SECRA
Southeast Case Research Association

30th Annual Meeting Proceedings

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30th Annual Meeting Proceedings
Mary R. Dittman, Proceedings Editor

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Mary R. Dittman
Proceedings Editor

From the Editor

Welcome to the 30th edition of the SECRA Annual Conference Proceedings.

Last year's conference was held virtually, and this year we return to meeting in-person. Perhaps you felt as I did last year: I missed the fellowship of being together in Myrtle Beach. I can see where I took face-to-face gatherings for granted, and when we could not meet together in person safely, I realized how much I wanted to be able to sit at the round tables and visit with all of you!

This year's conference has record-high attendance and we are excited to have a fun and fruitful time together.

The SECRA Conference is the perfect place for feedback and guidance in your academic case writing. We hope you will submit your full case to the SECRA Journal. All of the guidelines for submission can be found on our website at secra.org.

Our SECRA leadership has worked tirelessly to make this 30th Conference special and worthwhile. We also thank you for your submissions, participation, and attendance - without you, we would not exist!

I invite you to soak up the energy and camaraderie at this year's conference. The excitement of reuniting at this beautiful location for the purpose of supporting each other in becoming better scholars is sure to ignite your creativity and your resolve.

I would like to offer special thanks to Kenny Embry, Mick Fekula, and Marko Horn for their invaluable guidance in my first year of service to SECRA.

Enjoy the conference!

Mary R. Dittman

SECRA
Southeast Case Research Association

SOUTHEAST CASE RESEARCH ASSOCIATION MISSION

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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The role of the SECRA Fellows is to provide a core group of long-term committed people who will act as an advisory body to the SECRA Officers.

SECRA members are inducted into the Fellows according to the following criteria:

1. Long-standing members who have made a sustained contribution to the organization over the years in terms of leadership and/or research contributions.
    a. *Research:* This category addresses both the quantity and quality of contributions to case research.
    b. Service: Past Presidents, Program Chairs, Proceedings Editors, Site Coordinators and other significant officer service.
2. *Special Recognition:* These are members who have made particularly influential contributions to SECRA. It is difficult to characterize the particular possibilities, but this could be significant contributions to build the organization, such as marketing efforts, generating student participation, building the website, branding SECRA, conducting workshops, reviewing for the Journal and the conference, fundraising, etc.

(Abston) How Delish Catering Prospered During the Great Resignation

Kristie A. Abston
Dennis E. Gupton
Middle Tennessee State University

Case Synopsis

With business picking up in early 2021 and with more and more people getting the COVID-19 vaccine in her region, Dolly Buck was becoming less anxious about Delish Catering surviving the pandemic. Business was rebounding, and the innovative approaches she had implemented early in the pandemic, such as different pricing levels, had paid off. Delish was on solid financial footing once again, and the forecasts for the next 18 months were strong. Now, the headlines about "The Great Resignation" she was seeing in the news started to make her second guess just how solid the footing and forecasts were.

Case Objectives and Use

The purpose of this case is to illustrate The Great Resignation's impact on small businesses. The pandemic continues to wreak havoc on small businesses across the country, and now the notion of losing key performers poses a different set of challenges. This case will put students in the small business owner's seat in terms of exploring strategic staffing issues, identifying root problems, and proposing solutions. Completion of this case will allow students to:

1. Examine the organizational culture of Delish Catering to identify the employee value proposition and the factors that are critical to employee retention.
2. How did this workforce allow Delish Catering to adapt and to innovate early in the pandemic?
3. Identify the benefits of having a skilled, autonomous workforce, especially for a small business.
4. Research emerging trends and best practices for talent management in small businesses to identify the most relevant strategies for Delish Catering to adopt in the 6-12 months.

This case would be ideal for a core human resource management course when covering small businesses or introducing staffing/talent management. Likewise, the case could be used to explore human resource management in a small business or entrepreneurship course. Organizational culture and change management are subtopics that could be covered by this case.

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(Baggett) Food Experiences and their Impact on Vacation Travel Decisions

Sarah Baggett
Julia Cronin-Gilmore, Ph.D.
Randa Zalman
Bellevue University

Case Synopsis

Anna just accepted a marketing position for Visit KC (Kansas City, Missouri) and was excited to help promote it as a Foodie Town in America. Her first task was to complete research to see if vacationers seek out destinations based on food. Individuals travel, and part of the experience is dining out at distinctive locations. She conducted a study where results indicated culinary experiences can and do influence travel decisions increasing choice and the rate of return to a location. Anna found out that the majority of participants stated that food experiences can enhance or weaken their entire vacation. Respondents indicated culinary experiences offer them an opportunity to be more involved in a destination's culture and authentic heritage. Anna discovered with vacation destinations competing for a consumer's attention, designing a unique food experience was filling a market niche. With cities such as San Francisco, New Orleans, New York City, Napa Valley, and Seattle making the top destinations, how could Kansas City compete?

Case Objectives and Use

This case provides an opportunity for students to examine food tourism as a way to attract visitors. Students will exercise critical thinking and decision-making skills through case analysis creating tactics for a real-life industry. In addition, students will design an advertisement for the chosen unique food experience with messaging about the culture and/or food supporting the image and brand. The case is designed as a stand-alone case requiring approximately two hours of class time and four hours of out-of-class preparation. The case is suited for upper-level undergraduate or graduate marketing courses.

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(Beggs) The Stalking Customer – How Should Management Respond?

Joyce M. Beggs
University of North Carolina Charlotte
Gerald E. Calvasina
Southern Utah University

Case Synopsis

Jennifer was celebrating her fifth anniversary at State Bank. Over the course of her career, she had received two promotions and was generally regarded as an outstanding employee. Later that year, after an uneventful opening of a new account for a customer, Jennifer had a unique experience. The customer began writing notes to her. He described her as the most beautiful girl he had ever seen and repeatedly asked her out on dates. Jennifer began to feel concerned as did her colleagues. Hoping for some relief from the tension and the fear she was experiencing, Jennifer brought the situation to the attention of her supervisor What should management do?

Case Objective and Use

The case is based on a 2020 decision by the United States Court of Appeals for the Ninth Circuit. The names of the individuals and the organization have been changed. The case could be used in undergraduate classes such as Human Resource Management, Legal Environment, Introduction to Management, or Small Business Management/Entrepreneurship. It could be taught in either a fifty-minute or a one hour and twenty-minute class.

The case has three learning objectives:

1. To examine management's response to an allegation of stalking and harassment by a customer – how should managers effectively respond to employee allegations involving customers.
2. To develop an understanding of the nature of a claim under Title VII of the 1964 Civil Rights Act for a hostile work environment because of sex.
3. To develop an understanding how managers should respond to allegations of harassment (especially sexual harassment) that minimize retaliation and wrongful discharge allegations.

For students to understand an appropriate response to harassment, organizational policies and procedures should be discussed. These include a clearly stated policy on harassment, sufficient quality training, especially for first line supervisors, and an easy to access system for employees to bring harassing behavior to the attention of managers in position to stop and remedy the situation.

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(Bellflowers) Growing Pains: How Clinical Standards and High Enrollment Lead to Innovative Teaching in Nursing Education

Lois A. Bellflowers
Susan M. Blankenship
Valdosta State University

Case Synopsis

Dr. Lola Smith is the assistant professor serving as course coordinator of a senior level maternal/child course in a baccalaureate nursing program located in rural southeastern US. The program has been thriving and enrollment numbers have grown. This should be a great problem to have. However, the students have a required number of clinical hours per course and limited clinical sites in which these clinical hours can be completed. Furthermore, nursing programs are held to strict standards by internal and external forces. State boards of nursing, professional nursing organizations, accrediting bodies of nursing and regional accrediting bodies for universities are involved in governing the pedagogies, both in classroom and clinical, of nursing programs in order to ensure the highest standards and quality are maintained within the program.

