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12 / 1 / 12:1 (Spring1992)	Carmike Cinemas, Inc.: Industry and Company Perspective	Marilyn Taylor, University of Kansas [Lawrence, KS 66045-2003]	Fuqua Industries ; Carmike Cinemas, Inc.	What next for this regional theater chain (the fourth largest chain in the United States)? Four years after a leveraged buyout from Fuqua Industries, Carmike's venture capitalists are ready to cash out. Chief Executive Officer Mike Patrick considers whether to go public or to take on additional debt, in order to satisfy the investors.	Strategic Management; Business Policy; Market Strategy; Leveraged Buyout	Entertainment		United States	18
12 / 1 / 12:1 (Spring1992)	C.F. Martin and Company	H. Donald Hopkins and Dona DeCarolis, Temple University [Philadelphia, PA 19122]	C.F. Martin and Company	The premier firm in fine acoustic guitars moved from possible bankruptcy to unprecedented success in the volatile 1980s, partly due to addition of new lines using Asian components or imported instruments. Would further diversification damage the quality image of the Martin name?	Diversification; Market Strategy; Strategic Planning; Family Business	Entertainment		United States	21
12 / 1 / 1992	Hotel Kayangan	June M. L. Poon and Raja Azimah Ainuddin, Universiti Kebangsaan Malaysia [43600 Bangi, Malaysia Fax (03) 8256484]	Hotel Kayangan	This government-owned beach resort hotel was charged with accommodating tourists and business visitors, training local citizens for productive employment, and returning a profit on its investment. After five successive years of substantial losses, General Manager Ghazali Ismail is under pressure to improve financial results.	Cost Control; International Business; Market Strategy	Hotels		Malaysia	23
12 / 1 / 1992	Forgotten Group Member, (The)	Franklin Ramsomair, Wilfrid Laurier University [Waterloo, Ontario, Canada N2L 3C5]		Janet Simpson, a bright and sincere student, appeals to her O.B. professor for the right to work independently, rather than working with the student group which has obviously rejected her. The professor ponders what course of action will lead to learning, for Janet and her group.	Conflict Resolution; Leadership; Organizational Behavior	Education		Canada	11
12 / 1 / 1992	Well-Paid Receptionist, (The)	Roland B. Cousins, LaGrange College [LaGrange, GA 30240-2999]		To his great surprise, Harvey Finley discovers his secretary/receptionist earned \$127,000 last year. Cathy Brannan was his first employee, hired with a promise of a bonus of 2 percent of sales. The company has grown, partly due to Cathy's skills. But \$127,000 is unthinkable for a secretary.	Organizational Behavior; Compensation; Pay for Performance; Gender Issues	Human Resources		United States	6
12 / 1 / 1992	Virginia's Yarn Shop	Melodie Philhours and William B. Olson, Arkansas State University [State University, AR 72467-0059]		Virginia Reed's home in a small Arkansas town serves also as a shop for better-quality yarns and accessories, and as a site for occasional lessons. Last year's profits were only \$3000 and Virginia wonders whether the shop can produce enough income to meet her needs. Can she afford to keep it going?	Strategic Management; Market Strategy; Small Business	Textiles		United States	7
12 / 1 / 1992	DCM- Toyota Ltd. of India	Madhav S. Shriram, DCM Shriram Industries, Ltd. Alan G. Robinson, University of Massachusetts at Amherst Dean M. Schroeder, Valparaiso University [Valparaiso, IN 46383-6493]	Toyota Ltd	DCM- Toyota believed its medium-sized trucks were the highest quality, most technologically advanced vehicles built in the country. Still, fierce price competition and currency fluctuations made profits elusive. In mid-1988, the firm broke ranks with the industry, raising its prices to reflect its quality advantage. The resulting slide in market share has some managers concerned.	Strategic Management; Market Strategy; Operations Management; International Corporate Strategy	Automotive		India	16
12 / 1 / 1992	West Point Market the Potential for Expansion	J. B. Wilkinson, Youngstown State University [Youngstown, OH 44555] Gary B. Frank, The University of Akron	West Point Market	If Russ Vernon expands his successful specialty food store, he will change its image and format to an upscale supermarket. But he will also increase his fixed and operating costs substantially. Can increased sales make the expansion pay off?	Market Strategy; Small Business; Cost/Benefit Analysis	Food		United States	12
12 / 2 / 1992	Crowley Inn: "Une Bonne Place Pour Rester"	Arthur Sharplin, McNeese State University [Lake Charles, LA 70609] and Rodney H. Mabry, Clemson University	Crowley Inn	Art and Kathy Sharplin have bought a run-down motel in Cajun country, where the staff is untrained, unskilled, and demoralized (although colorful). Inn customers include festival crowds, interstate tourists, and locals seeking romantic liaisons. After turning the Inn around, the Sharplins consider whether to seek a Best Western, franchise, or to sell out altogether.	Strategic Management; Business Policy; Implementation; Marketing Strategy; Family Business	Hotels		United States	18
12 / 2 / 1992	UNICRE, S.A. and the Credit Card Industry in Portugal	David W. Grigsby, Clemson University [Clemson, SC 29634-1305] and Vitor F.C. Goncalves, The Technical University of Lisbon	UNICRE, S.A.	Portugal's largest credit card company faces a rapidly changing environment as deregulation of the country's banking industry takes hold. Sebastiao Lancastre, founding director general, considers the prospect of competing against his own major stockholders, as new laws permit all the country's banks to issue their own credit cards.	Strategic Management; International Business; Deregulation; Privatization	Banking		South America	29
12 / 2 / 1992	Simons Lumber Company (1990)	Stewart c. Malone, University of Virginia [Charlottesville, VA 22903-2493]	Simons Lumber Company	Bob Simons, fourth-generation CEO of a specialist lumber wholesaler, tries to restore his firm's historic profitability, in spite of fundamental changes in his industry environment. Simons faces major decisions about product lines and investments, in the context of difficult personnel decisions and supply uncertainties.	Strategic Management; Family Business; Industry Analysis; Entrepreneurs	Lumber		United States	24
12 / 2 / 1992	Gillette and the Men's Wet-Shaving Market	Lew G. Brown, University of North Carolina at Greensboro [Greensboro, NC 27412-5001], and Jennifer M. Hart, MBA	Gillette	In early 1989, Gillette faced increasing competition in the wet-shaving market due to market maturity and increasing pressure on profits due to the growing popularity of disposable razors. Gillette managers examine the competitive situation and consider how to revise their marketing strategy.	Market Strategy; Consumer Behavior; Product Design/Development	Consumer Products		United States	29
12 / 2 / 1992	River Bend East	Brad Brown, John A. Lindgren, Jr., and George A. Overstreet, University of Virginia [Charlottesville, VA 22903-2493]	River Bend Associates	S. E. Thompson, general manager of River Bend Associates, was proud of her nearly finished real estate development, but faced many decisions about how to develop the neighboring 375-acre parcel. Demographic data and sales experience seemed positive, but many uncertainties remained.	Market Strategy; Strategic Management; Financial Analysis	Real Estate		United States	20

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12 / 2 / 1992	Gustavson Farm, (The)	David M. Noetzel and Melvin J. Stanford, University of Minnesota [St. Paul, MN 55108-6125]		In June of 1989, John Gustavson had to decide how to protect the crops on his 1,000-acre Minnesota farm against serious damage by grasshoppers. Half his crops had been destroyed in 1988. The source of grasshoppers was conservation land belonging to another farmer, who was not inclined to spray it.	Environmental Assessment; Ethics; Public Policy	Agriculture		United States	9
12 / 2 / 1992	Jack Schofield, Fast Food Franchisee (A)	Vernon Quarstein and Claire J. Anderson, Old Dominion University [Norfolk, VA 23529-0223]	Heavenly Hot Dogs	Jack and Madge Schofield, retired from the U. S. Air Force, embark on a new career as owners of a fast food franchise featuring frankfurters. Discouraged over high fees and rigid rules and the franchiser's insensitivity to local conditions, the couple considers ways to save their investment and their new careers.	Small Business; Ethics; Negotiations; Franchising; Entrepreneurs	Restaurants		United States	10
12 / 2 / 1992	Das Wiener Works (B)	Vernon Quarstein and Claire J. Anderson, Old Dominion University [Norfolk, VA 23529-0223]	Heavenly Hot Dogs	Operating under a new name after successfully voiding their franchise contract with Heavenly Hot Dogs, Jack and Madge Schofield develop their novel restaurant into a thriving success. Now they wonder whether to become a franchiser themselves. Could others profitably follow the Schofields' approach?	Small Business; Ethics; Negotiations; Franchising; Entrepreneurs	Restaurants		United States	11
12 / 3 / 1992	Sidethrusters, Inc (A)	Kinnunen, Raymond M.; Seeger, John A.; Goldberg, Robert L.	Sidethrusters, Inc.	Mike Bardlow, CPA and boat owner, forms a company to produce auxiliary motors for large pleasure boats-motors that mount under water and can push the bow sideways for easier docking and maneuvering. After a strong start with large sailboat builders, Bardlow seeks faster growth by selling to powerboat owners. Technical and financial problems follow.	Market Strategy; Entrepreneurs; Strategic Management; Ethics	Boats		United States	10
12 / 3 / 1992	Sidethrusters, Inc (B)	Kinnunen, Raymond M.; Seeger, John A.; Goldberg, Robert L.	Sidethrusters, Inc.	Mike Bardlow, CPA and boat owner, forms a company to produce auxiliary motors for large pleasure boats-motors that mount under water and can push the bow sideways for easier docking and maneuvering. After a strong start with large sailboat builders, Bardlow seeks faster growth by selling to powerboat owners. Technical and financial problems follow.	Market Strategy; Entrepreneurs; Strategic Management; Ethics	Boats		United States	2
12 / 3 / 1992	Sidethrusters, Inc (C)	Kinnunen, Raymond M.; Seeger, John A.; Goldberg, Robert L.	Sidethrusters, Inc.	Mike Bardlow, CPA and boat owner, forms a company to produce auxiliary motors for large pleasure boats-motors that mount under water and can push the bow sideways for easier docking and maneuvering. After a strong start with large sailboat builders, Bardlow seeks faster growth by selling to powerboat owners. Technical and financial problems follow.	Market Strategy; Entrepreneurs; Strategic Management; Ethics	Boats		United States	1
12 / 3 / 1992	Scotia Aqua Farms Limited	Robert G. Blunden and David Moffatt, Dalhousie University [Halifax, Nova Scotia, Canada " B3H 3J5]	Scotia Aqua Farms Limited	Gordon Malcolm's 8-year-old firm is out of cash again and facing insolvency. Malcolm wonders whether Scotia Aqua Farms, founded to produce and market the European oyster in commercial quantities, can be saved. Is it even worth saving? If so, what strategy could succeed?	Strategic Management; Environmental Assessment; Small Business; Industry Analysis	Food		United States	19
12 / 3 / 1992	Brownie Factory, (The)	D. Michael Fields and Neil C. Herndon, Jr., Southwest Missouri State University [Springfield, MO 65804-0094]	The Brownie Factory	John and Terri Pollack are excited by the prospect of selling their newly formulated gourmet brownie (unique in the Charlotte, North Carolina, area) to an airline food service operation. The quantities involved could bring new efficiencies to their small wholesale bakery. This order could establish their future as a leading all-natural, premium-quality bakery.	Strategic Management; Market Strategy; Operations Management; Entrepreneurs	Food		United States	11
12 / 3 / 1992	Sidethrusters, Inc (A), (B), and (C)	Raymond M. Kinnunen, Northeastern University [Boston, MA 02115], John A. Seeger, Bentley College, and Robert L. Goldberg, Northeastern University	Sidethrusters, Inc.	Mike Bardlow, CPA and boat owner, forms a company to produce auxiliary motors for large pleasure boats-motors that mount under water and can push the bow sideways for easier docking and maneuvering. After a strong start with large sailboat builders, Bardlow seeks faster growth by selling to powerboat owners. Technical and financial problems follow.	Market Strategy; Entrepreneurs; Strategic Management; Ethics	Boats		United States	13
12 / 3 / 1992	Freestore/Foodbank of Cincinnati	James W. Clinton, University of Northern Colorado [Greeley, CO 80039]	FreeStore/FoodBank of Cincinnati	FreeStore/FoodBank is an entrepreneurial nonprofit organization that provides services, food, and nonfood products to low-income clients in the Cincinnati area. Innovative strategies have compensated for a decline in corporate food donations, but demand for products and services continues to grow. Government cutbacks in general welfare programs will compound the need. FreeStore/FoodBank's leadership will continue to be challenged as the changing environment tests its ingenuity and resources.	Business Policy; Public Policy; Business and Government; Market Strategy	Non-Profit Organizations		United States	16
12 / 3 / 1992	Unfinished Symphony, (The)	Claire J. Anderson, Old Dominion University [Norfolk, VA 23529-0223], and Caroline M. Fisher, Loyola University in New Orleans	New Orleans Symphony Orchestra	The 50-year-old New Orleans Symphony Orchestra faced a cash crisis at mid-season. The symphony had a history of financial shortfalls, often reacting by shortening the season and appealing to the community for support. This time, the crisis came much earlier in the season. The board met to decide the future of the city's major orchestra.	Business Policy; Strategic Planning; Financial Analysis	Entertainment		United States	16
12 / 3 / 1992	Factory Direct Selling by Cironi's Sewing Center	J. B. Wilkinson, Youngstown State University Youngstown, OH 44555-3080] and Gary B. Frank, University of Akron	Cironi's Sewing Center	Tony Cironi must decide whether to conduct a factory-direct to Consumer warehouse sale for Singer sewing machines. Cironi's previous experience with factory sales (for Viking-White machines) makes him skeptical, and wary of cannibalizing his higher-markup sales. Still, if he doesn't conduct the Singer sale, some competitor surely will.	Ethics; Market Strategy; Competition	Retail Stores		United States	12

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12 / 3 / 1992	"Fair is Fair," Isn't It?	Miller, Thomas R., Robert R. Taylor, and V. Carol Danehower		Dean Bob Frederick gave permission for his administrative secretary to attend a class during working hours, but now she faces disciplinary action for breaking a school rule. But both the dean and his secretary know that some staff members are encouraged to take university courses during the working day, under a special affirmative action program for minorities. Dean Frederick ponders whether to appeal the sanctions against his secretary.	Human Resource Management; Affirmative Action; Discrimination; Organizational Behavior	Human Resources		United States	8
12 / 3 / 1992	Indigestion for the Dean	Roland B. Cousins, LaGrange College [LaGrange, CA 30240-2999]		The new business dean faces a group of angry faculty members who demand to know why he has ignored the university's published performance appraisal criteria in allocating salary increases. The dean, hired to lead the college to AACSB accreditation, distributed both merit increases and salary adjustments on the basis of research publication-the first serious effort to emphasize research in the college's recent history.	Organizational Behavior; Human Resource Management; Pay for Performance; Employment Equity	Education			8
13 / 1 / 1993	Johnson Controls and Protective Exclusion from the Workplace (A)	Anne T. Lawrence, San Jose State University [San Jose, CA 95192-0070]	Johnson Controls	Johnson Controls, a leading manufacturer of automotive batteries, decided to exclude fertile women from production jobs because of possible hazards of lead exposure to the fetus. The employees' union filed a lawsuit, claiming the company's policy of protective exclusion from the workplace discriminates against women.	Organizational Behavior; Ethics; Discrimination; Sexism; Workplace Safety	Manufacturing		United States	12
13 / 1 / 1993	Johnson Controls and Protective Exclusion from the Workplace (B)	Anne T. Lawrence, San Jose State University [San Jose, CA 95192-0070]	Johnson Controls	Johnson Controls, a leading manufacturer of automotive batteries, decided to exclude fertile women from production jobs because of possible hazards of lead exposure to the fetus. The employees' union filed a lawsuit, claiming the company's policy of protective exclusion from the workplace discriminates against women.	Organizational Behavior; Ethics; Discrimination; Sexism; Workplace Safety	Manufacturing		United States	2
13 / 1 / 1993	Johns-Manville and Riverwood-Schuller	Arthur Sharplin, Institute for International Business Studies, Pordenone, Italy, and McNeese State University [P.O. Box 5335, Lake Charles, LA 70606-5335]	Manville Corporation	Manville Corporation used bankruptcy law to manage thousands of lawsuits resulting from its decades as the world's largest producer of asbestos. As the firm prepares to emerge from bankruptcy in the form of two new corporations whose assets would be shielded from legal claims, Manville's young, charismatic CEO prepares to set forth its final policy toward asbestos health victims.	Business Policy; Ethics; Bankruptcy; Workplace Safety; Environmental Assessment	Construction		United States	26
13 / 1 / 1993	Hoechst-Roussel Pharmaceuticals. Inc.: RU 486	Jan Willem Bol and David W. Rosenthal, Miami University [Oxford, OH 45056]	Hoechst-Roussel Pharmaceuticals. Inc.	Hoechst-Roussel management must decide whether to introduce the new drug RU 486 to the U.S. market. The drug, a contraceptive/abortifacient, offers the company a significant business opportunity, but it goes against the company's stated policy of not marketing such drugs. RU 486 has been widely tested in Europe, but political and social issues present a hostile environment in the United States.	Business Policy; International Business; Business and Society	Pharmaceuticals		France	18
13 / 1 / 1993	Kenhar Products, Inc.	Kenneth F. Harling, Wilfrid Laurier University [Waterloo, Ontario N2L 3C5], and Alan DeRoos, University of Guelph	Kenhar Products, Inc.	Kenhar Products, Inc., a Canadian company selling 85 percent of its output in the United States, is a world leader in the manufacture of steel fork arms-a major component of all fork lift trucks. Kenhar's major U.S. competitor, Dyson and Sons, has asked the U.S. International Trade Commission to impose a temporary tariff of 35 percent on imported forks. Bill Harrison, Kenhar president must decide how to respond.	Strategic Management; Business Policy; International Business; Business and Government; Operations Management; Trade	Machinery		Canada	21
13 / 1 / 1993	Kalimantan Paper Project, (The)	Hugh Thomas, Michael G. DeGroote School of Business, McMaster University [Hamilton, Ont. L8S 1 P3]		International bankers are invited to help structure project financing for a green field integrated timber, pulp, and paper facility to be built in Kalimantan, Indonesia. Banks from the United States, Germany, Japan, and Indonesia are involved, all seeking terms that can satisfy themselves, the group of local businessmen who are investing in the project, and the Indonesian Ministry of Trade.	International Finance; Capital Budgeting; Corporate Finance; Public Policy	Lumber; Banking		Indonesia	26
13 / 1 / 1993	Orthopedic Services, Inc.	Robert J. Pavan, Rutgers University [Camden, NJ 08102]	Orthopedic Services, Inc.	Orthopedic Services, Inc. (OSI), fueled by thirty-nine acquisitions in nineteen states achieved industry leadership and a P/E ratio of 73 on the NASDAQ market within 5 years of its founding. Now, however, its goal of 40 percent annual growth must depend more on internal growth. At the same time, CEO Jeffrey S. Levitt must manage the relationship with OSI's new parent company, whose aim is to become the Johnson & Johnson of rehabilitation services.	Strategic Management; Business Policy; Entrepreneurs; Acquisitions & Mergers; Subsidiaries	Health Services		United States	33
13 / 1 / 1993	Lady Foot Locker: The Lobo Launch	Rohn, Andrew J.; Rosenthal, David W.; Boyd, Thomas C.	Lady Foot Locker		Marketing Management; Sports Marketing; Marketing Strategy; Retail Management	Athletic Footwear; Retail; Athletic Apparel		United States	22
13 / 1 / 1993	Real Case Method: A Response to Critics of Business Education, (The)	Robert G. Blunden, Dalhousie University, and Norman W. McGunness, Acadia University		Business education is under attack. The case method -- when it requires students to take responsibility for discussing and solving important business problems -- is a partial solution to many of the common criticisms. Impediments to wider use of the "real" case method, both institutional and individual, can be overcome.	Teaching with Cases; Case Method	Education			14

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13 / 1 / 1993	Construction of Business Cases: Reframing the Debate, (The)	Barry Allen Gold, Lubin School of Business, Pace University		The debate over whether business cases should be based on field research or secondary-source research is misplaced. Both types of research are subject to bias and distortion if investigators fail to do their job properly. Case writers should internalize and apply the rigorous tools of social science research in their work -- both in the field and in the library.	Teaching with Cases; Case Method	Education			6
13 / 1 / 1993	Fair Use After Kinko's	Roger D. Staton, Miami University	Kinko's	Following the legal decision in Basic Books et al. v. Kinko's, university professors can no longer copy and distribute the works of others with impunity. They must consider whether, for the noble purpose of educating their students, they are breaking federal copyright law.	Teaching with Cases; Case Method	Education		United States	9
13 / 2 / 1993	Circle Electronics Corporation	Raymond M. Kinnunen and James F. Molloy, Jr., Northeastern University [Boston, MA 02115]	Circle Electronics Corporation	Jennifer Fairbanks, CEO of Circle Electronics Corporation, faces an opportunity to become controlling owner of the firm she has run for 12 years. Bob Murray, her cofounder, financier, and mentor, seeks to convert his 80 percent holding to cash. In the low-margin electronics sub-contract manufacturing business, however, Circle's operating results give little reason to hope for debt financing to replace Murray's equity. Other capital improvements also call for investment.	Entrepreneurs; Strategic Management; Financial Analysis; Family Business	Electronics		United States	9
13 / 2 / 1993	Note: Private Industry on American Indian Reservations	Fairlee E. Winfield, Northern Arizona University [Flagstaff, AZ 86011-5066]		The Native American labor force numbers some 1.4 million people, but access to this labor market is not simple. Most American managers fail to recognize the international border between the United States and the Indian Nation, where decision-making processes and cultural values differ dramatically.	Organizational Behavior; Cultural Customs; Decision-Making	Human Resources		United States	5
13 / 2 / 1993	General Dynamics in the Navajo Nation	Fairlee E. Winfield, Northern Arizona University [Flagstaff, AZ 86011-5066]		Mike Enfield, General Manager of the General Dynamics operation on the Navajo Nation at Fort Defiance, Arizona, is deep in negotiations to extend the lease for another 20 years. Enfield has spent more than a year in this delicate process, and is still bogged down in the rules and regulations of the Bureau of Indian Affairs and the Tribal Council. He wonders, "Is it worth it?"	Ethics; Negotiations; Government Regulations	Human Resources		United States	11
13 / 2 / 1993	Kate Cooper	William E. Stratton, Idaho State University [Pocatello, ID 83209-0009], David Efraty, University of Houston-Downtown, and Kim Jardine		Kate Cooper accepts, with high energy and enthusiasm, a managerial position in a newly constructed community psychiatric hospital. Her perception of conflicting demands, changes in her duties, broken promises, interference from peers, and lack of management support leads to confusion and frustration, and Kate quits her job 3 months after the hospital opens.	Women in Management; Health Administration	Health Services		United States	4
13 / 2 / 1993	New England Health Plan	Janelle Heineke and Paul E. Morrison, Boston University [Boston, MA 02215]		Dr. James Stevens is under fire from both sides. His administrators demand that he improve utilization of the operating rooms that are booked for his staff physicians; "Use the time, or lose it," they say. At the same time, his physicians complain about long waits to schedule their surgical cases. How can the new Planwide Chief of GYN at New England Health Plan satisfy both demands?	Operations Management; Health Care Management; Quality Management; Non-Profit Management	Health Services		United States	15
13 / 2 / 1993	"It May Be Legal, But It's Just Wrong!"	Miller, Thomas R.		K. William Chandler, a Memphis real estate appraiser, is alarmed at an increasingly prevalent practice overstating the sales prices of new homes on official deed documents. Chandler and some others believe the reduced accuracy of ensuing appraisals is damaging, but many local builders and developers maintain that overstated prices can be justified.	Business and Society; Ethics; Value Enhancement	Real Estate		United States	9
13 / 2 / 1993	Telefonos De Mexico: The Privatization Decision (A)	Ravi Ramamurti, Northeastern University [Boston, MA 02115]	Telmex	Dr. Jacques Rogozinski, head of privatization in the Government of Mexico, must decide the best strategy for privatizing the giant telephone company, Telmex. The plan must accommodate the interests of labor, customers, government, and potential investors. Also, it must be implemented within the tight schedule prescribed by J. President Salinas.	International Business; Privatization; Foreign Investment; Government Regulation	Telecommunications		Mexico	18
13 / 2 / 1993	Telefonos De Mexico: The Privatization Decision (B)	Ravi Ramamurti, Northeastern University [Boston, MA 02115]	Telmex	Dr. Jacques Rogozinski, head of privatization in the Government of Mexico, must decide the best strategy for privatizing the giant telephone company, Telmex. The plan must accommodate the interests of labor, customers, government, and potential investors. Also, it must be implemented within the tight schedule prescribed by J. President Salinas.	International Business; Privatization; Foreign Investment; Government Regulation	Telecommunications		Mexico	5
13 / 3 / 1993	Post Machinery Company, Inc.	Michael J. Merenda and William Naumes, University of New Hampshire [Durham, NH 02834-3593]	Post Machinery Company, Inc.	Bob Hopkins is more than a year into his tenure as majority owner and general manager of a machinery company that supplies the paperboard and corrugated box-making industry. After several years of poor financial performance, Hopkins engineered a leveraged buyout. Now his plans for growth and profitability are constrained by his highly leveraged position.	Strategic Management; Business Policy; Leveraged Buyout; Strategic Alliances; Small Business	Machinery		United States	26

