Proceedings

of the

Southeast Case Research Association

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Proceedings Editor: K. Blaine Lawlor, University of West Florida
Associate Proceedings Editor: Kristie Abston, University of West Florida

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SOUTHEAST CASE RESEARCH ASSOCIATION (SECRA)

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 PROCEEDING EDITORS

Dear SECRA Colleagues:

If this is your first meeting, welcome! If you are a returning member, it is great to see you again! We are delighted that each of you chose to attend SECRA this year. The SECRA officers are pleased to note that the number of accepted embryo and full cases increased from 30 to 35 this year. These cases came from a wide array of authors from different disciplines representing multiple institutions. We also have international participants in attendance this year.

The SECRA Conference Proceedings are published in this booklet. There is information about the SECRA organization in the front, and the call for next year's conference is in the back. If you would like your full cases to be uploaded to the SECRA website, please let me know and make sure I have a copy of the full submission. Please be aware that there are no formatting requirements for full case submissions that are uploaded, so the cases are unedited with varying formats. 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 proceedings editors for the Twenty-Fourth Annual Meeting of SECRA.

Best regards,

Blaine Lawlor, Proceedings Editor
Kristie Abston, Associate Proceedings Editor

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TESLA MOTORS:
A CASE STUDY ONE STEP BEYOND

Benjamin Fitzner
Lisa Göttert
Katja Hehne
K. Blaine Lawlor
University of West Florida

Case Synopsis

In 2015, Tesla emerged to be the leading electric car manufacturer and was led by Elon Musk, an engineer, inventor, and visionary, whose personal vision was to accelerate the world's transition from a "mine-and-burn hydrocarbon economy towards a solar electric economy" (Tesla – Master Plan, 2015). In April of 2015, Tesla diversified and entered the private household segments, with offering the Tesla Powerwall, an energy storage solution for private use. Focusing on the commercialization of electric vehicles, Tesla aimed at launching the Model 3 as of 2017. The Model 3 was supposed to be priced at around $35,000 and thereby affordable by broad masses. This competitive price was based on the large scale production of lithium ion batteries in the Gigafactory – a battery factory in Nevada / USA, operated through a joint venture of Tesla and Panasonic

Case Objective and Use

This case is a decision case in the field of strategic management. Based on a thorough analysis of the general environment, the industry environment, the financial situation of Tesla, and its competencies, the students should provide recommendations on how to pave the future way of Tesla. In this respect, the students should take Tesla's diversification approach as well as its intention to commercialize electric cars into special account

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WHAT IF IT'S CANCER?

Kristy R. Greenfield
The Medical University of South Carolina

Case Synopsis

Dr. Grey Garber is a newly graduated dentist who joined a practice 6 months ago as an associate for Dr. Cantor, the practice owner. Dr. Garber delivered a maxillary removable partial denture on Ms. Cindy Armstrong a few months ago and returned for some adjustments, especially concerning a sore spot on the upper right. Dr. Garber noticed an asymptomatic 5x10 mm white and gray lesion on Cindy's upper right ridge that did not rub off. Dr. Garber relieved the area on the denture that contacted the lesions but decided to play if safe by referring the patient for a consult with a local oral surgeon. Dr. Garber expressed his concern to Cindy and Cindy agreed to have it looked at soon. Two weeks later, the oral surgeon's office informed Dr. Garber that after repeated attempts to contact Cindy, they still hadn't heard anything from her. Dr. Garber tried to call her himself and found that the number has been disconnected and Cindy had no other contact numbers listed. Dr. Garber started to worry that the lesion could have been more concerning than he portrayed to Cindy. What if it was cancer? Is it my responsibility to ensure that my patients follow through on referrals of this nature?

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CAN I USE MY EMPLOYER'S EMAIL TO ORGANIZE LABOR UNION ACTIVITIES?

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

Case Synopsis

In May and August 2013, Jesse Kohl, one of the interpreters working at Jackson, Communications, Inc. and also the president of the labor union within the company, sent three e-mails to other employees regarding the union. After Rick Phillips, Kohl's manager, discovered the emails, he consulted with top executives at Jackson. The top executives felt that Kohl should be reprimanded because she misused the company's email system by sending emails regarding union activities. When Phillips met with Kohl to discuss the emails, she explained that she has a right under the law "to self-organization, to form, join, or assist labor organizations" and "to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection." Phillips is unsure whether Jackson should be reprimanded for her emails.

Case Objectives and Use

This case helps students gain a better understanding of employee's rights under Section 7 of the National Labor Relations Act. Also, the case enables students to apply this concept to a practical real-world example involving the digital age of the internet and other technological advances. This case is appropriate for an undergraduate Legal Environment class or an undergraduate Human Resource Management class.