Dr. Smith has joined with the maternal/child course faculty and the simulation director of the program to consider a solution for ensuring that students get a valuable and inclusive clinical experience in the OB portion of the class.

This case demonstrates how the team evaluated the needs and goals of the clinical experience of the senior nursing students to determine the value of simulated clinical experience for undergraduate nursing students. The case allows the participants to dive into nursing education curriculum and standards to evaluate the benefits of hospital-based clinical vs. simulated clinical, while ensuring that students emerge from the course meeting the course and program objectives.

Case Objectives and Use

This case is intended for nurse educator students, hospital nurse educators, and administrators. This case can also be used in a leadership course.

After reading this case, students should be able to:

- Identify the elements that led to the creation of the problem at hand
- Conduct a capacity analysis do determine the number of students the course can support with the current clinical sites
- Evaluate simulation as an option to the crisis at hand

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(Beverly) Gary's Farm Fresh Restaurant-Healthy, Wealthy, and Wise?

H. Michael Beverly
Lynn G. Crump
Valdosta State University

Case Synopsis

Gary, a business owner of a produce and meat market, has the opportunity to open a small café adjacent to his existing business. He already has the physical space available, but he must decide whether this would be a logical and profitable related business expansion. He will determine what costs he might incur to open the restaurant including kitchen equipment, tables and chairs, and payroll costs, as well as other expenses. Is this decision healthy, wealthy…and wise?

Case Objectives and Use

This case is appropriate for undergraduate students in upper-level small-business management and entrepreneurial skills courses. Students have the opportunity to exercise critical thinking skills and develop revenue and cost projections to determine if the client should move forward with opening the business. The case is designed to be used as a stand-alone project requiring 2-4 hours of class time to develop projections and determine other financial and operational factors that could affect the decision. It can also be used to discuss various other topics covered in small-business management and entrepreneurial skills courses.

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(Boyer) Naomi Osaka Uses her Platform to Advocate for Social Justice and Mental Health

Lori Boyer
University of North Carolina at Chapel Hill

Case Synopsis

The world met Naomi Osaka when she challenged and defeated perennial champion Serena Williams in the 2018 U.S. Open. She claimed a second U.S. Open victory two years later and emerged as an international social justice advocate when she wore seven different face masks that featured the names of African Americans who died after police misconduct. In 2021, Naomi became a mental health advocate when she walked away from two of tennis' most prominent tournaments to focus on her own mental health. She used press conferences, media interviews and social media to communicate directly to her fans, business partners and even her critics.

Case Objectives and Use

This case focuses on how Naomi Osaka utilized press conferences, media interviews, social media and other communication channels to position herself as a social change agent and mental health advocate. My objectives for the case are to introduce students to:

- Communication of social justice issues
- Communication of mental health issues
- Nonverbal communication tactics

This case is suitable for students enrolled in business, communication and leadership classes. The complexity of this case makes it suitable for undergraduate and graduate students.

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(Boyer) Slack Bullying is a Thing: Away Luggage Executives Use Popular Workplace Communication Tool to Create Toxic Work Environment

Lori Boyer
University of North Carolina at Chapel Hill

Case Synopsis

Away co-founders Steph Korey and Jen Rubio launched the luggage company in 2015. To facilitate transparency, the female leaders required employees to communicate via Slack, an online platform that allowed all employees to read what was posted. The founders used the platform to celebrate accomplishments and to criticize performance. Some former employees deemed the messages to be cruel and manipulative. The founders and mangers used the online communication tool to facilitate a toxic work culture.

Case Objectives and Use

This case may be used in undergraduate and graduate communication and leadership classes. After evaluating this case, students should be able to:

- Discuss best practices for internal communication channels
- Discuss the differences between motivating language and bullying language
- Discuss communication strategies to manage up and manage down

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(Breece) Uncovering the Cover Up: How to Successfully Conduct a Fraud Investigation

Dena D. Breece, PhD, CPA, CGMA
W. Stewart Thomas, PhD, CPA, CGMA
University of North Carolina at Pembroke

Case Synopsis

Lauren Holmes, Certified Fraud Examiner and Certified Public Accountant was facing the most impactful fraud investigation of her career. After receiving an internal employee tip of alleged fraudulent activity by the President / Chief Executive Office, Lauren must fall back on her education and near twenty years of audit and fraud investigation experience. As the Audit and Investigations Supervisor for a large public company located near Wilmington, NC, Lauren must plan and conduct an extensive, professional, and ethical fraud investigation. Determination of the strategic steps of the investigation and relevant interview questions would be needed. Lauren must effectively evaluate accounting source documents and accounting transactional data analysis in Excel. In the end, Lauren must be certain that she conducts a successful fraud investigation to uncover any cover up within her organization.

Case Objectives and Use

This case can effectively be evaluated and discussed in an undergraduate or graduate fraud examination accounting course. At the undergraduate level, the instructor has the option of addressing case questions as an open discussion with students, as an individual student response, or as a student team response. Depending on the course, instructors can assign written and oral communications to provide for a fraud investigation report and presentation. This course can stand-alone and be implemented within approximately 1.5 hours of class time. The class time would allow for instructor guidance on key concepts, student evaluation, and discussion. If written and oral communications are involved, additional time of 1.5 hours should be provided to the students. Accompanying the case and teaching notes are an Excel file containing disguised detailed accounting transactions as well as disguised credit card statements for student analysis in addressing case questions. Over time, the instructor would have the option of revising or expanding Excel data to maintain the integrity of the case analysis.
The learning objectives encourage student learning on how to appropriately respond to receiving a fraud tip, the development of planning and conducting a strategic fraud investigation, how to conduct witness interviews, and the preparation of fraud investigation recommendations and the final report.

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(Brizek) Transforming Agriculture into a Sustainable Solution to Feed the World: A Case Study of Terra Tech Corporation

Michael G. Brizek
Cherie N. Rains
Lander University

Case Synopsis

Terra Tech is an urban agriculture equipment company that focuses on the hydroponic farming industry and they specialize in controlled environment agricultural technologies. This company will be analyzed on their core business and how they found ways to diversify into two separate markets with the same applied technology. Terra Tech Corporation applied their corporate expansion into two fields: Produce and Cannabis.

The biggest factor of their operational problem is the growing concern for a sustainable, environmentally friendly way to feed our population. Terra Tech has the technology capable of solving this issue. The problem that Terra Tech will have to address in order to maintain a competitive edge in the hydroponic industry is how to become even more energy efficient. They need to develop both indoor and vertical greenhouses that are more efficient in terms of water, energy, and water use. Without solving this lack of energy efficiencies, their competitive advantages are being threatened and their plans to help change the way to feed the world endangered.

Case Objectives and Use

The subject and learning outcomes of this case are most appropriate for an upper-level undergraduate management course or a capstone course. Graduate students would also benefit from its analysis. There would be several hours of reading/preparation outside the classroom depending on the level of course it is being used for. A case write-up or in-class discussion (2-3 hours) could be utilized as an assessment of the case objectives.

This case can be applied to examine the impact of social trends and technological developments on a company's vision and distribution of resources. Management concepts covered include Porter's Five Forces, strategic planning, mergers and acquisitions, and general environmental analysis. Students will learn to apply globalization threats to a company's business model, which is critical in today's business environment. Examining the societal impact of creating greener products that are both profitable and help sustainability on a company's business strategy will help students develop their critical thinking skills on essential management problems businesses face. Ethical questions are also addressed.

