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ENTREPRENEURSHIP

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- Average is Beautiful: An Opportunity Worth Pursuing?** 1
- Heidi M.J. Bertels,* CUNY College of Staten Island, and Michael S. Lehman, Lehigh University [2800 Victory Boulevard, Staten Island, NY 10314, heidi.bertels@csi.cuny.edu]
- This case describes the path of Nickolay Lamm, a recent graduate who is a successful freelancer in search engine optimization. When a speculative illustration of a fashion doll based on the proportions of an average 19-year old American woman (referred to as “Normal Barbie” by online media) goes viral, there seems to be considerable market demand for an actual physical “average” doll. Nickolay needs to determine how to respond to this opportunity. Students assess Nickolay’s potential as an entrepreneur using entrepreneurial orientation and effectuation theory. They also evaluate the overall feasibility of his business idea, including breakeven analysis. The average fashion doll could hypothetically be commercialized by a venture run by Nickolay or by an industry incumbent. Students use VRIO analysis to determine which organizational form has most potential for sustainable competitive advantage. Based on the output of these analyses, students recommend a path forward for Nickolay.
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- Señor Sisig: Hungry for Growth in the Food Truck Industry** 15
- Evan Kidera, Armand Gilinsky, Jr., * Sonoma State University Jeffrey P. Shay, Washington & Lee University, Sally Baack, San Francisco State University [1801 East Cotati Ave., Rohnert Park, CA 94928-3609, gilinsky@sonoma.edu]
- This case takes place as Señor Sisig has had three years of increasing success. The case highlights founder Evan Kidera, and the business as a whole, in Señor Sisig’s efforts to continue the company’s success and in pursuing the best growth options. Señor Sisig has received great acclaim in its early years. Founder Evan Kidera feels great pressure to capitalize on the opportunities presented to Señor Sisig as a result of the hard work in those early years, and at the same time does not want to over-stretch Señor Sisig’s reach. Beyond maintaining business as usual, Kidera was considering three growth opportunities for Señor Sisig: (1) Add more food trucks, (2) expand operations to package products for sales to food retailers, and (3) open a bricks-and-mortar restaurant.

HUMAN RESOURCE MANAGEMENT

- *Human Resource Management* **Blurred Lines: Happy or Harassed?** 43
 - *Organizational Behavior*
 - *Leadership, Diversity and Inclusion*
 - *Business Communication*
- Monika L. Hudson* & Keith O. Hunter, University of San Francisco [School of Management,, 2130 Fulton Street, San Francisco, CA 94117, mhudson@usfca.edu]
- Training programs and literature on workplace harassment are replete with admonitions that such situations require timely managerial action to both investigate and eliminate any forms of harassing conduct. But how do individuals meet these expectations under circumstances where the situational context leads to uncertainty about when or even if to intercede? In this case, an accounting firm's new human resources manager overhears a questionable exchange between a male and female employee at an off-site event. Believing the words and behaviors he is witnessing may constitute harassment, the manager faces a set of related decisions regarding what actions, if any, to take and how the options available comport not only with his formal roles and responsibilities but also with his values and those of the organization.
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- *Compensation Plans* **The New Pay Plan: Summertime and the Livin's Not Easy!** 47
 - *Pay Equity*
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 - *Status Systems*
- Thomas R. Miller, The University of Memphis [Fogelman College of Business & Economics, 3675 Central Avenue, Memphis, TN 38152-3210, thmiller@memphis.edu]
- Dr. Fred Carroll, a professor at Regency State, a large university in the Southeast, stopped in to see his department chairman, Dr. Ken Winston, about rumored pay cuts in faculty summer compensation. Winston, in an uncomfortable situation, replied that the College of Business faced a serious budget shortfall, and the administration was looking at various ways to reduce costs, in particular, the high costs of summer instruction. Citing other expense areas that could be cut, Carroll did not accept the explanation that the budget should be balanced by reducing summer pay. Along with Carroll, several other faculty members expressed their concerns to Winston about the prospective changes and their impact. To meet a target of a 25% reduction in summer compensation budget, the dean, associate dean, and department chairs were looking at various approaches to cut costs. Winston, along with the other College administrators, was challenged to identify alternatives and find a satisfactory solution to the problem that would reduce summer compensation costs yet minimize adverse effects on faculty morale.

STRATEGY / SOCIAL ENTERPRISE

- *Social Enterprise*
- *Nonprofit Management*
- *Strategy*

Howard Industries: A Social Enterprise Worth Continuing?

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Kyleen Myrah,* Okanagan College, Kerry Rempel, Okanagan College and Dean Warner, Okanagan College [1000 KLO Road, Kelowna, BC, Canada, V1Y 4X8, kmyrah@okanagan.bc.ca]

Levesque has been the Executive Director with The John Howard Society of the North Okanagan (JHSNOK) for 11 years, a charitable nonprofit society located in British Columbia, Canada. During this time, she had moved JSJNOK from an organization in crisis and unable to meet current financial obligations, to stability and growth with an annual budget of just over three million dollars. Five years ago, the organization made a strategic decision to pursue social enterprise to better support the growth and development of their clients - marginalized people who had been in conflict with the law - and to find additional ways to diversify their funding sources so they had more financial independence and stability. In 2010, Howard Industries was incorporated and two social-purpose ventures were created. Achieving a 'blended-value bottom line' of both social and financial performance has not been easy and Levesque has been asked by her board to provide recommendations for its future direction.

OPERATIONS MANAGEMENT

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- *Process Balance*
- *Industrial Reconversion*
- *Rethinking and Process Improvement Dynamics*

ZENI: Finding the Path to Operational Excellence

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Julio Sánchez Loppacher*, Marcelo Pancotto and María Barale IAE Business School [Mariano Acosta s/nº and Ruta Nac. 8 (1629) Pilar - Bs.As. - Argentina, JSLoppacher@iae.edu.ar]

The forestry industry unit (UFI) of ZENI, an important business area that carried out its own felling operation and featured high levels of investment in timber processing equipment and technology was run by one of the founder's sons, Patricio Zeni. Despite strong growth in recent years, UFI's profitability had gradually declined, partly due to the domestic economic situation which was marked by cost increases as a consequence of high inflation with an almost fixed exchange rate and partly because the industry was becoming more globally competitive. Although internal operations seemed to run smoothly, Patricio was sure that better profitability could be achieved with better operational balance. The case explores whether UFI should implement a pull-based production planning system to improve company commercial performance and meet future demand or a push-based production system to maximize operational efficiency. The case also looks into the feasibility of implementing a control and monitoring system with operational indicators to reduce production problems and whether the planning management function should be reorganized into an independent area. {Note: A Spanish language version of this case is available through a number of CRJ's distribution partners.}

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