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THE COST OF LEADERSHIP

Darin Gerdes
Charleston Southern University

Case Synopsis

What is the cost of leadership? We know that every position in an organization has a cost that can be determined by salary, but how is the true cost measured? This case explores the cost created by a leadership vacuum.

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TO TEACH ONLINE, OR NOT TO TEACH ONLINE? THAT IS THE QUESTION! … FACING MANY COLLEGE PROFESSORS

David B. Kuhlmeier
Valdosta State University

Case Synopsis

A dedicated and personable instructor of international business courses with many years of international business experience taught his favorite course for many years in the traditional in-classroom format. Such a format included lectures, in-depth discussions, videos, guest speakers, and face-to-face meetings. However, due to the growing popularity of distance learning, he was then asked to offer the course online. After planning and constructing the online course with very little assistance from his institution, he noticed an almost total absence of discussion and interaction from his students. Finally, in an attempt to provide the best of both worlds, the instructor constructed a hybrid version of his beloved course. However, under this format certain challenges became apparent and the instructor was forced to contemplate the future delivery of his course. Decisions must be made as to how a modern day college instructor can best utilize teaching methods and tools in order to best prepare his students for an ever changing and competitive world.

Case Objectives and Use

This case provides an opportunity to consider whether online instruction and tools are effective in all situations. It is appropriate in undergraduate or graduate introductory educational administration courses and/or training seminars to provide instructors insight into the merits of various teaching methods. Faculty members who are considering opting for an online format for their courses could benefit by attending workshops or training programs that utilize this case for learning exercises. It is advised that the three methods of class instruction be used together to provide comparison and contrast. A major objective is to provide different perspectives and trade-offs for each method of instruction. The teaching notes provide various resources and suggestions from a course that has been taught via all three methods.

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ANNA'S WORKDAY BLUES

Joyce M. Beggs
Edward Jernigan
University of North Carolina Charlotte

Case Synopsis

This case highlights management problems that can occur when an organization experiences a period of organizational restructuring and change. The case describes problems and issues relating to motivation, work environment, organizational culture, leadership, organizational communication and organizational commitment from the perspective of an employee at Business Analytics Services (BAS). Based on field research, the case is appropriate for graduate and undergraduate courses in organizational behavior, principles of management, and human resources management. The names of the individuals have been changed. The case could be taught in either a fifty-minute class or a one hour and twenty minute class.

Case Objectives and Use

The events in this case are told from the perspective of Anna Light. Anna is employed as a business analyst and editor in the Handbook Group at BAS located in Charlotte, North Carolina. At the time of the events described in the case, BAS was a unit of Corporate Financial Analytics which was a subsidiary of Worldwide Financial Services. Through Anna's eyes, a highly motivated young employee devolves into a somewhat cynical, jaded "old timer." Several management problems and issues are illustrated in the case. Issues highlighted by the case include: (1) the impact of information technology and the difficulty of keeping up in an industry that has been fundamentally affected by technological change, (2) the impact on motivation of working in a part of the company that while profitable was no longer an important contributor, (3) how management decisions regarding investments in various operations impact employee morale, and (4) how uncertainty, low motivation, and poor morale may result from unstable management and poor organizational communication.

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WHO DO YOU TRUST

Timothy Redmer
Regent University

Case Synopsis

Dominion Investment Group of Virginia Beach, Virginia provided a full range of financial services with a network of more than 200 independent consultants and ten offices in seven different states. Several years ago, Ann Smith, currently an 86 year old widow, entrusted $250,000 of her inheritance from her husband's estate with Daryl Bank one of the cofounders of Dominion Investment Group. When she wanted to withdraw some of the funds, she was informed that another investor would need to be found to purchase her investment before any funds could be returned.

Intended Courses and Levels

Who Do You Trust is a case that can be used in a personal finance, investment or ethics class probably at the undergraduate level that covers the topics of personal finance, investments, securities or ethical practices.

Teaching Objectives

Following are the objectives of the case:

- Analyze and evaluate the current investment crisis for Ann Smith. (Question 1)
- Appraise the overall situation for Ann Smith and recommend a course of action regarding her investment portfolio. (Question 2)

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RISKY BUSINESS: AN ETHICS CASE OF COMPANIES OPERATING IN HIGH RISK AREAS

Raul Villamil-Otero
North Carolina A&T State University

Case Synopsis

This case describes an industrial accident at an oil drilling site that resulted in the injury and/or death of several company employees. The accident was investigated by Occupational Safety & Health Administration (OSHA) and several involved parties were fined. However, the owner – operator of the oil well was not fined because they had insulated their risk by hiring contract employees. Is this industry practice ethical?

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WHO IS IN CONTROL HERE?