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(Cantu) SpaceX the World's Fastest Growing Provider of Launch Services

Karla Cantu
Dr. Ryan B. Lunsford
University of the Incarnate Word

Case Synopsis

In 1970, the Indian Space Research Organization (ISRO) started the Satellite Launch Vehicle (SLV) project, a small-lift launch vehicle project (Muegge, 1970). Since its introduction in 1970, with a mission to launch satellites into space using a rocket-powered vehicle, the SLV market has grown exponentially and is currently valued at $2B (Clark, 2013). The Congressional Research Service classified SLV under the aircraft and spacecraft industries and exercises, focusing on space-related services for telecoms and satellite navigation. This case study summarizes Musk's aspirations, conflicts and milestones to develop his company, SpaceX, into a leading private commercial spaceflight venture. The primary barriers the SpaceX project encountered were overcome by using vertical integration, with four launch locations across the United States (Mosher, 2019). The SpaceX project covers over 100 missions, representing over $12B in revenue to transport astronauts to the International Space Station (Maddox, 2021). Musk follows innovative principles and reusability to decrease the overall cost of an SLV. This case study discusses entrepreneurship, self-determination, and management, to give readers a deeper understanding of this industry. SpaceX provides employees freedom, inspiration, and maintenance of operational control. Musk demonstrates that success can be achieved by seeking autonomy for entrepreneurship, authoring, and creating change.
Keywords: SpaceX, Elon Musk, Space launch vehicle, Rio Grande Valley, Vertical integration

Case Objectives and Use

The case is appropriate use for Graduate Classes affiliated with the Doctor of Business Administration program. Alternatively, it can be use for undergraduate course in a bachelor's program for business administration. Students will be able to learn more about the development of SpaceX and space-related services. The case examines concepts of entrepreneurship, self-determination, and management, to give readers a deeper understanding of this industry.
Keywords: SpaceX, Elon Musk, Space launch vehicle, Rio Grande Valley, and Vertical integration.

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(Cassidy) GE and Female Infanticide: The Controversy over the Sale of Medical Ultrasound Devices in India

Christopher M. Cassidy
Janis Warner
Sam Houston State University

Case Synopsis

This case describes the controversy over the use of Medical Ultrasound equipment to determine the sex of babies in India. The controversy involved the use of Ultrasound technology to selectively abort girl babies. The practice results because some cultures had a strong preferences for boys and strong preferences against girls. These cultural preferences were so strong and the practice of female abortion so pervasive that the skew in the ratio of boys to girls at birth deviates significantly from the natural ratio in many countries. While this case focuses on the unique characteristics in the nation of India, it is generalizable to other nations with similar preferences like China, Armenia, Azerbaijan, Georgia, Korea, Vietnam, and India. Despite the fact that the Indian Government outlawed the use of medical ultrasound for sex identification purposes in 1994, the ratio of male to female births continues to diverge from the natural rate of 1.05 to 1.10 and higher in India.

Critics have demanded that medical ultrasound manufacturers regulate the capabilities and use of medical ultrasound equipment to prevent its misuse. This case is important for managers for two important reasons. The first reason is that the methods employed by business critics hold equipment manufacturers responsible instead of those guilty of criminal acts. The second reason is that the methods used by the critics have been extended to many other manufacturing industries including pharmaceuticals, automobiles, firearms, power tools, and others.

Case Objectives and Use

Ethical issues involving technology are common across many industries with generalizable lessons for managers. This case asks students to consider the ethical issues associated with the use of ultrasound technology and the appropriate responses by manufacturers. How should manufacturers respond to critics, consumers, and regulators when balancing the costs and benefits of technology for society as a whole? This case is appropriate for the Ethics component of courses in Social Responsibility, Business Ethics, and the Application of Technology.

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(Chen) The Hiring Dilemma: A Case about Championing for Gender Equity Hiring at a High Education Institution

Steve Chen
Samuel Stapleton
Christy Trent
Morehead State University
Tess Hyre
Shepheard University

Case Synopsis

This case study addressed the challenges and concerns for championing a female faculty candidate in a higher education setting. The story depicts a newly hired female accounting professor who showed promising career potential and quickly moved on to another flagship state institution for a more lucrative offer. Her departure drew a lot of animosity and criticism from colleagues of her original institution. The young professor was criticized for receiving a high entry-level salary, being granted maternity leave one year after her hiring, and leaving for another position with less than three years of commitment. Even the administrator of her original institution somewhat felt the heat of her betrayal and disloyalty, although the female professor had every right to request the maternity leave and seek professional advancement. The problem at this juncture is that the search committee members of her original institution would intentionally ignore the qualified female candidates because they fear duplicating this negative hiring experience again. Readers of this case would delve into topics related to potential benefits for promoting pay leave and support for gender-equity hiring.

Case Objectives and Use

The case is appropriate for upper-level undergraduate business students who study business administration, human resource management, leadership and organizational behavior, business ethics, and diversity. This case study depicted the thoughts and response of a higher education institution's search committee on disfavoring young female candidates during the hiring process. The possibility of a female who may take maternity leave and soon depart for another job has prevented the committee members from supporting a female candidate. Although the institution takes pride in promoting inclusive and diverse hiring, purposefully omitting female candidates goes against the institution's and college's philosophy. Readers of this case will discuss potential benefits for promoting pay leave and ideas for supporting gender-equity hiring.

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(Cohen) The Outsource Dilemma: Do Dollars and Cents Always Make Sense

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University of North Carolina at Pembroke

Case Synopsis

Having started the company 10 years ago, Tom Pettie, the owner, and Chief Executive Officer (CEO) of Triangle Electronics found himself faced with an important decision. To minimize fixed costs at the start of the company, Triangle Electronics elected to outsource its sales function to a group of manufacturer representatives who were familiar with potential clients and who had developed connections in the industry. Since their cost to capture each sale was a straight percentage based on the dollar volume of the customer's order, Triangle knew that these costs would not overwhelm them, but they also realized that this cost would steadily increase as the business grew. While the representatives have pushed for a higher commission rate for several years, Triangle was convinced that the increase requested was just too much and would have a significant impact on the bottom line for the firm as it still struggled to grow. To get a better understanding of the costs and implications, the CEO decided it was time to get the advice of a trusted friend and accountant to help him with the analysis to enable the CEO to make the best decision for Triangle.

Case Objectives and Use

This case can effectively be evaluated and discussed in an undergraduate or potentially a graduate accounting course. Specifically, case evaluation, which includes fixed versus variable costs and the concept of contribution margin, are deemed most appropriate for a cost accounting course. However, with increased instructor guidance, the case could potentially be suitable for an entry-level managerial accounting course, as well. This independent case can stand-alone and be implemented within approximately two hours of class time, which would include evaluation and discussion, along with instructor to student preparation time of approximately three hours prior to the case-based class. Finally, with the inclusion of financial data in an accompanying excel worksheet, the instructor would have the capability of extending case analysis to renew or evolve calculations, analysis, and discussion over time.

The case highlights the decision to outsource key business functions and the financial implications of fixed versus variable costs. In addition, the case provides a platform to discuss the qualitative aspects of outsourcing and under what conditions could be implemented.

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(Crump) Too Much Hot Air for a Cool Industry

Lynn G. Crump
H. Michael Beverly
Valdosta State University

Case Synopsis

A growing company in the heating and air conditioning industry is struggling with accelerated growth causing human resource and operational issues. Employee issues include a lack of clear policies for vacation/sick leave, commissions, and uniform compliance. Operational issues include inefficiencies due to lack of processes and proper training. The owner, while an expert in the HVAC industry, has never had any formal business management or H/R training and is exhausted with trying to deal with all of these issues. He is trying to determine the best course of action to alleviate these issues so the organization can operate more efficiently, and continue to grow.

Case Objectives and Use

This case is appropriate for upper-level undergraduate courses in bachelor's programs including: strategic management, human resource management, organizational behavior/psychology, or organizational development. Additionally, it could be used for Graduate courses in the same areas.

