Proceedings

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Editor: Michael J. "Mick" Fekula, The Citadel

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

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Myrtle Beach, South Carolina

SOUTHEAST CASE RESEARCH ASSOCIATION

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

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

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

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FROM THE PROCEEDINGS EDITORS

Dear SECRA Colleagues:

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

The SECRA Officers are pleased to note that conference attendance remains steady with a slight increase in both attendance and submissions over 2013. This year's program includes 37 cases from 64 different authors representing 29 different institutions and conference attendees from over 30 different institutions. We are delighted that you chose to support and attend SECRA this year.

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

The Proceedings CD contains a copy of the Printed Proceedings, and full versions of the Cases and Instructor Manuals (IMs)/Teaching Notes (TNs) presented at the meeting. We publish the CD version of the Proceedings so that SECRA members can have copies of the cases presented at the meetings, and because some universities require the publication of a full case and IM in the Conference Proceedings for conference credit. Please be aware that there are no formatting requirements for full case submission on the CD, so the cases are unedited and formats will vary. If you desire a particular case from this or past conferences, but cannot find the full case or IM on the appropriate CD, please contact the author listed in the Printed Proceedings for a copy. In the interest of protecting the author's valuable Intellectual Property, please do not share materials on the Proceeding CD with colleagues who are not familiar with case handling procedures. Instead, refer interested faculty to the contact 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 SECRA Conference CD in order to be able to publish it elsewhere. SECRA wants to accommodate your wishes. Please let the Proceedings Editor know, by the deadline for submission of conference materials, if you do not wish your full case to appear in the proceedings. On the other hand, **the *SECRA Journal* welcomes all case submissions, especially those presented at our Annual Meeting and that appear in the SECRA Conference Proceedings**.

We extend our appreciation to all who made this conference possible including the Reviewers, Roundtable Presiding Chairs, and the SECRA Officers who worked behind the scenes to make this meeting 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 this upcoming year.

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

Best Regards,

Mick Fekula
SECRA Proceedings Editor

K. Blaine Lawlor
SECRA Proceedings Associate Editor

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CASES

LACK OF TEAMWORK

Devi Akella
Albany State University

Case Synopsis

This case study revolves around four academicians, Hugo, Mira, George, and Sofia, who come together as a group to edit a special issue for a journal. All members are diverse in terms of nationality, age, religion, and language preferences. The team members are located in different parts of world, and collaborate with the help of emails and SKYPE meetings. The team runs into numerous initial problems, but ultimately manages to complete their objective of editing the special issue successfully. This case study would be effective in understanding the overall functioning of virtual and global teams, where the members belong to different cultures and have minimal face-to-face interactions.

Case Objectives and Use

This case study could be used to discuss teams, types of teams, and any dysfunctions which could arise when collaboratively working together. The case study is suitable for students of Organizational Behavior at the undergraduate level.

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IMPACT OF CULTURAL & SOCIAL FACTORS ON TEENAGE PREGNANCY: A CASE STUDY

Devi Akella
Albany State University

Case Synopsis

United States has the highest level of teenage pregnancy amongst the industrialized nations. Further the level of teenage pregnancy is highest amongst the minority population. This case study examines the reasons behind high rates of early childbirth amongst the African American teenagers. Excerpts from four teenage mothers' interviews are analyzed to understand the overall behavior of teenagers and the reasons behind early pregnancies, which initiated them to choose early motherhood over education and career.

Case Objectives and Use

This case study can be used in any health care management class when covering the topic of health disparities. It could also be used in a Psychology class to understand the Social Learning Theory. The case study is suited for healthcare management and psychology students at the undergraduate levels.

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TROUBLE IN SHERWOOD: WHO IS RIGHT LOCKSLEY OR NOTTINGHAM?

Cory Andrews
Hubert Setzler
Francis Marion University

Case Synopsis

There has always been a large moral and ethical component in the health care profession. The introduction of regulation, government and professional, has led to another level of complexity. What is ethical and non-ethical is not simply a matter of patient care anymore. It has evolved to include strict adherence to procedure. This case revolves around a critical care nurse that was faced with a tough decision. The nurse had to make a choice that would ultimately affect several lives. Would she follow the rules and possibly cost lives or would she knowingly break the rules and possibly save many lives?

Case Objectives and Use

The primary focus of the case is designed to support a discussion of the ethical implications that are involved in the situation. The case also targets other areas of organizational behavior. These areas include administering effective punishment and communication. This case provides an example of the impact of ethical decisions, communication, and punishment have on an organization and its members. Targeted toward upper level undergraduate business majors, this case is also appropriate for philosophy, pre-med, pre-law, sociology, political science, and psychology majors.

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JUST DEFENDING MYSELF OR VIOLENCE IN THE WORKPLACE

Joyce M. Beggs
Edward Jernigan
UNC Charlotte

Case Synopsis

Rachael Montgomery, a Certified Nursing Home Administrator, arrived at work at the Charlotte Nursing Home and noticed that things certainly did not look normal. The parking lot was full of police cars and of upset neighbors from surrounding homes. The nursing home prided itself for being located in the "nice" side of town where incidents involving gunfire were not supposed to happen. The advertising brochure for the nursing home emphasized the "safe" location and the "prominence" of the neighborhood.

Through talking with the police, Rachael discovered that an employee had been involved in an incident involving a gun being shot multiple times and carried into the nursing home. Mary Jackson, a manager over two departments at the nursing home, had parallel parked her car on a street adjacent to the facility. As she was getting out of her car, a young black man approached her car and grabbed the driver's door. He pointed a gun at her face and demanded her pocketbook. As Mary reached back into the car, the gunman thought she was getting her purse but instead she pulled out a 9mm handgun. She pointed it as his face and he continued to point his gun at her face. Both seemed shaken by this experience and ran in opposite directions. Mary ran toward the nursing home. As she reached the doors, shots rang out as the perpetrator fired several shots at her. She entered the building carrying the loaded gun, her pocketbook, and car keys.