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13 / 3 / 1993	Kitchen Made Pies (A NACRA Classic Case)	James J. Chrisman, University of Calgary [TZN 1 N4], Fred L. Fry of Bradley University, and Charles W. Hofer of the University of Georgia	Kitchen Made Pies	Paul Dubicki, son of the founder and now CEO, operates a full-line (all flavors, all sizes, all markets) dessert bakery that serves the Middle West from Peoria, Illinois. Unusual quality, stemming from use of the finest fresh ingredients, marks KMP's competitive edge, Dubicki believes. However, several years' unfavorable operating results have led to the bank's reluctance to renew Dubicki's loan without his pledging his home as collateral.	Competitiveness; Financial Planning	Food		United States	28
13 / 3 / 1993	CESCO Products, Inc.	Juan Carlos Tobon and Albert O. Trostel, University of St. Thomas [St. Paul, MN 55105-1096]	CESCO Products, Inc	On inheriting the business, two inexperienced sons and a recently hired director of administration face a situation of mounting losses and deteriorating customer service in this sheet metal manufacturing firm. Fast delivery, low price, and ability to fabricate its products to custom dimensions were key, but order entry and plant processes were not contributing.	Family Business; Business Policy; Strategic Planning; Scheduling; Operations Management; Production Management/Control; Customer Services	Manufacturing		United States	26
13 / 3 / 1993	Calox Machinery Corporation (A)	Lester A. Neidell, University of Tulsa [Tulsa, OK 74104-3189]	Calox Machinery Corporation	Mike Brown, the new international sales manager for Calox, has terminated his New Zealand distributor, Glade Industries, but Glade is contesting the decision and threatening legal action. Calox management is divided on whether to stand by Brown or to rescind the termination. Both parties face ethical and legal issues.	International Marketing; Ethics; Market Strategy	Machinery		United States; New Zealand	12
13 / 3 / 1993	Calox Machinery Corporation (B)	Lester A. Neidell, University of Tulsa [Tulsa, OK 74104-3189]	Calox Machinery Corporation	Mike Brown, the new international sales manager for Calox, has terminated his New Zealand distributor, Glade Industries, but Glade is contesting the decision and threatening legal action. Calox management is divided on whether to stand by Brown or to rescind the termination. Both parties face ethical and legal issues.	International Marketing; Ethics; Market Strategy	Machinery		United States; New Zealand	5
13 / 3 / 1993	Eagle Crest Country Club	D. Michael Fields and Allen D. Schaefer, Southwest Missouri State University [Springfield. MO 65804-0094]	Eagle Crest County Club	Workers were nearing completion of the additional nine holes to Eagle Crest Country Club. Although a secondary study indicated sufficient demand to support another course in the Springfield area, the club had recorded a low level of play in its first year as a nine-hole course. One critic had called it "like playing in a field." Tom Ridell must develop a strategy to attract a higher percentage of the area's golfers.	Marketing Strategy; Advertising Effectiveness; Service Quality	Outdoor Recreation		United States	13
13 / 3 / 1993	Ticonderoga Public Utilities	Charlotte S. Stephens, Columbus College [Columbus, GA 31907] and William N. Ledbetter, Middle Tennessee State University	Ticonderoga	Anticipating continuing deregulation of the public utility industry, the president of Ticonderoga sees a need for organization-wide change. He looks to chief information officer Dan Elliott to begin the change process by reorganizing the Information Resource Organization (IRO) for the TPU holding company and its seven subsidiaries, some of whose presidents oppose the restructuring.	Technological Change; Organizational Change; Strategy Implementation	Utilities		United States	9
13 / 3 / 1993	Peking Palace	Gail Lynn Cook, Syracuse University, and Martha M. Eining, University of Utah [Salt Lake City, Utah 84112]	Peking Palace	Mr. Chen, co-owner and manager of the Peking Palace restaurant in Salt Lake City, envisions opening additional outlets based on the same Chinese menu and amenities. He is concerned, however, about the ability to maintain control of operations if he were working through hired managers for each site, and he has asked for an evaluation of his existing information system.	Quality Management; Small Business; Computer System Implementation	Restaurants		United States	12
13 / 3 / 1993	A Framework for Student Case Preparation	Craig C. Lundberg		Students may benefit by using a moderately structured framework in preparation for case discussions. A class-tested example of such a framework is provided here, in a form appropriate for class handouts.	Teaching with Cases; Case Method	Education			13
13 / 4 / 1993	Bermo, Inc.	Melvin J. Stanford, Mankato State University and Shailendar Jha, Wilfrid Laurier University	Bermo, Inc.	Bermo, Inc. faced an increasing backlog of orders, and some important customers management were complaining about delays. In spite of its new plant and heavy investments in computer-aided design, Bermo had difficulty responding promptly to its many blue-chip customers. How could management simultaneously grow and enhance Bermo's Strategy technological leadership in the precision metal stamping industry?	Strategic Management; Business Policy; Operations Management	Manufacturing		United States	23
13 / 4 / 1993	U.S. Major Home Appliance Industry in 1993: From Domestic to Global, (The)	J. David Hunger, Iowa State University [Ames, IA 5001]		The appliance industry in 1993 was changing from a multidomestic to a truly global industry. U. S. manufacturers had staved off most Japanese competition and were on the offensive internationally. Some 85 percent of "white goods" sold in America were made in America. U.S., European, and Asian firms were jockeying for competitive advantage in the consolidating industry. Which firms would survive the turn of the Advantage century?	Strategic Management; Industry Analysis; International Strategy; Competitive Advantage	Appliances		United States	53
13 / 4 / 1993	Maytag Corporation, 1993: Strategic Reassessment	J. David Hunger. Iowa State University [Ames, IA 5001]	Maytag Corporation	Even after a series of domestic and international acquisitions (not yet fully integrated into its unique culture), Maytag was not well positioned in the industry. The aggressive world-wide growth of A.B. Electrolux, Whirlpool, General Electric, and several Japanese firms threatened to squeeze out emerging global entrants. Maytag's heavy debt and low stock price prevented further acquisitions, and its stockholders were increasingly unhappy with its financial performance.	Strategic Management; Competitive Advantage; International Marketing; Corporate Culture; Acquisitions & Mergers	Appliances		United States	33

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13 / 4 / 1993	Dow Corning and the Silicone Breast Implant Controversy	Anne T. Lawrence, San Jose State University [San Jose, CA 95192-0070]	Dow Corning Corporation	Keith R. McKennon, the new CEO of Dow Corning Corporation, must decide what to do next as the silicone breast implant controversy reaches crisis proportions. A government panel has recommended banning implants, and company documents leaked to the press suggest the Dow Corning may have known of the product's risks for several years.	Ethics; Organizational Behavior; Government Regulations	Pharmaceuticals		United States	6
13 / 4 / 1993	PTL Ministry; an Audit Plum? (A), (The)	A. James McKee, Jr. and Roger B. Daniels, College of Charleston [Charleston, SC 29414]	Laventhol, and Horwath; PTL Ministry	Bill Spears, a partner in the Charleston office of Laventhol and Horwath (L&H), is considering whether to take on Jim Bakker's controversial PRL Ministry as an audit client. Managers of PRL have voiced dissatisfaction with the service of Deloitte, Haskins & Sells. PTL has extensive operations in the leisure and hotel industries, a special strength of the fast-growing L&H. The ministry would be the largest client of the Charleston Office.	Accounting; Auditing	Religion		United States	11
13 / 4 / 1993	PTL Ministry; an Audit Plum? (B), (The)	A. James McKee, Jr. and Roger B. Daniels, College of Charleston [Charleston, SC 29414]	Laventhol, and Horwath; PTL Ministry	Information not available to Laventhol and Horwath as the firm considered accepting PRL was revealed later in bankruptcy proceedings against the audit firm. What should (or could) Bill Spears have learned, before moving forward.	Accounting; Auditing; Bankruptcy	Religion		United States	4
13 / 4 / 1993	Wright Airline Services	Neil W.Jacobs, Northern Arizona University [Flagstaff, AZ 86011-5066] and Jason S. Schweizer, Thunderbird Graduate School of International Management	Wright Airline Services	Don Bryce, newly promoted manager of information systems (IS) faces user dissatisfaction with service levels and frustration within his own department over its inability to meet user expectations. Through user surveys, interviews with executives and users, and meetings with IS staff, Bryce seeks to determine the appropriate Management actions to make the Information Systems Organization a first-class department.	Computer Information Implementation; Computers Organizational Structure; Organizational Change; Operations Management			United States	25
13 / 4 / 1993	Bermo, Inc.	Stanford, Melvin J.; Jha, Shailendar	Bermo, Inc.	Bermo, Inc. faced a backlog of orders, and some important customers were complaining about delays. In spite of its new plant and heavy investments in computer-aided design, Bermo had difficulty responding promptly to its blue-chip customers. How could management simultaneously grow and enhance Bermo's technological leadership in the precision metal stamping industry?	Manufacturing; Operations Management				23
14 / 1 / 1994	Challenger: The Path to Disaster (A)	Mark Maier, Binghamton University-SUNY [Binghamton, NY 13902-6000]	NASA	Was the space shuttle Challenger disaster of January 1986 inevitable? By tracing its historical antecedents and documenting the final launch decision-making process, we have an opportunity to discover how the tragedy resulted from dynamics that are endemic to everyday organizational life. By experiencing the ensuing presidential investigation and its cover-up through the eyes of the people involved, we see how entrenched the dynamics may be-even to their possible reemergence in 1993. Can students avoid launching their own "Challengers" at work?	Business and Government; Business and Society; Decision-Making; Ethics; Organizational Structure; Political Environment	Aerospace		United States	40
14 / 1 / 1994	Challenger: The Path to Disaster (B)	Mark Maier, Binghamton University-SUNY [Binghamton, NY 13902-6000]	NASA	Was the space shuttle Challenger disaster of January 1986 inevitable? By tracing its historical antecedents and documenting the final launch decision-making process, we have an opportunity to discover how the tragedy resulted from dynamics that are endemic to everyday organizational life. By experiencing the ensuing presidential investigation and its cover-up through the eyes of the people involved, we see how entrenched the dynamics may be-even to their possible reemergence in 1993. Can students avoid launching their own "Challengers" at work?	Business and Government; Business and Society; Decision-Making; Ethics; Organizational Structure; Political Environment	Aerospace		United States	5
14 / 1 / 1994	Challenger: The Path to Disaster - Case Appendices and Exhibits	Mark Maier, Binghamton University-SUNY [Binghamton, NY 13902-6000]	NASA	Was the space shuttle Challenger disaster of January 1986 inevitable? By tracing its historical antecedents and documenting the final launch decision-making process, we have an opportunity to discover how the tragedy resulted from dynamics that are endemic to everyday organizational life. By experiencing the ensuing presidential investigation and its cover-up through the eyes of the people involved, we see how entrenched the dynamics may be-even to their possible reemergence in 1993. Can students avoid launching their own "Challengers" at work?	Business and Government; Business and Society; Decision-Making; Ethics; Organizational Structure; Political Environment	Aerospace		United States	40
14 / 1 / 1994	Challenger: The Path to Disaster (C) - Epilogue	Mark Maier, Binghamton University-SUNY [Binghamton, NY 13902-6000]	NASA	Was the space shuttle Challenger disaster of January 1986 inevitable? By tracing its historical antecedents and documenting the final launch decision-making process, we have an opportunity to discover how the tragedy resulted from dynamics that are endemic to everyday organizational life. By experiencing the ensuing presidential investigation and its cover-up through the eyes of the people involved, we see how entrenched the dynamics may be-even to their possible reemergence in 1993. Can students avoid launching their own "Challengers" at work?	Business and Government; Business and Society; Decision-Making; Ethics; Organizational Structure; Political Environment	Aerospace		United States	4

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14 / 1 / 1994	Iran-Contra Affair (A), (The)	Steven J. Maranville, University of Utah [Salt Lake City, UT 84112]		Through the presidential terms of Ronald Reagan and George Bush, two issues -- redeeming American hostages in the Middle East and stemming the apparent progress of communism in Central America-occupied the attention of White House staff members. The issues intersected in the covert sale of arms to Iran and the channeling of proceeds to support anti-Communists forces in Nicaragua, circumventing U. S. law and the Constitution.	Business and Government; Strategic Management; Political Environment; Organizational Structure; Ethics	Government		United States	15
14 / 1 / 1994	Iran-Contra Affair (B): "Will No One Rid Me of This Troublesome Priest?", (The)	Steven J. Maranville, University of Utah [Salt Lake City, UT 84112]		Through the presidential terms of Ronald Reagan and George Bush, two issues -- redeeming American hostages in the Middle East and stemming the apparent progress of communism in Central America-occupied the attention of White House staff members. The issues intersected in the covert sale of arms to Iran and the channeling of proceeds to support anti-Communists forces in Nicaragua, circumventing U. S. law and the Constitution.	Business and Government; Strategic Management; Political Environment; Organizational Structure; Ethics	Government		United States	3
14 / 1 / 1994	Conscience or the Competitive Edge? (A)	Kate Button, Journalist, and Christopher K. Bart, McMaster University [Hamilton, Ontario, Canada L8S-4M4]		Olivia Jones, and up-and-coming manager for a British retailer, discovers on a buying trip to India how she and her firm are able to obtain cost advantages. Working conditions in her supplier's shop are shocking to Jones, who is unsure she wants a career in which "success" requires taking advantage of others. What should she do?	Business Ethics; Personal Values; Strategic Management; Cost Control	Retail Stores	Ethics	United States	3
14 / 1 / 1994	Conscience or the Competitive Edge? (B)	Kate Button, Journalist, and Christopher K. Bart, McMaster University [Hamilton, Ontario, Canada L8S-4M4]		Olivia Jones, and up-and-coming manager for a British retailer, discovers on a buying trip to India how she and her firm are able to obtain cost advantages. Working conditions in her supplier's shop are shocking to Jones, who is unsure she wants a career in which "success" requires taking advantage of others. What should she do?	Business Ethics; Personal Values; Strategic Management; Cost Control	Retail Stores	Ethics	United States	2
14 / 1 / 1994	Solid Shield Americas Project (The)	Paul J. Schlachter, Florida International University [Miami, FL 33199]	Foremost Emergency Vehicles, Inc.	At the same time Florida-based Foremost Emergency Vehicles, Inc., needed low-cost labor for its new line of emergency vehicles, a bus-building cooperative in Costa Rica needed diversification and export opportunities. The resulting joint venture assembly operations is scheduled to play host to Foremost's customers in a grand introduction of the new line, but the prototype ambulance may not be ready by the time the customers arrive.	International Business; Operations Management; Quality Management; Strategic Management; Business Policy; Joint Ventures	Automotive		USA	17
14 / 1 / 1994	Canada Packers Inc.	George Athanassakos and Kenneth Harling, Wilfrid Laurier University [Waterloo, Ontario, Canada N2L 3C5]	Canada Packers Inc.	In mid-April 1990, Canada Packers was one of Canada's largest food processors and one of its larger corporations. William McLean had announced in October 1989, that the McLean family, CPI's largest single stockholder with 30 percent of the common stock, wanted to sell its holding. With no offers forthcoming in six months and 1990 financials just issued, the McLean family needed to reassess its options.	Value Analysis; Corporate Finance; Family Business; Financial Analysis	Food		Canada	27
14 / 1 / 1994	Gordon Connection, (The)	Robert Giammarco, the Asset Management Company, and Brian F. Smith, Wilfrid Laurier University [Waterloo, Ontario, Canada N2L 3C5]	PanCanadian Bank	Lending officer Sylvia Santos is analyzing whether to extend a commercial mortgage to Sam Gordon, a valued client of the PanCanadian Bank. Negative factors include a weak real estate market, a questionable property appraisal, and potential environmental liability. Offsetting these factors, Santos must consider the strength of the bank's relationship with Sam Gordon personally and with his operating company.	Financial Analysis; Value Analysis	Banking; Real Estate		Canada	16
14 / 1 / 1994	Beauty Classics, Inc.	Peggy C. Smith, Kathy Kargel, and Lester A. Neidell, University of Tulsa [Tulsa, OK 74104- 3189]	Beauty Classics, Inc.	Sabrina Hill, a Caucasian female student hoping to graduate this spring, prepares to report on her unsuccessful internship at the largest African-American-owned company in the city. She wonders about the events that led to termination of the internship -- especially the issues of racism and sexism. Sabrina attributes the failure to the irrational behavior of the company principals, rather than to any problems emanating from her own beliefs, attitudes, and behavior.	Discrimination; Conflict Resolution; Gender Issues; Organizational Behavior	Cosmetics		United States	13
14 / 2 / 1994	Lincoln Electric Company (The)	Arthur D. Sharplin, McNeese State University [2340 Lake St., Lake Charles, LA 70601]	Lincoln Electric Company	Originally published in 1986, Lincoln Electric was updated by the author in 1990 and implementation has become one of the most popular cases ever to appear in American textbooks. With productivity double that of its competitors and worker incentives that may equal or exceed an already competitive annual wage, Lincoln remains a seldom-copied model for success in a mature industry. Further, few business students will express a desire to work under the systems that produce Lincoln's success.	Business Policy; Strategic Management; Strategic Implementation; Stakeholder Analysis; Incentive System; Motivation	Electronics		United States	24
14 / 2 / 1994	Patriot Electrical Manufacturing Corporation	Raymond M. Kinnunen and James F., Jr., Northeastern University [Boston, MA 02115]	Patriot Electrical Manufacturing Corporation	Ned Daly, Larry Owen, and Hank Boone were an "invincible team" when they founded Patriot in 1976. After a decade of successful operation, however, cracks appeared in their relationship. When Boone retired and Owen resigned in 1986, profits plunged at the same time the departed founders wanted their stock purchased by the company. With no liquidity, Ned Daly could not pay the \$450,000 each demanded; they responded as directors by enforcing conservative fiscal management. Seven years later the three founders remained at an impasse, as the tight fiscal control prevented Patriot from attaining high profits.	Business Policy; Strategic Management; Conflict Resolution; Small Business; Negotiations; Business Valuation	Electronics		United States	18

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14 / 2 / 1994	Susan's Special Lawns	David C. Snook-Luther and Grant L. Lindstrom, University of Wyoming [Laramie, WY 82071]		Susan Jensen's interest in wildflowers has led her and her husband David to found a business that has now diversified into seed retailing, landscaping, sprinkler installation, and lawn services. Their only employee, Gerald Greene, is an MBA student who has prepared a complete competitive analysis of the local and regional markets as a term project. Now, the overworked and underpaid Jensens turn to Greens for help in deciding how to exploit their opportunities. How can they use the information?	Strategic Management; Competition; Value Chain	Services		United States	13
14 / 2 / 1994	InterMark: Designing UNICEF's Oral Rehydration Program in Zambia	Ronald Stiff, University of Baltimore [Baltimore, MD 21201-5779]	InterMark	Allison Boyd, a project manager for a consulting firm specializing in health care in developing countries, is responsible for developing a program for UNICEF to reduce illness and death from diarrheal disease in Zambia. The three-year program, beginning in 1992, must consider the education of both parents and health care providers, along with the nation's culture and infrastructure and several options for supply, packaging, and distribution of oral rehydration salts.	Marketing; Not-Profit Management; Developing Countries; Public Health	Health Services; Non-Profit Organizations		Africa	21
14 / 2 / 1994	Baileys Irish Cream	Kevin F. McCrohan and Barra O'Cinneide		When corporate headquarters budgeted an 11 percent increase in world-wide sales for Baileys Irish Cream, Tara McGrath and Ken Murphy were nervous. As regional managers for the United States and Europe, they accounted for 65 percent, of Baileys sales; both felt such an increase was highly unlikely in their own territories. Yet corporate managers clearly expected results, not complaints. Should they object to corporate objectives they felt were unrealistic?	Brand Management; International Marketing; Strategic Market Strategy	Beverages		Europe; United States	21
14 / 2 / 1994	Western Distribution Center, Inc.	Andre, Rae	Western Distribution Center, Inc.	Mike Henley is the middle-level manager responsible for daily operations in a regional distribution subsidiary of a major mail-order catalog company. Recently, his facility has experienced an upward trend in the frequency of accidents, with the busiest season of the year still ahead.	Organizational Behavior; Workplace Safety; Organizational Change	Consumer Products		United States	7
14 / 2 / 1994	Data General and New York's Division of Substance Abuse Services (A)	Andrew D. Dyer and N. Craig Smith, Georgetown University [Washington, D.C. 20057]	Data General	Daniel Snell, Data General sales representative in upstate New York, was delighted to win the hotly contested bid for computer equipment for the State's Division of Substance Abuse Services. To close the sale, he and his boss had developed a close relationship with the division's decision-maker, Robert Quick. Then the state Inspector General's office subpoenaed Snell to testify, in an investigation of illegal bidding. Data General management had to decide how to respond.	Marketing; Business Ethics; Computer Industry; Sales Management; Procurement	Computer; Government		United States	17
14 / 2 / 1994	Data General and New York's Division of Substance Abuse Services (B)	Andrew D. Dyer and N. Craig Smith, Georgetown University [Washington, D.C. 200571]	Data General	The investigation by the New York Inspector General revealed numerous instances of DG's people bowing to pressure by the buyers for the Division of Substance Abuse Services. The sale was canceled, the DG representatives were fired, and the firm was barred from bidding on state contracts for six months.	Marketing; Business Ethics; Computer Industry; Sales Management; Procurement	Computer; Government		United States	3
14 / 2 / 1994	Utilizing the Facilitator Role in Case Teaching: A Personal Perspective	H. Richard Eisenbeis, University of Southern Colorado [Pueblo, Ca 81001-49011]		Many case instructors believe the "facilitator role" identified by Dooley and Skinner (1977) provides the classroom setting most conducive to development of analytical and critical thinking skills; they also agree it is the most difficult role to use. This paper documents how one professor adapted the role for his Organization Behavior and Introduction to Management courses, in hopes other instructors will also share successful classroom approaches.	Case Method	Education		United States	16
14 / 3 / 1994	Cabriole	Raymond M. Kinnunen and James F. Molloy Jr., Northeastern University [Boston, MA 02115]	Cabriole	How do you know when a business is hopeless? How do you close it, when hope is gone? Susan White's fitness wear firm, Cabriole, has lost \$800,000 just in the past 5 years. Although customers have recognized the superior quality of Susan's designs and fabrics, the body wear industry has become a pricing jungle and retailers have sharply cut their 1991 buying from all suppliers. Susan has discovered a major embezzlement and fired the two employees involved, but cannot tell how much of her loss was due to the fraud. Tired after 13 years of effort, she wants to close Cabriole -- but how?	Business Policy; Strategic Management; Market Strategy; Control Systems; Bankruptcy; Ethics; Women in Management	Clothing Industry		United States	11
14 / 3 / 1994	Wills Eye Hospital	Elizabeth B. Davis and Stephen J. Porth, St. Joseph's University [Philadelphia, PA 19131-1395]	Wills Eye Hospital	Turbulence in the health care industry presents threats and opportunities to all its organizations. Wills Eye Hospital, an internationally known, not-for-profit specialist hospital, finds itself with surplus beds as technological change makes outpatients of most of its clientele. Any of Philadelphia's major hospitals and health organizations would stand to gain by acquiring Wills, whose control is vested in the city's Board of Trusts. D. McWilliams Kessler, Wills's CEO, is concerned with preserving the identity and reputation of the oldest eye hospital in the country. He wonders, though, whether an alliance would require loss of independence.	Non-Profit Management; Strategic Management; Strategic Alliances; Environmental Assessment; Competitive Strategy	Health Services		United States	18

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14 / 3 / 1994	ëiauliai [Lithuania] Factory of Nonwoven Fabrics	Robert P. Vichas, Texas A & M International University [Laredo, TX 78040-9960]	ëiauliai Factory of Nonwoven Fabrics	Leonas Karpalavicius, managing director of ëiauliai Factory of Nonwoven Fabrics (SFNF), faced a set of problems characteristic of the newly privatized firms emerging from the old Soviet centrally planned economy. SFNF's market had shrunk as its competition had grown; its old equipment needed replacement; even poor-quality raw materials were hard to find; accounts receivable had ballooned, while loans and hard currency were impossible to find. Karpalavicius wanted to write a business plan and a cash flow budget, but operational issues required full-time attention. Quality had to be improved, if a Western alliance was to be negotiated.	Strategic Management; International Business; Environmental Analysis; Competitive Strategy; Corporate Culture	Textiles		Lithuania	26
14 / 3 / 1994	L'Oreal Nederland B.V.: Product Introduction	Frederick W. Langrehr, Valparaiso University [Valparaiso, IN 46383-6493], Lee Dahringer, and Anne Stæcker	L'Oreal	Yolanda van der Zande, Dutch manager for the French L'Oreal firm, must decide whether to introduce two beauty care product lines in the Netherlands. She already handles competing lines of L'Oreal products in both skin care and hair colors; the new lines would launch a new brand name, Guarnier. Van der Zande asks her market manager to review their prior market research and to develop marketing mixes if he recommends the product launches.	Market Strategy; International Business; Marketing Mix; Product Design/Development	Cosmetics		Netherlands	12
14 / 3 / 1994	Greensboro Housing Authority (A), (The)	Lew G. Brown, William M. Kawashima, Diana H. Carlin, and Margaret K. Craig, of the University of North Carolina at Greensboro [366 Bryan, Greensboro, NC 27412-5001]		The Greensboro, North Carolina, Housing Authority (GHA) faces an angry population when it proposes to locate a new public housing community in a middle class neighborhood. It seemed clear to GHA's staff that many critics of the new plan were misinformed about public housing; the Board of Commissioners had to wrestle with an intensely negative public image. Could GHA use a marketing plan? Would marketing be appropriate for a public sector organization?	Market Strategy; Non-Profit Management; Public Policy	Housing		United States	20
14 / 3 / 1994	Office Mart, Inc.	Thomas R. Miller and Linda Ferrell, University of Memphis [Memphis, TN 38152]	Office Mart, Inc.	Jim Tutwiler, regional manager of a chain of discount office supply stores, is concerned about a tragic incident involving a store of his direct competitor. That store had sold an aerosol product designed for cleaning computers to a teenager who, with his girlfriend, used it as an inhalant. The girl suffered coronary arrest and her family is now suing the manufacturer, the store and its managers for \$25 million! Jim wonders whether the same kind of incident could happen in an Office Mart store.	Liabilities; Market Strategy; Corporate Responsibility; Ethics; Business and Society	Business Products		United States	8
14 / 3 / 1994	Astra Pharmaceutical Products, Inc.	Sharon A. Johnson and Jeanne W. Ross, Worcester Polytechnic Institute [Worcester, MA 01609-2280]	Astra Pharmaceutical Products, Inc.	In 1990, Astra Pharmaceutical Products, Inc. developed an activity-based costing (ARC) model of their production processes. Direct and indirect labor pools were broken into 120 separate activities, and these activities were assigned to 219 products manufactured by Astra as well as 31 products made outside. The model has been very useful in pricing Astra's batch-manufactured products, but now it is clear that processes are changing and the model will soon be out of date. Is it useful enough to justify continued maintenance?	Accounting; Operations Management; Information Technology; Cost/Benefit Analysis	Pharmaceuticals		United States	18
14 / 3 / 1994	Majšperk (A,B,C)	Bernd Petak, Deloitte & Touche Management Consultants, Nenad Filipovic, International Executive Development Centre, and Tony Dimnik, McGill University [Montreal, Canada H3A 1 G5]	Majšperk	Majšperk was a manufacturer of fine textiles in Slovenia, a former province of Yugoslavia and one of the most economically advanced of the new East/Central European democracies. The company's creditors have given management a deadline -- now less than a month -- to develop a survival plan But managers, relying on accounting systems from the communists era, are flying blind. They hope for a massive capital infusion to solve their cash flow problem. What information does management really need? How can they get it from the company's accounting system?	Accounting; International Business; Accounting Principles; Contribution Analysis	Textiles		Eastern Europe	10
14 / 4 / 1994	Fraser River Plastics Ltd.	Christopher K. Bart and Marvin G. Ryder, Michael G. DeGroot School of Business, McMaster University [Hamilton, Ontario, Canada L8S 4M41]	Fraser River Plastids Ltd.	Competition has entered the markets of this entrepreneurial young company, and its growth opportunities and bottom line have shrunk accordingly. Now its founders and senior managers all have different ideas of what kind of diversification will help Fraser River continue its record of success and growth. Should FRP enter international joint ventures? Acquire a woven plastics firm? Open a sports bar? Positions are hardening, and nobody in management seems to listen to others' views.	Business Policy; Strategic Management; Entrepreneurship; Diversification; Internal Analysis; Environmental Analysis	Plastics		United States	19
14 / 4 / 1994	ERG International, Inc.	Joan Winn, University of Denver [Denver, CO 802081]	ERG International, Inc.	Claude Bobbins and his dozen staff members were deeply disappointed when ERG International failed to win a consulting contract from the National Energy Research Laboratory-a contract that would have tripled the firm's size. Still, Robbins was convinced the firm could grow at 50 percent per year for the next five years. He has developed the businesses systems and procedures to support growth, and now suggests hiring a full-time marketer, setting up a matrix organization, and removing himself from most of his present management and marketing duties.	Business Policy; Strategic Management; Entrepreneurship; Organizational Structure; Environment	Utilities		United States	23