Students will use critical-thinking, and decision-making skills in analyzing and applying management theories to eliminate problems and improve organizational efficiency. These typical management responsibilities / actions include understanding employee issues and creating business policies and procedures. It is designed to be used as a stand-alone case requiring an estimated two hours of class time. It may also be used to give students exposure to the employee handbook template provided by the Society of Human Resources Management (SCHRM).

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(Dittman) Carrying the Torch

Mary R. Dittman
Francis Marion University
Marko Horn
Mercer University

Case Synopsis

A young product manager must make a decision between loyalty to her supervisor and loyalty to her own values. Either choice involves pros and cons and could result in loss of her job or physical injury to customers.

Case Objectives and Use

This case examines issues related to ethics, conflict resolution, negotiation strategy, and corporate culture. An optional case extension allows students to take an unexpected perspective and use role-play to problem solve. This case is for use at the undergraduate level.

LEARNING OBJECTIVES (LO)

1. Define and explain an ethical dilemma.
2. Understand the 5 different approaches to ethical decision making.
3. Be able to execute the 5 steps of ethical decision making.
4. Understand the individual factors affecting a person's ethical decisions and how those factors can conflict with other relationships on the job.
5. Understand the role of organizational culture on ethical decision making within a company.
6. Analyze the differences between the economic model of social responsibility and the socioeconomic model of social responsibility and discuss the merits of each.
7. Understand and discuss structural and personal factors in organizational conflict and recommend solutions.
8. Identify effective and ineffective conflict management strategies and techniques.

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(Dittman) Less Than Picture Perfect

Mary R. Dittman
Francis Marion University

Case Synopsis

A young executive must decide between her personal values and following her supervisor's direct instruction.

Case Objectives and Use

This case examines issues related to ethics, ethical dilemmas, leadership styles, and conflict resolution. Students can discuss a variety of alternative approaches and solutions and the impact personal values have on work-related situations. Students will have the opportunity to examine the situation from multiple perspectives. This case is designed to be used on the undergraduate level.

LEARNING OBJECTIVES (LO)

1. Understand organizational relationships and how those relationships affect ethical behavior.
2. Identify the factors affecting ethical behavior in the workplace.
3. Examine leadership styles and recommend strategies to address differences between leaders and followers.
4. Discuss ways to resolve conflict with a superior.

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(English) I'm Not Dead Yet!

Sara J. English
Winthrop University

Case Synopsis

Leonard Barton was a sixty-five year old resident of Sunny Acres Nursing Home. He had lived at Sunny Acres for 47 years and had been at the nursing home longer that the administrator, nurses, social workers, housekeepers, laundry workers, maintenance staff members, and all but three CNAs and one cook. Leonard called himself "the Sheriff of Sunny Acres." About 10 years ago, a former administrator had awarded Leonard with a badge that verified this status.

Leonard liked the nursing home. He felt safe there. He had friends and companions and he felt that he had created a family among the staff at Sunny Acres. What Leonard didn't have, was a lover. He wanted a lover and he had a plan, having saved his monthly allowance for the services of a professional. As he was unable to connect to someone without assistance, he asked his social worker, Brooke Gaines, to help him set up a Tinder or Ashley Madison account. Maybe both.

Nursing homes are obligated to protect the rights and privacy of residents. The residents have the right to create and maintain sexual connections to others, and the nursing home is charged with providing private areas where persons can enjoy physical intimacy. Despite abundant research about the benefits of sex and the legal right to privacy and expression, nursing homes often fail to support sex as an expression of self-determination and a benefit to wellness. Sexual behavior and desire is often demeaned, denied, and denigrated.

Case Objectives and Use

This decision case is targeted for students and practitioners who work in healthcare, particularly with persons who live in congregate living settings. This case examines an example of an ethical dilemma often faced by formal caregivers, as they seek to balance ways to protect residents and promote their rights. This particular case focuses on the emotional and physical desire for human touch and sexual connection, which is present for most persons, regardless of age or ability.

This case is based on an actual event and is built upon primary data shared by a social worker in a large nursing home in the southern United States. It was written for use in advanced social work education courses, but would also be useful for continuing education for healthcare professionals.

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(Gerdes) Dwane Thomas: Think Outside the Border

Darin Gerdes
Maxwell Rollins
Charleston Southern University

Case Synopsis

Dwane Thomas has always thought outside the box. He is a Latin teacher who loves learning new languages. It is what he is passionate about. He began an online business teaching Latin, and his website has grown over time. His less-than-traditional approach to problem-solving has brought him some success. He loves what he is doing, and he is doing it on his own terms. His business gives him the time and flexibility to enjoy his family while he continues to learn new languages. He is profitable, successful, and growing. The COVID Shutdown brought him more customers—more than he knows what to do with. But now, he is concerned that continued success might move him farther from his goals.

Case Objectives and Use

The case may be used in multiple ways. It can be taught easily as a free-form discussion or directed discussion using the questions suggestions. The case was written for an undergraduate small business management or business plan development class, but it may be useful in an entrepreneurial strategies or family business class.

It was designed to be taught in a Christian college because of the nature of the case and the heavy emphasis on goals that transcend the financial (e.g., flourishing, calling, success, and work-life balance), but it is not limited to these institutions. It is also proper to use this case to make the distinction between immediate and long-term success and defining success on your own terms. Post-COVID, this latter concept is increasingly important to many in the work We want students to **u**nderstand flourishing, distinguish the difference between an entrepreneur who is called vs driven, recognize that entrepreneurial success can extend beyond merely a financial definition, and determining how to maintain a work-life balance as an entrepreneur. The case is a stand-alone case that should take one hour to unpack.

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(Gerdes) You are Only as Good as Your Last Decision

Darin Gerdes
Charleston Southern University
David Palmer
Charleston Southern University
Kenny Embry
Saint Leo University

Case Synopsis

Alban Brooke is at a crossroads. So far, he has made some good decisions. He has enjoyed great success growing podcast hosting company Buzzsprout. As of 2022, Buzzsprout is the number one podcasting platform according to multiple ranking sources, but he has neglected his other online businesses while he focused on growing Buzzsprout. Now he has to decide whether he should attend to the other businesses in the company's portfolio or go all in with Buzzsprout. He knows he cannot do both, but he is not sure what he should do.

Case Objectives and Use

The case focuses on marketing decisions at a small software company. The case was written for an undergraduate marketing management course to talk about core concepts such as positioning and product mix. Students who complete this case should understand the AIETA framework of adoption and be able to explain it regarding online software products like Buzzsprout. They should be able to explain diffusion of innovations, adopter groups, their characteristics, and how a company can take advantage of these characteristics to grow demand and market share for an online product. They should be able to discuss product positioning and explain how Buzzsprout used their educational videos and relationship building processes to create points-of-difference for their product and grow market share. This case is intended to be a stand-alone case that should take half of a class period.

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(Gibson) The Night Amarillo Went Red

Emilee Gibson, MBA
Katelyn Thompson, MBA
Hubert Setzler, Ph.D.
Francis Marion University

Case Synopsis

Management of people, their motivation, and evaluation has always been critical in organizational success; however, the introduction of new organizational policy, labor law, and societal norms has created new challenges between management and labor. How we decide to hire employees, motivate them, and in some cases terminate them has increased in complexity. It has evolved to include strict adherence to procedure, laws, and company policies. This case revolves around an owner of a huge farm and one specific employee. The owner had to determine different ways of trying to motivate and discipline this and other employees. After a catastrophe the owner had to determine if an employee should be let go and if they had been given enough chances to meet organizational expectations.

Case Objectives and Use

The primary focus of the case is designed to encourage a discussion of the appropriateness of the motivational techniques used in the case. The case also targets other areas of organizational behavior. These areas include administering effective punishment and communication. Readers are provided supporting information prior culmination of events. This information, along with what is presented in the final event, must be analyzed to determine responses to several discussion questions. The topics of discussion include effective communication, motivating others, administering effective punishment, and managing employee performance. This case is an excellent example of the influence that communication, motivation, and performance have in the workplace. The case is targeted toward upper-level undergraduate business majors.