Case Objectives and Use

The case describes the handling of a workplace violence incident at a nursing home setting. The primary objective of the case is the introduction of issues relating to handling violence in the workplace. Other objectives are to provide students with the opportunity:

> To make a difficult managerial decision involving rights of an employee and rights of other workers.
>
> To analyze the employer's responsibility to provide a safe workplace.

The case can be used in an undergraduate class in principles of management, organizational behavior, human resources management, or business ethics. Due to the short length of the case, it is can be effectively used in a fifty minute class. The case could be used during any period in the class when the topics of violence, employee rights, and employer responsibilities are discussed.

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FACEBOOK AND THE WORKPLACE: BEWARE!

Raphael O. Boyd
Clark Atlanta University

Lila L. Carden
University of Houston-Main Campus

Lori P. Boyer
Clark Atlanta University

Case Synopsis

A student in high school posted a picture of herself in a two-piece swimsuit on her Facebook page. An administrator later used that picture as part of a county-wide presentation concerning the potential pitfalls of using social media websites. After learning of the picture being used as a part of the presentation, the student brought a suit against the school district and the administrator. As a part of its response to these allegations, the case went to the United States District Court. This case has been written only as an instructional case study that examines emerging and traditional legal and management concepts. Although this case notes the seriousness of this real world situation, the legal and business concepts are presented and discussed in a manner to promote student learning only. As a result, the case will be presented and discussed in this manner. The names of the parties, certain locations and certain facts have been changed in order to protect various individuals.

Case Objective and Use

This case exposes students to the real life concerns of the interaction between social media and the workplace. Further, this case allows students to gain a deep understanding of how this interaction can cause challenges legally and personally. This case is appropriate for graduate and undergraduate business law, business management, risk management and business communication classes.

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GUNDY’S

Christopher M. Cassidy
Sam Houston State University

Case Synopsis

This case examines Gundy’s, a coffee and hookah bar in Walker, TX, in the October of 2013. Gundy’s, conceived by Taylor Gunderson, opened in April of 2013 as a hangout for young people near the local university. Gundy’s sold quality coffee and coffee beverages, tea, energy drinks, and hookah in an establishment that featured excellent music. Taylor hired his childhood friend, Josh, to run Gundy’s while he continued his primary occupation as a sound engineer for various bands touring the USA. Taylor was able to make all initial investments in Gundy’s out of savings and was able to fund ongoing operations out of the salary from his primary job. The first summer was notable for its extreme heat and lack of customers. The cost of air conditioning was very high and the revenue from customers was very low. Taylor hoped Gundy’s would pick up as students returned for the fall semester. Taylor increased the number of days on the road in order to make up the shortfall in cash flow with salary from his primary job while hoping that Josh was doing everything he could to make the business succeed. As the fall semester got into full swing, Taylor reflected on Gundy’s continued lack of profitability and the steps necessary to improve its performance.

Case Objectives and Use

Gundy’s is designed for use in an undergraduate course in strategic management. Theory in the case emphasizes organizational mission and vision, external and internal analysis, strategy formulation, and strategy implementation. Students are expected to use the strategic management process to critically evaluate the organization, identify strategically relevant problems, propose and evaluate potential solutions. The case tasks the reader with developing or altering Gundy’s strategy, given an unusual set of constraints, which in turn will improve Gundy’s performance.

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DOES AN ACTOR PAY

Monica Cayouette
Karen McPherson
Medical University of South Carolina

Case Synopsis

This case retells the interactions between and private practice general dentist and his very esthetically driven patient. The patient, Meggan, is a novice model/actor and has been told by an agent that she will never make it without veneers. Meggan comes to her general dentist, Dr. Richard seeking treatment. A treatment plan and financial arrangements were agreed upon after a full work up was completed.

After weeks of treatment Meggan was finally satisfied with her veneers and Dr. Richard cemented them to place. Upon checking out she was unable to pay the remaining agreed upon balance. Dr. Richard kindly worked out a payment plant that they both agreed upon. Meggan was good about making payments for the first couple of months and then nothing. After Meggan began getting much notoriety, and still no payments, it became clear to Dr. Richard that he was not going to get paid in full for the veneers. After a year and a half Meggan returns to the office for a repair of the veneers. Dr. Richard must now decide what he must 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 and patients. It also presents a very real situation that occurs in today’s society. 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 state practice act policy.

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

- Have an understanding of state legal obligations of patients of record
- Handling finances in a small business
- Consider and explain appropriate course(s) of action pertaining to the patient scenario

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QUALITY INN BAYSIDE

Anna Covington
Harry LeBoeuf
Sumaiya Zabeen
K. Blaine Lawlor
University of West Florida

Case Synopsis

The hotel is in a wonderful location, however, due to poor management, a depressed economy and an economic downturn, the hotel was losing money. The new owners saw an opportunity to purchase the hotel at a fraction of its real value. The case discusses the opportunity and challenges the owners have in turning around this business to be a successful venture. How can the owners turn around previous negative reviews? How can the hotel position itself in such a way that cements the company as a contender within the industry?

Case Objectives and Use

This case is ideally positioned for a strategy or entrepreneur course. The case is an actual business and primary data was obtained through interviews. The case is good for the discussion of strategy analysis and formulation. However, it is ideally situated to provide an excellent discussion on strategy implementation.

When getting students to prepare the case, the instructor, could ask students to answer questions such as:

Is this a viable business?
Do you think they were wise in buying the business?
What potential issues or problems do you see?
What opportunities exist?
If this were your business, what would you do and why?

Within the classroom, the instructor could have the students discuss the answers to the questions within their groups and then have the groups discuss their assigned question with the whole class.

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TRANSGENDER AND TERMINATED: IS THE TERMINATION ILLEGAL?

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

Jean T. Wells
Howard University

Case Synopsis

In October 2005, Glenn Morrison ("Glenn"), a male, was hired as an editor by the Georgia General Assembly's Office of Legislative Counsel ("OLC"). Approximately, two years later, Glenn was terminated from the OLC after he informed his supervisor that he was going to proceed with gender transition and would begin working as a woman with the legal name of Vandiver Elizabeth Glenn. Glenn believes that his termination constitutes illegal workplace discrimination.