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14 / 4 / 1994	Supreme Pizza	George Athanassakos, Wilfrid Laurier University [Waterloo, Ontario N2L 3C51; Kevin Bittle, Johnson and Wales University; and Gene Deszca and Ruth Harris, Wilfrid Laurier University	Supreme Pizza	Russ Novak, founder, principal shareholder, and president of Novacan, owns tile Canadian franchise rights to seven Supreme Pizza outlets in Southwestern Ontario. By June of 1989, facing new competitive threats to the home-delivered pizza business, Novak has started to question the financial viability of some of his franchises. As a result, he is considering relocating and/or closing some or all of his pizza outlets. Novak faces financial, marketing, industry, operations, and human resources issues as he attempts to improve the situation of his organization.	Business Policy; Strategic Management; Food Market Strategy; Franchising; Competitive Analysis; Entrepreneurship			United States	28
14 / 4 / 1994	New World Computing, Inc.	Amy D. Skeens and Donald B. Boldt, East Carolina University [Greenville, NC 2788-4353]	New World Computing, Inc.	Laura Taylor, newly minted MBA and newly hired general manager of New world Computing, joined the firm to exploit its proven software systems, marketing them to a large untapped market of hospitals and medical schools. Instead, she finds that none of the products is quite market-ready al the customers are angry about slow work, and the founders' claims of satisfied clients are based on dreams, not deliveries. Now Laura learns there is not enough money to pay her salary. Her first check as an MBA will be an IOU.	Entrepreneurship; Business Policy; Ethics; Career Planning; Information Systems	Software		United States	20
14 / 4 / 1994	Hamilton Technologies, Inc.	John A. Seeger, Bentley College [Waltham, MA 02154-4705], John H. Friar and Raymond M. Kinnunen, Northeastern University	Hamilton Technologies	Margaret Hamilton has developed a "holy grail" product-the ultimate tool for designing complex systems and software. HTI's prospects are among the world's largest companies, and their technical staffs are enthusiastic about the product. Still, actual sales are small: those huge firms hesitate to pin their futures on a seven-person firm operating out of the owner's house. For seven years her company has "run lean," with most staff members taking their pay in stock rather than cash, I-low can Hamilton capitalize on the opportunity she has worked so hard, to earn?	Business Policy; Market Strategy; Information Systems; Innovation	Finance		United States	29
14 / 4 / 1994	Fabricare, Inc.	John Dunkelberg and R. Charles Moyer, Wake Forest University [Winston-Salem, NC 27109-7659]	Fabricare, Inc.	Roy Tyson, owner/manager of a building maintenance firm in Danville, Virginia, was unsatisfied with his 40 percent market, share but suspected growth would be easier in another city; he already had most of the Danville customers who cared about quality. A similar company in. nearby Lynchburg was available, and an MBA classmate might join him as a partner. Roy wondered how to value the Lynchburg firm and the: combined enterprise, how to finance the acquisition, and how to set up an appropriate managerial structure?	Finance and Accounting; Valuation; Corporate Control; Organizational Structure	Textiles		United States	10
14 / 4 / 1994	Estella Rios: Performance Problems at the Toll Authority	Michael Thompson, Brigham Young University [569 TNRB, Provo UT 846021]		Estella Rios, recently promoted accounting supervisor for the Toll Authority of a north-eastern state, must write performance reviews for her people, and Ted Barlow's review will not be easy. Barlow, with more training than most TA accountants, has done some excellent work but his performance is becoming more and more problematic. In her four months as his boss, Rios has had several occasions to criticize his failings. Now she must determine Barlow's formal rating and be prepared to discuss it with him, face to face.	Organizational Behavior; Human Resource Management; Performance Evaluation; Conflict Resolution	Transportation		United States	10
14 / 4 / 1994	Littleton Manufacturing (A)	David E. Whiteside [64 Spring Street, Brunswick, ME 040111	Littleton Manufacturing	Six important organizational problems have been recognized by Littleton management, clearly, they are hurting the company. Paul Winslow, director of human resources, must now recommend a course of action to address the problems, with the proviso that he has no budget to solve them. Problems include (1) lack of organizational unity, (2) inconsistent application of policies and procedures, (3) a widespread negative view of the role of supervisors, (4) insufficient focus on company priorities, (5) frustration with the management of change, and (s) lack of any systematic training effort.	Human Resource Management; Organizational Theory; Organizational Structure; Management Development; Organizational Behavior	Manufacturing		United States	10
14 / 4 / 1994	Littleton Manufacturing (B)	David E. Whiteside [64 Spring Street, Brunswick, ME 040111	Littleton Manufacturing	Six important organizational problems have been recognized by Littleton management, clearly, they are hurting the company. Paul Winslow, director of human resources, must now recommend a course of action to address the problems, with the proviso that he has no budget to solve them. Problems include (1) lack of organizational unity, (2) inconsistent application of policies and procedures, (3) a widespread negative view of the role of supervisors, (4) insufficient focus on company priorities, (5) frustration with the management of change, and (s) lack of any systematic training effort.	Human Resource Management; Organizational Theory; Organizational Structure; Management Development; Organizational Behavior	Manufacturing		United States	10

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15 / 1 / 1995	Titeflex Corporation: The Turnaround Challenge	Ravi Ramamurti. Northeastern University [Boston, MA 02115]	Titeflex Corporation	Titeflex Corporation, a 72-year-old manufacturer of high-pressure, high-technology hoses for aerospace, industrial, and automotive customers, was faced with aggressive-low-cost competitors and shifting market opportunities. Jon Simpson, new CEO, finds customers irate about late deliveries, competitors gaining market share, managers preoccupied with internal jealousies, and union relationships in a state of constant warfare. Titeflex's new parent, a British conglomerate, demands financial performance far better than the firm's accustomed operations. Simpson is challenged to turn the company around.	Business Policy; Strategic Management; Competition	Manufacturing		United States	9
15 / 1 / 1995	Zetor Tractors (A): From Central Planning to Market	Karen L. Newman and Stanley D. Nollen, Georgetown University [Washington, D.C. 20057]	Zetor Tractors	After the "Velvet Revolution" in 1989, the Czech Republic faced the task of privatizing its state-owned enterprises, and the companies faced the task of coping with an environment where customers, rather than government planners, decided what to buy. Zetor, a large Czech manufacturer of tractors and bearings, has lost half its sales, its biggest export customer (Iraq), its distribution channels, and its financing. Managing Director Jan Otoupalik reorganizes and negotiates an alliance with John Deere, but it remains uncertain whether Zetor will survive as an independent company.	International Business; Strategic Alliances; Organizational Structure; Environmental Analysis	Machinery		Eastern Europe	13
15 / 1 / 1995	Zetor Tractors (B): The Strategic Response, 1992-1993	Karen L. Newman and Stanley D. Nollen, Georgetown University [Washington, D.C. 20057]	Zetor Tractors	After the "Velvet Revolution" in 1989, the Czech Republic faced the task of privatizing its state-owned enterprises, and the companies faced the task of coping with an environment where channels, and its financing. Managing Director Jan Otoupalik reorganizes and negotiates an alliance with John Deere customers, rather than government planners, decided what to buy. Zetor, a large Czech manufacturer of tractors and bearings, has lost half its sales, its biggest export customer (Iraq), its distribution, but it remains uncertain whether Zetor will survive as an independent company.	International Business; Strategic Alliances; Organizational Structure; Environmental Analysis	Machinery		Eastern Europe	11
15 / 1 / 1995	Professional Exchange Service Organization (PESO)	Jan Zahrl, University of North Dakota [Grand Forks, ND 58202-8377]	Professional Exchange Service Organization	Vice-President Laura Smith learns from Helen, a PESO board member, that Helen and a paid staff member of the nonprofit organization are involved in a homosexual romantic relationship. Seeing a potential conflict of interest, Laura wants Helen to resign from the board. Helen refuses and insists that her relationship remain secret. Laura must choose between breaking the confidence by disclosing the situation, or remaining silent and tolerating the possible conflict of interest. Professional Exchange Service Organization	Business and Society; Ethics; Sexual Orientation	Non-Profit Organizations		United States	7
15 / 1 / 1995	Meyers & Morrison: A Question of Professional Ethic	William Naumes, University of New Hampshire, and Michelle Wilson and Sherry Waiters, students [Durham, NH 03824-3593]	Meyers & Morrison	As the tax season ends, Michael Morrison hears from a client of his CPA firm, Meyers & Morrison, that a new competitor is soliciting audit and tax work at significant price reductions. Morrison is shocked: The competitor is his own associate, Stephen Adams, who has voiced dissatisfaction with his income. Rather than waiting to hear about his hoped-for partnership, Adams has mailed a business announcement and comparative price list to all Meyers & Morrison clients. The partners must respond. They wonder how Adams' actions fit with the standards and ethics of the public accounting profession.	Accounting; Ethics; Human Behavior	Business Services		United States	7
15 / 1 / 1995	Lexington Valley Medical Associates	Peter M. Bergevin, The American Graduate School of International Management [Glendale, AZ 85306-6000]	Lexington Valley Medical Associates	When Lexington Valley Medical Associate's own staff doctors cannot provide medical services needed by their HMO patients, they hire outside, or "secondary," physicians to do the work. At the time of referral, the cost of these secondary services is unpredictable; still, it represents a liability for the practice. Variances between estimated and actual costs have great impact on cash flows, bank covenants, and physicians' pay. Art Hamblin, Director of Finance and Administration, must find the balance between financial integrity and the salary demands of Lexinton's physician-partners.	Financial Management; Business Valuation; Bonuses; Health Administration	Finance		United States	4
15 / 1 / 1995	Carpax Company and Phyllis Copeland	Authors' names and affiliations withheld from publication to assure anonymity for the case organization and characters.	Carpax Company	Carpax Company, a very successful steel products firm in a relatively small city, has a good-old-boy culture that seems to provide little opportunity for women. Management condones personal relationships between male executives and their female associates. Phyllis Copeland, an attractive but uneducated young woman with low qualifications, has received several promotions as her successive bosses sought to extricate themselves from such personal affairs. Now Carpax's new advertising director, Doug Singer, finds Phyllis' performance and attitude intolerable. But because of her connections with top management, his own career may suffer if he takes action against her.	Organizational Behavior; Gender Issues; Sexual Harassment; Women in Management	Human Resources		United States	7

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15 / 1 / 1995	Air Services, Inc.	Michael Fields, Southwest Missouri State University [Springfield, MO 65804-0094]	Air Services, Inc.	Three years after shifting his heating and cooling business focus to the high-margins service segment, Al Spencer finds that Air Services, Inc., is still losing money. He no longer depends on the fiercely competitive new construction market, where low bids from basement operators depress profit opportunities. But switching to the weather-dependent service sector has not solved his problems. Spencer has many options among possible product, market, and promotion decisions. Which combination would lead to profitable results?	Market Strategy; Product Strategy; Advertising Strategy; Operations Management	Aerospace		United States	18
15 / 1 / 1995	PC PRO	Janelle Heineken, Boston University [621 Commonwealth Ave., Boston MA 02215] and Larry Meile, University of New Hampshire	PC PRO	PC PRO, a personal computer assembly shop and retail store, is just completing its second full year of operation. In a highly competitive and volatile market, PC PRO has developed a reputation for quality machines and service. But increasing demand is straining the firm's productive capacity; owner/operator Paul Connors faces increasing backlogs and customers who refuse to wait for deliveries. Capacity and demand are out of balance, and Connors must take action to satisfy his customers and maintain the viability of his business.	Operations Management; Quality Control; Process Analysis; Breakeven Analysis	Computers		United States	19
15 / 2 / 1995	Badger Plastics: The Acquisition Process (A)	Begley, Thomas M.	Badger Plastics	Jack Davis advised against acquiring Badger Plastics; it was a proven money-loser in the fiercely competitive injection molding business. But Newchem, Davis's employer, had to take Badger in order to complete a larger deal. Now Davis has been assigned to complete the due diligence investigations and turn Badger around in a year's time. He is working against time and he does not like what he sees. The (B) case presents the data gathered by Davis's team and the two major options for turning Badger around: layoffs and reduced compensation. Case (C) describes Davis's planning and implementation in the months after the acquisition.	Business Policy; Strategic Management; Acquisitions & Mergers; Change Management; Organizational Change; Operations	Plastics		USA	6
15 / 2 / 1995	Badger Plastics: The Acquisition Process (B)	Begley, Thomas M.	Badger Plastics	Jack Davis advised against acquiring Badger Plastics; it was a proven money-loser in the fiercely competitive injection molding business. But Newchem, Davis's employer, had to take Badger in order to complete a larger deal. Now Davis has been assigned to complete the due diligence investigations and turn Badger around in a year's time. He is working against time and he does not like what he sees. The (B) case presents the data gathered by Davis's team and the two major options for turning Badger around: layoffs and reduced compensation. Case (C) describes Davis's planning and implementation in the months after the acquisition.	Business Policy; Strategic Management; Acquisitions & Mergers; Change Management; Organizational Change; Operations	Plastics		USA	6
15 / 2 / 1995	Badger Plastics: The Acquisition Process (C)	Begley, Thomas M.	Badger Plastics	Jack Davis advised against acquiring Badger Plastics; it was a proven money-loser in the fiercely competitive injection molding business. But Newchem, Davis's employer, had to take Badger in order to complete a larger deal. Now Davis has been assigned to complete the due diligence investigations and turn Badger around in a year's time. He is working against time and he does not like what he sees. The (B) case presents the data gathered by Davis's team and the two major options for turning Badger around: layoffs and reduced compensation. Case (C) describes Davis's planning and implementation in the months after the acquisition.	Business Policy; Strategic Management; Acquisitions & Mergers; Change Management; Organizational Change; Operations	Plastics		USA	6
15 / 2 / 1995	Alabama Symphony Orchestra: Encore or Finale? (The)	Terrie Reeves, Joy R. Maples, and Woodrow D. Richardson, The University of Alabama at Birmingham [Birmingham, AL 35294-44601]	Alabama Symphony Orchestra	Faced with a strong musicians' union, an apparently apathetic public, lackluster ticket sales, and mounting expenses, Michael Duncan, executive director of the Alabama Symphony Orchestra, must also cope with a staggering debt load. With its roster of talented musicians and a national reputation, the orchestra has long been an artistic jewel in the community. But performances in the new, downtown concert hall have been sparsely attended. Is the symphony out of touch? Out of date? Duncan must come up with an innovative new strategy to put the organization on a firm footing.	Business Policy; Strategic Management; Non-Profit Management; Environmental Analysis; Labor Relations; Strategic Marketing	Entertainment		USA	18
15 / 2 / 1995	Hue-Man Experience Bookstore (The)	Joan Winn, University of Denver [Denver, CO 802081]	Hue-Man Experience Bookstore	Clara Villarosa, owner of the "largest African American bookstore in the country, dreams of creating a cultural center-an "Afrocentric Marketplace"-that can draw ethnic shoppers to her run-down Denver neighborhood. The four-unit building next door is available for sale and could provide space for more retail shops and a restaurant. Would it be a good investment? Can she afford it? Clara's high-profile activities with Denver cultural events have given her nationwide contacts. How best can she capitalize on them?	Entrepreneurship; Diversity in the Workplace; Market Strategy	Retail Stores		USA	17

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15 / 2 / 1995	West Point Market: Baking Specialty Breads	J. B. Wilkinson, Youngstown State University [Youngstown, OH 44555-3080] and Gary B. Frank, University of Akron	West Point Market	Russ Vernon, CEO of West Point Market in Akron, Ohio, is excited by the idea of supplying top quality, specialty recipe fresh breads to his upscale clientele. His "Bread Committee" is considering several alternatives: buying the breads from specialty bakers to supplement West Point's present "bake off" operation; producing under license from a master baker in New York; or baking the breads "from scratch" as a signature product line (West Point's Bread Company)	Market Strategy; Product Planning; Entrepreneurship	Food		USA	14
15 / 2 / 1995	Alma Products, Inc.	John W. Mullins and Christina L. Grippi, University of Denver [Denver, CO 80208]	Alma Products, Inc.	Julie Brighton's new company was ready to introduce its first product, the "Easy Embers charcoal starter, a tool for starting barbecue fires without annoying lighter fluids. Julie must decide on her target price to consumers, and on her pricing to the retailers she hopes will carry the product. First year sales volume is most uncertain, and the product will face both direct and indirect competition. She will present the product next week to two important accounts. What should the prices be?	Pricing; Product Development; Entrepreneurship; Small Business	Retail Stores		USA	4
15 / 2 / 1995	Labatt Breweries of Europe	Arthur Sharplin [5809 Tom Wooten Cove, Austin, TX 78731-6512]	Labatt Breweries	Its diversification efforts faltering, Canada's John Labatt Limited sought overseas expansion in its traditional business, brewing. Labatt's team of veterans and bright new recruits attempted major acquisitions in the United Kingdom, then on the Continent. When those efforts failed, the team settled on two small Italian brewers, Prinz Brau and Birra Moretti. The deals were ready to close in 1989, when serious problems were discovered during due diligence at Prinz. Labatt's board had approved the two acquisitions as a package; Prinz could not be omitted. And the window of opportunity for any acquisition seemed to be closing rapidly as a major shareholder pressed Labatt for cash.	Strategic Management; Diversification; Acquisitions & Mergers; International Business	Beverages		Canada	10
15 / 2 / 1995	Vickie Collins: Mentorship or Sexual Harassment? (A) and (B)	Bradley R. Eckert and Mary Anne Watson, The University of Tampa [Tampa, FL 33606-14901]		Brad Eckert, a professor at a midwestern university, wondered whether to fight the charges. Clearly, he had never harassed Vickie Collins, although her accusations were being taken quite seriously by the administration. Vickie had been a close friend, and he had continued to see her after graduation. He had advised her to come back for the MBA program. He was delighted when Vickie was assigned as a graduate assistant to himself and his wife. Maybe, though, it had been a mistake to suggest she drop her new boyfriend. Now Vickie had left school and was demanding her tuition back and full payment of her graduate stipend.	Sexual Harassment; Human Resource Management; Organizational Behavior; Interpersonal Relationships	Education		USA	12
15 / 2 / 1995	Bright Oil Company	Jack D. Ferner, Wake Forest University [Winston-Salem, NC 27109-76591]	Bright Oil Company	What can minority stockholders of a closely held business do, when they are convinced that the controlling owners' operating policies are ripping them off? Two options are selling out their interest and offering to buy out the majority holders. Bright Oil Company, an oil jobber, has income from operations, from a large cache of excess cash, and from rentals of nonoperating properties, but none of the income is distributed to the minority holders. Don Williams has to determine for his parents, what their stock in this one-time family firm might be worth.	Valuation; Leveraged Buyout; Family Business; Financial Analysis	Oil and Gas		USA	16
15 / 2 / 1995	A Two-Phase Case Study Program at St. John's University	Mockler, Robert J.		This paper describes the St. John's University case study development and use program, which is closely allied with its graduate business policy courses. The program serves several purposes: to help students working full-time in business learn to do the research required to prepare industry and company planning studies; to give students guidance in using semi-structured models for conducting such studies; and to give students practice in using these models to analyze and evaluate strategic situations, make decisions, and implement plans.					5
15 / 3 & 4 / 1995	Rus Wane Equipment: Joint Venture in Russia	Stanislav V. Shekshnia, Paris, France and Sheila M. Puffer, Northeastern University [325 Hayden Hall, Boston, MA 02115]	Rus Wane Equipment	John Swift is frustrated with both his Russian and American bosses. Lev Novikov, Rus Wane's general manager, seems to care only about his own personal interests; he ignores the policies and practices proposed by the American partner. Ron Chapman, the U.S. partner's country manager for Russia, too often takes Lev's side and fails to stand behind John. Meanwhile, the Russian business environment, with high inflation and a constantly changing legal and political framework, makes Rus Wane's future questionable. What can John do -- to help the company or his own career? Sequel/Epilogue is available.	Business Policy; Strategic Management; International Business; Human Resource Management; Organizational Behavior; Implementation	Machinery		Russia	16

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15 / 3 & 4 / 1995	Rus Wane Equipment: Joint Venture in Russia - Epilogue	Stanislav V. Shekshnia, Paris, France and Sheila M. Puffer, Northeastern University [325 Hayden Hall, Boston, MA 02115]	Rus Wane Equipment	John Swift is frustrated with both his Russian and American bosses. Lev Novikov, Rus Wane's general manager, seems to care only about his own personal interests; he ignores the policies and practices proposed by the American partner. Ron Chapman, the U.S. partner's country manager for Russia, too often takes Lev's side and fails to stand behind John. Meanwhile, the Russian business environment, with high inflation and a constantly changing legal and political framework, makes Rus Wane's future questionable. What can John do -- to help the company or his own career?	Business Policy; Strategic Management; International Business; Human Resource Management; Organizational Behavior; Implementation	Machinery		Russia	1
15 / 3 & 4 / 1995	Birra Moretti	Arthur Sharplin, 5809 Tom Wooten Cove, Austin, TX 78731-6512	Birra Moretti	In the turbulent Italy of 1989-1993, brewer Birra Moretti has grown by 50 percent since its acquisition by Canada's John Labatt Limited. Still, Moretti remains unprofitable and needs an estimated US\$15 million infusion to continue taking market share from the leading brands. Without this additional investment by its now-strained Canadian parent, the Italian firm must cut marketing or capital expenditures, or perhaps even merge with a competitor. Moretti management is proud of having "rewritten the way the beer business operates in Europe," and making the company "a strong and viable entity, positioned for future growth." Its future, however, depends entirely on Labatt's decisions.	International Business; Diversification; Market Strategy; Acquisitions & Mergers	Beverages		Canada	22
15 / 3 & 4 / 1995	Western Region Network Television	George M. Puia, The University of Tampa [Tampa, FL 33606-1490] and Marilyn L. Taylor, University of Missouri-Kansas City	Greenley Communications	James Poissett and Robert Grotino are committed to creating a statewide network integrating the two Montana television stations just purchased by Greenley Communications. Viewers, however, are uninterested in consolidated programming and advertisers are indifferent to the network's package deal for air time. None of Poissett's pre-purchase assumptions hold true: the network isn't working. In early 1994, with the state's economy in deep decline, Poissett must decide what to recommend to Greenley's board - keep fighting in spite of losses, or try to sell out at substantial loss.	Business Policy; Strategic Management; Acquisitions & Mergers; Corporate Restructuring; Organizational Change	Communications		United States	18
15 / 3 & 4 / 1995	A Reorganization Examined (A)	Shirley C. Payne and Timothy R. Hinkin		In the early 1990s, demand was increasing for computer services from the three divisions of the University's Computer Application Group (CAG). This demand, accompanied by operating inefficiencies, changing technology, and deep cuts in state funding, led CAG Director Margaret Dawson to consider a major reorganization. She understood the difficulty of implementing change, but felt it was necessary to attain CAG's goals.	Information Technology; Organizational Change; Political Environment	Education		United States	5
15 / 3 & 4 / 1995	A Reorganization Examined (B)	Shirley C. Payne and Timothy R. Hinkin		In the early 1990s, demand was increasing for computer services from the three divisions of the University's Computer Application Group (CAG). This demand, accompanied by operating inefficiencies, changing technology, and deep cuts in state funding, led CAG Director Margaret Dawson to consider a major reorganization. She understood the difficulty of implementing change, but felt it was necessary to attain CAG's goals. Sequel/Epilogue is available.	Information Technology; Organizational Change; Political Environment	Education		United States	6
15 / 3 & 4 / 1995	A Reorganization Examined - Epilogue	Shirley C. Payne and Timothy R. Hinkin		In the early 1990s, demand was increasing for computer services from the three divisions of the University's Computer Application Group (CAG). This demand, accompanied by operating inefficiencies, changing technology, and deep cuts in state funding, led CAG Director Margaret Dawson to consider a major reorganization. She understood the difficulty of implementing change, but felt it was necessary to attain CAG's goals.	Information Technology; Organizational Change; Political Environment	Education		United States	3
15 / 3 & 4 / 1995	Polaroid and the Family-Imaging Market	Lew G. Brown and David R. Vestal (Undergraduate Research Fellow), University of North Carolina at Greensboro [366 Bryan, Greensboro, NC 27412-5001]	Polaroid	In early 1992, Polaroid must develop a marketing strategy to launch its latest instant camera in the U.S. market. Consumer purchases of instant cameras have been steadily declining, and Polaroid needs to reinvigorate the market. Targeting the family-imaging market, the new camera features a unique internal storage compartment for exposed film. It is the product of several years of consumer research and a market-driven new product development process.	Market Strategy; Product Design/Development; Technological Change	Imaging		United States	29
15 / 3 & 4 / 1995	SR Corp: Decisions for an Emerging Technology	Marc H. Meyer and G. Thomas Alely, Northeastern University [Boston, MA 02115]	SR Corp	SR Corp has developed a technological breakthrough in speech recognition systems, a key component in cost reduction efforts for companies with heavy telephone usage for customer service, directory assistance, or reservations systems. SR Corp now must set priorities; it has resources to exploit only one of the three market segments it has identified. The wrong choice now could waste precious time and could cost the firm its lead in technology.	Market Strategy; Entrepreneurship; Technological Change	Imaging		United States	25

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15 / 3 & 4 / 1995	Back Bay Restaurant Group, Inc.	H. Jeff Smith, Georgetown University School of Business [Washington, DC 20057-0993]	Back Bay Restaurant Group, Inc.	Steve Corcoran has been asked to recommend changes in the computer systems of this 21-restaurant chain. Past investments in technology have been haphazard, bringing duplication of effort and implementation problems to line management. Can the current system be fixed? Corcoran wonders whether technology could be used for strategic purposes in the future. Whatever he suggests, he must grapple with the details of implementation in a workforce that is not in the mood for another false start.	Information Technology; Computer System Implementation; System Design; Technological Change	Restaurants		United States	18
15 / 3 & 4 / 1995	Combating Christian Fundamentalism (A)	Michael F. Welsh, University of South Carolina [Columbia, SC 29208]	University of South Carolina	The new president of the University of South Carolina comes under intense pressure to cancel a proposed College of Education summer course, "Christian Fundamentalism and Public Education." Advance publicity has spoken of "combating" the religious right and citizens are complaining that tax money should not support such a campaign. Despite a revision in the course description, the media escalates the controversy aiming at both the course and the openly gay faculty member who proposes to teach it.	Public Education; Ethics	Education		United States	15
15 / 3 & 4 / 1995	Combating Christian Fundamentalism (B)	Michael F. Welsh, University of South Carolina [Columbia, SC 29208]	University of South Carolina	The new president of the University of South Carolina comes under intense pressure to cancel a proposed College of Education summer course, "Christian Fundamentalism and Public Education." Advance publicity has spoken of "combating" the religious right and citizens are complaining that tax money should not support such a campaign. Despite a revision in the course description, the media escalates the controversy aiming at both the course and the openly gay faculty member who proposes to teach it.	Public Education; Ethics	Education		United States	3
15 / 3 & 4 / 1995	Note on Russia's History and Recent Business Environment	Stanislav V. Shekshnia, Paris, France and Sheila M. Puffer, Northeastern University [325 Hayden Hall, Boston, MA 02115]		Economic and political conditions in Russia have varied wildly in the twentieth century, through tsarist times before 1917, the subsequent communist era of central planning, the perestroika years from 1985 to 1991, and the 1990s fling with unbridled capitalism. Understanding the culture and the forces that shape people's thinking is key to understanding any cases dealing with business in Russia.	International Business; Strategic Management; Globalization	Multiple		Russia	6
15 / 3 & 4 / 1995	Digital Equipment Corporation: Self-Managed Teams in Accounting (A)	Charles S. Osborn, Babson College, and Barbara Cofsky, Digital Equipment Corporation IPO. Box 552, Sutton, MA 01590-1023	Digital Equipment Corporation	For two years Barbara Cofsky, the manager of DEC's Eastern Massachusetts Financial Management Center, has worked to develop self-managed teams among her direct reports. Four other FMCs have retained their traditional organizational structures. Now, because of a sweeping reorganization, the five Centers will be reduced to three and the Eastern Mass center will be closed. Cofsky wants to encourage Digital's management to use teams more widely, so she reassesses her organization. Do self-managed teams improve upon hierarchies? Should she fight to help team concepts survive the reorganization? What are her options?	Organizational Behavior; Management Style; Organizational Structure; Quality Management; Information Technology; Process Analysis	Finance		United States	23
15 / 3 & 4 / 1995	Digital Equipment Corporation: Self-Managed Teams in Accounting (B)	Charles S. Osborn, Babson College, and Barbara Cofsky, Digital Equipment Corporation IPO. Box 552, Sutton, MA 01590-1023	Digital Equipment Corporation	For two years Barbara Cofsky, the manager of DEC's Eastern Massachusetts Financial Management Center, has worked to develop self-managed teams among her direct reports. Four other FMCs have retained their traditional organizational structures. Now, because of a sweeping reorganization, the five Centers will be reduced to three and the Eastern Mass center will be closed. Cofsky wants to encourage Digital's management to use teams more widely, so she reassesses her organization. Do self-managed teams improve upon hierarchies? Should she fight to help team concepts survive the reorganization? What are her options?	Organizational Behavior; Management Style; Organizational Structure; Quality Management; Information Technology; Process Analysis	Finance		United States	1
15 / 3 & 4 / 1995	Health Care CEOs Write and Teach Their Own Case Studies	Earl Simendinger and George M. Puia, University of Tampa [Tampa, FL 33606-1490]	University of Tampa	In developing a capstone course for their new MBA concentration in health care administration, University of Tampa faculty recruited ten CEOs from diverse institutions to write cases about their own strategy decisions. The CEOs traveled to the university to help teach the cases, and all expressed hopes of using cases for their own executive development programs back in their institutions	Health Administration; Teaching with Cases; Case Method	Education		United States	6