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(Gueymard) From Creation to the Cloud: Mammography Imaging App

Lucas Gueymard
Tyler Mixon
Megan Rebollar
Marko Horn
Mercer University

Case Synopsis

A radiologist identifies a way to make mammograms easier to keep track of for the patient and doctors on an app; however, she is not an expert in marketing, so a team of students at a university in Georgia partnered with her to aid in this aspect of the business. The students were responsible for creating a market entry strategy for the given app launch deadline. This case examines issues related to marketing, social media, and strategic alliances.

Case Objectives and Use

This case can be used to study the importance of having a team that specializes in each area of the company. While the brains behind the company created the app, they had no experience in marketing to the target audience.

In order for the company to reach its full potential, the principal must delegate responsibility to professionals in each area. By studying the methods, the marketing team used to promote the product, students can study these methods to see the reasons behind strategic alliances, social media, and QR codes. Students can discuss the importance of communication throughout the company is evident in this case. For the company to be most efficient, every part of the company must be on the same page in every aspect. By analyzing the relationship between the marketing team and the principal, the case can be used to see how different segments come together to create one efficient product.

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(Hammond) When a Neighborhood Changes Schools Respond with Commitment to Caring and Educating K-8 Children.

Helen G. Hammond
Grand Canyon University
Julia Cronin-Gilmore
Bellevue University

Case Synopsis

A faith-based Christian school system comprised of three urban K-8 schools in the Midwest is attempting to respond to the changing dynamics in their neighborhoods. The city was changing and areas that were once brimming with vibrant church growth that could financially support the schools in their neighborhoods now struggled to do so and each of the schools faced closure. Recognizing the need for private Christian education, business leaders from the community came together and formed a separate nonprofit 501c3. The purpose of the organization was to raise funds from local foundations and businesses to financially support the schools facing closure. The school system's director of marketing has been tasked with mapping strategies to increase enrollment and giving, yet as she reviews the enrollment and giving records she wonders if the community really understands the value that the school system offers to its students, families, and the community. Does the brand have a clear message for all three schools as one brand?

Case Objectives and Use

This case is appropriate for mid-to-upper-level undergraduate courses in marketing, branding, marketing strategy, advertising, and educational leadership courses. Students will have the opportunity to demonstrate their skills mapping the marketing strategies for the school system to increase both enrollment and giving. Marketing topics covered in this case study include branding, direct and indirect stakeholders, target audience, influencers, communication channels, short-and long-term goals, and brand awareness. This case is intended to be a stand-alone assignment to compliment course content and may be completed in class or as a homework assignment requiring up to two hours of class time and approximately two hours of preparation time prior to class to complete for a total of four hours. In the classroom setting, this case may be used as part of a large group setting, small group activity, or individual completion, followed by discussion.

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(Hasley) Moonshine Ridge Distillery & Spirits

Leah Hasley
Lonnie Jackson
Nathan Campbell
Marc Miller
Henderson State University

Case Synopsis

Moonshine Ridge Distillery & Spirits was founded in 2020 as a distillery, restaurant, and event center. Thomas and Dana used personal savings to purchase the building and then began the loan process to finish the project. This process would take two years to come to fruition. The business focused heavily on the hundreds of thousands of tourists who visited the area each year.

As with most projects, the start-up costs exceeded their expectations. The Bradford's drained their savings even taking a second mortgage on their home in addition to a substantial bank loan. At the date of opening, Thomas had not paid himself a penny, solely surviving on Dana's income from her business. They used personal income to pay for the four employees they hired to get open. They desperately needed the business to begin to cash flow.

Case Objectives and Use

The case is appropriate for use in an upper-level undergraduate course in a bachelor's program for business, small business management, human resource management or entrepreneurship. The case can also be used for graduate courses in the same areas. Students will be able to utilize critical thinking skills while applying management theories to address the dilemmas in the case and improve performance of the business. Students should utilize prior knowledge gained from business courses to improve business performance. The case should highlight challenges to small business ownership from both internal and external environmental factors. The case examines concepts such as management, costing, and inventory control. This case is intended as a stand-alone case requiring approximately two hours of work in the classroom and approximately three hours of preparation outside the classroom.

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(Henderson) Decisions, Decisions, Decisions: Summer Activities for Anna!

Dave Henderson, Ph.D.
John Marsh, Ph.D.
College of Business, University of Mary Washington

Case Synopsis

This case presents a decision-making scenario based on potential summer activities for a child. The case is intended for a Cost Accounting or Principles of Accounting course when instructors discuss decision-making, relevant costing, and multi-product break-even techniques and concepts. The case requires students to assess potential summer activities, including a YMCA pool pass, amusement park pass, and summer camps. Students then need compute a break-even point for a YMCA summer pool pass based on expected usage of the pool and also compute break-even for the amusement park pass.

Case Objectives and Use

This case is intended for a Cost Accounting course at the undergraduate or graduate level. Instructors could use the case when discussing decision-making, relevant costing, and multi-product break-even scenarios.

After completing the case, students should be able to:

1. Identify alternative courses of action, relevant and irrelevant costs, and combinations that fit a budgetary constraint.
2. Characterize these options in terms of advantages/disadvantages, costs and anticipated usage.
3. Calculate the break-even usage of these options and describe under which circumstances fixed costs are preferable to variable ones and vice versa.
4. Understand pricing strategies and how different pricing strategies can encourage different customer usage.
5. Evaluate, recommend, and justify a decision that will maximize anticipated benefits subject to budgetary constraints.

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(Hoover) An Economic Workout

Brent Hoover
University of South Carolina Aiken

Case Synopsis

Sue Donath always wanted to work in fitness. In college she built a business plan from her time working for a small business gym owner. After graduation, she purchased that small business gym. Once it began growing under Sue's ownership, she needed a larger space. However, a variety of factors caused issues obtaining financing for the expanded facility.

Case Objectives and Use

This case is meant to assist students in diagnosing issues that arise with a small business attempting to obtain a loan. Quite rarely is securing a loan a simple process. Students should be able to distinguish between the advantages for each loan type. This case study could be used for either undergraduate or graduate students.

This case is a combination of Brent Hoover's SBDC consulting experiences with multiple clients regarding the purchase and expansion of businesses via bank financing. Names of persons, business names and bank names listed in this case are fictitious and used for educational purposes only.

1. Understand the difference between 7a and 504 loans.
2. Distinguish why one business might be more successful at the loan process than a competitor
3. Mitigate and problem-solve issues with the loan process

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(Horne) Walking the Thin Gray Line: A Case Study in Medicare Fraud

Kelli Horne
Gail Moore
Lander University

Case Synopsis

In October of 1996, a home health care organization and its purchaser agreed to reimburse the federal government $255 million for overbilling and making fraudulent Medicare claims. Under the agreement, First American Health Care of Georgia, Inc., the nation's largest home health care provider, and its new owner, Integrated Health Services, Inc, agreed to reimburse the federal government for money stolen from Medicare through fraudulent billing practices. The alleged fraud was that First American billed Medicare for costs unrelated to the care of patients in their homes, including the personal expenses of First American's senior management, as well as for the company's marketing and lobbying expenses. In a related criminal action, the company's two major principals, Jack and Margie Mills, were found guilty of defrauding Medicare, and were sentenced to prison terms of 90 months and 32 months, respectively, for their participation in the fraud.

Case Objectives and Use

The case is appropriate for use in an upper-level undergraduate course in a Bachelor's program for business administration, healthcare administration, auditing and ethics. The case may also be used for Graduate courses in the same area.

Topics that may be addressed include, but are not limited to, the fraud triangle, internal controls, corporate governance, stakeholders.