Case Objectives and Use

This case exposes students to the idea that employment discrimination because an employee is transgender is not illegal since an employee's status as a transgender individual is not protected class under the law. Also, the case enables students to gain an understanding that employers can be held liable for discriminating against transgender employees if they make tangible adverse decisions based on sex stereotyping, which constitutes illegal sex discrimination. This case is appropriate for an undergraduate Legal Environment class or an undergraduate Human Resource Management class.

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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 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 public school advocates who seek to keep these children in the system.

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 people (ten to fifteen percent of the state's homeschooling parents) joined the newly created STOP Proposed Bill H3478 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 nearly lost all of the gains they had so quickly won.

Case Objectives and Use

The case is a study in organizational change in an arena not commonly studied in business programs. It follows a social movement rather than a for-profit or non-profit business. However, it is a useful overview of the change process. Moreover, the case expands students' thinking beyond business, causes them to consider the effects of technology on change, and exposes them to the phenomenon where external threats bring unity and the absence of those threats bring infighting.

The case is a first-hand account of the experience of homeschool parents from the day that Representative Brannon (R-Spartanburg), introduced House Bill. 3478: Standards for Home Schooling Programs on February 5, 2013. It also traces the history of the South Carolina homeschool movement, with a primary focus on the two weeks following introduction of the bill on the STOP Proposed Bill H3478 Facebook page.
The case may be used in a management, leadership, or organizational behavior course to address the hurdles and pitfalls of organizational change

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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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OOPS OR SOMETHING MORE?

Lindsey M. Hamil
Medical University of South Carolina

Case Synopsis

Dr. Tom Jackson is an esteemed clinician and educator in obstetrics at Southwestern Medical College. Having published the seminal text in the field, Dr. Jackson is a respected and prolific researcher. Unlike other faculty members, he requires his students to complete a research project, an additional requirement, as they work with him so they have a better grasp on how their field evolved and the ways in which innovations were discovered and implemented.

After reading through several of his students' projects, Dr. Jackson was pleased to begin reading the work of Dr. Chen Wu. Based on his previous medical training in Taiwan, Chen was a thoughtful and engaged clinician and his research was indicative of a thoughtful practitioner. As Dr. Jackson approached the final pages of the project, he stumbled upon some text that seemed far too familiar. As he considers the implications and consequences of what he thinks he's discovered, he's left wondering what he should do.

Case Objectives and Use

This case provides an opportunity to discuss and consider an academic issue that occurs across all disciplines. The case, based on an actual event, was written for predoctoral and postdoctoral students and faculty members. It encourages both students and faculty to consider the issue of plagiarism, both in US institutions and abroad. It provides a scenario that can be used to educate students on plagiarism and its consequences, as well as serving as a training tool for faculty on how to address it on their campuses.

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INTELLIGENT DESIGN ENGINEERING

Cydney Herring
Melissa Phillips
Queens University of Charlotte

Case Synopsis

Intelligent Design Engineering (IDE) was created when four friends decided to leave their old firm because of poor management decisions and create a new firm founded on independence and flexibility. The three engineers became equal partners and the forth, a Certified Public Accountant, became the Chief Financial Officer. They decided that they would each set their own schedules and their income would be based on the amount of work each decided to provide for their individual clients. Thus, their business fluxed with the current market.

Because of the recent improvements in the market, IDE has found their client number and profits increasing. They have an imminent decision on their hands. They must decide where they want the future of IDE to go and how they will get there. There are many options for them but they are struggling to agree on which path they should take. Will they make the correct decision?

Case Objectives and Use

This case gives students the unique chance to examine a business decision from not just the viewpoint of one decision maker, but from the viewpoints of four decision makers. Students will be able to examine different alternatives to a problem and decide the best course of action for the men at IDE. Another advantage of the case is that students can look back in time and analyze the decisions made by IDE when the company was first started and make judgments about the things IDE could have done differently so that they would not be in the current predicament.

Undergraduate classes in Management, Business Strategy, and Conflict Resolution could use this case as a teaching tool. An Instructor's Manual is provided for an additional, optional teaching tool.

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TWO ATTRACTIVE JOB OFFERS SIMULTANEOUSLY: HOW SHOULD YOU CHOOSE BETWEEN THEM?

George Howard
Dawn Chandler
Queens University of Charlotte

Case Synopsis

Seth Law faces an important career decision experienced by many early career practitioners. To date, Seth has leveraged his undergraduate degree in applied health sciences and a master's degree in business administration to become a strategic planning analyst for a health care services provider. Seth's employer recently offered him a business analyst role, which under normal circumstances, he would accept without hesitation. However, he has just been offered an alternative role, an international strategic analyst role with another health care provider. The case centers on consideration of which job Seth should choose as well as how he should address salary negotiation, another important career decision. In addition, the case details the dynamics of Seth's developmental (mentoring) relationships and his approach to utilizing mentoring as a career development vehicle. The case provides an opportunity for young professionals to analyze and reflect upon three key career issues.

Case Objectives and Use

This case is relevant to either an undergraduate or graduate (MBA or other discipline) students in an Organizational Behavior, Management, or Career Development course. Specifically, the case can be used to highlight critical situations faced by most career practitioners: (1) considerations in choosing between two attractive job offers; (2) how to negotiate salary; and (3) the importance of proactively building a mentoring network that is responsive to one's needs as a means of career development. To the latter point, the case illustrates the need to evolve one's network based on situational contingencies like international assignments.

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PAULINE'S PIEROGI PLEASURES

Keith C. Jones
Saint Leo University

Case Synopsis

This case focuses on the marketing plan and marketing issues required to expand a business from a small operation catering only to a handful of stores and restaurants to a regionally recognized food provider. Bob has just received his bank loan but is uncertain as to how his next move in terms of expanding the trade area and the appropriate channel to follow in doing so. He has a desire to place his product into grocery stores and restaurants but is working with limited resources. The consumer market within which he is operating contains some major hurdles he will have to address and overcome within his marketing plan as well. Bob is at a decision point and is now looking for that 'pie in the sky' voice to tell him what his next strategic marketing move should be.