Karen McPherson
Lindsey Hamil
The Medical University of South Carolina

Case Synopsis

Dr. Bill Smathers teaches Biochemistry 1 and 2 at Eastern California University's College of Dentistry where he is an Assistant Professor. Dr. Smathers has been teaching these two courses to first year dental students for five years. His courses are two of the most challenging academically and many of the first year students struggle with the material. Because of this, Bill's evaluations from the students are typically lower than many of his colleagues and the comments convey his student's frustration with their grade in the course. Bill's evaluation average is usually around a 3 on a scale of 1-5. The College of Dentistry's administrators have always been very understanding about Dr. Smathers' evaluations, however, a new ECU policy has been instituted. This new policy requires all faculty to maintain a, evaluation of at least 4 to remain in good standing. Consistently scoring below this level may jeopardize a faculty member's chances for promotion and could possibly threaten their employment. The Dean of The College of Dentistry meets with Bill and tells him that he must find a way to raise his evaluation scores. Bill knows that good grades lead to happy students and good evaluations but he is against lowering academic standards in order to ensure that the students are happy. With his career on the line and his future at ECU tied to a handful of student evaluations Bill wonders, "who is in control here?"

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TRENDING FIT: WINNING THE RACE IN THE RUNNING SHOE INDUSTRY

Keith C. Jones
Rosanna Crocitto
Saint Leo University

Case Synopsis

With the growth of the running and walking hobby there has been reflective improvements 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 rise 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.

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WAL-MART AND TRACY MORGAN: THIS IS NO LAUGHING MATTER!

Raphael O. Boyd
Clark Atlanta University

Lila L. Carden
University of Houston

Case Synopsis

Tracy Morgan is a well-known comedian and actor. After performing in a stand-up comedy show, Mr. Morgan and others rode in a rented limo-van away from the show towards their destination. As the limo-van apparently slowed due to traffic congestion, it was alleged that a Wal-Mart truck struck the limo-van in which Mr. Morgan was an occupant in the rear seriously injuring Mr. Morgan and others. One of the occupants died. Mr. Morgan brought a civil suit against Wal-Mart. Accordingly, this case garnered substantial national exposure from the media. Although efforts have been made to ensure the accuracy of the facts, certain individual names of some persons have been changed. The case was eventually settled. The facts are obtained from court documents and other resource outlets.

Case Objective and Use

This case exposes students to the real life concerns of the actions in the workplace. Further, this case allows students to gain a deep understanding of how these actions can cause challenges legally and personally. This case is appropriate for graduate and undergraduate business law courses, employment law courses, and risk management courses.

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COMPUTER LOVE: REMOVING THE DISTANCE IN ONLINE CLASSES WITH VIRTUAL COMMUNICATION TOOLS

Veronica Outlaw
The University of South Carolina Aiken

Kristi N. Garrett
Instructional Technology Consultant

Case Synopsis

Dr. Bell is a trailblazer instructor who uses real-time online sessions to enhance communication and student engagement for her online classes at El Durango College. From years of teaching, she has experienced the positive impact that her live online sessions have on her students' critical thinking and collaboration. Her students, who are geographically dispersed or whose schedules does not permit participation in a traditional classroom, report in her course evaluations that they learn a lot and receive engaging real-time class interaction in her online classes. Ernest, however, one of Dr. Bell's students, is enjoying her class, but occasionally hitting roadblocks with maintaining Internet connection during her live online sessions. While Dr. Bell's live online classes produce positive teaching and learning experiences in live sessions, Ernests' experience with unexpected and uncontrollable technical connectivity issue is stressful. He is feeling isolated because he seems to be the only student in his classes experiencing connection issues. Although the live online sessions are recorded, he is missing the social connection with Dr. Bell and the other online students.

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STAYING AFLOAT IN THE ONLINE BOAT: THE CASE OF JETSAM PEDAGOGY IN DISTANCE LEARNING ENVIRONMENTS

Kristi N. Garrett
Instructional Technology Consultant

Case Synopsis

In the midst of stormy demands for online teaching, Harold, a seasoned classroom instructor takes a survival approach to course development and online course management. Jetsam teaching, as demonstrated by Harold, leaves students lost at sea without proper floatation support to guide them to student success. However, at Southern Amsterdam College where Harold works, student success is a key mission for the higher education institution. Yet a gaping hole that leads to the support of student success is that Harold has not been equipped with adequate course preparation support. Without institutional support for Harold, student success and quality of instruction is at jeopardy.