Undergraduate students will be able to make a practical application of how fraud may occur within an organization. They will gain an understanding of the importance of corporate governance and the need for internal controls. The case may be utilized as a stand-alone case requiring up to two hours of class time and approximately two hours of preparation outside of class.

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(Law-Shaw) The Leader of Choice: Jamie Dimon

Patricia Law-Shaw
Dr. Helen MacLennan
Saint Leo University

Case Synopsis

In the wake of the financial crisis, the main issue that has arisen in the public arena is whether bank consolidation has affected the safety and soundness of the US financial system, and what can be done to protect it. Today, JPMorgan Chase heads the roster of US financial institutions in terms of asset size and market capitalization (Sargen, 2020). It is also the most profitable bank, and its share price has exceeded that of other large banks substantially since the onset of the Global Financial Crisis (GFC). In this respect, Sargen (2020) says, it serves as an example that "being big is not necessarily bad". We look at the leadership and ethical business practices that has led to the success of JPMorgan Chase under the leadership of Jamie Dimon, as well his perspective on the make-up of a great leader amongst its internal and external customers.

Case Objectives and Use

This case is appropriate for the use in both Undergraduate and Graduate studies in a Business Administration program, Organizational Leadership, Human Resource Management, Psychology and/or Strategic Management.
Students and Scholars will be able to benefit from the critical thinking skills of a Chairman and Chief Executive Officer's ability to incorporate Transformational, Beau acratic and Shared Leadership styles to improve the facets of an organization's performance. Special attention is placed around the ethics and character of the leader of choice ability to motivate employees at all levels of the organization,
This case examines theories and concepts such as motivational theories, leader-member exchange theory (LMX), organizational culture, business ethics, the One Chase concept, leadership style, management information systems (MIS), sustainability and social responsibility concepts.

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(MacLennan) Demanding or Destructive: A Case of Restaurant Roughhousing

Dr. Helen MacLennan
MaryAnn Rozengard
Saint Leo University

Case Synopsis

Stephanie and Arnold co-owned several restaurants in the Southeast region of the United States that were quite successful. Stephanie was the primary partner in the business and was viewed as an exceptional businessperson who went the extra mile to take care of her customers. However, Stephanie's leadership style drove away numerous management staff, supervisory personnel, and operations staff. Interestingly, many of Stephanie's management and supervisory personnel were recruited from outside of her business area. Even though she recruited from locations where her reputation was unknown, she was unable to retain talented individuals. The subsequent turnover in mid-management was high for the industry at 100%, and the overall staffing numbers for management and hourly employees were lower than the restaurant's business model requirements. Legal corporate ramifications included allegations of the Family Medical Leave Act violations, sexual harassment, workers' compensation, and supervisory food safety requirement violations. While the parent corporation saw results in terms of sales and reinvestment, what they did not see was how she treated her key managers and mid-managers. This case is appropriate for undergraduate or graduate level Leadership, Organizational behavior, or Business Management courses to provide insight into leadership styles and employee performance.

Case Objectives and Use

This case is ideal for an undergraduate or graduate level business management, leadership, or organizational behavior course and should be after students have a basic knowledge of business management and leadership. It could also be useful in other business topics such as organizational culture, business strategy, employee motivation and turnover, and organizational psychology.

Students will discuss the role of power in leadership, the influence of leadership style on organizational culture and define autocratic, democratic, and laissez-faire leadership styles. Students will discuss major types of influence, influence tactics used by leaders, and the cost of management turnover. Several learning activities are included.

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(MacLennan) Too Many and Never Enough: Manning Manny's Eatery

Dr. Helen MacLennan
Dr. Kenny Embry
Dr. Dale Mancini
Saint Leo University

Case Synopsis

The COVID-19 pandemic created labor shortages in many industries, but restaurants were hit particularly hard. Manny's, a local eatery was experiencing low employee morale and a staff exodus. A new restaurant opened across the street and Manny's was losing the employees that they had worked to recruit during the pandemic. The manager continued to feverishly recruit new employees to keep the operation running smoothly. However, for Lauren and many of the other bartenders and servers, adding new employees wasn't the solution – it was part of the problem. This case is appropriate for under-graduate management, and organizational behavior courses to provide insight into managerial tasks and decision-making.

Case Objectives and Use

The intent of this case is to provide concepts for discussion related to management and organizational culture to undergraduate students. The teaching notes will include activities, suggested additional readings and discussion questions.

Students will discuss differences between efficiency and effectiveness as they relate to organizational goals. In addition, they define and understand the steps that managers should undertake when making decisions. They also will explain values and attitudes that influence managerial tasks and decision-making.

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(McCoy) The Case of the SEC Comment Letter

Nicole McCoy
Cynthia J. Khanlarian
North Carolina Agricultural and Technical State University

Case Synopsis

John graduated with an accounting degree and started work about six months ago at Titan Machinery, a publicly owned corporation. He helped the staff prepare the company's annual report that was submitted to the SEC at the end of the company's fiscal year. It had been a big job and they all celebrated when they finished. Now, three months later, the company's CEO just received a Comment Letter from the SEC. The SEC thinks the company changed its method of accounting for inventory, but John knows they didn't.. They need to figure out what is going on.

John went through the report again. The company had written, "We provide repair and maintenance services, including warranty repairs, for our customers' equipment." But the SEC asked them, "We note your disclosure that work in process is valued at the retail rates of labor incurred and parts inventories used on service work in process at year end. Please tell us why your policy complies with ASC 330-10-30." John started reading his accounting textbook.

Case Objectives and Use

This case is real. The story comes from the Securities and Exchange Commission website (with a little help from us). This case could be used in multiple undergraduate accounting courses such as managerial, financial, and auditing as supplemental material for the sales cycle and revenue recognition. In this case, John must figure out what Titan Machinery is doing that triggered an alarm at the SEC when they filed their annual report. He already knows the rules for reporting inventory, and we assume he understands how to account for revenue and expenses. We explain what the SEC does and how they do it to provide a safe, reliable environment for business growth and yet have rules that are enforced. This assignment will enhance the student's understanding of the interrelationship of various accounting disciplines such as accounting valuation, regulation, and ethics.

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(Mehng) The New Guy: a Toxic Manipulator

Si Ahn Mehng

University of North Carolina at Pembroke

Case Synopsis

When a senior IT manager retired, John Wiley covered the job and assumed moving into that position. Then, this local home furniture manufacturing plant has merged with a global furniture manufacturing company. It changed many areas, including the organizational structure in the Information Technology (IT) department. The upper management decided to open a project manager position that would supervise all IT employees. John got frustrated and resigned from the company, and about the same time, Scott Cole started his job as a project manager. However, it turned out that Scott did not have a strong IT background and caused many troubles to IT employees with his toxic character. This new project manager position caused three IT employees to leave the company, and the rest of the current IT employees tried to find another job.

Case Objectives and Use

This case includes several aspects of management, leadership, and organizational behavior issues. Specifically, the case includes many application points in leadership, decision-making process, counterproductive work behaviors, and communication. The case also includes how management and organizational level decisions can influence individual employees' behavior and turnover intention.

This case can be used at the upper-level management course for undergraduate students, or Graduate courses where students study organizational structure and leadership.

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(Moates) Beyond the Pail

K. Nathan Moates
Mary Beth Rousseau
Jonathan Krispin
Valdosta State University

Case Synopsis

Sam is a management professor who finds himself feeling a bit overwhelmed with his well-intentioned efforts to help his friends, and now consulting clients, Taylor and Alex, with their financially successful, but underdeveloped business. Their business, which is operating smoothly in its daily activities, has reached a point where they are struggling with consistency in their efforts to manage the human resources of the company. They have grown to the point where they now had 130 employees, with plans for further expansion. Sam has conducted a series of interviews with managers and other key employees of the company to understand the issues, and was feeling a bit overwhelmed at the findings that he had uncovered; there was a lot of work that needed to be done to address both the legal and regulatory requirements, as well as the cultural aspects of the company's human resource practices. After reporting his findings back to Taylor and Alex, they asked him the question that he both expected, and yet also dreaded – "Where should we start?"