Case Objectives and Use

This case provides students with an opportunity to demonstrate their understanding of a ability to integrate marketing environment issues, logistics and transportation issues, and consumer behavior and target marketing issues into a viable plan to take a small company to a regional player. As this marketing plan is developed the students must do so within the realm of future expansion and development.

This case is based on an actual business and using business related data and information. The name of the organization has been changed but all other aspects of the case are unaltered. This case is written specifically for an introduction to marketing course environment but may also be used in a marketing capstone course or an entrepreneurial course. The case originates from a live client project incorporated into a principles of marketing course and support of the Small Business Development program.

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COASTAL CONSERVATION ASSOCIATION GEORGIA: LOOKING FOR A HOOK

Russell Kent
Kristin Frazier
Susan Roach
Georgia Southern University

Case Synopsis

This case describes the marketing, management, and overall business challenges facing the Coastal Conservation Association Georgia (CCAGA) as it starts its 27th year of operation. Even with a track record of considerable success representing recreational saltwater anglers in Georgia, CCAGA has experienced inconsistent growth in membership and financial support since its beginning in 1987. Although the primary goal of CCAGA is to protect Georgia's marine resources the Board of Directors knows that it is essential that they analyze the associations past trends and current issues and develop a strategic marketing and management plan for consistent growth in membership, chapter leadership, and fundraising to support their conservation efforts.

Case Objectives and Use

This case is designed for use in both graduate and undergraduate courses in small business management, business strategy, marketing, marketing research, non-profit marketing, and non-profit management. The material will be particularly relevant to those most interested in a career or involvement in the not for profit field, as well as, individuals that share an interest in recreational saltwater fishing and the conservation of marine resources.

This case is based on a real organization currently operating in the state of Georgia. Coastal Conservation Association Georgia (CCAGA) is one of 17 state chapters of the Coastal Conservation Association (CCA), a national non-profit organization whose purpose is to advise and educate the public on the conservation of marine resources. CCA is a corporation organized under the Texas Non-Profit Act and operating under the requirements outlined in section 501(c)(3) of the Internal Revenue Code of 1986.

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THE STUTZMAN'S GUITAR CASE

Peter Markulis
J. Tim Nolan
SUNY – Geneseo

Case Synopsis

Dave Stutzman is the owner of Stutzman's Guitar Center located in Rochester, New York. The company was founded by his father in 1957 and Dave took over in the business in 1976. It has prospered well by selling, refurbishing, repairing guitars, and by providing sound-proof rooms for guitar lessons. Stutzman's caters to what might be considered the upper end of the guitar market. When musicians travel to western New York for a concert, it would not be surprising to see them at the Stutzman Guitar Center for an instrument tune up or to try out a new guitar. Since 2000, however, sales have been dropping. The presence of mega retailers and Internet sites selling low end guitars have cut into Dave's potential base of first-time guitar buyers. During the 1980s, Dave and a colleague tried to make and sell their own branded guitar, but the time and effort proved to be too much and they abandoned the effort despite the fact that sales were good. Dave employs his brother, his wife and more recently, his daughter as well as Warren Heinz, the store manager. Dave is now in his early sixties and a friend and fellow guitar store owner/manager, Scott Freilich, at Top Shelf Music in nearby Buffalo, is retiring. Dave wonders if he should now consider retiring or if there are opportunities in the industry he has not yet examined. He would like to his family continue the business, but is not sure what direction to take--or if there is even a viable direction to take.

Case Objectives and Use

The case is relevant for use in the following undergraduate courses:

- Strategic Management Course--focus on industry and competitive factors. Assess the long-term viability of the firm.
- Entrepreneurship Course-focus on family owned and managed firm as well as artisan as principal owner/manager.
- Marketing Course--it seems not much marketing has been done at Stutzman's. Prepare a marketing plan for the business.

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THE DEMAND FOR WATER DROPS BUT THE PRICE RISES: HOW CAN THIS BE?

Robert McDonald
University of New Haven

Case Synopsis

The case looks at: financial analysis of the leading water firm and the characteristics of its business model; the drastic need for capital improvements in the water infrastructure with the consumer having to choose between local municipal water agencies or investor owned corporations; and the ethics of selling toilets and shower heads to save money on water bills, but with little chance of promised savings.

Case Objectives and Use

The case is intended for a course in financial statement analysis or introductory finance.
Fred Mercer was recently retired and his first house project was to replace two old toilets and two shower heads. He thought he would conserve water for the community and reduce his water/sewer bill at the same time. Fred, like so many other considerate citizens trying to conserve water, was disappointed with the reductions in his water bill. After calling the local water agency several times he would learn that the billing systems are structured against consumers realizing significant savings from water conservation. He would also learn that water systems are woefully behind required capital investment in aging and deteriorating water systems. Billing rates must go up to start investing in the water systems. Fred is better informed about water supplies than most citizens, and he sees a future choice between investor owned corporations versus municipal agencies for ownership of water systems.

Learning Objectives:

a) the student will get an idea of the characteristics of the water industry with its advantages and challenges.

b) The student will discuss arguments about how a firm can encourage consumers to conserve on the use of water with the firm experiencing lower revenues and cash flows.

c) The student will discuss the ethics of the plumbing supply industry that sells toilets promising substantial savings in water bills, knowing that such savings are impossible.

d) The student will enumerate the pros and cons of selecting an investor owned versus municipal owned entity to take the water industry into the twenty-first century.

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HOW DID IT GET THIS FAR?