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16 / 1 & 2 / 1996	Betaseron Decision (A), (The)	Ann K. Buchholtz, University of Georgia	Berlex	When the FDA gave its approval to Betaseron, it became the first and only drug found to reduce the attack rate of multiple sclerosis (MS). Other drugs existed to treat symptoms; however, Betaseron had been proven effective in actually reducing the rate of exacerbations. As such, it represented a groundbreaking discovery. Because of the importance of the drug, its approval was expedited by the FDA so that a three-year process was completed in one year. As a result, Berlex, the Developer of the drug, was left unprepared for the demand that was certain to result. With only one-fifth of the needed quantity available, Berlex had to decide who would get the drug now, who would wait, and how they should handle the logistics of distribution. Lastly, the company had to decide how to handle pricing, given the staggering costs of development and the range of people's ability to pay.	Ethics; Corporate Responsibility	Pharmaceuticals		United States	3
16 / 1 & 2 / 1996	Betaseron Decision (B), (The)	Ann K. Buchholtz, University of Georgia	Berlex	When the FDA gave its approval to Betaseron, it became the first and only drug found to reduce the attack rate of multiple sclerosis (MS). Other drugs existed to treat symptoms; however, Betaseron had been proven effective in actually reducing the rate of exacerbations. As such, it represented a groundbreaking discovery. Because of the importance of the drug, its approval was expedited by the FDA so that a three-year process was completed in one year. As a result, Berlex, the Developer of the drug, was left unprepared for the demand that was certain to result. With only one-fifth of the needed quantity available, Berlex had to decide who would get the drug now, who would wait, and how they should handle the logistics of distribution. Lastly, the company had to decide how to handle pricing, given the staggering costs of development and the range of people's ability to pay.	Ethics; Corporate Responsibility	Pharmaceuticals		United States	2
16 / 1 & 2 / 1996	National Financial Planners Association, (The)	Raymond M. Kinnunen and James F. Molloy, Jr., Northeastern University [Boston, MA 021115-5096] and John A Seeger, Bentley College [Walton, MA 02154-4705]	National Financial Planners Association	NFPA, the National Financial Planners Association, was formed to promote the financial planning industry and to exchange ideas and information among its members. As the industry began to emerge, NFPA attempted to formalize its activities and to expand its member services. With a rapidly growing membership, NFPA decided to hire a management company, Program Management, Inc. (PMI), to manage the association; organizing NFPA's events, collecting dues, paying the bills, and keeping members informed of the association's activities. For their services, PMI was paid a fixed annual fee, plus expenses. In 1990, NFPA's Board of Directors decided to hire Dan Crosby as executive director to guide the long-term growth of the association. After observing NFPA's tight cash position and the small surplus of \$2000 that came from revenues of \$3000,000 from the national meeting, Dan Crosby's suspicions are aroused. He discovers that PMI is altering the invoices from NFPA's vendors to collect more from NFPA. Crosby estimates the PMI has diverted \$1000,000 to \$2000,000 - maybe more. He wonders how to proceed.	Ethics; Corporate Governance; Entrepreneurs; Small Business	Finance; Non-Profit Organizations		United States	9
16 / 1 & 2 / 1996	Kitty's Maids	Tom Hinthorne, Montana State University-Billings [Billings, MT 59101-0298]	Kitty's Maids	Kitty's Maids is the targets maid service in Billings, Montana, but "shadow" competitors are undercutting Kitty's prices by 50-60 percent and decimating cash flows. Moreover, workers' compensation premiums are skyrocketing, and employee turnover is high. Kitty responds along two fronts. First, she begins to look for strategic guidance, but she finds she begins to challenge the State's administration of workers' compensation. She takes her problems up the chain of command to the governor of Montana and uses the Billings Gazette to publicize her plight. Kitty's leadership style - which is reflected in a series of monologues about her employees and her business - is assertive and transformational, but it also reflects an "ethics of care" as she works to mobilize transient employees with low self-esteem and self-actualization needs in an occupation that society "looks down on."	Small Business; Strategic Management; Services Leadership; Human Resources Management; Marketing Research; Women in Management			United States	21

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16 / 1 & 2 / 1996	Intel's Internet Entanglement (A)	Lee T. Perry, Monte R. Swain, and Nicholas V. Kovalenko, Brigham Young University [Provo, UT 84602-3068]	Intel	Intel's Chief Executive Officer, Andy Grove, has a problem. His company recently released the Pentium microprocessor chip to a very excited market. The response was overwhelming, setting new revenue records for Intel. However, a professor of mathematics at Lynchburg College has discovered a bug in the chip and is talking about it on the Internet. Grove is not convinced that the new Intel chip really has a serious bug, but he knows he has a public relations problem. What kind of product support should Intel provide for this chip and how should Grove handle what appears to be an "overreaction: to the bug? Case 8 describes Grove's initial reaction to the crisis and the consequent reaction from both the Internet users and the general public.	Internet; Organizational Behavior; Management of Crisis; Customer Relations; Strategic Management	Electronics; Computers		United States	8
16 / 1 & 2 / 1996	Intel's Internet Entanglement (B)	Lee T. Perry, Monte R. Swain, and Nicholas V. Kovalenko, Brigham Young University [Provo, UT 84602-3068]	Intel	Intel's Chief Executive Officer, Andy Grove, has a problem. His company recently released the Pentium microprocessor chip to a very excited market. The response was overwhelming, setting new revenue records for Intel. However, a professor of mathematics at Lynchburg College has discovered a bug in the chip and is talking about it on the Internet. Grove is not convinced that the new Intel chip really has a serious bug, but he knows he has a public relations problem. What kind of product support should Intel provide for this chip and how should Grove handle what appears to be an "overreaction: to the bug? Case 8 describes Grove's initial reaction to the crisis and the consequent reaction from both the Internet users and the general public.	Internet; Organizational Behavior; Management of Crisis; Customer Relations; Strategic Management	Electronics; Computers		United States	7
16 / 1 & 2 / 1996	Handguns at Wal-Mart	Himstead, Todd E.; Libuser, Andrew; Smith, N. Craig	Wal-Mart	Public opinion was turning against handguns, a product used in more than half of the 22,500 homicides in the United States in 1991. Wal-Mart, the nation's largest retailer and a leading supplier of guns, had handgun sales of \$29 million in 1992, with total firearm sales of close to \$100 million. This substantial amount of business was jeopardized not only by changing attitudes toward guns, but also by the store's exposure to legal liability as a result of negligent sales. In December, 1993, Wal-Mart CEO, David Glass, learned that the store was being sued for negligence as a result of a handgun sale to a mentally ill man who brutally murdered his parents. In the same month, there were also two fatal shootings on Wal-Mart properties. Wal-Mart had a history of refusing to sell "morally questionable products." It also had a reputation for listening to its customers, some of whom wished to be able to buy guns at the store, while others were concerned about shopping for everyday items alongside people shopping for guns. Should Wal-Mart continue marketing handguns?	Ethics; Marketing; Business and Society	Retail Stores		United States	10
16 / 1 & 2 / 1996	Central Stores Crisis, (The)	Frank C. Barnes, University of North Carolina, Charlotte [Charlotte, NC 28223]	ElectraPak Industries	ElectraPak Industries, a modern manufacturer of small batteries, has a potential morale problem which is being caused by delays in checking repair parts and supplies out of the central storeroom. Central Stores has over 11,000 inventory items valued at over \$6 million. The problems acquires added significance when it captures the attention of Tom Jackson, the 52-year-old plant manager. Havey Hill, the newly promoted materials manager, decided an outsider was needed to independently evaluate the problem. After months of blame and recrimination, an MBA co-op student is assigned the project. The case follows MBA student, Kyd Johnson, as he interviews the principal players and seeks to find the root cause of the crisis.	Operations Management; System Design; Management Information Systems; Production Management/Control	Electronics		United States	12
16 / 1 & 2 / 1996	Jim Thompson Thai Silk Company	Robert A. Pitts, Gettysburg College [Gettysburg, PA 17325]	Jim Thompson Thai Silk	Bill Booth, Managing Director of Thailand's only integrated producer of native silk, must decide what steps to take to stem a recent decline in sales and profitability. During his 20-year tenure, Booth has seen Jim Thompson Thai Silk (JT) become Thailand's leading retailer of native silk, commanding an enviable two-thirds share of the premium tourist market. In recent years, increasing auto congestion, escalating air pollution, and soaring rates of AIDS infection have caused travelers to avoid Bangkok as a tourist destination. In light of these developments, JT managers are seeking ways to reduce the company's dependence on Bangkok's tourist market. After some deliberation, four options for achieving this objective are under construction.	Strategic Management; International Business	Textiles		Asia	20

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16 / 3 & 4 / 1996	CIBC	Ian McKillop, Gordon McDougall and Natasha White, Wilfred Laurier University [Waterloo, ON N2L3C5]	CIBC	Pat Skene, Vice-President-Consumer Credit Division of the CIBC, called a meeting to decide on the future of Bankware II, a software diskette given to customers to promote CIBC products and to help customers with their financial planning needs. Underlying this decision is whether Bankware II fits with the new strategic direction of CIBC, Canada's second largest bank. The proposed new strategy focuses on relationship banking, a shift from their current product-focused strategy.	Organizational Change; Market Strategy	Banking			21
16 / 3 & 4 / 1996	Nottoway Plantation, Restaurant, and Inn: The White Castle of Louisiana, (The)	Caroline M. Fisher, Loyola University New Orleans [New Orleans, LA 70118] and Claire Anderson, Old Dominion University		Nottoway Plantation, White Castle, Louisiana was the largest existing antebellum home in the South. In 1994, Nottoway operated tours, bed and breakfast, dining facilities, and a gift shop. The problem facing Nottoway was how to grow its revenue stream, yet maintain the ambience of the elegant old plantation. While profitable, stiff competition existed in the plantation tour business along the Mississippi River. The most probable way to increase revenues was to attract more tours and have those guests stay overnight at Nottoway. One challenge was to do so without diluting the image of Nottoway through lower-quality rooms or service or through lower prices.	Marketing Strategy; Strategic Planning	Non-Profit Organizations; Tourism		United States	17
16 / 3 & 4 / 1996	Hawaii Video Productions	Steven M. Dawson, University of Hawaii at Manoa [Honolulu, HI 96822]	Hawaii Video Productions	Hawaii Video Productions is about a medium-sized video production company's consideration of a proposal to sell its analog video equipment and replace it with expensive digital equipment. Selling the analog equipment involves a change to a new technology and is a major outlay for a firm that has just weathered a cash flow problem. The owner/manager favors making the change, while some members of the Employee Management Team prefer to keep the existing equipment and not make the switch to new technology.	Financial Analysis; Strategic Management; Employee Participation	Entertainment		United States	14
16 / 3 & 4 / 1996	Dibrell Brothers, Inc.	David W. Grigsby and Lester A. Hudson, Clemson University Department of Management [Clemson, SC 29634-1305]	Dibrell Brothers, Inc.	Dibrell Brothers, Inc., was a \$1 billion company engaged in two international businesses: leaf tobacco and cut flowers. The case centers around strategic decisions in Dibrell's two principal businesses and on possibilities for further diversification. Although increasing demand for Dibrell's special light blended tobaccos, contributed to rising profits for its world tobacco business, oversupply and increased regulation threatened profitability in the future. Dibrell is presented with a merger opportunity with another major leaf tobacco processing company. Management must decide whether to pursue the merger or forego it in favor of other strategic alternatives.	International Business; Strategic Management; Acquisitions & Mergers; Diversification	Floral; Tobacco		United States	31
16 / 3 & 4 / 1996	Fudge Cottage, (The)	Deborah R. Ettington and Shalini Venkateswaran, Eastern Michigan University [Ypsilanti, MI 48197]	The Fudge Cottage	The Fudge Cottage is a family-owned small business. They produce fudge from a secret recipe, and sell it along with handmade chocolates and other specialty items in two retail locations. They have been in business over twelve years. Sales peaked in the fifth year at, \$250,000 and have plateaued in the past four years around \$200,000. They have incurred operating losses in four of the past five years. Christine North recently took over control of the business from her parents, due to their ill health. She has been working many hours at the store, while still maintaining responsibility for the care of her parents and her daughter. With her divorce pending, she has to consider whether the business has the potential to be profitable enough to support her family, or whether she should sell out and consider other career options. While thinking about her long-term plans, she is also faced with shorter-term problems such as possible loss of her major supplier, and difficulty hiring part-time help.	Small Business; Family Business; Entrepreneurs; Strategic Management; Competitive Strategy; Strategic Positioning; Women in Management	Food		United States	19
16 / 3 & 4 / 1996	Pasta Perfect, Inc.	Joan Winn and John W. Mullins, University of Denver [Denver, CO 80208]	Pasta Perfect, Inc.	Pasta Perfect, founded in 1983, is a chain of retail stores that sell fresh pasta and sauces, to take home. By late 1988 there were ten shops in high-traffic areas of St. Louis and four more in Chicago. The company's plan was to cluster groups of stores in large metropolitan areas to provide economies of scale in preparation and delivery, as well as advertising and store supervision. Pasta Perfect had grown rapidly, but had not been able to achieve positive cash flow. By 1988, new technology for packaging fresh pasta had enabled other companies to sell similar products in supermarkets. Tom Walker, president and founder of Pasta Perfect, recognized this threat to Pasta Perfect's success but, at the same time, he saw an opportunity for his company to begin to market its products through supermarkets instead of, or in addition to, its retail stores. The board is faced with the decision of whether or not to make the change.	Entrepreneurs; Strategic Management; Competitive Strategy; Strategic Positioning	Food		United States	16

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16 / 3 & 4 / 1996	Karen's on Her Mind	Roland B. Cousins, LaGrange College [LaGrange, GA 30240] J and Linda E. Benitz, InterCel, Inc.		Sally Perkins' immediate supervisor, Miriam Gunther is apparently having an affair with Sally's secretary, Karen. Ms. Gunther is spending an inordinate amount of time with Karen and now wants to take her on a business trip. Although Ms. Gunther does not need any additional secretarial assistance, she is also considering transferring Karen to her own office. With the office gossip getting worse, Sally wonders what she should do about this situation.	Organizational Behavior; Human Resources Management; Sexual Orientation; Ethics	Human Resources		United States	6
16 / 3 & 4 / 1996	Kralovopolska: The Search for Strategy	Karen L. Newman and Stanley D. Nollen, Georgetown University [Washington, DC 20057-1008]	Kralovopolska	After the "velvet revolution" in 1989 the Czech Republic faced the task of privatizing its state-owned enterprises. Kralovopolska, a large manufacturer of equipment for the petrochemical and water treatment industries, was purchased in 1995 by a partnership consisting of its top managers. Government environmental policies to upgrade water treatment facilities in the Czech Republic favored Kralovopolska in the early 1990s, but by 1995 most new water treatment contracts had been let and the company still faced choices about business strategy, foreign investment, and new market development. Zdenek Panek, the managing director, was still in search of Kralovopolska's sustainable competitive advantage. He knows that Kralovopolska needs equipment and access to Western technology, but is reluctant to enter a joint venture with a Western firm.	Business Policy; Privatization; Strategic Management; Organizational Change	Petrochemicals		Eastern Europe	20
17 / 2 / 1997	The Prominent Dr. Rombach	Tom Morris, University of San Diego, School of Business, San Diego, CA 92110-2492	International Medical Laboratories	John Cannon is an American expatriate and general manager of International Medical Laboratories' (IML) German subsidiary. During a sales visit, he is introduced to Dr. Hans Rombach, a cardiovascular surgeon and possibly the most prominent surgeon in Europe. John is very impressed with Dr. Rombach and his research and would like to make him an IML customer. Dr. Rombach expresses interest in the IML equipment. He then asks if IML could make a \$25,000 contribution to his research fund as this would make the purchase decision much easier. John is in a quandary. Is this a request for a bribe, or simply a donation for some progressive and legitimate research?	Ethics; International Business; Corporate Culture	Health Services		Germany	5
17 / 3 / 1997	Nucor Corporation and Worker Safety Issues (A)	Rebecca J. Morris, Ph.D., University of Nebraska at Omaha [Omaha, NB 68182]	Nucor	In less than three decades, Nucor Corporation has risen from near bankruptcy to become the fourth largest steel producer in the United States. Nucor is well known for its effective use of innovative steel-making technologies, a unique management style, and a production-based incentive system to become the low cost producer in the steel industry. However, there is speculation that Nucor's quest for growth does not come without a human cost. The Wall Street Journal reports that Nucor had a worker death rate that was the highest in the industry. Had the company sacrificed worker safety for greater productivity and profits?	Ethics; Human Resource Management; Productivity; Corporate Culture	Manufacturing		United States	18
17 / 3 / 1997	Nucor Corporation and Worker Safety Issues (B)	Rebecca J. Morris, Ph.D., University of Nebraska at Omaha [Omaha, NB 68182]	Nucor	In less than three decades, Nucor Corporation has risen from near bankruptcy to become the fourth largest steel producer in the United States. Nucor is well known for its effective use of innovative steel-making technologies, a unique management style, and a production-based incentive system to become the low cost producer in the steel industry. However, there is speculation that Nucor's quest for growth does not come without a human cost. The Wall Street Journal reports that Nucor had a worker death rate that was the highest in the industry. Had the company sacrificed worker safety for greater productivity and profits?	Ethics; Human Resource Management; Productivity; Corporate Culture	Manufacturing		United States	6
17 / 3 / 1997	Karen Connors: Sexual Harassment or Cultural Differences (A,B,C)	Anonymous Authors, Case Research Journal, Indiana State University [Terre Haute, IN 47809]		Karen Connors, age 35, a bright MBA student, is subjected to what she perceives to be harsh treatment by Ali Zahedi, a tenured associate professor and director of the MBA program. Zahedi threatens to make it impossible for Karen, who is also his graduate assistant, to complete her MBA degree or to be accepted into a Ph.D. program unless she continues to meet demands made by him that she believes to be unreasonable. The stress that Karen has been under for the past year has affected her mental and physical health to the extent that she has solicited the advice of other faculty to assist her in her time of crisis.	Ethics; Sexual Harassment; Diversification	Education		United States	17
17 / 3 / 1997	H.D. Chasen Company	Raymond M. Kinnunen, James F. Molloy, Jr., and Roger M. Atherton, Northeastern University [Boston, MA 02215]	H.D. Chasen Company	This case focuses on the issues facing a small, family-owned hardware store and industrial equipment supplier. The case contains information on the industry and provides information on three generations of the Chasen family. Students are challenged to evaluate the issues facing a company, owned by two and operated by three generations simultaneously. Identifying and evaluating short- and long-term strategies provides a platform for discussion of marketing- and policy-related issues, as well as discussions of problems unique to small business.	Small Business Management; Succession Planning; Strategic Management	Manufacturing		United States	9

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17 / 3 / 1997	Crest Case: EDI for Claims Processing	Hugh Grove, Tom Cook, and Linda Huls, University of Denver [Denver, CO 80208]		This case challenges students to make a strategic business decision concerning the use of EDI technology for healthcare claims processing to gain competitive advantage. Key information for this decision includes EDI technology benefits (primarily labor cost) and EDI technology costs (primarily hardware and software start-up costs). The analyst must also consider non-dollar decision factors, such as error rates, customer satisfaction, and human resource issues relating to technology replacing jobs for business process improvement. In order to focus the case upon the strategic capital budgeting decision, activity-based cost information necessary to determine EDI cost savings are given in Table 1.	Capital Budgeting; Technology	Health Services		United States	8
17 / 3 / 1997	Cambridge Neuroscience	Jonathon B. Welch and Wendy S. Hermach, Northeastern University [Boston, MA 02215]	Cambridge Neuroscience	The Cambridge NeuroScience case deals with one approach to the valuation of a developmental stage biotechnology company viewed in the context of its overall business strategy and the risks inherent in the drug development process. The company's drug development portfolio was being narrowed to one main drug for the treatment of stroke and traumatic brain injury. Although the company had some successful human clinical trials, the company was at risk of running out of cash before it could receive FDA approval and bring the promising drug to commercialization. With the market for development stage biotech stocks in retreat in 1995, CNSI entered partnership discussions with several large pharmaceutical companies. Students are asked to assess the strategic fit with one of those companies and determine a fair value for CNSI.	Valuation; High Technology Products; Financial Analysis; Cash Flow	Pharmaceuticals		United States	19
17 / 3 / 1997	Jefferson-Pilot Corporation	Lew G. Brown, Associate Professor and Michael Cook, MBA, Joseph M. Bryan School of Business and Economics, University of North Carolina at Greensboro [Greensboro, NC 27412-5001]	Jefferson-Pilot	In early 1993, a new management team has taken over Jefferson-Pilot Corporation, a well-established life insurance company with a sound financial position and \$1.2 billion in revenue. However, life insurance premium income has been relatively flat for the past five years. The new team has instructions from the board of directors to increase the company's growth rate and improve earnings. The company has traditionally used a career sales force. The problem is that growth using a career force is slow and expensive. Using an independent sales force offers the opportunity for faster growth but risks upsetting the established culture. A consultant's report presents detailed information that students can use in their analyses. Two appendices present information on the life insurance industry and Jefferson-Pilot's background.	Sales Strategy; Sales Force Structure; Sales Management; Service Marketing	Insurance Industry		United States	28
17 / 3 / 1997	Little Tikes	Sayan Chatterjee, Case Western Reserve University [Cleveland, OH 44106]	Little Tikes	Little Tikes, a major player in the preschool segment of the toy industry, made innovative large plastic toys that were developmental or that could be used in playgrounds. Little Tikes sold its toys through specialty toy stores and advertised to parents by direct mail. The concept caught on with parents and Little Tikes was extremely successful. Rubbermaid purchased Little Tikes in 1984 and gradually changed the distribution strategy of Little Tikes from specialty toy stores to mass merchandisers. Tom Murdough, who had stayed on with Little Tikes after the sale, disagreed with this change in strategy and quit to start his own toy company, Step 2. The strategy of selling through the mass merchandisers was not entirely compatible with the original strategy that made Little Tikes successful. Trade-offs had to be made.	Industry Analysis; Strategic Change; Strategy Implementation	Toys		United States	32

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17 / 3 / 1997	Church's Chicken in Navajoland	Jon Ozmun, Casey Donoho, and Mason Gerey, Northern Arizona University [Flagstaff, AZ 86011]	Church's Chicken	Michael Nelson, a Navajo Indian, was a successful businessman with retail operations in several communities located on the Navajo Indian Reservation in Arizona. Nelson was considering a new business venture: opening a Church's Chicken Restaurant (CCR) in Tuba City, Arizona. Nelson had the exclusive rights to Church's Chicken Restaurants located on the Navajo Indian Reservation. In 1991, he opened his initial CCR in Window Rock, Arizona. The success of this venture had prompted Nelson to look for other profitable markets for the restaurant franchise. In order to open a new restaurant in Tuba City, Nelson must borrow \$650,000. This requires that he submit a loan proposal to the commercial loan department of his bank, Norwest Bank, Inc. Having successfully borrowed to initiate the CCR in Window Rock and to open Tru-Value Hardware stores in three different locations on the reservation, Nelson has previously been through this process with Norwest Bank. Nelson's immediate task is to complete the financial information required for the loan proposal. In particular he must develop sales forecasts, pro forma income statements, and cash flow statements for five years into the future. Based on analysis of these sales and financial forecasts, Nelson will decide on the feasibility of starting the new restaurant.	Entrepreneurs; Strategic Management; Small Business Management; Sales Forecasting	Restaurants		United States	17
17 / 4 / 1997	Sarah Norton and Wise Research	Coulter, Ronald L.; Fields, D. Michael; Coulter, Mary K.							16
17 / 4 / 1997	Broderbund Software, Inc.	Gilinsky, Armand Jr.							29
17 / 4 / 1997	Friendly Buick	Kinnunen, Raymond M.; Molloy, James F. Jr.; Atherton, Roger A. Jr.							20
17 / 4 / 1997	Mikromashina of Moscow: Problems and Opportunities of Privatization	McCarthy, Daniel J.; Puffer, Sheila M.							17
17 / 4 / 1997	New Rainbow Enterprises: The Grievous Gift	Anderson, Joe S.; Adhiambo, Samuel Onyango							4
17 / 4 / 1997	Shell Oil in Nigeria	Lawrence, Anne T.							21
17 / 4 / 1997	Southeastern Veterinary Hospital or Willie's Revenge	Cousins, Roland B.; Benitz, Linda E.							6
17 / 4 / 1997	United Lock Door Hardware Division	Shafer, Scott M.; Oswald, Sharon L.; Nembhard, Harriet B.							18
17 / 1 & 2 / 1997	Chateau Des Charmes Wines Ltd.	Ruth Cruikshank and Kenneth F. Harling, Wilfrid Laurier University [Waterloo, Ontario N2L 3C5]	Chateau des Charmes Wines	This case deals with a significant, integrated decision about expansion and growth. Paul Bosc, Sr., is the founder and principle owner of Chateau des Charmes, a boutique winery in southern Ontario, Canada. He has proposed that the winery double its production by replacing the current building with a new chateau "in the French style." Bosc Sr. has dreamed of such a chateau since he immigrated from France in 1965. The previous year, 1991, the winery sold \$2 million of wine. He has asked his son to assess whether the new winery should be built now. In order to make a recommendation, Bosc Jr. has to consider the management, marketing, production, and finance implications of such a decision.	Strategic Management; Entrepreneurs; Resource Allocation; Environment	Beverages		Canada	17
17 / 1 & 2 / 1997	Lincoln Electric Company, 1996, (The)	Arthur Sharplin, The University of Texas at Austin, Texas, and John A. Seeger,* Bentley College, Waltham, MA 02154-4705	Lincoln Electric	The case examines the implications of public ownership for the firm's famous incentive system. Since its founding, Lincoln had minimized the interests of stockholders in favor of giving employees a "very solid, secure company in which to place their lives" and bonuses averaging 90 percent of annual pay since 1943, according to company sources. During the disappointing international expansion efforts of 1992-1993, the company maintained bonuses for its profitable U.S. operations at the level of 60 percent of wages but was forced to borrow the funds. Its 1995 public issue raised capital to reduce the new debt. By early 1996, Business Week and others were suggesting that the renowned Incentive Management System had outlived its era, and that public stockholders deserved better treatment.	Strategic Management; Stakeholder Model; Incentive Systems	Utilities		United States	29

