development within its current market. Like many businesses it is struggling to get the right mix of promotional and social media tools.

Case Objectives and Use

This case is designed to allow students to explore and demonstrate their knowledge of social media within a highly competitive, almost niche type market. This case is being developed to be used primarily in a Social Media Marketing course. However, it may also be used in the promotional section of a Principles of Marketing or a Marketing Management/Strategy Course. One component of the case also includes social media analytics and social media review and assessment.

The case is based on an actual business and allows the students to explore the current practices of the company.

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IS ANYONE MAKING MONEY IN GOLF?

Robert McDonald

University of New Haven

Case Synopsis

As he drove onto his favorite golf course for the first time this year, Tommy Williams was distressed to see so many women and children. He was accustomed to socializing with his golfing buddies who were all male, retired and in their 60s and early 70s. The real surprise awaited him at the starter's hut at the first hole. The course had adopted some version of "Fun Golf," which encouraged only 9 holes of play, 15 inch holes on the green and permitted generous gimme and mulligan rules. Even though he was surprised at the changes from last fall, he knew golf was declining and these changes tried to rev up the interest in golf.

While the interest in golf is declining and a number of golf courses are trying drastic changes in the game, some of the visible firms are struggling to return to a growth path. The case presents financial data on two firms in two segments of the industry and illustrates their progress. Comments are also made about a third segment of the industry and its progress but without the financial data.

Case Objectives and Use

The case is intended for a course in financial statement analysis or an introductory course in finance. The case outlines the difficulties facing the entire golf industry. The character in the case, a senior citizen, retired, comfortable on a generous pension, represents the only stable demographic for the golf industry. Over the past fifteen years millennials, minorities, and women have not shown an interest in golf. It is feared the industry is following the baby boomers into the grave.

Students are required to perform a Dupont analysis of the return on equity and a cash flow analysis of two segments of the industry: manufacturing and service through private golf courses and clubs. After measuring the poor condition of the industry, the student is asked his/her opinion on how the industry can change and attract some new demographics.

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JANET FOREST:
OVER PAID OR UNDER VALUED

Thomas Miller

The University of Memphis

Case Synopsis

Fred Monfort, Chairman of the Marketing Department at Regents State University, had filled one of two tenure-track faculty positions for the next academic year, but late in the spring he had no acceptable candidates for the other. David Jewett, a faculty colleague who headed the recruiting committee, suggested that Monfort consider hiring one of their advanced doctoral students for the position. Monfort was initially startled by the suggestion that the Department hire Janet Forrest, an advanced doctoral student in their program who held a one-year appointment as instructor. Monfort thought “hiring your own” was clearly outside the norms of good academic practice!

Upon further exploration and thought, Monfort becomes persuaded that rehiring Forrest for another year would make sense for the Department and fit Forrest’s personal need to remain in the area for the next year. Monfort soon negotiated an agreement acceptable to Forrest and submitted a hiring proposal to the University Administration. However, the Office of Institutional Equity rejected the proposal, claiming that the recommended large pay increase was not justified and would worsen pay equity problems and returned it to the College of Business. Faced with the rejection of his solution to the faculty staffing shortage, Monfort struggled to find a solution to his problem.

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NAVIGATING LEGAL LANDMINES WHEN GOOD EMPLOYEES GET SICK AND DISGRUNTLED: HRM DILEMMAS IN A PROFESSIONAL OFFICE

Amy Moorman

Elon University

Case Synopsis

Alison Wheeler is a managing partner at a regional office of a mid-sized accounting firm, which specializes in serving the accounting, payroll, and record-keeping needs of business clients in the Great Lakes region of the United States. In business for forty years, the firm has eight regional offices and has established a reputation for providing customized, "high-touch" attention to its clients and prides itself in excellent customer service. Alison has seven employees reporting to her: three accountants, two customer service associates, and two administrative assistants. Recently, the previously smooth functioning of the office has been disrupted by not only personal conflicts and numerous staff complaints, but also a high rate of absenteeism. Alison's biggest concern is that her best customer service associate, Keri, claims to be suffering a severe, sometimes debilitating, allergic reaction to the perfume and scented lotions worn by another employee.

Case Objectives and Use

This case provides an opportunity to consider human resource management issues that raise potential legal problems for a business. It may be used to engage students in analysis of matters pertaining to several federal employment laws that commonly present managerial challenges.

The case is based on the experiences of a manager at an actual professional services firm. It was written for upper-level undergraduate courses in human resource management and employment or business law courses in graduate business programs.