Case Objectives and Use

This case is most appropriate for students in an introductory level human resource management course. Enough information has been included in the case to allow students to consider some of the cultural, as well as some of the legal and regulatory implications of the company's dilemma. *The main goal of the case is to identify what steps need to be taken to develop strong human resources practices in a company that has grown quickly, but without developing any human resource management infrastructure.* Students will be asked what laws and regulations apply to the company, as well as asked to recommend what steps need to be taken to both address the surface issues identified in the case and also the deeper-level policies, procedures, and practices needed to support these steps.

This case is intended to be used as a stand-alone case that might be covered in one-to-two class periods, assuming that students have read the case and considered the relevant questions in advance of the class session.

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(Money) Salesforce: Ethical Questions and Technical Concern

William H. Money, Ph.D.
Baker School of Business, The Citadel
Joseph M. Allen
Enterprise Architect, Adept Consulting, LLC

Case Synopsis

The Salesforce Corporation produces, markets, and supports software to a wide variety of organizations and firms in the software services arena. The case concerns ethical and responsibility questions faced by a contractor supporting Salesforce software customers. The case provides an overview of Salesforce, its CRM products, security concerns, and the interaction between a contractor and this technology vendor. It introduces students to the information systems security concern for the industry, and the situation and decisions faced by the contractor. An overview of the security risks and sources for obtaining information about security threats and security risks is included. The sources for these data are the firms producing software and services and the users working in the industry. The emails exchanges included in the case summarize the situation faced by the contractor, and the perceived security threats from the software. The case exposes the contractor's ethical concerns, and identifies the alternatives for reporting on the issue.

Case Objectives and Use

The case is for use by both graduate and undergraduate students. It is appropriate for in-class discussion and research out of class targeted at increasing students' understanding of the ethical issues in security reporting, and risks to various parties. Students should examine the consultant's communications and exchanges with Salesforce, and approach the ethical issues from both the perspective of the consultant and Salesforce. Students should consider several interrelated questions from different perspectives. How aggressively should the consultant pursue his concerns and questions? What risks are involved for the consultant and his customers? How should someone who has a stake in the success of Salesforce and the protection of customer's security handle this situation? If other sources offer similar information to Salesforce, how should Salesforce respond?

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(Moore) EASEappliations.com: Do You Stake Your Life On Being The Snapchat For Healthcare?

Stephen Moore
University of North Carolina at Pembroke

Case Synopsis

Think of the last time you sat in a hospital waiting room. The anxiety, the fear, and lack of information all combine to make a waiting room feel part jail cell part jungle. The typical hospital wait while your loved one is in surgery is one of the most stressful situations you can encounter. Most hospitals have uncomfortable, cramped, public waiting areas with little or no communication while your significant other is "under the knife". If we can track when an Amazon package is being delivered or when Uber Eats is delivering our dinner, why can't we know what is happening to our loved one in a hospital? Imagine if there was a technology that provided nearly constant contact through text messages and pictures sent directly from the surgical staff to you while you wait. Providing you with updates and educating you on what is happening to your loved one in real time.

This case is about the entrepreneurial spirit that is making Electronic Access to Surgical Events (EASE) a reality. The case discusses the challenges facing a startup including fear, funding, and family hardships.

Case Objectives and Use

This teaching case is intended for courses that include aspects of HIPPA, business startup, strategic management, diffusion of innovation, and disruptive technology, and decision making under uncertainty: ambiguity preference. Instructors can use the case in entrepreneurship and strategic management courses.

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(Moore) Husband And Wife Lose Inheritance In Jail Job

Stephen Moore
University of North Carolina at Pembroke

Case Synopsis

A new business owner must act quickly and take on unexpected responsibilities as new business goes sideways. Purchasing a business and business start-up activities can be both exciting and tense for entrepreneurs especially when unbeknownst to the new owners, the largest and most lucrative customer and some smaller ones were leaving. This case examines how a new business owner stepped-up as bank negotiations, mass firings, contract renegotiations, and new strategies are deployed to save the business.

Case Objectives and Use

Students can discuss the joys and perils of small business ownership, contract management, entrepreneurship, and business startup in the asset protection technology installation and service industry. The case is appropriate for use in undergraduate and graduate courses in small business management, entrepreneurship, contract management, and marketing.

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(Rajagopalan) The Eager Beaver Problem: How Do Companies Handle Overcommitment?

Hari Rajagopalan
Marie H. DeVincenzo
Johnathan G. Munn
Francis Marion University

Case Synopsis

The software development team at TechServ Inc. is in major trouble. Marketing and sales has again overcommitted them to a project, which has been aggressively underbid and oversold in order to beat the competition. Now the software team that develops the software is committed to build the software and get it done on a truncated timeframe, which may be unrealistic. What can we learn from this scenario so we can avoid this situation in the future?

Case Objectives and Use

The learning objectives for the case are broad and cover a variety of topics that one might encounter in a capstone course or any upper-level course that builds on previous business school course work.

This case allows students the opportunity to demonstrate a deeper understanding of conflict management by identifying the key issues that led up to and potentially induced the crisis. Students are also asked to evaluate the crisis along multiple dimensions by examining the corporate culture and incentive structure and identifying the ethical and moral issues faced by key decision makers. Finally, students are asked to make a recommendation regarding what actions should be taken to mitigate as much damage as possible in the short-term and what long-term actions should be taken to insulate the firm from this type of crisis in the future.

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(Ritchie) Never Fear to Negotiate: Landlords, Tenants and the Law

Leah Ritchie
Anne-Marie Hakstian
David Goodof
Robert Daniell
Salem State University

Case Synopsis

An owner of a small apartment building attempts to avoid a long eviction process when a tenant refuses to pay the rent and curtails all communication with the landlord. The case shows that through empathy, trust-building, and questioning negative stereotypes, parties can avoid court and part ways on friendly terms with a mutually agreeable settlement.

Case Objectives and Use

This case is intended for use in an undergraduate course in conflict management, negotiation skills, mediation, organizational behavior, or real estate. After studying the case, students will be able to determine the differences between the integrative (win-win) and distributive (win-lose) negotiation strategies and determine when it is most appropriate to apply either approach. Students will also be able to describe how perceptions and behaviors affect negotiation practice and outcomes.

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(Rodriguez) Beauty and the Feast

Sandra Rodriguez
Dr. Dale Mancini
Saint Leo University

Case Synopsis

In 2015, Rafael Ortiz applied to the job opening of a restaurant server at a Twin Peaks restaurant in Florida only to be denied the position for being male. Ortiz was told only females were eligible to apply for the position of a restaurant server since the position was officially called "Twin Peaks Girl". Ortiz filed a lawsuit that would later be settled out of court.

Case Objectives and Use

This case should be used for students in an undergraduate or graduate business program with an emphasis or an interest in human resources or employment law. It should be used to introduce students to hiring practices that under employment law would be considered illegal. However, the exception to Title VII through BFOQ (bona fide occupational qualifications) allows for discriminatory hiring under certain instances.

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(Serrano) Weathering the Pandemic: Three Corporate Restaurant Chains Navigate the Choppy Waters of 2020

Jan M. Serrano
Francis Marion University

Case Synopsis

Restaurants were some of the businesses hardest hit by the COVID pandemic which began in 2020. For those that were able to survive the loss of customers in the onset of the pandemic, lack of staffing, supply chain issues, mask mandates and further shutdowns cast a cloud on the survivability of many others going forward. This is a researched case which prompts students to evaluate the financial health of three different restaurant groups to explore how that impacted their ability to adjust to the issues arising from the pandemic.