Karen McPherson
The Medical University of South Carolina

Case Synopsis

John Rowland is an administrative supervisor in the department of student affairs at Midwestern University. Recently one of his employees, Jeanette, accused an employee from a different department of assaulting her. The initial complaint that John received described an argument between the two female employees ending with the other employee, Mary, placing her hand on the Jeanette's shoulder. Over the following weeks Jeanette filed a report with public safety stating that Mary lunged at her and attempted to choke her. She also filed a lawsuit claiming that she fears for her safety when she is at work. With lawyers becoming involved and a court appearance looming John wonders, "how did it get this far?"

Case Objectives and Use

This case is suitable for use in topics pertaining to workplace administration. Particular areas of coverage include organizational behavior, human resources, supervision, interpersonal conflict, and the law.

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PAY INEQUITY: OBJECTIVE REALITY OR FAULTY PERCEPTION?

Thomas R. Miller
The University of Memphis

Case Synopsis

Early on an April morning, Brenda Becker, a long-term Instructor of Marketing at Union State University arrived unexpectedly in the office of Department Chair John Forrester. She had recently heard from a faculty colleague that there would be pay increase funds for the coming year, and she was pressing Forrester about upgrading her pay. In making her case, she emphasized that her salary was now well below that of an instructor colleague, though she was paid more than he when she joined the faculty. This situation puzzled her given her experience and record at the University. She also was shocked to have learned that the new tenure-track faculty in marketing earned twice as much as she, and that she was the lowest paid faculty member in the Department (the local newspaper had run an article on University salaries with a web link to a database.) She also related other complaints about her job situation, noting her heavy teaching load, little graduate assistant help, and low funding for travel to professional development conferences.

Facing Becker's escalating emotions and wanting to avoid getting mired in a thicket of thorny personnel issues, Forrester told her that he would look into her concerns and talk with her later. He reminded her that the details of the pay increase program had not been released but said he would do what he could for her. Later, following his review and analysis of the department salary history and faculty evaluations, Forrester was not comfortable with what he found. When the specifics of the new salary increase program were revealed, Forrester was further troubled about what he would do and how he would communicate with Becker.

Case Objectives and Use

The objectives of the case are to enhance student understanding and appreciation of the complexities of administering compensation programs, especially those with merit-pay components. The case is intended for use primarily in undergraduate or graduate courses in human resource management, compensation administration, or higher education administration. Depending upon the needs and interests of the instructor, the case can be used to address the following topics: pay equity, merit pay, salary compression, job and role expectations, and performance appraisal. The case can also be related to several motivational theories including equity theory, needs theories, reinforcement theory, job satisfaction, and expectancy theory.

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BALLERINA BUNS

Sarah Neuland
David Robinson
Jeremiah Pureber
K. Blaine Lawlor
University of West Florida

Case Synopsis

The owner was frustrated with not finding an appropriate hair bun in the marketplace; therefore, she developed her own hair bun that many individuals found to be convenient and very easy to use to use. She strongly believed the key to success is simple, "find the people not being served, then give them what they want."

This venture turned into a small home based business. As an Internet based Startup Company, Ballerina Buns has experienced increasing sales and generated a positive profit. However, in an industry in which trends and crazes are relentlessly shifting, how can Ballerina Buns expand and penetrate new markets? Furthermore, how can Ballerina Buns position itself in such a way that cements the company as a contender within the industry? It discusses a part-time home based business with the headaches, frustrations and other items that off times are associated with running that business.

Case Objectives and Use

This case is ideally positioned for a small business or entrepreneur course. It could also be utilized within a strategy course to provide students with cases that do not involve a Fortune 500 company. The case is an actual business and primary data was obtained through interviews.

When getting students to prepare the case, the instructor, could ask students to answer questions such as:

Is this a viable business?
Should one try to grow the business or expand into other offerings?
What potential issues or problems do you see?
What opportunities exist?
If this were your business, what would you do and why?

Within the classroom, the instructor could have the students discuss the answers to the questions within their groups and then have the groups discuss their assigned question with the whole class.

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FORECASTING LUMBER PURCHASING AT SC-ATLANTIC

Nicholas Newman
Marie DeVincenzo
Francis Marion University

Case Synopsis

SC-Atlantic is a small family-owned lumber business in the state of South Carolina. They specialize in weather resistant wood for outdoor construction projects, such as decks and fences. SC-Atlantic has one distribution center in the state that services many lumber retailers, such as Lowes and Home Depot as well as local hardware stores.

During the summer of 2013, SC-Atlantic investigated the possibility of purchasing lumber from sawmills at the best possible price. As a commodity, standard pricing for lumber is dictated by a published statement called Random Lengths. Based on demand and sales, Random Lengths adjusts the price of lumber as a standard for sawmills and purchasing companies every week. If SC-Atlantic could improve their forecasting of lumber by better predicting demand, they could purchase more stock when demand and prices are both low in anticipation of higher demand and prices.

In order to improve their forecasting, which will improve efficiency, cut costs, and improve customer relations, SC-Atlantic hired a consultant to create a forecasting model. For the model, the consultant had access to SC-Atlantic's sales receipts for the previous three years. Many Auto-Regressive Moving-Average forecasting models were already in place, with the usual error associated with such models. SC-Atlantic wanted to see if the models could be improved for more profitable acquisitions. In particular, they were interested in investigating the impact of big data and/or social media on the previous models. Students are able to create models using provided data and make adjustments based on online research.

Case Objectives and Use

This case can be used for mathematical modeling, linear programming, operations management, and MBA courses. Students will take data and investigate seasonal forecasting using traditional models such as Holt-Winter's. They can further investigate keyword search trends using Google Trends/Correlate to adjust previous models. In addition, other factors, such as weather, can be examined and further adjust the model.

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A GRAVE PROBLEM

Rebecca J. Oatsvall
M.T. Bledsoe
Meredith College

Case Synopsis

Most small southern towns are home to at least one Funeral Home, and historically, many of them are family-owned. This case tells the story of a family that has been a part of the community and served their funeral needs for over fifty years. Like many family-owned businesses, they have succeeded through hard work in an industry that is being taken over by large corporate entities able to maximize their profits by charging higher prices while also minimizing expenses through volume buying. This is a modern-day "David and Goliath" situation where the very survival of the family business is at stake.