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17 / 1 & 2 / 1997	Nyro Inc.: Strategy for Globalization	McCarthy, Daniel J. and Gaurab Bhardwaj	Nyro	Nyro, a custom plastic injection molder, operates in the highly competitive plastics processing industry. Recognizing the importance of being a global player, Nypro attempts to locate its plants close to the customer at sites in the Americas, Europe and Asia. The company has also made extensive use of strategic alliances. Nypro President Gordon B. Lankton is considering franchising as a means of sustaining the company's growth in its intensely competitive industry.	Strategic Management; Globalization; International Business; Strategic Alliances; Franchising	Plastics		Multiple	22
17 / 1 & 2 / 1997	Le Parisien	Heineke, Janelle, Alexandre Baptista, Yann Morvan, and Ana Rodriguez Linde	Le Parisien	Hassan Hodroj has opened the business of his dreams: an upscale French bakery in a carefully chosen exclusive location in an exclusive shopping area in Boston. Le Parisien was authentic to every detail, from the expensive renovation that met the strict codes for bakeries in Paris to the French chef who used only the finest imported ingredients in his pastries. Unfortunately for Hassan, his dream was turning into a nightmare. He was paying premium prices for authenticity, but his revenues were lower than projected and his creditors were at the door. Hassan would have to make some important choices soon about customers, products, and processes if he wanted to stay in business.	Operations Management; Service Operations; Quality Management; New Ventures	Food		United States	12
17 / 1 & 2 / 1997	Manufacturing at the Titeflex	Robert Millen, College of Business Administration, Northeastern University [Boston, MA 02115]	Titeflex	Jon Simpson, CEO of the Titeflex Corporation, is facing a deterioration in delivery performance. Titeflex produces different product lines in the same factory using the same personnel and equipment. Customers are irate and looking to replace Titeflex as a vendor. In addition, margins are not being met in the low margin automotive business.	Operations Management; Organizational Change; Cross-Functional Integration	Manufacturing		United States	13
17 / 1 & 2 / 1997	Westbrook Farm	Miller, Thomas R.	Westbrook Farm	Brothers Matt and Ed Barrett are partners in a 208-acre farm known locally as Westbrook Farm; they inherited the farm, located in southern Indiana, over 20 years ago. The property consists of a 110-acre tract which includes a house and outbuilding and a 98-acre tract of cropland across the road from the parcel with the buildings. Although the farm investment has yielded moderate financial returns over the years, the brothers have considered selling Westbrook?particularly Matt who would like to use the capital for other investments. The Barretts need to evaluate two very different offers. Two farmers who each own adjoining property expressed interest in buying portions of the farm, but the Barretts thought their offers were low. A young couple has made a full-price offer on the farm but want special financing: the Barrett's financing 203 acres at a market rate of interest for 11 years with the balance due at the end of this period.	Family Business; Investment Analysis	Real Estate		United States	8
17 / 1 & 2 / 1997	The Salary Supplements	Linda Achey Kidwell, Niagara University		Nine high-level administrators, employees of the City of Monroe, LA, were given monthly salary supplements. The pay was authorized by the mayor as compensation for services he considered to be outside the job descriptions of the administrators. The city council, however, considered the special services pay to be pay increases not authorized in the budget. The special services pay first came to light in a report of the external auditor on the financial statements. The auditors disclosed that supplemental pay was being issued in separate checks and charged to various expense accounts other than salary accounts, understating salaries and overstating other expenses by \$38,000. The mayor responded that the money was charged to expense accounts with available funding, not as a means of misrepresentation. After an investigative audit by the State Legislative Auditor, the mayor ultimately blamed the city's external auditor for not notifying him earlier that the pay was inappropriate. The Auditor in Charge of the investigative audit is asked to prepare a list of recommendations to the Legislative Auditor's Advisory Council on what steps the City Council can take to prevent such spending practices in the future.	Auditing; Compensation; Budgeting; Management Control Systems	Government		United States	12
18 / 1 / 1998	Stevens Technologies Inc.: March or Die	Toomey, Gene; Seeger, John A.; Kinnunen, Raymond M.; Atherton, Roger	Stevens Technologies Inc	Jeff Stevens -- founder, chief technical officer and 90 percent owner of STI -- hesitates to move ahead with acquisition of a competing CAD service firm. His board of directors and the president of STI favor the acquisition, but Stevens fears the other firm's operating philosophy will not mix with his own. Stevens also shies away from other growth initiatives, as customers' orders require his full-time efforts in production.	Entrepreneurs; Acquisitions & Mergers; Organizational Behavior; Operations Management	Business Services		United States	18
18 / 1 / 1998	Della Steam Plant: Should the Turbine be Shut Off?	P. K. Raju and Chetan Sankar, Auburn University [Auburn, AL 36849-5241]		Sam Towers, the plant manager of a power plant, was in a dilemma: his engineer and the manufacturer's engineer had disagreed on a major maintenance problem at the power plant. Taking into account financial, technical, safety, and credibility issues, he had to decide whether to restart the turbine-generator unit or shut it down.	Production Management; Industrial Engineering; Safety Management; Technology Management	Utilities		United States	17

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18 / 1 / 1998	Maple Leaf Mills Ltd.	George Athanassakos and Kenneth F. Harling, Wilfrid Laurier University [Waterloo, Ontario, NCL 3C5]	Maple Leaf Mills Ltd	In early 1990, the management of Hillsgdown Holdings, plc (HH) of London, England, was considering merging its wholly-owned subsidiary, Maple Leaf Mills Limited (MLM) of Toronto, Ontario, with a major Canadian food company. Such a merger would make it a major player in the North American food industry. The management of HH hoped to accomplish this through a stock swap, but doing so presented a major challenge, as MLM had no publicly traded common shares. The fair value of MLM and its equity would have to be estimated. To this end, HH's management retained RBC Cominon Securities Inc., a Toronto-based investment banker.	Corporate Valuation; Mergers & Acquisitions	Food		Canada	46
18 / 1 / 1998	Iroquois Container Corporation: Flagstone Operations (A,B)	H. Richard Eisenbeis, Bettye Sue Hanks, and Steve Clark, Unversity of Southern Colorado [Pueblo, CO 81001]	Iroquois Container	The Flagstone Operation of Iroquois Container was located in a rural area in the western United States where traditional male values were dominant. Women were generally thought of as second-class citizens whose job it was to stay home and raise a family. Those who did find jobs, especially those traditionally held by men, were subjected to harsh treatment. Although Title VII of the Civil Rights Act was passed in 1964, Iroquois did not begin to make a concentrated effort to admit women to blue collar jobs until the late 1970s, and then, only under pressure from EEOC. Flagstone was part of a major corporation with plants located throughout the western United States. Although many of its professionals were brought in from outside the area, local cultural values prevailed making the operation especially hostile to women. In most instances, women were not accepted by their male counterparts and were treated very poorly. But, because the jobs were high paying and because high-paying jobs in the area were rare, few women complained about the hostile work environment. However, a prior female employee (Brenda Riley), after years of being subjected to severe harassment by her male counterparts, could take it no longer and filed a lawsuit against the organization.	Sexual Harassment; Organizational Behavior	Manufacturing		United States	24
18 / 1 / 1998	Starbucks Coffee: The Dorosin Issues	Terri Feldmann Barr, David W. Rosenthal, and Thomas C. Boyd, Miami University	Starbucks	The management of Starbucks, a company that distributes gourmet coffees, equipment, and accessories through an expanding number of company-owned stores and other channels, is faced with a public-relations nightmare. Jeremy Dorosin, a repeat customer of one of the company's stores, purchased two Espresso machines, he then claimed that one of the machines was defective and that one was a used machine falsely sold as new. Despite the company's efforts at resolving the difficulties, Dorosin had not been satisfied and eventually took out a series of advertisements in The Wall Street Journal. The news and talk show media made Dorosin an overnight sensation. As his fame grew, so did his demands for larger and more complex settlements from the company. Dorosin's version of the events and the version of events accepted by management were distinctly at odds. Management must decide what to do about Dorosin and his complaints.	Marketing Management; Consumer Behavior	Restaurant		United States	12
18 / 1 / 1998	Colonial Traditions, Inc.	Miller, Thomoas R.; Tankersley, Irvin L.	Colonial Traditions Inc.	Alice Borden, sales manager for Colonial Traditions, Inc., must make a recommendation to her new boss and general manager, Phil Rigby, about how to handle the complaint of disgruntled customer Fred Townsend. Townsend has alleged that four of the six pairs of custom window shutters for which he waited six weeks are the "wrong" size. However, Rigby maintained that Townsend signed a sales contract that authorized the manufacture of the exact shutters he received, and the contract clearly specified that custom-made goods are not returnable for credit. Yet upon investigation, Borden learned that a company employee apparently erred in preparing the sales order signed by the customer.	Sales Contracts; Sales Management; Business and Society; Ethics; Customer Relations; Quality Management	Construction		United States	6
18 / 1 / 1998	Birmingham Zoo (The)	K. Joanne McGlown and Woodrow D. Richardson, School of Business, University of Alabama at Birmingham	Birmingham Zoo	Jerry Wallace's first two years as director of the Birmingham Zoo had been difficult ones. The long-awaited meeting of the American Zoo and Aquarium Association (AZA) had finally arrived, where he would hear the result of their efforts to reclaim the much-prized status of full accreditation. When Wallace accepted the director's position, he knew he was not inheriting a house in order. Wallace faced challenges from a deteriorating physical plant, poor public image, and poorly trained staff to animal breakouts, inadequate funding, and possible loss of accreditation. He also knew that regardless of the AZA vote, the majority of these problems would still remain. In addition, a proposal by a group of private investors to build a state-of-the-art Ecoplex development (a new zoo) could replace the existing zoo. This made the challenges facing him even more uncertain.	Marketing Management; Marketing Strategy; Non-Profit Management; Strategic Management	Veterinary Science		United States	25

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18 / 1 / 1998	Does This Milkshake Taste Funny?	Roland B. Cousins, LaGrange College [LaGrange, GA 30241-2999] and Linda E. Benitz, InterCel, Inc.	Eastern Dairy	George Stein, a college student employed for the summer by Eastern Dairy, must decide if he is going to remove the filters from the plant's piping and thus allow the current production run of milkshake mix to become contaminated. This course of action will save the company money, at least in the short run, and allow George's shift to go home on time. George was disturbed by the mental image of children drinking contaminated milkshakes as he weighed his options.	Ethics; Quality Management; Organizational Behavior	Food		United States	4
18 / 3 & 4 / 1998	Thermal Remediation, Inc.	Steven M. Dawson, University of Hawaii [24-4 Maile Way, Honolulu, Hawaii 96822-2282]	Thermal Remediation	The Controller has prepared a capital budgeting analysis for a project to treat petroleum-contaminated soil. His analysis uses the return to equity approach and Headquarters responds, telling him to calculate the more traditional return to total capital invested. The Controller, and the student, must understand the differences between the two methods of analysis, make any necessary revisions, revise the return to equity calculation, decide whether one or the other is better in this situation, and defend the choice. Recent strategy sessions at Arizona Hawaii have identified the search for new income sources as a high priority. The Controller is concerned that the expected returns will be lower when calculated using total capital and that the project may lose out to projects proposed by other divisions.	Strategic Management; Capital Budgeting	Petroleum Industry		United States	12
18 / 3 & 4 / 1998	DSPD: Boarding the Zaharia Express	Steven J. Maranville, University of St. Thomas [Houston, TX 77006-4696]	The Utah State Division of Services for People with Disabilities	The Utah State Division of Services for People with Disabilities (DSPD) is experiencing a shift in strategic philosophy, evoking radical changes in the role of the Division's case managers. To support the new philosophy, the Division's executive director has revised the policy manual, allowing for better access to the actual policies by eliminating descriptions of step-by-step procedures. Case managers are, however, growing frustrated with the ambiguity caused by a lack of specified procedures. Exacerbating the anxieties, the Division has initiated a Quality Enhancement Unit that is evaluating the performance of case managers according to client outcomes rather than the conduct of case management duties. Tensions resulting from the Division's philosophy change surface during a retreat scheduled to address the case management training curriculum. The executive director is faced with the challenge of operationalizing and institutionalizing the strategic philosophy, while bringing the case management system into strategic alignment.	Strategy Implementation; Organizational Change	Government		United States	25
18 / 3 & 4 / 1998	Custom Blending, Incorporated	John P Leschke and Andrew C. Ruppel, University of Virginia [Charlottesville, VA 22903-2493]	Custom Blending	Nelson Halsey, President and principle shareholder of Custom Blending, is facing the possibility of his firm losing money for the first time in its history. To make matters worse, one long-time customer had just canceled all future contracts due to poor quality. This case describes the business and marketing strategies, the current operating policies and conditions, the existing production technologies, and the management team at Custom Blending. All of these factors contributed to the current "crisis" and all these factors must be taken consideration in determining the short-term action plan to get out of this situation.	Strategic Management; Operations Management; Market Strategy; Manufacturing Strategy	Plastics		United States	26
18 / 3 & 4 / 1998	AT&T Resource Link (A)	Joel Harmon, Fairleigh Dickinson University [Madison, NJ 07940] and John Seeger, Bentley College	AT&T	Jim Meadows, having created a new venture within AT&T, finds himself with a problem. His "Resource Link" organization?an internal, on-pay-roll temporary employment agency that uses "at-risk" AT&T managers and professionals as contingent workers?has grown dramatically and boasts highly satisfied staff and customers. It is successful in many dimensions, but a critical measure demanded by AT&T is far from satisfied. RL is committed to break-even operations, and it is still losing millions according to AT&T accounting. Meadows has two more years to stop the losses. "Ma Bell" does not tolerate insolvent operations. In the follow-up case, Meadows gets RL in the black, negotiates it through AT&T's "trivestiture," and turns the reigns over to Ellen Jackson. Having become a major player in AT&T's workforce planning, RL must now spearhead radical changes to the culture of the company and the composition of its workforce, envisioned to include as many as 40 thousand contingent employees.	Human Resources Management; Strategy Implementation; Organizational Design; Corporate Culture	Utilities		United States	22

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18 / 3 & 4 / 1998	AT&T Resource Link (B)	Joel Harmon,*Fairleigh Dickinson University [Madison, NJ 07940] and John Seeger, Bentley College	AT&T	Jim Meadows, having created a new venture within AT&T, finds himself with a problem. His "Resource Link" organization?an internal, on-pay-roll temporary employment agency that uses "at-risk" AT&T managers and professionals as contingent workers?has grown dramatically and boasts highly satisfied staff and customers. It is successful in many dimensions, but a critical measure demanded by AT&T is far from satisfied. RL is committed to break-even operations, and it is still losing millions according to AT&T accounting. Meadows has two more years to stop the losses. "Ma Bell" does not tolerate insolvent operations. In the follow-up case, Meadows gets RL in the black, negotiates it through AT&T's "trivestiture," and turns the reigns over to Ellen Jackson. Having become a major player in AT&T's workforce planning, RL must now spearhead radical changes to the culture of the company and the composition of its workforce, envisioned to include as many as 40 thousand contingent employees.	Human Resources Management; Strategy Implementation; Organizational Design; Corporate Culture	Utilities		United States	6
18 / 3 & 4 / 1998	NOVA Biomedical and the Iran Deal	Golpira Eshghi, Bentley College [Waltham, MA 02154-4705] and Andrew Zacharakis, Babson College	NOVA	Jim Means had made inroads into one of the last remaining big markets for blood analyzers, Iran. The deal that Jim and his colleagues brokered would generate \$1.1 million up front plus an ongoing revenue stream of \$300,000 every year for the foreseeable future?big numbers for NOVA Biomedical, which generated \$70 million in revenues the previous year. The high-tech blood analysis market was competitive, but NOVA prided itself on its technologically superior equipment. Although the equipment was more expensive than its competitors, the per blood-test cost was significantly lower. NOVA had communicated these benefits to the Iranian government and Iran was ready to buy. Unfortunately, the deal was about to collapse. Although Jim anticipated and covered NOVA from business risk, political favors were about to intercede. Although Iran was perceived as a difficult place to do business, the political problems came from an unexpected source, the United States. President Clinton had just signed a full embargo into law (including humanitarian goods?an unprecedented step). Jim and NOVA did not have much time to act. Could the deal be salvaged before the embargo went into effect, or would NOVA forfeit the Iranian the Iranian market?	International Business; Small- and Medium-Sized Enterprises; Risk	Instrumentation		United States; Iran	19
18 / 3 & 4 / 1998	PBS (A): The Joint Venture Decision	Stanley D. Nollen, Karen L. Newman, and Jacqueline M. Abbey (MBA), Georgetown University [Washington DC 20057]	PBS	PBS was a proud and respected marker of turbines and boilers for power plants and heating plants in the Czech Republic when the Velvet Revolution occurred in late 1989. PBS managers knew the company had to change to survive in competitive markets when the Czech economy was transformed. Could PBS stay independent and make it on its own, or did it require a foreign investor to provide fresh capital and new technology? After two full years of operation, considerable plant and equipment renovation had been accomplished, but financial results were mixed. Competing in global markets was harder than ABB PBS managers imagined, and the process of changing the mentality of employees had hardly begun.	Change Management; International Joint Ventures; Emerging Marketts; Globalization; Human Resources Management	Machinery		Central and Eastern Europe	16
18 / 3 & 4 / 1998	PBS (B): The ABB Joint Venture Decision in Operations	Stanley D. Nollen, Karen L. Newman, and Jacqueline M. Abbey (MBA), Georgetown University [Washington DC 20057]	ABB PBS	PBS was a proud and respected marker of turbines and boilers for power plants and heating plants in the Czech Republic when the Velvet Revolution occurred in late 1989. PBS managers knew the company had to change to survive in competitive markets when the Czech economy was transformed. Could PBS stay independent and make it on its own, or did it require a foreign investor to provide fresh capital and new technology? After two full years of operation, considerable plant and equipment renovation had been accomplished, but financial results were mixed. Competing in global markets was harder than ABB PBS managers imagined, and the process of changing the mentality of employees had hardly begun.	Change Management; International Joint Ventures; Emerging Marketts; Globalization; Human Resources Management	Machinery		Central and Eastern Europe	10
18 / 3 & 4 / 1998	Community AIDS Network, Inc. (CAN)	Jan Zahrl, University of North Dakota [Grand Forks, ND 58202-8377]	Community AIDS Network	Laura Smith was a member of the board of directors and past officer of the Community AIDS Network, Inc. (CAN). She was considering leaving the board after one three-year term because the executive director was mismanaging and no other board member was confronting the issue. Laura was concerned about mismanagement of funds and human resources. There were many allegations of wrongdoing but Laura did not have proof of wrongdoing. Laura was concerned about her reputation as well as the future of the agency. Laura took her concerns to several officers; no one wanted to deal with the mismanagement. The case gives information about Laura's three years on the board; the case stops at the point where Laura is thinking about leaving the board. Students can determine what Laura should do as well as what they would do in a similar situation.	Ethics; Non-Profit Managements; Governance; Organizational Behavior; Organizational Structure; Human Resource Management	Non-Profit Organizations		United States	15

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18 / 3 & 4 / 1998	J. R. Pierce, Inc.	Robert P. Crowner, Eastern Michigan University [Ypsilanti, MI 48197]	J. R. Pierce	J. R. Pierce, Inc. (JRP) was a small manufacturer of pastry forming equipment located in Marion, Ohio. JRP was funded by John Pierce, who was now "retired" although having turned over management of the company to his two sons, Bill and Mark, he continues to work part-time without a salary. The company's dated product line consists of three machines geared toward smaller volume piecrust manufacturers. JRP, a subchapter S corporation, was very profitable at 33.4 percent before taxes after recovering in 1995 from two years of declining sales. Minimal promotion was done. Management succession was an important issue in the case; John owned two-thirds of the stock with the rest evenly split between his sons. They were frustrated with his continuing interference in the business, which prevented them from taking some modernization steps. Too, they were being paid such low salaries that they could not accumulate sufficient funds to buy John out.	Entrepreneurs; Family Business; Succession Planning; Market Strategy; Small Business Management	Machinery		United States	15
19 / 1 / 1999	Alcoholes de Centroamerica, S.A. de C.V.	Richard L. Priem, The University of Texas at Arlington [UTA Box 19467, Arlington, TX 76019] and K. Matthew Gilley, James Madison University		Alcoholes de Centroamerica (ALDECA) is a family-owned firm operated by Sr. Emin Barjum and his son Tony in Tegucigalpa, Honduras. In August 1995, ALDECA held nearly 50 percent of the Honduran market for aguardiente, a clear, very strong liquor favored by workingmen, but the Barjums faced several important decisions. First, a Guatemalan conglomerate had recently begun test marketing several aguardiente brands in preparation for an aggressive entry into the Honduran market. How should ALDECA respond to this new competition from outside the country? Second, eighteen months earlier another Honduran distillery owned by a Nicaraguan conglomerate, had approached ALDECA seeking a merger, and they wanted an answer. The merged company would offer ALDECA more capacity and possibly lower production costs, but would give Sr. Barjum less control over strategic direction. Further, Honduran preferences were shifting, albeit slowly, from hard liquors kike aguardiente to softer wines and beers.	Strategic Management; Environmental Analysis; Mergers and Acquisition & Mergers	Beverages		Central America	22
19 / 1 / 1999	Bernard's New York Deli	Steven M. Dawson, University of Hawaii		Bernard Horowitz, owner and operator of Bernard's New York Deli, had recently moved to a new, larger location. Business during the first three months had been good. To take full advantage of the new location, Bernard wanted to expand seating by 50 customers and buy new equipment. This would cost \$30,000, but his bank would not lend him additional funds. Recalling the gift certificates he had used eleven years earlier, he decided to use discount certificates called deli-bucks. Customers could buy them for \$8 each and after 90 days redeem them for \$10 worth of food. If it all worked as planned, Bernard would have the \$30,000, the expansion would take place, he'd have repeat customers coming in, and maybe even favorable word-of-mouth publicity. Before he proceeds, however, there's some important analysis for Bernard to do.	Strategic Management; Cash Budgeting; Financial Planning; Small Business	Food		United States	5
19 / 1 / 1999	CompuSound Inc.	James L. Bowey and Kimberly I. McKell, Bishop's University [Lennoxville, Quebec J1M 1Z7]	CompuSound, Inc.	CompuSound Inc. focuses on a PC sound board company based in Kanata, Ontario, that was founded in May 1992 by Bob Norman. By February 1995, CompuSound was facing several strategic decisions that were critical to its future, including international sales expansions. Projected sales were far below expectations, even though Bob Norman was convinced that his premier product, the "CompuSound Pro" sound board, was state of the art. The company had exhausted its original capital and required additional funding to meet growth expectations. CompuSound's board of directors hired a vice president of marketing, and Bob Norman was currently reviewing his various options in order to provide some strategic direction for CompuSound.	Strategic Management; Computer Industry; Entrepreneurship; Small Business	Computer		United States	19
19 / 1 / 1999	Griffin and Tory	Roy Suddaby and Royston Greenwood, University of Alberta [Edmonton, AB, Canada T6G 2R6]		Dan Roberts, managing partner of the law firm of Griffin and Tory, is about to chair an important and potentially divisive meeting of the partners. The meeting revolves around the firm's chief executive officer, Jim Hall, a non-lawyer who was hired to introduce more efficient business practices into the firm. Hall instituted a series of changes designed to move the firm from a traditional partnership to a more efficient commercial organization. The changes introduced highlight the differences and tensions between the corporate and partnership models of organization and serve to illustrate the challenges inherent in managing a knowledge intensive, professional workforce. Although the changes introduced by Hall may have helped the bottom line, they also threaten the culture, identity and potential viability of the firm.	Management of Professionals; Organizational Change; Organizational Culture; Knowledge Based Firms	Service		United States	25

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19 / 1 / 1999	Frigidaire Company: Launching the Front-loading Washing Machine	Kay M. Plan and Timothy T. Darnels, MBA, Iowa State University [Ames, Iowa 50011-2063]	Frigidaire Company	In late 1996, Frigidaire introduced a new, horizontal-axis, front-loading washing machine in the United States. Frigidaire intended to use this new product to position itself as the industry leader in energy-saving, environmentally sound laundry products. However, initial sales were sluggish, running 30 to 40 percent below projected levels, triggering concerns. Pushing Frigidaire's concern was the fact that major competitors would soon be introducing front-loading washing machines, jeopardizing Frigidaire's first-mover advantage. The problem revolved around creating and growing a market for new technology to a consuming public with a significant preference for an alternative and inferior product. Could Frigidaire meet its objectives with the current marketing strategy? Consumer, competitor, and market analysis information upon which strategic marketing management decisions were based, including pricing, distributions, and marketing communications, are provided for students to use in their analyses of Frigidaire's marketing strategy.	Marketing; Market Entry; New Products; Pricing; Product Strategy	Appliances		United States	17
19 / 1 / 1999	Ghana: The Soul of West Africa	Franklyn A. Manu and Ven Sriram, Morgan State University [Baltimore, Maryland 21251]		The Republic of Ghana's Director of Tourism was faced with the task of developing a plan of action to increase the country's tourist traffic. The country had many tourist attractions including beaches, former slave castles, wildlife preserves, cultural festivals, and tropical rainforests. However, these are not unique to Ghana, and intensive competition from other countries exists. The director needed to identify what was unique about Ghana: and position the country appropriately to a variety of target markets. His task was complicated by inadequate information on competitors.	International Business; International Marketing;	Tourism		Africa	13
19 / 1 / 1999	Marianne Stanley vs. The University of Southern California: Equal Pay for Equal Work?	Thomas R Miller, The University of Memphis [Memphis, TN 38152-6460]		Marianne Stanley, former University of Southern California (USC) women's basketball coach, is involved in an ongoing dispute. The case outlines the ongoing dispute, allegedly based on sex discrimination, between Stanley and the university administration. At the outset of the case, Stanley was engaged in contract renewal talks with Mike Garrett, USC athletic director. With an outstanding coaching record, four years experience at USC, and having built a team expected to have the potential to reach the Final Four in the NCAA Tournament, Stanley was looking forward to securing a multi-year contract with a large salary increase that would make her salary comparable to that of the USC men's head basketball coach. From their negotiations, Stanley alleged that she and Garrett had reached an oral agreement about her salary. However, when she received the formal offer in the mail, its terms fell far below her expectations-a contract for only one year at a salary much less than she anticipated- Winner of the Curtis E. Tate, Jr. Award for the best revised case from the NACRA Workshop in 1997.	Ethics; Compensation; Performance Evaluation; Sexual Harassment	Education		United States	7
19 / 1 / 1999	Odwalla, Inc., and the E. Coli Outbreak (A)	Anne T. Lawrence, San Jose State University (San Jose. CA 95192-0070]	Odwalla, Inc.	Odwalla, Inc., a leading producer of fresh fruit and vegetable-based beverages in the Western United States and Canada, was faced with a crisis in October 1996 when it learned that an outbreak of E. coli poisoning had apparently been caused by its unpasteurized apple juice products. How should Odwalla executives respond to the outbreak? What steps should the company take to rebuild its reputation and its brand? How should it respond to the possibility of increased government regulation of the fresh juice industry?	Ethics; Public Relations; Business and Society	Beverages		United States	8
19 / 1 / 1999	Odwalla, Inc., and the E. Coli Outbreak (B)	Anne T. Lawrence, San Jose State University (San Jose. CA 95192-0070]	Odwalla, Inc.	Odwalla, Inc., a leading producer of fresh fruit and vegetable-based beverages in the Western United States and Canada, was faced with a crisis in October 1996 when it learned that an outbreak of E. coli poisoning had apparently been caused by its unpasteurized apple juice products. How should Odwalla executives respond to the outbreak? What steps should the company take to rebuild its reputation and its brand? How should it respond to the possibility of increased government regulation of the fresh juice industry?	Ethics; Public Relations; Business and Society	Beverages		United States	8
19 / 1 / 1999	Odwalla, Inc., and the E. Coli Outbreak (C)	Anne T. Lawrence, San Jose State University (San Jose. CA 95192-0070]	Odwalla, Inc.	Odwalla, Inc., a leading producer of fresh fruit and vegetable-based beverages in the Western United States and Canada, was faced with a crisis in October 1996 when it learned that an outbreak of E. coli poisoning had apparently been caused by its unpasteurized apple juice products. How should Odwalla executives respond to the outbreak? What steps should the company take to rebuild its reputation and its brand? How should it respond to the possibility of increased government regulation of the fresh juice industry?	Ethics; Public Relations; Business and Society	Beverages		United States	3