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THE COST OF TOXIC LEADERSHIP: WHAT THE BOARD DIDN'T SEE

Helen MacLennan
Saint Leo University

Case Synopsis

Victoria was held in high regard by the board of directors. She successfully managed a large and highly profitable real estate portfolio in the Southeast, driving revenue up and costs down. However, her toxic leadership style drove many employees away; some of which went on to lodge complaints with OSHA and the EEOC. What the board didn't see was the way she treated her employees and how much her toxic leadership style was costing the organization.

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IMAGINATION STATION: A STUDY IN FINANCIAL MANAGEMENT

Crystal Carlson-Myer
John Engel
University of South Carolina Aiken

Case Synopsis

The Imagination Station is a community-run, not for profit children's museum located in a small facility in the Summerville neighborhood of Augusta, GA. The museum features five interactive exhibits that cater to children ages 0 to 6. The exhibit space includes a sensorimotor corner, a construction area, a teddy bear clinic, a pre-literacy room, and an art room. Members of the museum pay an annual fee which allows them access to the museum at any time. The members are also responsible for staffing the museum. Visitors are welcome with an entrance fee. The museum began operation in the summer of 2014 and have just finished their first full year. The steering committee of the museum has engaged a consultant to help streamline their financial and non-financial reporting.

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AUTO ACCESSORIES LTD BATCH VERSUS OLTP PROCESSING: THE EDUCATIONAL CASE

Sherwood Lambert
University of West Florida

Case Synopsis

This education case is designed to increase accounting information systems (AIS) and auditing students' understanding of online, transaction processing (OLTP) and controls as compared to batch processing and controls. Learning batch processing is important because many entities continue to use batch processing for critical applications such as payroll, credit card processing, and Big Data. Students learn the advantages and disadvantages of OLTP and batch processing. The case provides a Microsoft Access database that includes a batch program (module) and an online screen (form). Students use the form to update an employee table in a relational database with OLTP and use the module to update an employee master file with batch processing. Students compare OLTP and batch processing outputs and demonstrate that the outputs match when no input or processing errors exist. Students implement online data validation edits in the form and use "If" statements coded with Visual Basic for Applications to implement similar data validation edits in the batch-processed module. Also, students implement run-to-run control total checks in the module and report input data errors in a batch-processed error report. Students learn processing and controls that are unique to batch processing, unique to OLTP, and common to both processing modes.

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GREAT AMERICAN CEREAL COMPANY CASE

Stephen Kubasek
Ramon Alvarado
Kenny Embry

Saint Leo University

Case Synopsis

The Great American Cereal Company (GACC) has decided to expand its product line into parts of Mexico, where childhood obesity is at an all time high. GACC is well known for being a good corporate social responsibility (CSR) citizen. However, its new product is sugary, unhealthy, and cheap. They have undeniable market potential targeting low income populations who have a taste for unhealthy snacks. The profit potential is huge. But will GACC be trading their good CSR standing if they market a sure fire hit to a population already reeling from health problems?

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PROTECTING OUR COAST, ONE EASEMENT AT A TIME: A CASE OF ENVIRONMENTAL ACCOUNTABILITY

Rebecca J. Oatsvall
Douglas J. Wakeman
Meredith College

Case Synopsis

North Carolina Coastal Federation was formed in 1982 by eight grassroots groups to provide vision for long-term management of the coastal environment, and to facilitate citizen action in defense of coastal resources. The federation's mission is to "empower coastal residents and visitors from all walks of life to protect and restore the water quality and critically important natural habitats of the N.C. coast." Since those humble beginnings in the living room of Todd Miller, the founder and executive director, the federation has grown to about 30 employees in three regional offices, with an annual budget of about $2 million. Areas of past and current policy focus include wetland preservation and restoration, environmental education for all ages, prevention of stormwater runoff, regulation of hardened shorelines, and land-use planning throughout the coastal zone.

Management and accounting in a large 501(c)(3) (non-profit) environmental organization present challenges unlike those in ordinary for-profit businesses. One area of special concern is that of Conservation Easements. The easements are voluntary, perpetual, legal restrictions on land use that prevent development on the affected property. These easements are donated to a non-profit organization; the donating landowner gets a tax deduction for the charitable contribution, and the organization has an asset the value of which can be exceedingly difficult to determine, and which may change in uncertain ways over time.

Another special challenge is that of in-kind gifts. The federation has received gifts of cars, trucks, boats, and a large house (that had to be moved from the land where it sat). Many of these assets are retained only long enough to be sold or re-gifted to other groups or government agencies. Correct accounting for these items (especially the house) presents difficult issues in terms of both categorization and valuation of those that are not sold.

Case Objectives and Use

This case will help students understand the unique challenges of financial reporting for charitable organizations, with specific attention given to conservation easements and donations in kind. The case is appropriate for accounting courses studying non-profit organizations, broader courses in non-profit management, tax accounting for individuals, courses in environmental economics and for strategy courses that include a non-profit assignment.