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HABLAMOS BEAUTICONTROL

Susan D. Peters

Francis Marion University

Case Synopsis

Patti Tomlin, BeautiControl consultant, surprises her spa client, Denise Daniels, with a request to help her move her business from Florence, South Carolina to Yuma, Arizona. Though Daniels manages a local small business center, this is not a typical request. Tomlin has been extremely successful with selling BeautiControl and at recruiting in South Carolina, and has put her own twist on multi-level marketing by opening a salon instead of the more typical party and catalog sales. She has done some homework and thinks that things might be good for BeautiControl in this new area. Daniels collects some demographic, competitive and consumer behavior data to start the discussion. While moving a small business cross country is somewhat unusual, many businesses do open branches in areas remote from their home base and face some of the same.

Case Objectives and Use

The material in the case and instructor's manual is also pertinent to discussions for pursuing any new market, whether physically locating there or just selling there. In addition, the case looks at Hispanic consumer behavior and trends and marketing preferences. It challenges students to look at raw data and draw conclusions from two regions. The data are inexact and require students to come up with reasons to support the facts. In a principles, this may be primarily drawn out a piece at a time by the instructor, although better students often can figure it out themselves. This provides a good example of the "detective work" many marketers must do in interpreting data.

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DIVORCE MEDIATION VS DIVORCE LITIGATION

Sanela Porča
Crystal Carlson-Myer

University South Carolina Aiken

Case Synopsis

Mediation, or alternative dispute resolution, is becoming increasingly popular nationwide. It is viewed as an alternative to costly court disputes and can be used for disagreements of all sorts. For divorcing persons, mediation is economically more efficient than litigation because it reduces transaction costs, expands the set of possible solutions, reflects more complete information on the parties' preferences, and fosters co-operation rather than conflict. Mediation almost surely promises net gains to court systems and attorneys as well.

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MESSIAH CHURCH

Timothy A. O. Redmer

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Case Synopsis

Harold Moore was the executive pastor for Messiah Church. In addition to multiple pastoral duties, he was also responsible for the overall operation of the church including setting up the annual revenue and expense budget. Harold realized this last year was not good from a financial perspective and he had to consider the ramifications for this coming budget. Harold needed to develop the budget for the next year and he realized that some of the decisions could impact those working directly for Messiah Church. Complicating the process was the fact that the church had just committed to a ten year lease to support a ministry outreach called the Refuge. Also, all revenue for the church came through tithes and offerings from the church membership. This voluntary giving could fluctuate widely depending on the membership's satisfaction with the mission, vision and overall operation of the church. Church attenders could and often did change their church allegiance for just about any reason.

Case Objectives and Use

Messiah Church is a case that can be used in an accounting, not-for-profit, or small business class probably at the undergraduate level that covers the topics of financial analysis, strategic analysis and decision making. The information presented is relatively straightforward and a decision needs to be made. There are a sufficient number of extenuating circumstances to make for a good discussion of critical factors in this type of decision analysis.

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THE CENTER FOR MENTAL HEALTH: A SQUARE PEG IN A ROUND HOLE

Leah Ritchie
Nisreen Bahnan

Salem State University

Case Synopsis

Anne Smith, Career Specialist for The Center for Mental Health, an employment support program that provided job training and placement services for individuals with intellectual and developmental disabilities faced the difficult challenge of assisting job-seeking clients to find meaningful employment. Although employers were sometimes willing to meet her clients, they were often unwilling to hire them after realizing the extent of their disabilities. Placing clients has become an immediate priority because of a federal law passed in July 2014 that put a deadline on placing all participating clients in jobs in the community. In order to meet this challenge, Anne and her team will need to redouble their efforts to market their clients to the local business community.

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WHAT I'M TRYING TO SAY IS…

Elizabeth Schuler
Lindsey Hamil

Medical University of South Carolina

Case Synopsis

Dr. Julie Perkins is a young female dentist who graduated from dental school just over a year ago. In order to appease her parents, after graduating she went straight back to her small hometown in rural Georgia and has been practicing at a family health clinic for uninsured, low-income patients. Although she has enjoyed her first job, Dr. Perkins wants to pursue her own career adventure and practice dentistry in an urban setting, at least for a while. She is ecstatic when she is offered an associateship position at Dr. Adrienne Payne's family dental office in one of Georgia's larger cities. Due to a saturation of dentists in such areas, it could have been very challenging to obtain a position.

Dr. Perkins was a very thorough, conscientious dental student and her habits translated well into in her early dental career: Caring for her patients with honesty and integrity and delivering the highest quality dental treatment were her first priorities. After only a few weeks at her new job, Dr. Perkins discovers that Dr. Payne's priorities are quite different. Dr. Perkins desperately wants this job to "work out," but she is forced to choose between pleasing Dr. Payne and doing what is right for her patient.