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19 / 2 / 1999	Mendocine Brewing Company, Inc. - 1996	Armand Gilinsky, Jr., Sonoma State University [Rohnert Park, CA 94925-3609]	Mendocino Brewing Company	MBC has been in business in northern California for 15 years as the first legal craft microbrewer of specialty beers for over-the-counter and retail sales. By 1996, MBC was nearly a \$4 million company, but it was joined by nearly 1,000 competitors in its specialty microbrewed beer niche. This niche market attracted attention from larger and publicly owned competitors, including large integrated national brewers. Consolidation was occurring via alliances between smaller microbrewers and acquisitions by large integrated brewers. Eventually, price competition to gain retail shelf space was expected to increase. Meanwhile, MBC planned to quadruple its current brewing capacity to 50,000 barrels, with room for expansion up to 200,000 barrels. A successful direct public offering of stock provided about half of the needed funds for the expansion; the remainder was to be supplied by borrowing and internally generated cash flow. The capacity expansion project was delayed due to cost overruns, setbacks in the permitting process, and bad weather. The founding venture team faced the tradeoffs of remaining small and serving a regional market or growing larger to compete in the mass market. The effects of expansion on MBC's people, activities, and systems were unknown.	Strategic Management; Competitive Strategy; Entrepreneurs; Leadership	Beverages		United States	25
19 / 2 / 1999	IBCA, Ltd.	Gaik Eng Lim, National University of Singapore [Faculty of Business Administration, 10 Kent Ridge Crescent, Singapore 119260]	IBCA Ltd	IBCA, Ltd. was the third largest international rating agency in the world after Standard & Poor's and Moody's. In line with the globalization of capital markets, IBCA broadened its worldwide coverage by opening wholly-owned offices and establishing affiliates with rating agencies in Brazil, Chile, Indonesia, Malaysia, and other countries. In the long run, these emerging markets of Latin America and Asia would be increasingly important to IBCA's growth. The managing director of IBCA had to decide which region would provide better returns, given the firm's resources. The managing director also had to formulate a business strategy for meeting increasing competition from Standard & Poor's and Moody's as well as the future direction of IBCA.	Strategic Management; Globalization; Competitive Strategy; Corporate Strategy	Finance		Multiple	28
19 / 2 / 1999	Argentina: Suites: A Case Study	Timothy R. Hinkin, Cornell University [School of Hotel Administration, Ithaca, NY 14853-6901] and Demian Hodari, General Manager, Aspen Suites	Argentina Suites	In the late 1980's, an Argentine physician purchased an uncompleted apartment building in Buenos Aires, Argentina. He converted the property into a 160-room hotel, employed his children as managers, and various family members as department heads. The owner oversaw the hotel from his San Francisco, California, home and visited the property approximately every two months. For several years the owner's 75-year-old brother-in-law acted as general manager, and the other family members fought for influence and control. The hotel prospered during this period primarily because of a shortage of hotel rooms in the city. The owner's son, Max, returned to the United States to attend graduate school and graduated with a master's degree in hotel administration. He returned to the property as general manager and had to decide what the best course of action would be for both himself and the company, and how best to achieve his goals as well as his father's objectives.	Strategic Management; Organizational Change; Family Business; Hotel Management; International Corporate Strategy	Hotels		Argentina	13
19 / 2 / 1999	Nestle (Ghana) Ltd.	Franklyn A. Manu and Ven Sriram, Morgan State University [1700 E. Cold Spring Lane, Baltimore, MD 21251]	Nestle	Pierre Charles had just been appointed marketing director of Nestle's subsidiary in Ghana, West Africa. While he had some knowledge of marketing in developing countries because of reports that periodically crossed his desk in Switzerland, the Ghana market was totally new to him. The subsidiary's main products were canned and powdered milk, powdered cocoa drinks, coffee, and Maggi spice cubes. Charles was faced with an unfamiliar and uncertain country environment with a dearth of readily available market data. Yet, he was expected to make strategy decisions in order for Nestle to compete effectively and maintain profitability.	Global Strategy; Market Strategy	Consumer Products		Ghana; West Africa	15
19 / 2 / 1999	Kea'au Banana Plantation	Steven M. Dawson, University of Hawaii [2404 Maile Way, Honolulu, Hawaii 96822-2282]	Kea'au Banana Plantation	Family-owned Kea'au Banana Plantation (KBP) annually shipped two million pounds of bananas 225 miles across the ocean from the Island of Hawaii to Honolulu. Its strategy was to build volume and market share to spread fixed costs and the costs of development. A tempting target for higher sales was the 40 percent market share held by imports from Central America. Recent closures of sugar cane plantations made two new growing areas available. The first was near the Honolulu market, and the second was on the Island of Hawaii where the original plantation was located. One important tradeoff was between paying for irrigation water if bananas were grown at the Honolulu location versus paying for ocean transportation costs from the Island of Hawaii. Richard Ha, owner and manager, collected cost data and planned to evaluate the two investment opportunities using break-even.	Capital Budgeting; Small Business; Break-Even Analysis; Strategic Management	Agriculture		Hawaii	11

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19 / 2 / 1999	Sexual Harassment at Wire Bender Copr. (A,B,C)	John E. Oliver, Charles W. Green, Tammy B. Hiller, and GERALYN M. Franklin, Valdosta State University [Valdosta, GA 31698-0076]	Wire Bender	Sexual harassment at Wire Bender Corp. is a three-part case that deals with the sensitive and often ignored issue of false accusations of sexual harassment. The case is based on an actual incident at a wire manufacturing plant, although the identities of the company and parties have been disguised at their request. Case A describes the formation of a three-person panel to investigate Jane Troxler's allegation that her supervisor, Fred Swink, has been sexually harassing her. The case briefly describes pertinent background information, including Troxler and Swink's working relationship and the company's sexual harassment policy. It ends with the panel meeting to decide how to run the investigation. Case B shows the investigation panel's action plan, which allows students to compare their plans with the one developed by the panel. At the end of the case, the panel must decide whether and how to continue the investigation. During the investigation, some unexpected information developed that led to some important conclusions about sexual harassment investigations and the environment in which the investigation were carried out (Part C).	Human Resource Management; Sexual Harassment; Equal Employment Opportunity; Ethics; Organizational Behavior	Manufacturing		United States	8
19 / 2 / 1999	Cuchara Campgrounds, L.L.C.	Gary L. Bridges, University of Southern Colorado [Pueblo, CO 81001-4901] and Mark G. Bridges, Ft. Lewis College	Cuchara Campgrounds	Mark Bridges pondered his position as manager of his family's business in the Colorado Rocky Mountains. His duties included calming a family of campers whose campsite had just been ransacked by a mischievous black bear, warning another camper about the extreme wildfire danger, collecting camping fees from a recalcitrant hunter, and filling out the required daily campsite reports for the U.S. Forest Service. All of that paled in comparison to the upcoming career decision he faced. As he neared graduation from college, he had to decide whether to continue and possibly expand the business in partnership with the Forest Service. He would become sole owner and manager of a potentially \$100,000 per season enterprise and have his winters free to pursue his real passion3/4skiing. Did he really want to take on the responsibilities of being an employer? Especially given the growing complexities of being in business with a government agency that was on the public firing line?	Small Business; Entrepreneurs; Public Policy	Tourism		United States	15
19 / 2 / 1999	CDC and the Mantookan Blood Supply: A Tough Management Decision (The)	Terrie C. Reeves, Texas Woman's University3/4Houston [Houston, TX 77003], Stuart A. Capper and Gail W. McGee, University of Alabama at Birmingham, Arthur P. Liang, Centers for Disease Control and Prevention	Centers for Disease Control	This case is based on an actual event that occurred at the Centers for Disease Control (CDC) in Atlanta. Dan Hatcher, M.D., Director of the Epidemiology Program Office at the CDC, received information that Dr. Jonathon Myongo, a Preventive Medicine Resident at the CDC and a citizen of Mantooka, Africa, had published a disturbing article in two Mantookan newspapers. The article reported the results of a CDC-sponsored study of Mantookan blood transfusion and screening procedure and documented an alarmingly high rate of HIV transmission from both unscreened and improperly screened blood in selected Mantookan hospitals. Although Dr. Myongo's newspaper article was based on information presented by the study's authors at a recent CDC-sponsored conference, the Minister of Health in Mantooka did not yet know the results. Dr. Myongo had not obtained CDC permission to publish the articles, and the CDC had many on-going projects in Mantooka. The seriousness of Dr. Myongo's "transgression" was perceived differently by different parties in the CDC and in Mantooka. Winner of the Philip D. Cooper Outstanding Health Care Case Award	Ethics; Human Resource Management; Stakeholder Analysis; Organizational Structure	Health Services		Africa	29
19 / 3 / 1999	Ace Technical	Paula S. Weber and James E. Weber, University of Houston7Victoria [Victoria, TX 77901-4450] and Steven R. Ash, Franklin University	Ace Technical	The CEO of this successful entrepreneurial venture was reflecting on the rapid changes experienced in his start-up company over the past five years. He was faced with numerous challenges including critical changes in the competitive environment, inventory and office space management problems, issues related to organizational infrastructure, and potential marketing and sales initiatives. He was in need of operational and competitive analyses to help him identify future strategic issues that would hopefully result in updated strategic plans to guide his operational decisions.	Strategic Planning; Growth; Technology; Organizational Change; Startups	Bar Coding; Services		United States	17

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19 / 3 / 1999	Madcap Craftbrew & Bottleworks, Inc.: Zebra Beer? It's Not All Black and White	Rosenthal, David W.; Twells, Robert W.	Madcap Craftbrew & Bottleworks	In May 1997, the three owner-executives of Madcap Craftbrew & Bottleworks, Inc., were attempting to define the position of their product, Zebra Beer, in the brewing industry. Zebra Beer was offered in three varieties: Zebra Peach, Zebra Raspberry, and Zebra Lager. The recipes for the beer had been handed down from the great-great-grandmother of the owners, and establishment of the brewing company had been a family dream for generations. The beers had won a number of prestigious awards for flavor and quality. Industry conditions, however, made it difficult to be successful as a craft brewery. Distribution was difficult to obtain, both at the distributor and the retail level. Numerous other microbrews and craftbrews were available, and competition was stiff. Industry analysts were forecasting an industry "shake out." Sales had not lived up to the expectations of the owners, and they were faced with decision to continue to position their beers as expensive craftbrews that generated little volume, or to re-position them as more mainstream "super premium" beers that generated more volume but required significant investment in promotion at the cost of gross margin.	Marketing Strategy; Entrepreneurs; Business Policy; Small Business Management	Beverages		United States	20
19 / 3 / 1999	Southwestern Ohio Steel Company, L.P.: The Matworks Decision	David W. Rosenthal, Miami University [Oxford, OH 45056-9078]	Southwestern Ohio Steel	Southwestern Ohio Steel was a service center that provided wholesaling functions between steel mills and users of strip and sheet steel. The company had a history of developing strong relationships with mills and customers, and prided itself on providing state-of-the-art services to add value to the channel. The vice president of sales was facing business and moral dilemma. He had recently received a letter from a large and long-term customer asking that, as a major supplier, Southwestern Ohio Steel contribute to the customer's annual sales meeting by sponsoring an event. The cost of the sponsorship would be anywhere from \$5,000 to \$30,000. The customer was large and serious about Southwestern's participation, but as a supplier, the company had never done business in this way. Further, the vice president of sales believed that demanding support from suppliers in this way was a form of extortion. He had to weigh the costs and benefits as he struggled with the decision.	Ethics; Marketing Channels; Supply Chain Management; Marketing Management	Manufacturing		United States	7
19 / 3 / 1999	Leon Christian Medical Center (A)	Henry S. Maddux III, Sam Houston State University [Huntsville, TX 77341-2056] and Marlene M. Reed and Debbie Ritchie, Samford University	Leon Christian Medical Center	The director of patient care services at Leon Christian Medical Center faced a dilemma. Should she move part of her nursing staff to 8-hour shifts from the 12-hour shifts they had been working for the past three years? The results of a work audit survey had led the director's superiors to the conclusion that a move to 8-hour shifts was needed. In addition, many nurses were voicing their frustration over work hours to patients and doctors. The director wondered if the grumbling was indicative of a widespread dissatisfaction with recent changes in work conditions or if the nurses were simply complaining because hospital administrators had been insensitive in the way that the changes had been determined. The director must choose from among several alternatives in responding to her superior's directive and alleviating the contention among the nursing population.	Employee Empowerment; Employee Surveys; Quality Management	Health Services		United States	14
19 / 3 / 1999	Leon Christian Medical Center (B)	Henry S. Maddux III, Sam Houston State University [Huntsville, TX 77341-2056] and Marlene M. Reed and Debbie Ritchie, Samford University	Leon Christian Medical Center	The president of Leon Christian Medical Center has asked the director of patient care services to move one care unit from 12-hour work schedules to 8-hour shifts. The request was motivated by the results of a recent hospital-wide work audit. The director, concerned that the results of the survey and recent grumblings among the nurse staff over work hours might not be indicative of the overall attitude of the staff towards the work schedule, has conducted her own informal survey. Now she ponders the results and wonders how to interpret them. How should she share her findings with the staff and her superiors? In light of the recent total quality initiative, the staff had expected more involvement in decision making. Could she use the survey and its results to regain some trust and build a more amenable team environment?	Human Resource Management; Employee Empowerment; Employee Surveys; Team Building	Health Services		United States	6

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19 / 3 / 1999	Cullman Electric Cooperative (A)	Jeffrey S. Harper, Indiana State University [Terre Haute, IN 47802] and R. Bryan Kennedy, Athens State University	Cullman Electric Cooperative	On Thursday night, February 1, 1996, the worst ice storm ever to hit north-central Alabama moved into the Cullman Electric Cooperative's service area. Cooperative manager Steve Foshee soon realized that his worst nightmare was coming true. In a matter of just a few hours, almost all of the 35,500 cooperative customers were off-line. Realizing his 92-employee organization would not be able to restore power to its customers without additional help, Foshee requested crews and management personnel from other cooperatives throughout the South. Soon, the number of people under Foshee's supervision had swollen from 92 to 527. The highly technical nature of electricity delivery caused operating and safety concerns even during the most routine procedures. Facing a crisis situation, Foshee had to make several decisions concerning how best to coordinate and utilize the resources sent to aid his organization.	Management of Technology; Organizational Structure; Management of Crisis	Utilities		United States	4
19 / 3 / 1999	Cullman Electric Cooperative (B)	Jeffrey S. Harper, Indiana State University [Terre Haute, IN 47802] and R. Bryan Kennedy, Athens State University	Cullman Electric Cooperative	On Thursday night, February 1, 1996, the worst ice storm ever to hit north-central Alabama moved into the Cullman Electric Cooperative's service area. Cooperative manager Steve Foshee soon realized that his worst nightmare was coming true. In a matter of just a few hours, almost all of the 35,500 cooperative customers were off-line. Realizing his 92-employee organization would not be able to restore power to its customers without additional help, Foshee requested crews and management personnel from other cooperatives throughout the South. Soon, the number of people under Foshee's supervision had swollen from 92 to 527. The highly technical nature of electricity delivery caused operating and safety concerns even during the most routine procedures. Facing a crisis situation, Foshee had to make several decisions concerning how best to coordinate and utilize the resources sent to aid his organization.	Management of Technology; Organizational Structure; Management of Crisis	Utilities		United States	4
19 / 3 / 1999	Calvin Klein Inc. and the "Kiddie Porn" Ads (A)	Margaret J. Naumes and William Naumes, University of New Hampshire [Durham, NH 03824-3593]	Calvin Klein Inc	Calvin Klein Inc. is a company with a history of controversial advertising, going back to 1980's ads with then 15-year-old actress Brooke Shields saying, "Nothing comes between me and my Calvins." In 1995, the company began a new series of ads for Calvin Klein Jeanswear, featuring young models in suggestive poses. The (A) case describes the company and the controversy generated by the new ad campaign. The ads began in early July and ran in several magazines, including one read by girls as young as 12. Other publishers felt that the ads approached pornography. Dayton Hudson department stores refused to list their stores in the ads. The American Family Association, a conservative Christian group, threatened boycotts of retailers who carried the jeans. News programs identified one of the models as 15 years old. By late August, the company faced growing pressure to do something about its ads?but what? In the (B) case the controversy escalated, as the FBI announced an investigation into whether the ads were child pornography, and others became concerned about possible censorship.	Stakeholder Analysis; Ethics; Environmental Analysis; Advertising Effectiveness	Clothing Industry		United States	6
19 / 3 / 1999	Calvin Klein Inc. and the "Kiddie Porn" Ads (B)	Margaret J. Naumes and William Naumes, University of New Hampshire [Durham, NH 03824-3593]	Calvin Klein Inc	Calvin Klein Inc. is a company with a history of controversial advertising, going back to 1980's ads with then 15-year-old actress Brooke Shields saying, "Nothing comes between me and my Calvins." In 1995, the company began a new series of ads for Calvin Klein Jeanswear, featuring young models in suggestive poses. The (A) case describes the company and the controversy generated by the new ad campaign. The ads began in early July and ran in several magazines, including one read by girls as young as 12. Other publishers felt that the ads approached pornography. Dayton Hudson department stores refused to list their stores in the ads. The American Family Association, a conservative Christian group, threatened boycotts of retailers who carried the jeans. News programs identified one of the models as 15 years old. By late August, the company faced growing pressure to do something about its ads?but what? In the (B) case the controversy escalated, as the FBI announced an investigation into whether the ads were child pornography, and others became concerned about possible censorship.	Stakeholder Analysis; Ethics; Environmental Analysis; Advertising Effectiveness	Clothing Industry		United States	4

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19 / 3 / 1999	Wreck of Amtrak's Sunset Limited (The)	H. Richard Eisenbeis, Sue Hanks, and Bruce D. Barrett, University of Southern Colorado [Pueblo, CO 81001-4901]	Amtrak	At 2:53 a.m. on September 22, 1993, the Sunset Limited, Amtrak's only transcontinental passenger train, plunged into Big Bayou Canot fourteen miles north of Mobile, Alabama, killing 47 passengers. Eight minutes earlier at 2:45 a.m., a towboat, pushing six barges and lost in a dense fog, unknowingly bumped into Big Bayou Canot Bridge, knocking the track out of alignment, causing the train to derail and plunge into the mucky waters of the bayou. Blame for the accident was attributed to negligence on the part of Amtrak, CSX, Warrior and Gulf Navigation, the United States Coast Guard, and the National Transportation Safety Board?all major players in a series of complex parallel organizational subsystems that suddenly interacted in unintended and unpredictable ways. The case illustrates the difficulty of assigning responsibility in situations that are managerially and technically complex, especially when these situations deal with highly emotional and sometimes disastrous events.	Ethics; Social Responsibility; Organizational Theory	Transportation		United States	18
19 / 4 / 1999	Bloomington Hospital's Open-Heart Unit (A)	Brian K. Burton, Western Washington University [Bellingham, WA 98225-9075] and W. Harvey Hegarty, Indiana University	Bloomington Hospital	The Bloomington Hospital board of directors faced several choices in its move to begin an open-heart surgery program. The medium-sized not-for-profit hospital wanted to expand its services to become more of a regional health-care provider. However, its efforts faced opposition from two key groups?area employers, including the two largest employers in the region, and area physicians upset over several issues relating to hospital administration. The physicians demanded the ouster of hospital administrators. The board had to decide what to do about both the open-heart unit and the physician's demands, all the while keeping in mind the demands and needs of other stakeholders as well as the changing health-care environment.	Strategic Management; Non-Profit Management; Stakeholder Management	Health Services		United States	12
19 / 4 / 1999	Bloomington Hospital's Open-Heart Unit (B)	Brian K. Burton, Western Washington University [Bellingham, WA 98225-9075] and W. Harvey Hegarty, Indiana University	Bloomington Hospital	The Bloomington Hospital board of directors faced several choices in its move to begin an open-heart surgery program. The medium-sized not-for-profit hospital wanted to expand its services to become more of a regional health-care provider. However, its efforts faced opposition from two key groups?area employers, including the two largest employers in the region, and area physicians upset over several issues relating to hospital administration. The physicians demanded the ouster of hospital administrators. The board had to decide what to do about both the open-heart unit and the physician's demands, all the while keeping in mind the demands and needs of other stakeholders as well as the changing health-care environment.	Strategic Management; Non-Profit Management; Stakeholder Management	Health Services		United States	5
19 / 4 / 1999	Carnegie School (The)	Adrian Sargeant and Saadia Asif, Henley Management College [Greenlands, Henley-On-Thames, UK RG9 3AU]	Carnegie School	The Carnegie School was at a crucial stage in its development. For 120 years, the school had focused on providing a special education to visually impaired children. Recent improvements in medical technology, changes in education policy, and reductions in government funding all contributed to a dramatic downturn in student enrollment. To ensure survival, the school needed to reevaluate and modify its strategy. David Jones, the new development officer for the school, was assigned the task of evaluating the future strategic and tactical options presented. He was concerned, however, that none of the options appeared particularly attractive and that any solution would be difficult to sell to the organization's diverse range of stakeholders	Strategic Management; Non-Profit Management; Environmental Analysis	Educational Administration		United States	20
19 / 4 / 1999	Indian Health Service: Creating a Climate for Change	Robert J. Tosatto, U.S. Public Health Service, Terrie C. Reeves, Texas Woman's University?Houston [1130 MD Anderson, Houston, TX 77030-2897], and W. Jack Duncan and Peter M. Ginter, University of Alabama at Birmingham	Indian Health Service	Providing comprehensive health care for more than 1.4 million American Indians and Alaska Natives, the Indian Health Service's (IHS) 15,000 plus employees were responsible for the operation of more than 500 facilities with a budget greater than \$2 billion. Dr. Michael Trujillo, the IHS director, knew that to accomplish the agency's mission the IHS had to honor numerous past treaties made between the Indian tribes and the United States. Respect for the beliefs and spiritual convictions of the various tribes was formally recognized in the Indian self-determination process, but despite this, the IHS was considered a discretionary agency in the congressional budget process. It had no adequate third-party payer billing system; it faced difficulty recruiting professional staff; and it served a population whose health indicators lagged behind the rest of the United States. Dr. Trujillo had to decide how to lead the HIS through troubled times while raising the IHS population's health status, even with little likelihood of increased funding.	Strategic Management; Organizational Structure; Organizational Change; Public Policy	Health Services		United States	26

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19 / 4 / 1999	Northern Kentucky University	Thomas E. Comte and Rebecca J. White, Northern Kentucky University [Highland Heights, KY 41099]	Northern Kentucky University	Providing comprehensive health care for more than 1.4 million American Indians and Alaska Natives, the Indian Health Service's (IHS) 15,000 plus employees were responsible for the operation of more than 500 facilities with a budget greater than \$2 billion. Dr. Michael Trujillo, the IHS director, knew that to accomplish the agency's mission the IHS had to honor numerous past treaties made between the Indian tribes and the United States. Respect for the beliefs and spiritual convictions of the various tribes was formally recognized in the Indian self-determination process, but despite this, the IHS was considered a discretionary agency in the congressional budget process. It had no adequate third-party payer billing system; it faced difficulty recruiting professional staff; and it served a population whose health indicators lagged behind the rest of the United States. Dr. Trujillo had to decide how to lead the HIS through troubled times while raising the IHS population's health status, even with little likelihood of increased funding	Strategic Management; Non-Profit Management; Organizational Change	Educational Administration		United States	28
19 / 4 / 1999	Randolph Mining Company	Joseph M. Sulock, The University of North Carolina at Asheville [Asheville, NC 28804-8509]	Randolph Mining	The Randolph Mining Company (RMC) had to decide whether to develop a Colombian site containing coal or sell its rights to a competitor for \$5 million. The site's value depended on a number of variables, including how long the Colombian government could be expected to honor its agreement and the future price of bituminous coal. The CFO in charge of compiling the financials estimated not only the project's net present value, but also its internal rate of return, payback, and return on equity, because the "major players" at RMC had different preferred capital budgeting methods. The choice was complicated by the fact that the owners had different instincts about the desirability of the project and different reasons for wanting to see the results of a scenario analysis. Side issues including financing offers from Colombian investors that, although relatively expensive, might be appropriate to accept in order to reduce the project's political risk.	Capital Budgeting; Strategic Management; International Finance; Valuation	Mining		United States	10
19 / 4 / 1999	Creative Consulting	Deborah R. Ettington, Eastern Michigan University [466 Owen, Ypsilanti, MI 48197-9960]	Creative Consulting	After four months in his first job after college graduation, Lou Neuman realized that he needed to leave and work for himself. He started a computer consulting company, offering on-site training in Peachtree Accounting software for small businesses. Fifteen months later, he had two employees and had expanded his services to include ACT! Contact management software as well as general computing support. He needed to decide what to do with the business next. He had a number of ideas for growth but also considered starting a different type of business, or even leaving the business to work full-time on an MBA.	Small Business; New Venture; Startups; Planning; Ethics	Business Services		United States	24
19 / 4 / 1999	Bituminous Insurance Companies -- Looking Towards 2005	H. Jeff Smith, Babcock Graduate School of Management, Wake Forest University [PO Box 7659, Winston-Salem, NC 27109-7659; E-Mail: Jeff.Smith@mba.wfu.edu]	Bituminous Insurance	Although its information technology (I/T) investments were dwarfed by those of its larger competitors, Bituminous Insurance Companies had taken several steps during the 1990s to improve its I/T infrastructure had to implement some specific applications. The firm was facing challenges in attracting and integrating qualified technical personnel, leading to a large backlog of I/T requests. At the CEO's direction, several executives produced a "Technology Scan" report that defined expected changes for the years 2002 to 2005. The CEO was preparing for a meeting with the board of directors, and he expected some pointed questions about the plan. He was beginning to wonder if this "Scan" was really a viable roadmap for the firm's future.	Information Systems; Technology; Staffing; Implementation	Insurance Industry		United States	29
19 / 4 / 1999	Bicycles for India	Vijaya Narapereddy and Nancy Sampson, University of Denver	International Development Enterprises	Paul Polak, president of International Development Enterprises (IDE), and other team members of the bicycle project faced numerous delays in the development of an appropriate plastics compound utilizing recycled plastics and organic fibers that were required for making hassle-free plastic wheels. Lack of funding further impeded the progress of the low-cost bicycle IDE sought to develop for poverty-stricken rural farmers in India. The bicycle, in turn, would foster economic development through local production and marketing. The challenge was compounded when market surveys indicated poor consumer acceptance of the bike. The case ends with the decision of whether Paul Polak should continue or scrap the bicycle project.	International Management; Non-Profit Strategy; Risk Analysis; Economic Development	Bicycles		India	15

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20 / 1 / 2000	Replacements, Ltd.: Replacing the Irreplaceable	Brown Lew, G., Tony R. Wingler, Vidya Gargeya, John H. Lundin, Kevin B. Lowe, Don K. Sowers, Kristen M. Cashman, Charles A. Kivett	Replacements Ltd	Bob Page worked as an auditor and hated it. As a hobby, he started visiting flea markets and collecting china. Friends asked him to look for replacement pieces for them. By 1980, Bob had revenues of \$53,000 from his hobby, and he decided to quit his job and start Replacements, Ltd. By 1997, Bob's hobby had grown into a business with almost \$60 million in revenue and 500 employees. Bob prided himself that he had been successful without a business plan, a marketing strategy, budgets, and many of the things that business schools teach a company must have to be successful. However, as Replacements faces the challenges of rapid growth, will it need to adopt more formal management systems? Are there problems Bob has not seen? This integrative case provides a multifunctional view of Replacements' operations.	Strategic Management; Market Strategy; Financial Strategy; Soperations Management; Information Systems; Human Resource Management; Diversity in the Workplace	Services		United States	42
20 / 1 / 2000	Community Memorial Hospital: Management of Conflicting Interests	Earl Simendinger, The University of Tampa [Tampa, FL 33606]; Daniel LeClair, Director, Planning and Policy AACSB, St. Louis, MO; Debbie Thorne LeClair, Mississippi State University; and Michael Jaspersen, Vice-President, Akron Regional Hospital	Community Memorial Hospital; Quick Care	Ralph Soto, chief executive officer of Community Memorial Hospital (CMH), was grasping for strategies to stem the progressive decline in the hospital's financial situation and occupancy rate. An exclusive provider contract with a rapidly growing health maintenance organization called Quick Care would have an immediate and significant positive effect on the hospital's financial condition. Ralph accepted the contract based on the hospital's chief financial officer and financial staff reports, without consulting the board of directors or members of the hospital medical staff. Two senior and highly respected hospital physicians learn of a contractual arrangement between Quick Care and The Hill Medical Group, a young multi-practice physician group affiliated with the hospital. Although recognizing the benefits for the hospital, a portion of the physician stakeholders viewed it as a direct threat to their practices. Pressure from the hospital's board of directors and senior physicians meant that Ralph must also consider a long-term proposal for resolving stakeholder conflict and the hospital's financial position.	Strategic Management; Stakeholder Analysis; CEO/Board Relationships	Health Services		United States	16
20 / 1 / 2000	ABL Goes One-On-One with WNBA (The)	Matthew A. Rutherford and Ann K. Buchholtz, Terry College of Business, University of Georgia [Athens, GA 30602-6256]	American Basketball League; National Basketball Association; Women's National Basketball Association	The American Basketball League (ABL), a newly formed women's professional basketball league, is at a critical juncture. Although the ABL recently completed a successful inaugural season, the competitive landscape has now changed dramatically with the entrance of the Women's National Basketball Association (WNBA). The WNBA's parent organization, the NBA, is both experienced and powerful. Now the independent ABL must not only consider their own options, they must also determine how to deal with the better-funded WNBA. Gary Cavalli, the CEO of the ABL, is the man at the crux of this difficult situation. Each league possesses different strengths and weaknesses as they vie for sponsors, players, and television contracts. To complicate matters further, this competitive battle is being fought in an industry that is still developing and not yet well defined. Decisions made now will determine the future of the upstart ABL, as well as that of the women's professional basketball industry.	Strategic Management; Competitive Analysis; New Venture; Emerging Industries	Sports		United States	10
20 / 1 / 2000	Advanced Elastomer Systems: Market Strategy for a New, Technical Product	Jon M. Hawes, University of Akron, [Akron, OH 44325-4804 USA]	Advanced Elastomer	Advanced Elastomer Systems, has developed a new technical product, a nylon bondable Santoprene® rubber. The Marketing Manager has outlined several potential strategies for distributing and marketing this product to industrial customers. The advantages and disadvantages of each strategy must be analyzed, a strategy must be selected, and support for the chosen alternative must be provided. The appropriate marketing tactics to support the strategy must also be selected, described, and justified. This task is complicated by the changing external environment within the plastic industry as well as by the firm's increased internal focus on finding and developing new markets. Further pressure is placed on the situation by leading competitors who are in the process of developing similar products.	Market Strategy; Busines-to-Business Marketing; New Products; Marketing Communication	Plastics		United States	27