Case Objectives and Use

This business case presents an opportunity to evaluate the continuous and demanding challenges of sustaining a family business where the industry is mature and the competition is able to gobble up small businesses. Students will address the challenges of managing and sustaining a business in an industry that most people don't want to discuss – the death-care industry. Through research about the industry and the major players, students will offer suggestions about survival of the smaller companies in the face of ever-increasing regulations, decreasing margins, increasing competition from alternatives such as cremation, and the aging of America.

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MIDTOWN APARTMENTS

Thomas Pencek
University of South Florida Sarasota Manatee

Case Synopsis

Bill Green had owned and managed the Midtown Apartments in Ada, Ohio since 1975. In fact, he built the apartments at the time. He was now 84 years old and looking for other, less burdensome opportunities. Bill had no plans to retire but found the day-to-day management to be taxing. He would like to sell it but had no idea as to the price and is going to see his lawyer in a week to discuss the asking price. Twenty fully furnished apartments are involved. They are located adjacent to a main highway in the town.

The problem for Bill was the asking price. The apartments are profitable and usually at least 75 percent occupied. He approached Pat Hillerich, a former employee, to help him with the valuation. Pat was a former employee of Bill who had just moved back into the area to take a teaching position at the local university.

Case Objectives and Use

The case is related to valuation and use different methods to calculate the value of the property. Since this company is private, the dividend valuation model does not apply. The following valuation methods apply: the discounted cash flow model, the Price Earnings method, and the price to sales ratio.

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MEDICAL CONSUMER BEHAVIOR? THE BREAST CANCER STORY

Susan D. Peters
Allan E. Smith
Francis Marion University

Case Synopsis

Angelina Jolie's revelation that she had a preventive double mastectomy triggered a discussion between Ethan and Victoria of Ethan's wife's recent cancer scare. Their conversation leads to some comparisons between consumer's reactions to poor medical customer service compared to other situations. What started as research for curiosity's sake became less academic when they received the opportunity to bid on a customer service project for a regional hospital system.

While the case has medical ethics overtones, the instructor's manual emphasizes the marketing aspects of the problem with a particular emphasis on consumer behavior and customer service.

Case Objectives and Use

The case is short enough and easy enough to be used in a Principles of Marketing class, although it may be better placed in a Consumer Behavior course. The case has some application in consumer decision-making, post-purchase dissonance, marketing ethics and switching behavior. The authors see potential usage as a marketing strategy case – how do you revamp the whole system to make things better? – although the questions and answers below do not (yet) go into enough depth.

Learning objectives include being able to analyze consumer's reactions to medical service failures, explaining consumers react the way they do in such situations, identifying problems within the control of the medical community and those where they have no or limited control but may have means to help alleviate the problems and crafting plans in order to address these issues

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NXTGEN AND MARKETING STRATEGY FOR MOBILE APP VENTURES

Susan D. Peters
Yong Shin
Allan E. Smith
Francis Marion University

Case Synopsis

Rex Dalton, Gina Tenny and Carl Turner were the principles of NXTGen, a mobile app company. The case opens with them considering what their marketing strategy should be for the upcoming year. With apps growing exponentially and consumers constantly upgrading to new and innovative apps, they wanted to design a plan that would help them remain successful.

The case touches on Least Common Multiple-based Analytic Hierarchy Processing but only as a tool used to produce data for a marketing decision. It is not necessary for the student to understand this process in order to solve the case.

NXTGen is a pseudonym for a mobile app company and the names of the principles in the case are disguised. The case is based on an actual research project.

Case Objectives and Use

This case is designed to be used in a Principles of Marketing class. The questions address marketing strategy, market research and a marketing plan, so it works best towards the end of the course. In a higher level Marketing Management class, the case is simple enough to introduce relatively early in the semester.

There is some application in a Small Business/Entrepreneurship class in the marketing section of that class. Additionally, for those in Decision Sciences, the case provides a look at how IT data works with decisions in other departments. The instructor's manual is not as well developed in these areas.

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VICTOR'S BISTRO AND GARDEN ROOM

Hari Rajagopalan
Marie DeVincenzo
Caroliniana S. Padgett
Johnathan G. Munn
Francis Marion University

Case Synopsis

From construction to tax-services, Tim Norwood has had success in a wide array of industries over the years. In 2003, he ventured into yet another new industry by becoming an investor/partner in Victor's Bistro and Garden Room. By late 2008, business at the restaurant was growing and Tim saw an opportunity to become the sole owner. However, the excitement about the possibility of taking full control of the restaurant soon turned to trepidation as the financial news coming from Wall Street began pointing to the possibility of the worst recession the U.S. had seen since the Great Depression.

Case Objectives and Use

In this case, students are presented with background information about the business that includes three years of data outlining monthly consumer demand and sales revenue. Students are asked to contemplate several forecasting methods that include techniques like moving averages, exponential smoothing, and seasonal adjustment. After determining the proper forecast model specification, they are then asked to put together a forecast of the consumer demand and sales revenue for early 2009. Finally, students are asked to use that forecast to make a recommendation as to whether Tim should proceed with his plans to buy out his partners.

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MESSIAH CHURCH

Timothy A. O. Redmer
Regent University

Case Synopsis

Harold Moore, executive pastor of Messiah Church, has to create a new revenue and expense budget for the church. There has just been a new outreach initiative approved called the Refuge and last year the church operated at a loss. There is some uncertainty regarding future finances and fiscal stewardship must be considered.

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.

Following are the objectives of the case:

1. Analyze and evaluate the current financial condition of Messiah Church.
2. Appraise the overall situation for Messiah Church and develop a revenue and expense budget for 20x9.