Case Objectives and Use

This case would be appropriate for students in an undergraduate introductory or advanced corporate finance (financial management) class. This case would be appropriate for use with chapters covering the financial statements. It does not require any complex calculations, but rather strengthens the student's confidence at interpreting the financial statements, identifying strengths and weaknesses in the balance sheet and cash flow statement, and interpreting the financing entries in the statement of cash flows. The case prompts students to formulate strategies for boosting cash and liquidity in times of crisis. This case has been used as an exam in an undergraduate advanced corporate finance course and group discussion in an undergraduate intro corporate financial management course.

After completing this case, students should be able to:

- Demonstrate knowledge of the basic components of a company's Balance Sheet and Statement of Cash Flows
- Demonstrate an understanding of how these components affect a firm's ability to survive an economic shock
- Demonstrate an understanding of the impact of inflows and outflows due to financing activities on firm liquidity and resilience
- Apply an understanding of factors affecting company health to devise a strategy for improving cash and liquidity
- Evaluate the financial actions taken by firm executives in response to an economic shock

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(Spillan) Ristorante Pescador: Our Seafood, Your Best Option to Enjoy with the Family

John E. Spillan
University of North Carolina at Pembroke
Senora Sandra Gomez Rodas
University of Galileo, Guatemala, CA
Senor Alvaro, Guatemala City, Guatemala

Case Synopsis

Group, family, and gourmet style dining is an important part of daily life in Guatemala. Family Cocktail's management is striving for excellence from the beginning of the cuisine experience to the end with the preparation of stop-quality products. Don Pedro, the business owner wants to make a difference when comparing his cuisine to others in quantity, quality, and service. All his dishes are 80% seafood and 20% other accompanying ingredients. Because his recipes are so unique and tasty, people from all over the city are coming to Ristorante Pescador to enjoy good nutritious food for their families.

Case Objectives and Use

This case is appropriate for both upper-level undergraduate in a bachelor's program in an International Business or in a Small Business Management course. It also can be used in and International Business course at the Graduate level.
The students will be able to analyze the critical success factors that go into establishing, operating, and growing a business. Students will have to draw on several course in management, entrepreneurship, and accounting to successfully analyze and recommend solutions to Pedro's organizational and business growth challenges. The case examines organizational development, marketing, supply chain management, logistics, budgeting, and day to day business operations. While the case seems simple and easy to understand, it has operations issues along with cultural and interpersonal matters that must be considered. The case is intended to stand alone requiring about one hour class time and about two hours of preparation outside of class.

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(Steen) How Much for Those Earrings in the Window?

Julie Steen
University of South Carolina Aiken

Case Synopsis

Janee has been making jewelry for years. She particularly liked making earrings. Most of the earrings she makes are priced at $5. She has recently opened her own boutique and several people have commented that her prices are too low. She is now wondering if she should change the price of her earrings.

Case Objectives and Use

The concepts being reinforced by this case are the factors that affect pricing, pricing objectives, pricing strategies, and pricing tactics.

The learning objectives for this case are:

1. Demonstrate understanding of the various factors that should be considered when setting prices.
2. Demonstrate understanding of pricing objectives and strategies.
3. Demonstrate understanding of pricing tactics.
4. Apply knowledge of pricing objectives, strategies, and tactics to make recommendations to a small business owner.

This is a discussion case designed to be used in an undergraduate Principles of Marketing class during or after the topic of pricing is discussed in the class. Since this is a discussion case, some of the questions asked do not have "correct" answers. This case will work well in both face-to-face and online classes. For face-to-face classes, the instructor can have students read the case and then ask the questions of the class. For smaller classes, it may work well to have the class as a whole participate in the discussion. For larger classes, it is recommended that the class be broken into smaller groups to discuss the case and then brought back together as a whole for a final discussion. In an online class, the case can be provided as a prompt for a discussion board.

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(Steen) What Is Going on with FedEx?

Julie Steen
University of South Carolina Aiken
Crystal Carlson-Myer
Pasco-Hernando State College
John Engel
University South Carolina Aiken

Case Synopsis

Lauren Stapleton recently opened a pottery studio in Columbia, SC. She has created pottery for years with great success and decided it was time to have her own space to sell these pieces along with some other items. Lauren places several orders from manufacturers every month. One package in particular was being shipped by Fedex and was originally scheduled to arrive on Wednesday, December 22nd. That delivery date was updated to Thursday, December 23rd.

On December 23rd, Lauren anxiously awaited her package. When it had not arrived by late afternoon, she checked the FedEx tracking history said that there was a delivery exception that stated the customer was not available or the business was closed. Lauren was quite frustrated since she had been at the business all day and the business was in fact open. On December 24th, it stated there was a delay and delivery not attempted and on December 27th, future delivery was requested. Lauren also did not request a future delivery on the 27th. Lauren decided to utilize FedEx's auto chat feature unsuccessfully and finally turned to their customer service helpline for answers. Both avenues failed to provide Lauren with answers about where her package was or the reasons for the delivery exceptions. Lauren began to wonder "What is going on with FedEx?"

Case Objectives and Use

This case study can be used in a Business Communications course. It presents an opportunity to evaluate the difficulties that large corporations face when communicating with their customers. One of the main objectives of business communications is to provide an exchange of information in the most effective and efficient way possible. This leads to the methods and channels a corporation selects to do so, both internally and externally. Communication has an important role in the achievement of organizational goals and customer satisfaction. This case would lead to many applications inside the classroom to look at these issues and find productive solutions.

- Methods of Communication
- Timeliness
- Customer Use and Satisfaction
- Corporate Goals

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(Zalman) Grasslands and Green Dragon Media Relations Case Study: Growing Interest in a Budding Industry

Randa Zalman
Bellevue University

Case Synopsis

In the United States, the legal cannabis industry is growing steadily. As a new, emerging market, the cannabis industry is presenting marketers with promising opportunities to explore creating market strategy for different geographic areas, various legalization levels and with varying degrees of regulation. The following case study explores a media relations focused approach to building and amplifying brand credibility in a nascent industry with many players and messages cluttering the media environment.

Case Objectives and Use

This case provides an opportunity for students to examine foundational media relations activities as it relates to a new and emerging marketing industry. Students will practice examination and critical thinking skills through case analysis. Students are asked to identify and evaluate strategic tactics, describe applicable target audiences, and develop recommendations for continued brand marketing success. The case is designed as a stand-alone case requiring approximately two hours of class time and four hours of out-of-class preparation. The case is suited for undergraduate or lower-level graduate marketing courses.

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2023 CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA

Southeast Case Research Association
31st Annual Meeting
Myrtle Beach, South Carolina
February 23-25, 2023*
(*preliminary dates subject to change)

The 2023 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 31st 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.

Complete case and IM submissions for full review and award consideration are due:
November 14, 2022
(Embryo cases and abstract submissions are accepted through January 9, 2023)

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 31st 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 are due by *November 14, 2022.*
- Camera-ready abstracts and revised materials due by *January 20, 2023.*
- To be included in the printed program, the registration fee must be paid by *January 22, 2023.*
- Hotel guaranteed rate date: *February 1, 2023.* Late SECRA registration fee after *February 1, 2023.*

Submission Information

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

Please follow these guidelines to aid in the review and editing process:

1. Submissions must be formatted and submitted electronically according to the instructions on the SECRA website (http://www.secra.org/). Case submissions should not include information that identifies the authors or their affiliations. Failure to follow the formatting/submission guidelines may delay or disqualify acceptance.
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 November 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 2023 Program Chair, Mary Dittman, at SECRAinfo@gmail.com or the 2023 President, Marko Horn: horn_m@mercer.edu