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BARBEQUE BANDITS

Peter Markulis
School of Business, SUNY-Geneseo

Case Synopsis

This case puts the reader into the position of a new company manager. The manager is from Massachusetts where he worked several years for a sales manager for a large food company. He has been assigned to “straighten” out a barbecue plant in Tennessee which has had a major problem with excessive worker compensation claims. The case is set up as a series of scenarios, with each scenario representing a short time period (from a day, a week or a month) wherein the manager tries to understand the plant’s personnel and problems (as well as the southern culture) and develop a viable strategy for solving them. At the end of each scenario, students are asked to address a set of questions before moving on to the next scenario.

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AJAX HOME IMPROVEMENT CENTERS

Leonard R. Hostetter, Jr.
Northern Arizona University

Case Synopsis

Melissa Santos, a graduate of the University of Central Florida was hired by Ajax Home Improvement Centers in June 2006. Ms. Santos completed a rigorous internal training program and ascended quickly in her career. In 2014, Ms. Santos was promoted to Chief Marketing Officer as a result of her leadership and the contributions made by her team to grow revenue.

President and CEO John Streuder was clear that he and the Board expected Ajax to profitably grow revenue. Ms. Santos believed that a diversification strategy was imperative for Ajax to meet the expectations stated by the CEO and the Board. Specifically, Ms. Santos convincingly pitched an acquisition opportunity to the board and with their approval, “Project Flourish” launched in October 2014. The opportunity was Starr Rent – A – Truck, a truck rental company currently owned by a private equity firm. Following a tremendous amount of research, analysis and negotiation, Ajax acquired Starr on September 1, 2015.

Case Objectives and Use

This case provides an opportunity to consider the questions that need to be answered and the alternatives evaluated, in developing a post – acquisition marketing strategy. In this situation, both Ajax and Starr have been very successful in their respective marketspaces. Ajax pursues the acquisition of Starr to profitably grow revenue. Ms. Santos, CMO looks to apply The Value Creation Model and process focusing on Customer Value, Company Value and Competitor Value to support the development of a Marketing Strategy aligned with the Ajax business model for driving profitable revenue growth. Once the Marketing Strategy is defined, a marketing plan and supporting tactics will be developed supporting the strategy, using the Value Creation Model.

The case is derived from the author’s thirty-five years of marketing, sales and operations experience, and was written for an undergraduate “capstone” course in Marketing. Sample data is provided and students are encouraged to conduct research and analysis of the elements of The Value Creation Model, specific to this case, in formulating a Marketing Strategy and supporting marketing plan and tactics.

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THE DOUBLECLICK-ABUCUS MERGER CASE: CONSUMER VALUE OR CONSUMER PRIVACY?

Chris Cassidy
Sam Houston State University

Case Synopsis

On 24 November 1999, DoubleClick, Inc. acquired Abacus Direct Corp for about $1.7 billion USD. DoubleClick was founded in 1996 as an online marketing company that specialized in the delivery of advertising on approximately 11,700 websites. DoubleClick used an innovative software system called DART (Dynamic Advertising, Reporting & Tracking) to collect customer data and browsing habits in order to customize advertising to the customer's preferences. While the online data collected by DoubleClick created an accurate portrait of each internet user, DoubleClick did not know the identity of any individual user. The data that DoubleClick possessed was limited to: customer browsing and purchase history, IP addresses, and email addresses.

Abacus Direct was a data analysis company serving direct marketers by collecting and analyzing consumer data for approximately two billion consumer orders from 1100 offline merchandise catalogs. This data was used to extrapolate future consumer behavior. Abacus had extensive data on consumers including: names, addresses, telephone numbers, e-mail addresses, purchase history, and some financial data.

The strategic rationale for the merger was that DoubleClick and Abacus could merge their consumer databases to better serve both online and offline consumers. The combined company would develop techniques to expose consumers to marketing for products they had previously consumed or might be expected to purchase based on past consumption. They would withhold advertisements for products with a low likelihood of purchase. Additionally, they would reduce the frequency of advertisements to attain the optimal degree of repetition. The net impact of DoubleClick's strategy would be that customers would see less total advertising, and the advertisements they saw would be for products with a high likelihood of purchase. This focused advertising maximizes the impact per ad and reduces the total costs of an advertising campaign. This would lead to a win-win for both customers and advertisers.

The merger between DoubleClick and Abacus Direct immediately attracted criticism from privacy advocates. Privacy advocates criticized DoubleClick arguing that DoubleClick would violate online consumer privacy by using the Abacus Direct database to identify the names and other personal information of online consumers. The Federal Trade Commission (FTC) launched an investigation into DoubleClick following the acquisition. As a reaction to the investigation, DoubleClick announced that it would not merge the data acquired in the Abacus Direct acquisition. The Federal Trade Commission concluded its investigation of DoubleClick in 2001

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DID I GET THE BEST CARE AT MY NEW DENTIST?