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USING RELATIONSHIPS

Tamara Estes Savage
Terry A. Wolfer
Melissa Reitmeier
University of South Carolina

Case Synopsis

Shanell Clarke is an African American field instructor, adjunct social work faculty, supervisor, and social worker for Action, Inc. in Athens, Georgia, a community association with the purpose of fostering and strengthening the neighborhood, school, and community relationships in the school district and crafting policy to address community problems. Shanell is a seasoned field instructor having supervised 16 social work interns from several colleges and universities in Georgia. In mid-October she accepts Kadasha, a 22 year old African American advanced-standing student in Communities and Organizations who is having trouble with her current internship and needs another placement. Shanell accepts as a favor to the Director of Field at the University of Georgia and because Shanell remembers Kadasha was a student in one her classes the previous semester. Shanell feels she and Kadasha had built a nice rapport during that semester. In the beginning, Shanell gives Kadasha simple tasks with which Kadasha struggles. As time passes during the semester, Kadasha's performance continues to deteriorate. Shanell speaks to Kadasha who divulges many of her personal difficulties. Shanell explains that she understands and is willing to be flexible with her, but Kadasha has to do the work. As the weeks pass, Kadasha stops completing any work at all. Shanell again speaks to Kadasha. Kadasha's work does not improve and she is habitually absent from her internship. In addition, it is time for the visit from the Field Liaison to discuss Kadasha's progress. Shanell does not know how much she should tell him about Kadasha's struggles. She does not want to keep her from graduating since she understands her struggles, but Kadasha's performance is unacceptable.

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WHAT I'M TRYING TO SAY IS…

Elizabeth Schuler
Lindsey Hamil
Medical University of South Carolina

Case Synopsis

Dr. Julie Moore 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, Julie 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.

Julie 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, Julie discovers that Dr. Payne's priorities are quite different. Julie desperately wants this job to "work out," but on this occasion, as with many, 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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STUDENT ASSIGNMENT PROBLEM

Elizabeth Sharer
Hari K Rajagopalan
Francis Marion University

Deborah Sharer
University of North Carolina Charlotte

Case Synopsis

The Applied Engineering Technology Department in the College of Engineering at the University of North Carolina at Charlotte had a problem. At the beginning of the Spring and Fall Semester all the graduating senior, from all of the engineering disciplines are required to complete a group projects which requires the knowledge and expertise from multiple engineering disciplines. The problem was that at the time was that each student was given a list of proposed projects and then asked to choose three projects from the list of projects, ranking them from first choice, second choice, to third choice. A senior design committee was convened at the beginning of every semester (Spring and Fall) and the "horse trading" would begin. There were projects that had higher priorities, such as those that were funded through government grants or private industry initiatives, than other projects. Other than each student's top three choices for projects, which were essentially reviewed manually, no other information was taken into consideration with regard to the student. Therefore, the senior design committee spent an inordinate amount of time at the beginning of each semester (Spring and Fall) to assign various students to various projects one at a time, by hand.

Case Objectives and Use

In this case students are presented with the problem and the data for the problem and are asked to come up with a mathematical model which would solve the problem. This case would be applicable to students taking a senior Management Science class or MBA students who are taking the Management Science class. Knowledge of Linear Programming is necessary.

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THIS BRAZILIAN COFFEE FARM MUST CHANGE TO SURVIVE

Ellen Stevens
David B. Kuhlmeier
Valdosta State University

Case Synopsis

During a very weak market for coffee prices, a young Brazilian couple living in the United States has inherited the family's 3,000 acre coffee farm in Brazil. They had been working in international trade and raising their children with a passion for natural living and environmental sustainability. Now they have been presented with an opportunity to make a big change.

Based on the growing interest in organic foods, Anna Ferreira and Ricardo Rossi thought of converting the conventional coffee farm into an organic, sustainable farming model. They felt they were equipped to take on the challenge of making the farm profitable while honoring their values. Upon closer inspection, however, one found signs of strain on the decades-old buildings, and the equipment was in need of repair. Worse, the farm had been losing money for years. Change was necessary for the economic survival of FAV, the family legacy, but would organic coffee be the answer?

Case Objectives and Use

The case is appropriate for a freshman or sophomore level survey of economics, microeconomics, or upper level international business/marketing course. Students have the opportunity to analyze a business venture from both an economic and an international business/marketing perspective. It is designed to be taught as either a stand-alone case requiring an estimated two hours of class time and four hours of outside preparation, or as an ongoing case, to be used as a learning hook.

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THE CASE OF THE HOT STOCK TIP

Mary Kay Sullivan
Maryville College

Case Synopsis

Joe Diaz had received a mailing promoting a new company, Great Tech Builders Corporation (GTBC), and strongly recommending investment in the company. The description of the company's new technology as something that could turn "any engine into an electric hybrid" seemed very promising and, even more appealing, the mailing touted this as an opportunity for "early investors . . . to double, triple, or even quadruple their money." Joe wondered if he should invest. He determined to research the company before making a decision. SEC filings from the company as well as company press releases provide additional information for assessing the status of the company and its potential as an investment.

Case Objectives and Use

This short case would be appropriate for an introductory Investments or Finance class where students are asked decide if this company would be a good investment. It could also be useful in a Strategic Management course because it allows students to analyze a company whose product sounds too good to be true – and, in fact, is. The corporate information, including financial statements and information on top management, combined with excerpts from SEC filings are brief, but a motivated student can uncover very important information. Also, this case could be used in a law course in finance or as an example of the role of due diligence.

This case was developed from a real event involving the mailing that is described in the case. The name of the company and names of the protagonist and the company's board of directors have been disguised. All other information is factual.

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THE MCCALLISTER CHIROPRACTIC CENTRE: WHAT TO DO ABOUT JUDY?