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20 / 1 / 2000	Softer Side of Sears: Satisfaction Guaranteed?, (The)	Thomas R. Miller and Julie A. Lyden, Fogelman College of Business and Economics, The University of Memphis, Memphis, TN 38152-6460	Sears	In September 1997, Sears, Roebuck & Company announced a cost-cutting action that would reduce the life insurance benefits for its retirees. Many retirees were outraged with the news of a reduction in their life insurance coverage -- a benefit that the company had long provided at no cost to former employees. Retiree organizations charged that Sears had breached its contract with them, ignoring its legal and ethical obligations. Sears maintained that the cost reduction was a necessary action in the highly competitive retailing industry. The case examines the controversy surrounding the decision, considering both the issues facing Sears corporate management and the impact of this action on retirees. The culmination of these opposing perspectives is described as Sears management and the retirees continued to struggle in the legal and the public relations arenas in late 1997.	Human Resource Management; Employee Relations; Career Development	Retail Stores		United States	12
20 / 1 / 2000	Therapeutic Touch (A, B)	H. Richard Eisenbeis, Sue Hanks, Cynthia Fuentes, Hasan School of Business, University of Southern Colorado [Pueblo, CO 81001-4901]		A female employee in a state mental hospital uses sex and current sexual harassment and discrimination regulations to continually harass superiors and coworkers to get her way within the institution. Her threats of discrimination and sexual harassment served as employment insurance and counter-balanced charges of sexual misconduct with her supervisors and coworkers and of her abusive behaviors toward patients. Even though these behaviors were well known, because she had a strong loyal male following within the hospital, administrators did not believe they could marshal sufficient documentation to call for her resignation without attracting damaging publicity and becoming involved in expensive litigation. The incidents described occurred at a time when the hospital itself was a political football in the state legislature. The case illustrates the difficulties of dismissing employees for just cause when unethical employees resort to blackmail in highly political situations that extend far beyond organization boundaries.	Supervisory Practice; Sexual Harassment; Human Resource Management; Organizational Politics	Health Services		United States	13
20 / 1 / 2000	Greg Cooke	John W. Mullins, University of Denver [2101 South University, Denver, CO 80208-3317]	Greg Cooke	Greg Cooke was faced with a difficult decision as to whether or not to leave his job as Vice President of Community Relations at Central Bank of Colorado to explore an idea he had to start a micro-lending organization. Greg was torn between his desire to make a difference by starting his own organization, on one hand, and loyalty to his family and preserving the stability of their future, on the other. While Greg knew he had to consider the potential of his idea in making his decision, he knew he also must address the personal and family dimensions of his question of whether or not, and under what conditions, he should leave his job to explore his business concept.	Management Style; Family-Work Interaction	Finance		United States	13
20 / 1 / 2000	Columbia/HCA and the Medicare Fraud Scandal	Anne T. Lawrence, Jose State University	Columbia/HCA	The board of directors and top management of Columbia/HCA Corporation faced tough decisions, following initiation of a massive anti-fraud investigation by the federal government in July, 1997. At the time, Columbia/HCA was the largest health care company in the United States, with 340 hospitals under ownership. The government probe focused on allegations that Columbia/HCA had systematically and criminally defrauded Medicare, the federal health insurance program for the elderly and disabled. How did this happen, and what should the company do now?	Business and Society; Business Ethics; Government Regulation	Health Services		United States	17
20 / 2 / 2000	Gardner Distributing Company	Tom Hinthorne, Montana State University-Billings [Billings, MT 59101-0298]	Gardner Distribution Company	Gardner Distributing Company purchases, sells, and distributes Iams premium pet food products (68 percent of sales), pet supplies (14 percent of sales), and lawn and garden supplies (18 percent of sales). The case sketches the background and management style of the owner, Butch Tonigan; the start-up and development of the business from 1980-1999; the transition to a professional management team; the financial restructuring of the business; and the development of a marketing strategy. The management team has developed a purpose, mission, and objectives; but the strategies of the firm are not clear. A change in Iams's strategy and the hiring of a key account manager seem to be creating new opportunities for the firm in 1999. The challenge is to define the firm's strategies. This will require an understanding of the business and the two industries in which the firm operates. It will also require a synthesis of the manager's dialogue on the strategic options of the business. A surprising epilogue extends the analytical possibilities.	Strategic Management; Small Business; Financial Management; Entrepreneurs; Market Strategy	Consumer Products		United States	24

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20 / 2 / 2000	Horticulture and Food Research Institute of New Zealand Ltd. (The)	Delwyn N. Clark and Kathryn Pavlovich, University of Waikato Management School [Hamilton, New Zealand] and Barbara Simpson. University of Auckland	Food Research Institute of New Zealand Ltd.	The Horticulture and Food Research Institute of New Zealand Ltd. (HortResearch) was a scientific research company with expertise in plant science, food science, and engineering. In August 1998, the corporate strategy manager of HortResearch, Dorian Scott, was reviewing the company's strategy and looking for growth opportunities for the future. Despite comparatively good financial performance, personnel costs were rising by 2.5 percent per year, but revenue was only increasing by 1.8 percent. Major changes were imminent in HortResearch's main sources of funding. The structure of the public research funding system, which provided 2/3 of revenue, was under review. Further uncertainty was created by government proposals to deregulate primary industries, which included HortResearch's two major commercial clients. The ability to attract and reward the best scientists was a concern in the current environment. For HortResearch to continue to excel in the future, where and how could it grow?	Strategic Management; Research and Development; Strategic Planning; Technological Change	Agriculture		New Zealand	36
20 / 2 / 2000	Scranton Systems Company	Jonathan B. Welch., Northeastern University [College of Business, 413 Hayden Hall, Northeastern University, 360 Huntington Avenue, Boston, MA 021 15]	Scranton Systems Company	Scranton Systems Company finds itself at a critical stage in its life cycle. It is a \$22 million, family-owned business that has achieved leadership worldwide with innovative products and technologies. In many market segments, it sets the quality standard in the industry. The company has provided wealth, security, and prominence for the Scranton family. Nevertheless, the company is vulnerable to increasing competition and a variety of internal weaknesses that will have to be overcome for it to develop and grow to its goal of becoming a \$50-\$100 million company, or possibly just to survive. Strategic planning in a global context and supporting financial strategies along with issues of management succession, possible sale of the company, and its valuation are addressed.	Strategic Management; Financial Management; Corporate Planning; Family Business; Business Valuation	Petroleum Industry		United States	19
20 / 2 / 2000	Evolution of an Irish Multinational-Kerry Group plc (The)	James J. Kennelly., Skidmore College [815 N. Broadway, Saratoga Springs, NY 12866-1632]	Kerry Group plc	Kerry Group plc was founded as a farmers' cooperative in 1974. Even after Kerry Group went public in 1986, the original cooperative (and its farmer-shareholders) retained control of the corporation with 51 percent of the shares. Now the farmers are being asked to further lower their shareholding in Kerry Group. Based on a proposal that will be voted on today at an extraordinary general meeting of the cooperative, the co-op shareholding would be immediately reduced to 39 percent, with a further potential dilution to 20 percent. The incentives for individual farmers for voting "yes" are substantial, but critics of the proposal have been campaigning for weeks on the issue of "farmer control," arguing that selling off the majority shareholding would be a repudiation of the "cooperative principles" on which this enterprise, founded by farmers, had been based. The critics need a least 25 percent of the cooperative shareholders to vote "no" today to derail the proposal.	Strategic Management; International Business; Stakeholder Analysis; Corporate Responsibility; Organizational Structure	Agriculture		Ireland	25
20 / 2 / 2000	Hewlett-Packard Company in Vietnam	Geok Theng Lau, National University of Singapore [15 Law Link, FBA 1, Singapore 117591]	Hewlett-Packard Asia-Pacific Limited	In late 1995, John Peter, a marketing manager of Hewlett-Packard Asia-Pacific Limited, was evaluating its strategic options for doing business in Vietnam. The United States had lifted its embargo on the country in February 1994, and the country had normalized relationships with many other countries, including China. The current economic development in Vietnam is rather slow and limited, and the infrastructures and the political-legal systems appear to be underdeveloped. However, the long-term prospects appear very bright. Hewlett-Packard's current operation in Vietnam is limited to the distribution of a small range of its products through local intermediaries. John needed to recommend whether HPAP should enter the Vietnam market in a more strategic fashion. If so, what form of market entry should be adopted, and what detailed implementation plans should be developed?	Marketing Analysis; International Marketing; Market Penetration Strategy; Foreign Market Entry	Computers		Asia	24

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20 / 2 / 2000	Murata Erie North America Company	Sachdev, Harash J. and H. Robert Dodge	Murata Erie North America Co.	Mr. Swanson, divisional marketing manager of Murata Erie North America Co.'s Capacitor Division, pondered distribution issues that were generating channel conflict. Overall, the market for capacitors had reached maturation, with more products being sold through distributors. This meant a shift in focus from direct to dual distribution methods for firms that wanted to remain key players. As a result of this change, several key players at both the manufacturing and distribution levels merged with each other and/or found their own niches in the market in order to better serve their clients. MENA, for example, had carved its own niche in manufacturing ceramic-based capacitors and was considered the leader in this area. With the need to sell more products through distributors, MENA was trying to understand the differences in the tasks performed by the two different distribution methods and the potential for channel conflict.	Marketing Strategy; Industrial Marketing; Marketing Channels; Distribution; Channel Conflict	Electronics		United States	13
20 / 2 / 2000	Roccoco New York Hotel (The)	Anna S. Mattila, The Pennsylvania State University [University Park, PA 16802-1307]	Roccoco	The Roccoco is an upscale boutique hotel located in Manhattan. Despite its luxurious surroundings, the hotel is experiencing high levels of guest dissatisfaction. The results from an in-house satisfaction survey and a mystery shopper's report indicate that the level of service quality provided by the hotel staff is inconsistent. High management turnover has caused organizational problems. Front-line employees, in particular, lack guidance on how to deal with dissatisfied customers. The competitive situation in the New York City market is fierce. Due to financial pressures caused by the hotel's capital structure, decreasing room rates to drive up demand is not an option. The management team is, therefore, faced with the challenge of bringing the level of service quality to par with its competitors in the luxury hotel category.	Hotel Management; Service Quality; Customer Services; Customer Relations	Hotels		United States	15
20 / 2 / 2000	Walton Arts Center	White, Donald D. and John Todd	Walton Art Center	The Walton Arts Center (WAC) experienced significant growth in revenues during its five-year life. The president who guided the WAC through its formation, facility construction, and growth was challenged by the WAC Council (its governing board) to stop operating losses. His response had been to cut selected expenses, but a broader search for new income sources appeared to be necessary. This, in turn, led to an examination of the WAC's leadership team, organizational structure, strategic planning process, stakeholder analysis, financial status, and marketing strategy. WAC's evolution from start-up through its early growth and development was used to plan its future.	Strategic Management; Non-Profit Management; Organizational Change; Market Strategy; Leadership; Growth Management	Not-for-Profit Organizations; Art Administration		United States	19
20 / 3 / 2000	RJM Enterprises, Inc. - Romancing the Vine	Armand Gilinsky, Jr. and Nancy A. Campbell. Sonoma State University [1801 E. Cotati Ave.. Rohnert Park. CA 94928-3609]	RJM Enterprises, Inc.	In 1997, Ron McManis, president of RJM Enterprises, Inc., in California's central San Joaquin Valley, was considering forward integration to increase the value of his grape-growing operation. McManis had hired consultants to prepare financial analyses that could help him choose among several options that would dictate the long-term future of his business. McManis was considering two basic alternatives: develop his own winemaking and marketing capability, and develop the capability of selling juice to North Coast wineries, both of which involved varying degrees of vertical integration. The second alternative had a minimal investment alternative of crushing grapes in the field as well as more expensive alternatives all the way to a new crushing facility. These were not mutually exclusive choices. McManis needed to look at each of these businesses and determine their fit with his objectives.	Strategic Management; Vertical Integration; Industry Analysis; Value Chain; Financial Analysis	Beverages		United States	32
20 / 3 / 2000	Intellitech International, Inc.	John H. Friar and Raymond M. Kinnunen, Northeastern University [Boston, MA 02115-5000]	IntelliTech International, Inc.	Joe Tamker was able to purchase the assets from NEC's thermal printer business at a deep discount, which created an advantageous cost position and "bootstrapped" the growth of his new company. Tamker was facing several problems, however. Because of design and cost changes, the product did not fit in the bar code market for which it was originally intended. Second, Tamker was facing channel resistance because his company no longer was big like NEC. Tanker, however, noticed there was a demand in Europe for the printer in a different application. In 1997, armed with limited information and a restricted amount of time, Tamker " had to make a decision as to what markets and channels he should target. In addition, Tamker had to deal with the poor quality of the product. To (free himself from a Japanese supplier, Tamker would have to redesign the product and bring manufacturing to the United States. He also had to decide whether to redesign the product to fit into other product segments. Finally, he was making these decisions in the context of attempting to bootstrap the company rather than raising additional outside money.	Strategic Management; Small Business; Entrepreneurs; Marketing Strategy; Marketing Channels; Implementation	Business Products		United States	20

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20 / 3 / 2000	AIDSCAP Nepal: A Case Study	Sriram, Ven and Franklyn Mann		Arvin Lama's advertising agency was responsible for developing a two-phased multimedia campaign for the AIDS Control and Prevention Project (AIDSCAP) in Nepal. Phase I, which was ongoing, attempted to increase AIDS awareness and condom use. Phase II would focus on addressing the fears of the general public regarding people living with AIDS. He had before him the results of some preliminary market research conducted to assess the effectiveness of the Phase I campaign. Prior to using this data, he had to determine whether it was adequate. If he decided that this research was inadequate, he then had to design a more detailed study that would allow him to conduct a more thorough evaluation of Phase I. On the other hand, if he considered this data sufficient, he could proceed with developing the Phase II campaign, including de-termination of the campaign's objectives, target audience, and budget, as well as its media and creative strategies.	Global Strategies; AIDS and HIV Policy; Advertising Effectiveness; Advertising Management; Marketing Research; Health Care Management	Health Services		Nepal	19
20 / 3 / 2000	Canada Packers Inc. (B)	George Athanassakos and Kenneth Harling [Wilfrid Laurier University, Waterloo, Canada N2L 3C5]	Canada Packers, Inc.	In early 1990, top management of Hilldown Holdings, PLC (HH) of London, England, was considering merging its wholly-owned subsidiary Maple Leaf Mills Limited (MLM) of Toronto, Ontario, with Canada Packers Inc. (CP), also of Toronto. MLM had sales of over \$700 million in the year ended December 1989, and CP had sales of just under \$3 billion in the year ended March 1990. This meant that the merger would make HH a major player in the North American food industry. HH's top management had asked the senior executives from HH and MLM, as well (as HH's legal advisors, to consider and evaluate the merger. It had also retained the services of an investment banker, RBC Dominion Securities, Inc., to offer valuation services and a fairness opinion in connection with the merger. The team's mandate was to determine how much HH should pay for CP and formulate a takeover plan that would produce a successful merger on the most favorable terms for HH's shareholders.	Financial Management; Cost of Capital; Cash Flow; Business Valuation; Acquisitions & Mergers; Synergy	Food		Canada	24
20 / 3 / 2000	Pamela Spencer: Is the Customer Always Right?	Grippi, Christina L.; Brown, Carol A.; Mullins, John W.		The new manager of a high-end retail home improvement store must deal with an irate customer who is dissatisfied with the installation of a fence supplied and installed by the store. The fence has been damaged in a windstorm, and the customer wants something done about it. The situation is complicated by the fact that the customer in question is a difficult, though frequent, one and by the fact that the store is in a turnaround situation in which the prospective cost of replacing the fence may delay the store's achieving profitability for the quarter, thereby causing employees to miss possible bonuses for the quarter. The student is asked to decide what he or she, as the store manager, would do or not do to satisfy the customer whose fence has been damaged	Market Analysis; Marketing Entry; Customer Services	Retail Stores; Construction		United States	8
20 / 3 / 2000	Aung Sein: An Entrepreneur in Myanmar	Robert W. Hornaday, University of North Carolina at Charlotte [The Belk College of Business Administration, Charlotte, North Carolina 28223-0001]	Aung Sein	Aung Sein built a machine that produced inexpensive disposable gloves, an item in short supply in Myanmar. Medical and laboratory workers needed large quantities of disposable gloves, but the government would buy Aung Sein's gloves. In 1995, these gloves were imported from industrialized nations or smuggled across the border with China. In Myanmar, only the government could buy large quantities of disposable gloves. The overall standard of living was very low, and government employees were underpaid. Most government employees expected gifts or kickbacks from vendors. The official exchange rate for Myanmar's currency was six kyat to the dollar, but the black market or parallel market rate was 110 kyat to the dollar. To take advantage of this difference, government purchasing officers often preferred to purchase goods from foreign sources so that they access to foreign exchange. The glove business was not Aung Sein's only enterprise. He had to decide whether it was worthwhile to put more time and money into trying to sell gloves or whether he should pursue his other interests.	Entrepreneurs; Small Business; International Business; Ethics; Currency; Exchange Rates; Developing Countries	Manufacturing		Asia	7

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20 / 3 / 2000	Residence Inn by Marriott	O'Neill, John W.	Residence Inn by Marriott	In 1998, Steve Bodi, of the Claremont Companies of Massachusetts, was analyzing the feasibility of purchasing for \$1.2 million a 36,506-square-foot real estate parcel in the Boston, Massachusetts, suburb of Revere and developing a Residence Inn by Marriott hotel franchise. Claremont was an opportunistic, entrepreneurial organization that developed, operated, or owned real estate throughout Massachusetts and across the east coast of the United States. The Residence Inn concept originated in Wichita, Kansas, in 1975 by Jack DeBoer, an entrepreneur who founded the chain. In 1987, Marriott acquired Residence Inns, renaming the brand "Residence Inn by Marriott." Marriott operated the chain as primarily a franchise organization, with Marriott providing for franchisees' advertising, quality control, and a toll-free reservation system that generated, substantial guest business. Through Marriott's marketing muscle targeted at the hotel development community, coupled with its force of commissioned regional franchise sales representatives who continually called on potential hotel developers, Marriott grew the Residence Inn brand substantially. By 1999, there were approximately 300 Residence Inns with over 30,000 guest suites located throughout North America.	Hotel Management; Real EstateValuation; Financial Analysis; Service Quality; Feasibility Analysis	Hotels; Real Estate		United States	39
20 / 3 / 2000	Alcohol and Horseplay: Prank or Problem (A,B,C)	Diana Stork, University of Massachusetts-Dartmouth [Charlton College of Business, North Dartmouth, MA 02747-2300] and John R. Ogilvie, University of Hartford		The president of a small, high-tech chemistry company discovered yellow powder on the floor and in the offices and laboratories as he entered work. He soon learned that the powder (fire extinguisher residue) had been dispersed when several employees were fooling around after a company-sponsored farewell party held at a nearby restaurant. The departing VP of Chemistry, two senior scientists, and a technician had entered the building after leaving the restaurant, and some horseplay ensued. A couple of them were drunk. The incident had an impact on everyone in this small firm. The president faced difficult decisions about the incident and the people involved. In reaching his conclusions, he considered issues of fairness, company policy, culpability, and the kind of company he wanted for the future venture because he saw a trend in the computer industry, but the implementation of the strategy was poor. Because of the poor implementation, his strategy was now being questioned and many need to be changed. The students will see that the influences between strategic positioning and implementation are bi-directional. Additional issues for students to analyze include choosing between channel alternatives, market targeting and positioning, strategic and tactical problems in raising capital, dealing with international suppliers, setting R&D priorities, and planning for sustainable growth. The case is appropriate for courses in small business and entrepreneurship, strategy, and marketing. The Teaching Note provides the numerical analyses that students should be expected to do in order to assess the various alternatives.	Ethics; Human Resources Management; Chemicals Technology Management; Organizational Behavior; Discipline			USA	15
20 / 4 / 2000	Stormy Seas	Lull, Wendy W.; Kammermeyer, Jill, A.; Naumes, Margaret J.	Seacoast Science Center	The Seacoast Science Center, a nonprofit environmental educational joint venture, has just completed its second year of operation. Although the number of programs conducted and people who visited far exceeded projections and expectations, the executive director is now faced with balancing customer demands, management controls, and declining outside funding in an atmosphere of accelerating internal struggles within the strategic alliance. Given the tumultuous financial condition of, and relationships between, each organization involved in the joint venture, the viability of the Seacoast Science center is in jeopardy. In addition, the center must find the most efficient way to meet the needs of an increasing number of customers while staying within the organizational constraints of the joint venture.	Strategic Management; Joint Ventures; Start-Up; Strategic Alliance; Environmental Analysis; Non-Profit Management	Non-Profit Organizations		United States	22

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20 / 4 / 2000	Geddes Dental Group	Delwyn N. Clark, University of Waikato Management School [Hamilton, New Zealand]	Geddes Dental Group	Geddes Dental Group (GDG) was an entrepreneurial, multibranch dental company offering a portfolio of public and private dental services. In August 1999, the managing director, Keith Pine, was reviewing the future direction of his business. With high-technology equipment and support systems in place, a well-known brand and reputation for innovation, the company was well positioned for further growth. However, the next stage of new business development required additional funding. As an entrepreneur, Pine had stretched all of his personal resources to grow the business. Now, he was eager to keep moving GDG ahead, but how could he fund future projects? Was it time to find a partner? Who would invest in his business? Should he share his leadership power and responsibilities? These were really difficult questions for Pine that would impact the future portfolio, leadership, and performance of his business, and also his own position and lifestyle.	Strategic Management; Entrepreneurship; Strategic Alliance; Services	Health Services		United States	35
20 / 4 / 2000	Mascom: The Introduction of Cellular Telephones to Botswana	Mbaki Chamme, University of Botswana and Ronald Stiff, University of Baltimore [1420 North Charles Street, Baltimore, MD 21201-17-5779]	Mascom	In early 1998, John Motsie, operations manager for Mascom, was faced with the challenge of managing Mascom's cellular phone introduction in Botswana. Two licenses had been awarded, and Mascom's goal was to enter the market at least a month before their only competitor, Vista. To achieve potential "first mover" advantages, John had to design a marketing mix of product, price, promotion, and distribution superior to his competitor. A forecast of sales and revenues was necessary to determine the feasibility of alternative marketing actions. John had a consultant's report that gave a sales estimate considerably lower than his. Balancing the revenues and costs to achieve a successful product introduction would require careful planning in the small but relatively strong Botswana economy.	Marketing; Product Planning; International Marketing; Venture Analysis	Telecommunications		United States	22
20 / 4 / 2000	Jan and Dave Bailey's Big Decision	Sean M. Hennessey and Roberta M. MacDonald, University of Prince Edward Island [School of Business, 550 University Avenue, Charlottetown, P.E.I., Canada C1A 4P3]		Jan and Dave Bailey are at a critical stage in the process of deciding whether to establish an aquaculture operation, a mussel farm, in Newfoundland, Canada. Jan and Dave left the province many years earlier but recently returned and are investigating business opportunities. Mussel farming has a long history in the region, and aquaculture seems to be the way of the future—a renewable resource grown in pristine surroundings with little effect on the environment. Is mussel farming a viable business opportunity, or does the nature of the business and the disorganized state of the industry in Newfoundland make the venture too risky? The case presents Jan and Dave at the point of a major decision. Dave seems to be captivated by the idea; Jan sees the potential but also the very real risks. They must develop a business plan for a mussel farming operation to determine whether they should invest their savings in the venture. It is late January 1996. To be in operation for the 1996 season, their big decision must be made by mid-March.	Operations Management; Product Planning; Marketing; Venture Analysis; Finance and Accounting; Business Policy	Beverages		United States	29
20 / 4 / 2000	Michaels Ballet Company	Marilyn Okleshen, Claudia Pragman, and Rober Zelin II, Minnesota State University, Mankato [Mankato, Minnesota 56001]		Michaels Ballet Company (MBC), a not-for-profit organization, provided ballet instruction for children. Because tuition, the primary source of income, insufficiently covered the costs of providing ballet lessons and staging three annual productions, the board of directors raised funds in other ways. After the most recent production resulted in a net loss, the board decided to apply for grants from local foundations to obtain supplementary funding. A necessary component of the grant application was a set of audited financial statements accompanied by other financial data. The treasurer expressed concern that MBC's accounting system needed to be "cleaned up" before an audit could be done. A consultant was brought in to analyze the accounting system and make recommendations for improvement of internal controls to safeguard the assets.	Finance and Accounting; Auditing; Non-Profit Management; Management Controls;	Entertainment; Non-Profit Management		United States	8
20 / 4 / 2000	Outrage at Eastern	Roland B. Cousins, LaGrange College [601 Broad Street, LaGrange, GA 30240] and Linda E. Benitz, Powertel, Inc.	Eastern Plating	Charles Jackson, the plant manager at Eastern Plating, was confronted by a group of angry workers demanding that one of their coworkers, recently charged with molesting his own stepdaughter, not be allowed to return to work. The employees threatened violence if their coworker was allowed to return, but company policy states that an employee charged with a crime must be allowed to continue working prior to a conviction. Jackson had to decide how he should handle this decision, trying to be sensitive to the individual accused as well as the rest of the outraged group.	Organizational Behavior; Ethics; Workplace Safety	Manufacturing		United States	3