Julie Carleton Steen
Kennesaw State University
University of South Carolina Aiken

Case Synopsis

This case describes the experience of Jasmyn Smith, a dental patient. Jasmyn recently visited a dentist office that is part of a large national chain. During her initial visit she was told she needed several dental procedures including a tooth extraction, a deep cleaning and several fillings. A week after her initial visit, she returned to have the deep cleaning and fillings. After her appointment, she is left wondering whether or not she was treated appropriately by the dentist.

Case Objectives and Use

This case study can be used in business ethics or introductory marketing classes. In particular, students can evaluate whether the patient was treated appropriately using the Consumer Bill of Rights as a framework. In addition, it provides an opportunity to increase awareness of the various federal, state and local agencies that may assist a consumer who feels their rights have been violated.

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MANAGING MILLENNIALS: CHARLIE THOMPON'S STORY

Kristie A. Abston
University of West Florida

Case Synopsis

Charlie Thompson, an information systems supervisor, noticed during the past year that some of the interview candidates and new hires had unrealistic expectations in terms of performance standards, compensation and benefits, and promotion opportunities. In a recent series of interviews, all three of the candidates being interviewed had questions about the structure of the work environment, work hours, and flexibility, but no questions about the job tasks or the company. All three candidates were recent college graduates in their twenties. One of his most promising new hires in years, a young college dropout with no paid programming experience, asked for a 44% raise when his 6-month contract period was up. Charlie was left scratching his head. He needed to learn more about the millennial generation fast or plan an early retirement.

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STUDENT SUCCESS: PERSONAL WELLNESS

Kimberly Frazier
Atlanta Technical College

Case Synopsis

Sophie arrived at Community College with hopes of making a better life for herself, while also growing as a person. On this journey, she wanted to grow spiritually and explore faith-based views other than those of her family. She had no plans of taking part in the party scene or goofing off, but intentionally planned to be more involved in co-curricular activities which would form a solid foundation for her to achieve academically. She had so many people depending on her success, so she had to keep her college priorities in focus. However, Sophie realizes throughout her first semester that she feels lonely and unfulfilled and is not sure how to move through this rut. She's even considering stopping out or transferring. Sophie's turning point is when she goes to the Wesley Foundation, a campus Christian student organization.

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A FULL CIRCLE EXPERIENCE

Tamoura Jones
Atlanta Technical College

Case Synopsis

As a new and slightly overzealous college instructor, Ms. Jones was ready to take on the challenge of educating students in the community college setting. With a desire to give back to those that faced so many of the same setbacks and challenges she encountered an indistinguishable youth; support, perseverance and passion would be the reciprocal exchange. Having begun as a student in the same environment, she understood not only what a student needed to succeed in the workforce but how to get the most out of a "community college" experience. Letting the students know exactly what is expected of them in industry was the earnest desire. However, to her surprise the challenges that were before her went far beyond the means of education. Would the common thread of unfortunate events and plight amongst many of the students prove to be more than what she had to give? This case is appropriate in all levels of undergraduate and graduate courses to provide an example of what leadership/development looks like in an inner-city community college environment.

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RISKY BUSINESS: ELECTROLUX MOVES TO MEXICO

Sara McNabb
Marko Horn
Valdosta State University

Case Synopsis

The primary objective of any successful firm is to gain and sustain a competitive advantage. In the case of large multinational enterprises, or “MNEs,” the primary method by which this advantage is sought is through foreign direct investment. “In recent years, these firms have begun to appear in emerging market countries such as China, Mexico and Russia” (Cavusgil, Knight & Riesenberger, 2014, p. 13). While many firms are going global to stay competitive, is it the wisest approach for all firms?

Electrolux’s main competitors entering the global home appliance or “white goods” markets are Whirlpool, GE, LG and Samsung. In order to remain competitive, Electrolux followed suit by introducing a global initiative to move production from high-cost countries to countries with a lower cost base. By 2003, the Electrolux management team sought to expand into Mexico, with a further aim of making its products more accessible to the Mexican, Central and South American markets.

By analyzing the case of its first expansion into Mexico in 2004, this study seeks to observe some of the potential risks that international expansion can impose upon a firm. Additionally, this study will challenge the reader not only to understand why Electrolux, with its long history of growth through acquisition, was looking to internationalization as the key to sustaining its competitive advantage, but also to determine whether or not it was truly equipped to take on such a challenge.