Case Objectives and Use

This case showcases a common obstacle encountered by new, inexperienced dentists who are working for or with an older, more experienced dentist who assumes a superior position (usually employer or owner) in the workplace. Even when the newer dentist might be entirely confidant in his own clinical judgment, he is often caught between a rock and a hard place when expected to perform treatment dictated by the individual providing him with employment. Dental students and dental residents alike can benefit from discussion on this topic in order to contemplate how they would personally respond in an analogous situation. The events and dialog in this case are based in fact, although some alterations have been made for the purpose of protecting the confidentiality of the individuals involved.

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DECISIONS, DECISIONS: MEASURING FUND PERFORMANCE FOR COMPETING DC PLAN CARRIERS

Jan Serrano

Francis Marion University

Case Synopsis

Many employees, particularly of nonprofits and government agencies, are given a choice of carriers for defined contribution retirement plans. Choices at various carriers may range from only a few index funds to a wide variety of index and managed funds as well as annuities. Not only are employees responsible for selecting the appropriate funds within the plan they choose, but must also select a plan provider offering the best options in terms of fund performance and range of asset choices.

Case Objectives and Use

This case may be used in a very simple format, to help students learn to evaluate fund performance using a variety of measures. For a more advanced class, complete instructions and monthly return data are provided to illustrate calculation of these measures using Excel. With either option, the case gives students a chance to learn about default plan options, and differences in evaluation techniques for equity funds versus bond funds as well as impacts of the interest rate environment. This case is based on an actual person's dilemma in selecting a defined contribution plan carrier when they transferred jobs and were required to set up a new 403-B with their new employer. While the facts of the case are real, the names and locations have been disguised.

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PETER SMITH:
THE NOT-SO-EMOTIONALLY INTELLIGENT EXECUTIVE

Leslie Sukup
Melissa Jenner
Russell Clayton

Saint Leo University

Case Synopsis

When Peter Smith tendered his resignation at Solidarity Bancorp, his world came crumbling down around him. Feeling stripped of his identity and power; he spiraled into an emotional downward cycle. A lack of emotional intelligence may have been to blame for Peter's downfall at Solidarity Bancorp.

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THE FORCE-FED PROPOSAL:
EXCLUSION OF SHAREHOLDER PROPOSALS FROM CORPORATE PROXY MATERIALS UNDER SEC RULE 14A-8(C)(5)

Sonia Toson

Southern Polytechnic State University

Case Synopsis

Force-fed geese? Animal cruelty? Shareholder proposals? Never before had Judge Easch been faced with a case that involved both animal rights and corporate law…until now. Peter Lovenheim, a shareholder of Iroquois Brands, Ltd. had filed a motion to enjoin the corporation from excluding his proposal calling for an investigation into the cruel and inhumane methods used to produce their pate de foie gras from the proxy materials being sent in advance of their annual shareholder meeting. Was the corporation within their rights or should the injunction be granted? Time was of the essence. Faced with such compelling decisions on each side, how would he decide?

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EL SOMBRERO:
COLLECTING REQUIREMENTS

Janis Warner
Kim McLerran

Sam Houston State University

Case Synopsis

The owner of El Sombrero, a supermarket focused on ethnic Mexican food, needs help with automating processes to increase efficiency, profitability and customer satisfaction. He wants to know how to go about determining the scope for the inventory information systems development project he has identified as a top priority. He works with a consultant to discuss how to gather the information for a project so that he can manage the scope of the project.

Case Objectives and Use

Students should act as the consultant when working on case questions that will be a guide for achieving the learning objectives.

LEARNING OBJECTIVES

The objectives for the case are:

1. To explain the techniques used to gather and document information for determining what work needs to be done for the project.
2. To be able to identify those information gathering techniques that are appropriate for this particular project – interviewing, observation, document analysis and context diagramming.
3. Describe interviewing techniques and be able to select the one to use for a particular situation.
4. Describe observation techniques and be able to select the one to use for a particular situation.
5. Describe document analysis techniques and be able to select the one to use for a particular situation.

This case can be used for an undergraduate systems analysis and design course. The case can be used as an introduction to requirements gathering in preparation for performing requirements gathering for an actual client project. A second approach is to use the case as an example with the students answering the case questions as the instructor presents the related topics.

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CHANGE YOURSELF, AND WITNESS A CHANGE IN OTHERS! PEOPLE, PROCESS AND PRODUCT

Mark Warrin
Hubert Setzler

Francis Marion University

Case Synopsis

The hospitality industry is a perfect example of how organizations can view and analyze each aspect of business success in a unique way. The ability to measure performance based on both tangible and intangible aspects of the transaction relationship between the customer and service provider is priceless. Managers are able to gage guest satisfaction in a present tense form as opposed to delayed feedback from disgruntled customers contacting customer service departments after the purchase experience has expired. The beauty of service products is the ability to remedy a problem as soon as it arises in order to control the positive outcome of the purchase experience.