Marilyn Taylor
University of Missouri at Kansas City

Chi Anyansi-Archibong
North Carolina A&T State University

Theresa Coates
Limestone College

Case Synopsis

The McCallister Chiropractic Centre case focuses on a small chiropractic practice located in St. John, New Brunswick; the owner's frustrations with Judy, the newest employee; and the sharp decrease in revenues to which Judy may have contributed. Judy is relatively new while the other two employees have been with the practice for four years or more. Employee Judy Pierce's emotional upset with her home environment is creating havoc in the office with patients and the other staff. Dr. McCallister and Ray Fournier, the clinic's contract and part time business manager, have discussed the needs of the office with Judy on two occasions. The first conversation was informal. However, Dr. McCallister formally documented the second meeting. As the two-week Christmas break is about to initiate, Dr. McCallister is completing a year-end meeting with Ray Fournier. She exclaimed, "Honestly, I don't know how much more I can take of Judy's behavior. It's like a festering wound. Rachel said she didn't want to be scheduled when Judy is in the office. Thank goodness for Virginia, she puts up with the situation. Can I fire Judy given the current circumstances? At the very least, I'd like to decrease her hours, but neither Virginia nor Rachel want to work any more hours. So, tell me, what should I do about Judy!?"

Case Objectives and Use

The purpose of the case is to study the significant impact that one employee's actions can have on a small business and options that an owner may have for dealing with a situation. The case is intended for use in Entrepreneurship, Small Business, Human Resources, and International Human Resources Law.

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SHOW ME THE MONEY: SHAREHOLDER WEALTH MAXIMIZATION AND THE SOCIALLY RESPONSIBLE ENTERPRISE

Sonia Toson
Southern Polytechnic State University

Case Synopsis

On June 29, 2007, eBay launched the online classifieds site www.Kijiji.com in the United States. eBay designed Kijiji to compete with www.craigslist.org, the most widely used online classifieds site in the United States. Interestingly enough, at the time of the Kijiji launch, eBay was a minority owner of craigslist with a 28.4% stake. eBay's decision to compete with craigslist triggered certain defensive measures taken by craigslist and eBay sued to reverse those measures. The decision in this lawsuit had a staggering effect on socially responsible companies like craigslist in that it clearly stated that it is the duty of corporate directors to pursue shareholder wealth maximization, even at the expense of compromising a socially responsible mission.

Case Overview and Objectives

This case provides a fascinating true story that will engage students and give them a real life example of corporate law, including shareholder rights, fiduciary duties of corporate directors and defenses of hostile takeovers. This case is particularly useful in teaching students about the restrictions faced by socially responsibility companies in light of current corporate law which requires them to seek the maximum profit for their shareholders, regardless of socially responsible initiatives. The objectives of this case are to:

1. Explain the rights and duties of both majority and minority shareholders in a corporate setting.
2. Explain the fiduciary duties owed by corporate directors.
3. Demonstrate the defense measures that might be used when a corporation is faced with a potentially hostile takeover.
4. Discuss the options that corporations have for pursuing socially responsible initiatives while still meeting their fiduciary duties to shareholders.

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WHAT WOULD YOU DO FOR A DENTAL LICENSE?

Jompobe Vuthiganon
Medical University of South Carolina

Case Synopsis

Jayson is a fourth year dental student with graduation and becoming a licensed dentist as the main goals on his mind. The exam to obtain a dental license, however, involves live patients and trying to find the right person with a good carious lesion ("cavity") to use on this high stakes exam can raise some ethical issues in patient care. Often patients are found months before the exam, which means treatment would be delayed for awhile and the carious lesion could progress. Furthermore, it's to the student's advantage to find patients with carious lesions that are large enough to be accepted but small enough to not lead to a challenging case. It is possible that if the lesion is small enough, it could remineralize with an appropriate regimen and not require additional treatment. The student doctors themselves are at risk for extortion as patients become aware of how much is at stake with these exams and use it for monetary gain.

During his fourth year, Jayson was taking radiographs ("x-rays") on one of his best patients and found a small carious lesion that could be used for boards. The exam however, is seven months away. What should he do?

Case Objectives and Use

This case can be used to place the reader in a position to make an ethical decision in patient care. Dental licensing exams are an expensive, high stakes exam; so dental students have great motivation to find the best patients to use for their exams. Unfortunately, the use of live patients for dental licensing brings up numerous ethical concerns not only for patient care but also for the students who must take these exams in order to practice dentistry. This case explores some of the issues with the use of live patients not only for the dental student but also for the patient.

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PLASTIC GROCERY BAG: DEADLY WEAPON?

Jean T. Wells
Howard University

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

Case Synopsis

In April 2010, Lynette Freis ("Lynette") purchased groceries at a Wal-Mart store. While carrying the groceries to her car, the plastic grocery bag broke and a 42-onuce can fell on Lynette's right foot. Lynette suffered a fractured right toe, a deep cut to the toe, and subsequent infection in the toe. Despite multiple rounds of antibiotics and two surgical procedures, Lynette's condition worsened and the infection spread throughout her body which resulted in her spending months in the hospital. Within a month of being released from the hospital, Lynette died in March 2011. Lynette's husband, William Freis ("William"), filed a lawsuit against Wal-Mart, the bag manufacturer and distributor.

Case Objectives and Use

This case exposes students to the areas of negligence, product liability and strict liability that could potentially result from a cashier overfilling a plastic grocery bag. The case is designed as an instructional case study that provides students with an actual case involving a customer whose overfilled plastic grocery bag broke open and the subsequent injuries that resulted when a purchased item fell from the bag. This case is appropriate for an undergraduate Business Law or Legal Environment class.

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AUTHOR INDEX

2015 PRELIMINARY CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA
Southeast Case Research Association
23rd Annual Meeting
Myrtle Beach, South Carolina
February 19-21, 2015

The 2015 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 23rd 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.

Submission Deadline: *November 24, 2014*

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

Important Dates

- Complete cases and instructor manual (IM) submissions due: *November 24, 2014.* Late submissions can be included on the program if submitted by the January 5th due date.
- Camera-ready abstracts and revised materials due: *January 5th, 2015.*
- To be included in the printed program, the registration fee paid by: *January 16, 2015.*
- Hotel guaranteed rate date: *January 18, 2015.* Late SECRA Registration Fee after: *January 18, 2015.*

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: *November 24, 2014.* 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 question to the Program Chair, Greg Stone, gregsto@regent.edu.