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CALL OF DUTY: CONSCIENCE OR COUNTRY? A CASE IN MILITARY DECISION MAKING

Victoria Charles
University of South Carolina / Clemson University

Case Synopsis

This case is an example of a military leader's struggle with whether or not to hand down orders to her subordinates when she was conflicted about what she was asking them to do. The case provides the opportunity for students to learn about military leadership structure, Army expectations for leaders, styles of leadership, and how to use the Leadership Process Model in evaluating the impact of a decision on the leader, followers, and the context in which the action occurs. Because this case is about leadership style, ethics, making difficult decisions, and occurred in a military setting this case may be used to illustrate these various aspects of leadership theory to social work practice.

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IS "INTERNSHIP SWAPPING" ETHICAL

Bridget Demery
North Carolina A&T State University

Case Synopsis

This case presents the ethical issues involved in what is now being commonly referred to as internship swapping. Internship swapping is the exchange of internship opportunities facilitated by students' parents. Internship swapping is a practice that is gaining popularity amongst corporate executives and managers.

This case explains the dilemma of a corporate executive whose friend's daughter is in dire need of a summer internship. His friend proposes an internship swap to circumvent the inherent conflict of interest involved in hiring his own daughter. However, the question then arises of whether there are ethical reasons why they should not partake in internship swapping. This case study will highlight the ethical issues present in this scenario. The case is completely fictional, but it is based on real ethical issues in the workplace.

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INSTAGRAM APPROPRIATE?

Tanira Boone
North Carolina A&T State University

Case Synopsis

This case draws attention to the increasing amount of employers whom are utilizing candidates' social media for the recruiting process. In this case, an intelligent college student makes a wrong decision by posting an inappropriate picture on Instagram of herself drinking at a party. Seemingly, this should not be a big issue. However, the college student is under the age of 21. The college student is in the process of applying for various job opportunities. Ultimately, she will learn that her countless positive and negative pictures on Instagram can possibly affect potential job opportunities. In the end, Tammy is concerned about whether employers have a right to view employee's social media.

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JCXFITNESS: PROFESSIONAL RESPONSIBILITY

Shavonne Duckett
North Carolina A&T State University

Case Synopsis

The case describes a situation where a personal trainer, Jordan Collier, uses social media to document his weight loss. He develops a significant social media following that allows him to develop a business called JCXFitness. His popular fitness training videos and numerous appearances on various media outlets made him a target for companies seeking popular figures for endorsements. He was offered a lucrative contract to endorse a questionable product for significant financial benefit. This situation put Jordan Collier in an ethical dilemma.

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DORMIE GOLF CLUB

Evan Ruhling
Tim Burson
Queens University of Charlotte

Case Synopsis

The Dormie Golf Club is an 18-hole golf facility in West End, NC, located a few miles from the famous Pinehurst Resort. The Dormie Club was originally meant to be an ultra-premium private golf club, featuring the golf course and an elaborate practice facility, with hundreds of acres of adjoining property to be used to construct houses and cottages to be used by members and their guests. Unfortunately, the opening of the club coincided with the “Great Recession” of 2007-09, an event which was particularly harmful to a luxury activity like golf.

Memberships have been far below expectation, and in 2012 the course opened for public play while the membership reached acceptable levels. Today, the club has only dozens (rather than hundreds) of members, and residential construction has not begun.

However, the public has been very receptive to Dormie, and the course has become a popular venue for serious golfers visiting the Pinehurst area on golf trips. In 2015, the Dormie Club made the “Top 100 Courses You Can Play” list in both Golf Digest and Golf magazines. Ownership needs to decide whether to pursue the initial strategy, change to a more public model, or try Join the existing nine courses of the Pinehurst Resort.

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FREUD'S SABBATICAL

Schalk Klopper
Tim Redmer
Regent University School of Business & Leadership

Critical Incident Synopsis

Charles Freud, a young investment banker realized that he would not be happy in his current professional position for the rest of his life. He needs to set financial goals and analyze his current position against those goals, to determine if he would be able to achieve those goals by staying at his current position, studying further in his field, or changing to a slower paced career. Charles will need to incorporate the increased living costs of being married and having a family into his financial strategy.

Intended Courses and Levels

Freud's Sabbatical is a case that can be used in a personal financial planning class during the introductory section of such a class at graduate level, or during the final parts of a class at the undergraduate level. It covers the topic of personal risk management, financial goal setting, financial decision making and time value of money calculations. The information presented is not comprehensive and requires the student to discuss the level of financial information required to make financial decisions. Enough information is however supplied to reach a conclusion and create a rudimentary financial plan for the Freud family.