Case Objectives and Use

The primary focus of this case is based on the difficult task of motivating low to medium income based employees, to perform tasks on a daily basis that require going above and beyond expected duties to ensure each guest at the hotel receives a personalized unforgettable experience. Successful management of employee motivation is beneficial to any business regardless of size or product offering. There is not a simple solution to motivating others, because human nature dictates that each employee is individual in their thought process and have different motivational triggers. Although the motivational tools highlighted in this case are directed towards the hospitality industry, there is a use for them in any business setting, therefore managers can adopt and adapt the strategies for their own incentive programs for their respective employees.

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SILVER SECURITY

Tina Welch
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University of West Florida

Case Synopsis

Silver Security is a small business and like so many small businesses, it has problems managing its IT (information technology). Senior management realizes that they have a problem with outdated and malfunctioning equipment, specifically the network of printers. It appeared like a small, relatively uncomplicated IT upgrade. However, issues crop up during the process.

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PARTNERING WITH NONPROFITS: CAN COLLABORATION SELLING MAXIMIZE EARNINGS AND SOCIAL IMPACT?

Jakki Williams

North Carolina A&T State University

Case Synopsis

Are traditional selling techniques used in B2C or B2B marketing effective in B2NP (Business-to-NonProfit) marketing? This case asks the students to compare the traditional sales process and a new collaborative sales process to a situation in which a Non-Profit entity would like to work in partnership with a for-profit business.

How likely is it that when the buyer –seller dyad is composed of a non-profit organization and a for-profit organization, the traditional B2B partnering techniques are successful? Whereas, much has been done to delineate what works in the B2C (business –to-consumer) world and the B2B (Business-to-Business) world, an emerging set of guidelines and theories are professed about what will work in the B2NP (Business-to-Non Profit) world. James E. Austin's book The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances, provides a practical framework for understanding how traditional philanthropic relationships can be transformed into powerful strategic alliances.

Case Objectives and Use

In this case a traditional for-profit business and non-profit business collaborate to fill housing needs for the homeless in a large, vibrant, and growing southern city. The owners of the business are just getting started in the housing market and are faced with substantial renovations costs that must be recovered quickly. They are presented with the opportunity to partner with a non-profit to generate the revenue needed for operations and to retire debt. However, they are plagued with the question of how will this non-profit guarantee their own survival in an economic climate where "funding" is transient. At the same time the owners of the for-profit business feel "called" to help the homeless and to "right societal wrongs." They believe in the adage that you can "Do Well by Doing Good" and can maximize both earnings and social impact. Can they?

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THE ROLE OF BENEFITS IN A FAMILY HEALTHCARE BUSINESS

Kristie Abston

University of West Florida

Case Synopsis

Susan Johnson and her sister April own and operate the StayHealthy Clinic in the southeast. The company was founded over 25 years ago by their mother, a nurse who saw an opportunity with the growth of insurance physicals, employment drug testing, and adult immunizations. During the past decade, this family business has grown to nearly 40 employees working in seven locations. Recently, StayHealthy turnover in key professional positions has become a serious problem, and StayHealthy Clinic is looking for solutions. This case discusses the implications of recruitment, selection, retention, and total rewards for key positions in healthcare and in small businesses.

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2016 PRELIMINARY CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA

Southeast Case Research Association
24th Annual Meeting
Myrtle Beach, South Carolina
February 25-27, 2016

The 2016 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 24th Annual SECRA Conference. Cases in early development may be submitted without an instructor's manual. Case embryos in the very early stages may also be submitted.

Final Submission Deadline: *January 15, 2016*
(See Detailed Dates Below)

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 24th 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: *January 15, 2016.*
- Camera-ready abstracts and revised materials due: *January 29th, 2016.*
- To be included in the printed program, the registration fee paid by: *January 29th, 2016.*
- Hotel guaranteed rate date: *January 24th, 2016.* Late SECRA Registration Fee after: *February 1, 2016.*

Submission Information

SECRA uses the Conference Review System (CRS) to process submissions and reviews for the conference. Submit cases according to the instructions on the SECRA website (http://www.secra.org) Contact information for all officers, including the Program Chair and Proceedings Editors, can be found on the SECRA webpage.

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

1. Submissions should be formatted and submitted electronically according to the instructions on the SECRA website (http://www.secra.org/) by *January 15, 2016*. Case submissions should not include information that identifies the authors or their affiliation. Submit a separate abstract page including the author(s) and contact information.
2. SECRA strongly encourages student submission and participation. Please indicate the contact author, faculty advisor, and student author(s), as applicable.
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. Address questions to the 2016 Program Chair, Keith C. Jones, keith.jones06@saintleo.edu, or the 2016 President, Greg Stone, gregsto@regent.edu.