Teaching Objectives

Following are the objectives of the critical incident:

- Analyze and evaluate Freud's ability to achieve his goal of a sabbatical under various career options, and incorporating the time value of money.
- Consider, analyze and advise on the risks inherent in working toward the financial plan, and suggest insurance solutions to manage the risk.
- Consider and analyze the financial implications of marriage and children on Freud's financial plan.

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LISTEN UP…DO AS I SAY!

Leslie Sukup
Doctoral Student at Saint Leo University

Case Synopsis

Brad Smith, a senior manager at XYZ organization. He has an illustrious start to his career and was able to elevate through the ranks of the organization fairly quickly. After his latest promotion to senior manager, he thought he would be on easy street for the last few years of his career. His job was at a great location and his family loved being close to all of the theme parks. Brad trusted his employees and even shared his calendar with them so that they would all know what he would be working on daily. After a couple months in the job, Brad started to realize that he may have bitten off more than he could chew. He was having a difficult time getting his arms around what exactly the mission of his organization was and how to develop an effective strategic plan. It was not long before he started to lose the respect of the workers under his management. Even though he was known for being a nice guy, he became known for not having effective leadership skills.

It was not long that jokes about Brad started to pop up behind his back. Meeting after meeting he was continuously late and his employees often joked about starting an office pool to see who would be able to best guess the exact minute of lateness. Brad also became known as not being able to make a firm decision. He was eventually repeating himself in staff meeting after staff meeting on the direction the organization needed to move in order to survive; however, no firm decisions ever took place to move the direction. Brad was unable to convince his employees that change needed to occur, especially when in his employees' eyes they were effective and strong in what they were doing. Brad needed to do something soon or he would lose total control.

Case Objectives and Use

This case showcases leadership obstacles that are encountered in the workforce. There are many times when individuals are promoted to senior manager positions without the proper mentoring or leadership skills to effectively lead an organization. Managers must be able to lead understand their employees to appropriately change their leadership style to support the situation at hand. Students can benefit from a 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 sole purpose of protecting the confidentiality of the individuals involved

Contact Author: Leslie Sukup, Saint Leo University

A STICKY SITUATION

Monica Cayouette
Elizabeth Schuler
Medical University of South Carolina

Case Synopsis

This case retells the interactions between a couple of young dentists and a more senior dentist in a large corporate group practice. The senior dentist, Dr. Wiseman, treats mainly geriatric patients requiring complete dentures. Dr. Wiseman has practiced for many years and has a very good reputation among the dental community. Over a period of just a few months several of Dr. Wisman's patients begin calling the office manager to report that they are unhappy with their treatment but do not want to be seen again by Dr. Wiseman nor do they want to hurt his feelings by complaining to him about the work he has done. At the same time these group of patients relate to the office manager that they do feel that it is the group practice's obligation to correct the problems with their dental and without incurring any additional charges to the patient.

The office manager encourages the patients to reschedule with Dr. Wiseman but each of the patients insist that they do not want to return to see him. They also do not want to transfer their records to another practice and have their money refunded. They want to remain with the group so they can stay with the same hygienist and just switch dentist. When the younger dentists, examine the patients, it is found that most all of the work must be completely redone. Upon relaying the cost of this retreatment, every patient refuses to pay and insists that they have already paid for the work and that the practice owes it to them to correct the work. Finally one of the patients confides in a hygienist that the senior dentist hands shake and he cannot carry on a clear conversation during an entire appointment. The office manager and younger dentists must now decide what to do.

Case Objectives and Use

This case provides the opportunity to consider the pressures that small business owners place on decision-making that affects both their business, employees and clients. It also presents a very real situation that occurs in today's society with the "greying" of the work force. The case may be used across multiple disciplines including dental, medical, business, and/or higher education business administration. It may be used in a predoctoral setting to encourage discussion and awareness of equal opportunity employment laws and age discrimination policy.

Following discussion of the case, participants should be able to:

- Handling finances in a small business
- Consider and explain appropriate course(s) of action pertaining to the scenario
- How to handle issues that arise with aging co-workers and still work within the laws of discrimination

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AUTHOR INDEX

2017 CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA

Southeast Case Research Association 25th Annual Meeting
Myrtle Beach, South Carolina
February 23-25, 2017

The 2017 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 25th 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 13, 2017*
(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 25th 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 13, 2017*
- Camera-ready abstracts and revised materials due: *January 27, 2017*
- To be included in the printed program, the registration fee paid by: *January 27, 2017*
- Hotel guaranteed rate date: *January 22, 2017.* Late SECRA Registration Fee after: *February 1, 2017.*

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 13, 2017*. 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. Address questions to the 2017 Program Chair, Sonia Toson, stoson@kennesaw.edu, or the 2017 President, Keith Jones, keith.jones06@saintleo.edu.