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20 / 4 / 2000	Pro-Soft Corporation: Employee Performance and Termination (A) pp. 1-10; and Termination Procedures and Employee Monitoring (B) pp. 10-14	Karl L. Smart, Kristen Bell DeTienne, and William H. Baker. Brigham Young University [567 TNRB, Provo, Utah 84602]		Ana Soto manages the Documentation Department of Pro-Soft Corporation, a high-tech company that develops and markets software for home and business use. Ana faces a difficult managerial decision-what to do with Scott Wells, a graphic artist in her department whose performance has been decreasing. Part A reviews Scott's performance in light of Pro Soft's organizational climate and a downturn in the software market that makes a reduction in force at Pro-Soft inevitable. The HR department encourages Ana to terminate Scott even though company policy has not been followed. Part B follows with Ana's actual decision to terminate Scott and. questionable practices of gathering evidence after the termination, exploring issues of the value and implications of monitoring employees.	Organizational Behavior; Performance Evaluation; Business Policy; Employee Relations; Human Resources Management;	Software		United States	13
20 / 4 / 2000	An Allegation of Sexual Harassment (A, B, C, and D)	Roland B. Cousins, LaGrange College [601 Broad Street, LaGrange, GA 30240] and Linda E. Benitz, Powertel. Inc.		Professor Stinson, a professor of management at a small, Christian college, was surprised when one of his students, Denise, spoke out in class, accusing the college swim coach of sexually harassing her. Professor Stinson did not know if he should report the allegation because it later became apparent that Denise was unwilling to do so. Subsequent events made Stinson question Denise's character and honesty; he was still wrestling with the decision of whether to report her allegation at the conclusion of the case.	Ethics; Organizational Behavior; Sexual Harassment	Education		United States	29
21 / 1 / 2001	TelSys International Case: A Marriage of Two Cultures? (The)	Christine S. Nielsen, University of Baltimore, [Merrick School of Business, 1420 N. Charles Street, Baltimore, MD 21201-5779]	TelSys International	James Chesney, president of TelSys International, a small, high-tech U.S. firm, has entered final negotiations with Dr. Nik Bashshar Ahmad abu Muner, president and CEO of Venture Capital Group (VCG), a Malaysian venture capital company. Only if Chesney can secure financing will TelSys be able to produce and market satellite ground station communications equipment based on his patented designs. Chesney needs at least \$7 million. This is a large request, given that Chesney wants to continue as president and there is as of yet no proven commercial market. Evidence suggests that there may be a good "fit" between the companies' long-term goals and strategic plans. Students are put in the shoes of executives from the two firms as they enter the final hour of negotiations in Kuala Lumpur. They must decide if this partnership is in the best interest of their respective firms and determine the appropriate negotiating strategies to achieve success.	Strategic Management; Business Strategy; International Management ; Negotiations; Cross-Cultural Communications; Entrepreneurship	Telecommunications		United States	13
21 / 1 / 2001	Westward Industries Ltd. (A)	Michael K. Mauws, University of Alberta [Edmonton, Alberta, T6G 2R6, Canada], Bruno Dyck and Frederick Starke, University of Manitoba, and Gary A. Mischke.	Westward Industries Ltd.	Westward Industries Ltd. manufactures a 3-wheeled parking patrol vehicle that is sold to police departments in major cities. The entrepreneurially-oriented founder-Larry Mauws-wants to spend more time on vehicle design and less on day-to-day management activities, so he appoints his son Michael as CEO. Michael immediately implements a variety of changes in production processes and management systems that are designed to make the company more effective by moving it to a postentrepreneurial phase in the organizational life cycle. However, the introduction of Michael's changes does not proceed smoothly, and conflicts develop between Michael and Larry. Concurrently, problems are encountered in the development of a new model of the parking patrol vehicle, causing cash flow problems and a full-blown financial crisis that threatens the very existence of the company.	Strategic Management; Competitive Strategy; Executive Succession; Management o f Change; Leadership; Entrepreneurship	Automotive		United States	15
21 / 1 / 2001	Westward Industries Ltd. (B)	Michael K. Mauws, University of Alberta [Edmonton, Alberta, T6G 2R6, Canada], Bruno Dyck and Frederick Starke, University of Manitoba, and Gary A. Mischke.	Westward Industries Ltd.	Westward Industries Ltd. manufactures a 3-wheeled parking patrol vehicle that is sold to police departments in major cities. The entrepreneurially-oriented founder-Larry Mauws-wants to spend more time on vehicle design and less on day-to-day management activities, so he appoints his son Michael as CEO. Michael immediately implements a variety of changes in production processes and management systems that are designed to make the company more effective by moving it to a postentrepreneurial phase in the organizational life cycle. However, the introduction of Michael's changes does not proceed smoothly, and conflicts develop between Michael and Larry. Concurrently, problems are encountered in the development of a new model of the parking patrol vehicle, causing cash flow problems and a full-blown financial crisis that threatens the very existence of the company.	Strategic Management; Competitive Strategy; Executive Succession; Management o f Change; Leadership; Entrepreneurship	Automotive		United States	13

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21 / 1 / 2001	Brewing Change at Breckenridge Brewery	John W. Mullins, University of Denver [2101 South University Boulevard, Denver, Colorado 80208-3317], Sarah Sittig and Gregory D. Leidich, University of Denver	Breckenridge Brewery	Richard Squire had started Breckenridge Brewery in 1989. Now, in 1997, despite its modern and efficient brewery and its eight brewpubs in Colorado and elsewhere, his company found itself growing fast, but losing money. Richard and his partner, Ed Cerkovnik, both felt the company still enjoyed extraordinary potential, but they had begun to doubt that they possessed the right mix of managerial skills to ensure that its potential would be realized. The question was what they should do about this problem. Did the company need new leadership? If so, what sort of person should be added to the team, and in what role? Were these even the right questions to be focused on at all?	Strategic Management; Entrepreneurship; Leadership; Stages of Growth; Management of Change	Beverages		United States	17
21 / 1 / 2001	Taming Manipulative Speculation in Hong Kong Swaps	Hugh Thomas, The Chinese University of Hong Kong, [Shatin Hong Kong SAR China and McMaster University, Ontario, Canada].	Hong Kong Monetary Authority	Joseph Yam, the head of the Hong Kong Monetary Authority during the Asian financial crisis, must decide what action to take regarding speculators against the Hong Kong dollar. Government actions against speculators to date have differed from the laissez faire practices that had been the hallmark of pre-handover Hong Kong. Now, he must determine whether to restrict the swap markets that could provide speculators with Hong Kong dollars. What is the impact of the speculators and the potential policy alternatives? To answer this, he must understand swap pricing, comparative advantage in segmented markets, and the meaning of market efficiency.	International Finance; Swaps; Public Policy	Finance		United States	16
21 / 1 / 2001	Discovery Corp. Acquisition Case	Hugh Grove and Tom Cook, University of Denver, [School of Accountancy, Denver, Colorado 80208]	Discovery Corp.; Customer Service Technology	Students are challenged to make a recommendation concerning the acquisition of a company that enhances a core competency of the acquiring company. This acquisition recommendation must include both a financial business valuation of the company and a marketing or negotiating strategy to close the deal. The students take the role of the chief financial officer (CFO), who is in charge of making this recommendation to the chief executive officer, who wants to close the deal quickly. However, the acquiring company is under severe pressure to make the quarterly earnings projections of the financial analysts, especially because the company recently went public with an IPO and has had huge swings in its stock price. The CFO must consider the earnings impact of the acquisition under purchase and pooling accounting acquisition methods.	Mergers & Acquisitions; Business Valuation; Business Combination Accounting; Finance	Software		United States	16
21 / 1 / 2001	Botton Village	Adrian Sargeant, Indiana University [Kelley School of Business, 801 West Michigan Street, Indianapolis, IN 46202-5151]	Botton Village	Botton Village, located in the North York moors, is part of a unique network of communities administered by the Camphill Village Trust, an organization that exists to provide a stimulating and supporting environment for the needs of mentally handicapped adults from all over Britain. When Botton was forced to fund-raise for the first time, its approach was unique and based on a genuine desire to establish a two-way communication with donors. Today, Botton has become one of the United Kingdom's top-performing charities, achieving returns on its fund-raising expenditure far superior to most other organizations. However, the organization has been so successful that it now has to decide where to go next. Should it scale down fund-raising, or terminate it altogether? Should it look to support other "sister" organizations, or should it simply find ways to expand and develop its provision?	Fund-Raising; Marketing; Affordable Housing; Community Development	Non-Profit Organizations		United States	17
21 / 1 / 2001	Edifice Complex: A New Coliseum for Charlotte? (The)	Terrel L. Rhodes, Portland State University [P.O. Box 751, Portland, OR 97207-0751] and Linda E. Swayne, The University of North Carolina at Charlotte	National Basketball Association (NBA)	In 1987, the National Basketball Association awarded a franchise to George Shinn of Charlotte, North Carolina. This case provides the background information on the City of Charlotte and the Hornets as they engaged in a 10-year public/private effort first to bring the NBA franchise to Charlotte, to keep it profitable for all parties concerned, and ultimately to keep the franchise in Charlotte through the construction of a new basketball arena. The citizenry was not so enthused about building yet another public facility for basketball. The city council must decide whether to invest in a new arena; the Hornets must decide whether to continue the partnership with the city, build an arena, or move the franchise.	Public Administration; Political Strategy; Public Policy Making; Non-Profit Management	Government; Sports; Non-Profit Organizations		United States	35

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21 / 1 / 2001	Anglo-American College in Prague (A): The Challenge to Lead in Post-Communist Czech Republic	Joan Winn, University of Denver [Daniels College of Business, 2020 S. Race Street, Denver, Colorado 80208] and Mark Andersen, Anglo-American College	Anglo-American College	The Anglo-American College in Prague (AAC) was started in 1991, shortly after the Velvet Revolution ushered in the Czech Republic's new era of independence and market-driven competitiveness. AAC had no trouble attracting students and faculty, but sparse funding kept its administrative staff lean and facilities and student support services poor. By 1993, poor management and conflicts threatened the college's existence. Jansen Raichl, AAC's founder and visionary, had kept AAC afloat with a combination of personal control, financial support, and hard work. Despite his efforts, student and faculty discontent reached crisis proportions during the spring semester of 1994. Most of the founding board had left to found a new, competing college. There is growing faculty unrest and the threat of financial insolvency. The case ends with Raichl at a decision point: Should he retain control of AAC or allow a new management team to take over? Could AAC turn itself around with a new leader? Raichl does not understand what is needed to turn things around or what role he should play.	Conflict Management; Management Style; Leadership; Organizational Structure; Organizational Behavior; Organizational Change	Education		United States	10
21 / 2 / 2001	Amy's Bread	Weber, Paula S.; Burns, Cathleen		Amy's Bread is at a crossroads. The successful New York city bakery must decide whether or not to expand operations. A variety of strategic alternatives exist and the decision dilemma is further complicated by the choice of expanding either wholesale or retail operations or both. Financial impact and long-term ramifications of each alternative must be considered along with an analysis of the challenges of evolving from a start-up company to that of a multiple location business. Amy's Bread was established six years ago by a young, female, entrepreneur. It sells hand-shaped, high quality, specialty breads to wholesale and retail customers in Manhattan.	Strategic Planning; Entrepreneurship; Analysis of Alternatives				9
21 / 2 / 2001	Cironi's Sewing Center Receives an Offer from Oreck	Wilkinson, J.B.; Frank, Gary B.		Tony Cironi faces a licensing opportunity for Cironi's Sewing Center, a store-based retailer of sewing machines and sewing-related merchandise located in Akron, Ohio. Specifically, Oreck, a manufacturer of household appliances, has offered Cironi's Sewing Center an exclusive license to represent Oreck products in the Akron PMSA. Tony Cironi, owner and manager of Cironi's Sewing Center, must evaluate the nature of this business opportunity and estimate its profit potential. Important considerations in financial analysis involve assessment of risk and estimation of start-up costs, operating costs, and sales revenue needed to breakeven. Nonfinancial consideration also are important in the decision situation. These include market attractiveness, strategy implications for Cironi's sewing machine business, Oreck's strategic direction, and personal preferences.	Small Business; Entrepreneurship; Retailing; Business Policy				10
21 / 2 / 2001	Dakota Growers Pasta	Boland, Michael; Freberg, Christian; Barton, David; Katz, Jeff	Dakota Growers Pasta	The General Manager of Dakota Growers Pasta, an integrated durum wheat milling and dry pasta company headquartered in Carrington, North Dakota, was considering acquiring additional pasta capacity. The Board of Directors planned to discuss the acquisition in light of changes in the pasta industry that included entry of several new firms and exit of older firms, large changes in capacity, depressed farm economy, disease problems that reduced the supply of high quality durum wheat, and a decrease in consumption. Due to its cooperative organizational structure, equity would come from the company's owners who were producers of durum wheat. He is faced with the challenge of determining the acquisition's impact on future profitability, the net effect on branded and private label pasta market share in the retail, ingredient, and food service market segments, and financing the acquisition.	Strategic Management; Acquisitions; Vertical Integration	Milling; Food		United States; Carrington, North Dakota	22
21 / 2 / 2001	JFCS: The Portland Community Warehouse Controversy	Feldman, Howard; Osland, Asbjorn		The president of the board-of-directors of the Portland Jewish Family & Child Service (JFCS) had to facilitate the decision-making process of the board to decide between the following two options regarding the overhead budget of the collection and distribution center referred to as the "Warehouse:" 1. JFCS continue to pay all the operating costs of the Warehouse. Given the high value Jews traditionally place on charitable giving, member of the agency staff and an influential community volunteer preferred this option, 2. Charge the user agencies a fee that would help defray the operating expenses. Board members believed that every community agency using the Warehouse's service should participate in the financial burden -- to whatever extent they could. This would give the agencies a greater feeling of "ownership" for the Warehouse, not to mention relieve some of JFCS's financial burden.	Strategic Management; Not-for-Profit Organization; Stakeholder Analysis; Psychological Contract				19

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21 / 2 / 2001	Lion Nathan China	Bergevin, Peter M.		When Lexington Valley Medical Associates' own staff doctors cannot provide medical services needed by their HMO patients, they hire outside, or "secondary," physicians to do the work. Art Hamblin, Director of Finance and Administration, must find the balance between financial integrity and the salary demands of Lexington's physician-partners.	Accounting; Financial Management; Healthcare				4
21 / 2 / 2001	Natural Purifying, Inc.: New Product Development Strategy	Giaya, Arjan; Johnson, Sharon A.		In mid-1997, Richard Reed, Director of Technology at Natural Purifying, Inc. (NPI), was charged with developing a new product development process. NPI had been recognized as a leader in the manufacture of alternatives to chlorine disinfectants for swimming pools and spas, but had not made a profit since it's founding in 1983. Reed believed that the most critical success factor for the business was the ability to improve existing products and invent new ones. The historical new product development process at Natural Purifying, Inc. (NPI) had been technically-driven, and plagued by long product development cycles, technical faults, and a limited marketing strategy. In October 1996 ADA (a billion-dollar recreational products company) had bought out NPI, and Reed wanted the redesigned process to take advantage of the new resources available to NPI as well as to improve performance.	New Product Development; Marketing; Strategic Management; Small Business Management and Growth; Technology Management				13
21 / 2 / 2001	Rayovac Corporation: "Recreating a Proud American Brand"	Totten, Jeff W.; Greene, Walter		Rayovac Corporation, headquartered in Madison, Wisconsin, produces disposable and rechargeable household-use batteries, hearing aid batteries, and battery-operated products like lanterns and flashlights. The case opens with an interview with David A. Jones, Chief Executive Officer of Rayovac. Students then read about the history of the company, different aspects of its internal environment, and the heavily competitive environment. Rayovac faces stiff competition from Duracell and Energizer brand batteries and must determine how to compete effectively in the twenty-first century. Students must also assess the impact of basketball star Michael Jordan's retirement in 1999 and decision to reduce endorsements in 2000.	Marketing Strategy; Promotional Strategy; Distribution Strategy; Use of Celebrity Endorsements				26
21 / 2 / 2001	The Puzzle Store	Massicotte, Helene; Melnyk, John		Helene Massicotte is a twenty-two year old entrepreneur, co-owner and manager of The Puzzle Store, (TPS) located in The Forks Market in Winnipeg, Manitoba. She has a strong attachment to TPS for many reasons but also realizes that in its present form its financial upside is limited and its demands on her time are heavy. Accordingly, Helene is contemplating a number of ways to grow the business after she takes a planned MBA. However, an opportunity has suddenly arisen to backward integrate into production of puzzles, but requires a prompt decision. Helene must decide if this strategy is the best way to grow the business, and if so, how to balance such a major undertaking with her personal plans to pursue an MBA. As an undercurrent to both these decisions, Helene must also decide if indeed TPS has enough potential to figure in her future career.	Entrepreneurship; Small/Family Business; Strategy; Career Management				18
21 / 3 / 2001	Kikkoman Corporation in the Mid-1990s: Market Maturity, Diversification, and GI	Taylor, Marilyn; Claterbos, Joyce		Slow sales growth and underperforming stock price present new Kikkoman president Yuzaburo Mogi challenges as Kikkoman faces the end of the 1990s and the twenty-first century. The company, headed by 17 generations of the Mogi family, faces a mature market and slipping market share in Japan for its soy sauce, as well as challenges for its diversified product line in the 94 other countries in which the company distributes. How the company addresses the U.S. market, where Kikkoman was a pioneer Japanese manufacturer after World War II, will be particularly critical.	International Business; Diversification; Globalization				25
21 / 3 / 2001	PFS: Daisytek's Growth Strategy	Jacobs, Neil W.; Savage, Kathryn S.; Gerety, Mason S.; Ramsey, Scott	Daisytek; PFS	Faced with declining profit margins in the maturing, highly competitive market for distribution of nonpaper computer consumables, Daisytek sought to use its core competencies to provide outsourcing services to other firms through a subsidiary, Priority Fulfillment Services (PFS). Strategically, PFS represented a new direction and opportunity for Daisytek. Early efforts met with failure, but eventually contracts with major firms such as IBM increased PFS' credibility and visibility. Eager to sell its capabilities, PFS was excited by a request to bid on providing fulfillment services for a division of BASF. To PFS, the potential contract was huge, but the information on which to make a bid was incomplete or unavailable, and the time frame for implementation, if the bid was accepted, was only 6 weeks. Management was inclined to make a bid but was unsure how to account for the lack of information and immense time pressures.	Growth Strategy; Outsourcing; Distribution; Bidding Strategy		Strategy	United States	20

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21 / 3 / 2001	Mariners Accident and Indemnity Insurance Company: Balancing Strategy and Business Ethics	Fransson, Martha; McAlister, Debbie Thorne		Bob Smith, senior vice president of Mariners Accident and Indemnity Insurance Company, recently learned that the company is in dire financial straits due to a severe cash flow shortfall forecast for the 1992 fiscal year. He had been asked to develop a strategic plan for the division to generate enough cash in the upcoming 15 months to cover the cash flow shortfall. The case presents information on the cash flow shortfall; the division's insurance programs and the typical cash flow resulting from them; the division's underwriting policies, authorities, and culture; and a belief synopsis of four customer requests, each of which would require an exception to current underwriting policies. These exceptions raise ethical issues that must be addressed within the context of a severe financial situation.	Corporate Strategy; Business Ethics; Underwriting and Insurance; Financial Analysis				18
21 / 3 / 2001	DeCopier Technologies, Inc.	Friar, John H.; Kinnunen, Raymond M.; Aggarwal, Vishal		DeCopier Technologies, Inc., was founded by Sushil Bhatia. He is developing a machine that can remove 40 different types of toners, at high speeds, from photocopied or printed paper; wipe the paper clean; and bind it into reams. In 1999, the prototype for the product is almost complete, but the product has not yet been brought to the market. Citing industry trends and projections, the owner of the company sees great potential for this product. After proving a radical new technology works in the lab and almost completing a working prototype, the founder believes he will have a multimillion-dollar company in 2 years. The reality of the various steps and important decisions the company needs to take to create that multimillion dollar company, however, begins to intrude. After the initial enthusiasm of the management team for the new technology and the tremendous potential demand, the owner is faced with the strategic, marketing, finance, and operations decisions necessary to make the company a success.	Entrepreneurship; Innovation Management; Marketing in High-Tech Industries; New Product Development				11
21 / 3 / 2001	Lady Foot Locker: The Lobo Launch	Rohm, Andrew J.; Rosenthal, David W.; Boyd, Thomas C.		Bill Wyatt, general merchandise manager at Lady Foot Locker, a national chain of athletic footwear and apparel stores, is faced with the complex decision of whether to partner with Reebok International and launch the Lobo I, a women's-specific basketball shoe endorsed by Rebecca Lobo. Lobo had played at the University of Connecticut and on the 1996 U.S. Women's Olympic Basketball team and is now sponsored by Reebok as a member of the WNBA's New York Liberty. Recent introductions of similar women's-specific basketball shoes by well-known brands such as Nike had not been successful. Within the context of a dynamic industry characterized by declining basketball shoe sales, increasing sales of substitute footwear such as casual and hiking shoes, and an ever-fickle teen market, Wyatt and his management team must now weigh the factors for launching the Lobo I against numerous reasons why such a launch should not be pursued. (WRC). Student activists and several labor unions had founded the WRC to ensure that shoes and apparel manufactured overseas were not produced under sweatshop conditions. Knight was upset because Nike had helped found and was an active supporter of a rival organization, the Fair Labor Association (FLA). The FLA took a different approach to establishing fair wages and working conditions in the overseas shoe and apparel industry. What were the key issue in this dispute? Which organization, the WRC or the FLA, offered a more effective way to set and enforce labor standards for multinational corporations like Nike?	Retail Strategy; Marketing Strategy; Sports Marketing; Celebrity/Product Endorsement				19
21 / 3 / 2001	The Solar Feeder	Brown, Lew G.		Bo Haberle and several friends have invented an innovative bird feeder, a solar feeder. The feeder uses a small solar panel in its roof to build an electric charge. The solar feeder's purpose is to use the mild electric shock it generates to repel squirrels, preventing them from stealing the birdseed or damaging the feeder itself. In a typical product-driven approach, Bo and his friends started SDI, Inc., to produce and promote the solar feeder without having done any marketing planning. After several years of bootstrapping and some success, however, the company finds itself running out of money and needing a marketing plan to attract investors. Bo must decide how to develop a marketing plan in order to attack the \$800 million market for bird feeders, houses, and baths.					12

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21 / 3 / 2001	West Indies Yacht Club Resort: When Cultures Collide	Shay, Jeffrey P.	West Indies Yacht Club Resort	Jim Johnson, general manager of the West Indies Yacht Club Resort, is concerned about the resort's recent increase in guest complaints, expatriate manager turnover, and tension between expatriate managers and local employees. Johnson believes that cultural differences might be causing these problems and hires Patrick Dowd, a management consultant with experience in the region, to analyze these problems and provide Johnson with specific recommendations for resolving them. Exacerbating the problem are restrictive local government policies and regulations that limit the options available to the resort. Dowd is excited about the opportunity to apply his personal experience in the region in conjunction with what he has learned in cross-cultural management courses to resolve the resort's problems. Dowd works at the resort during the peak Christmas weeks to observe expatriate managers and local employees in action. In addition, he visits with several guests to ascertain the source of their complaints.					19
21 / 3 / 2001	Nike's Dispute with the University of Oregon	Morris, Rebecca J.	Nike Inc.	In April 2000, Philip Knight, founder and CEO of the athletic shoe and apparel company Nike Inc., announced that he would no longer give money to his alma mater, the University of Oregon, because the university had joined the Worker Rights Consortium (WRC). Student activists and several labor unions had founded the WRC to ensure that shoes and apparel manufactured overseas were not produced under sweatshop conditions. Knight was upset because Nike had helped found and was an active supporter of a rival organization, the Fair Labor Association (FLA). The FLA took a different approach to establishing fair wages and working conditions in the overseas shoe and apparel industry. What were the key issues in this dispute? Which organization, the WRC or the FLA, offered a more effective way to set and enforce labor standards for multinational corporations like Nike?					18
21 / 4 / 2001	AstroTech Fuel Systems (A)	Eisenbeis, H. Richard; Hanks, Sue; Sheehan, Phil		The case centers around the differences in time/goal perspectives between AstroTech's Marketing and Production Departments (line) and its Engineering and Quality Department (staff), headed by a manager who emphasized product quality over quantity and new product design. The engineering manager's number one priority was to put processes in place that would ensure that the division passed an upcoming FAA audit; the goal of the Marketing and Production Departments was to bring a continuous stream of new, innovative products to market in a timely manner. Both the general manger and plant manager emphasized quantity over quality. The Engineering Department manager saw two long-term goals: (1) to bring forth product designs that meet or exceed quality standards, and (2) to bring existing product lines up to these same quality standards. The general manager and plant manager were convinced that the division's failure to show a profit was due to engineering's insistence on meeting and exceeding quality standards for all products.	Individual Attitude and Differences; Leadership; Power; and Politics; Conflict Management; Group Dynamics		Organizational Behavior		16
21 / 4 / 2001	AstroTech Fuel Systems (B)	Eisenbeis, H. Richard; Hanks, Sue; Sheehan, Phil		The case centers around the differences in time/goal perspectives between AstroTech's Marketing and Production Departments (line) and its Engineering and Quality Department (staff), headed by a manager who emphasized product quality over quantity and new product design. The engineering manager's number one priority was to put processes in place that would ensure that the division passed an upcoming FAA audit; the goal of the Marketing and Production Departments was to bring a continuous stream of new, innovative products to market in a timely manner. Both the general manger and plant manager emphasized quantity over quality. The Engineering Department manager saw two long-term goals: (1) to bring forth product designs that meet or exceed quality standards, and (2) to bring existing product lines up to these same quality standards. The general manager and plant manager were convinced that the division's failure to show a profit was due to engineering's insistence on meeting and exceeding quality standards for all products.	Individual Attitude and Differences; Leadership; Power; and Politics; Conflict Management; Group Dynamics		Organizational Behavior		1

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21 / 4 / 2001	Endius Inc.: Targeting Product Cost for Steerable Surgical Instruments	Hertenstein, Julie H.; Platt, Marjorie B.		Endius Inc., a start-up company, had developed a prototype of a new and promising surgical instrument, a steerable surgical forceps, by the spring of 1996. Tom Davison, the company's new president and CEO, recognized that, although the prototype had served its basic purposes-proving the concept was technically viable and that surgeons were eager to use such an instrument for minimally invasive surgery-the prototype design was too costly for a commercially successful product in an era of managed care and other initiatives aimed at controlling health care costs. Because of limited cash and external resources and the need to enter the market as soon as possible with a viable product, Endius outsourced product development to Product Genesis, a product design consultancy. Now, Davison has to establish a target cost to ensure that the final product will achieve the market acceptance necessary to not only provide needed cash flow but also to build Endius's reputation and customer base for follow-on products.	Target Costing; New Product Development; New Product Financial Analysis; Outsourcing Product Design; Entrepreneurship				13
21 / 4 / 2001	Cyberplay	Andrews, William A.		Cyberplay has just received its first major financial commitment from an investment group. The CEO is already concerned that the funding will not be enough to carry them to a second round unless expenses are reduced and the company is reorganized to reflect the dramatically different strategy that has recently emerged. Certain operational problems must also be addressed. The case allows students to evaluate the top management team for balance and competence, to evaluate the likelihood of the company meeting its sales projections, to determine how the old structure must be changed to support the new strategy, and to prioritize an agenda for ensuring survival. This case is ideal for upper-level undergraduate or graduate classes in strategic management or entrepreneurship.	Entrepreneurship; Strategic Management; Turnaround Management				11
21 / 4 / 2001	"High Ability" or "Overqualified"? Robert Jordan v. The City of New London	Miller, Thomas R.		Robert Jordan was a 46-year old Caucasian who applied for a position as a police officer in New London, Connecticut. As part of the application process, Jordan completed a battery of tests that included the Wonderlic Personnel Test, a test of general cognitive ability. When Jordan later inquired about the status of his application, he was told that he had been eliminated from the applicant pool because of his score on the intelligence test - he had scored too high and was judged to be unacceptable for a job as a police patrol officer. Jordan filed a lawsuit against the city, claiming that its employment decision violated his constitutional right to equal protection under the law. City officials were then faced with preparing a defense to attempt to justify their hiring practice.	Human Resource Management; Employee Selection; Discrimination; Selection Criteria; Test Validity	Law Enforcement	Human Resources	United States; 6 New London, Connecticut	
21 / 4 / 2001	Compensation at Carrington: The New Pay Plan	Miller, Thomas R.		The Carrington Pest Control Company, a medium-sized pest control business in a large southeastern city, was faced with a continuing and costly turnover problem with its pest control technicians who run routes throughout the city. After a study of industry compensation programs, Carrington revised its old base pay plus commission plan to promote growth of the business, enhance technicians' earning potential, and increase service efficiency. However, 2 months after the new incentive system was introduced, some technicians were very disgruntled with it, claiming that they had to work harder but made less money. Fearing that some of his technicians would soon quit and he would face the problems of replacing them and training new workers, branch manager Fred Keller is under pressure to find a way to further modify the pay plan to meet its intended objectives.	Human Resource Management; Compensation; Incentive Plans; Employee Motivation				8
21 / 4 / 2001	Negotiating Across the Pacific	Lin, Xiaohua; Guan, Jian		BBT, a Beijing-based animal feed manufacturer, has looked for lecithin supplies in the United States. U.S.-based international marketing consultancy company APCG has worked with Bill Wright as intermediaries in negotiations between BBE and NutriNex, a U.S. lecithin producer. Wright did not allow BBT to communicate with NutriNex, but instead used back to back letter of credit as the payment method to maintain control. Negotiations between Wright and BBT proceeded very slowly. When an agreement was eventually signed, the supply situation was disrupted by natural disasters. NutriNex refused to make the shipment based on the agreement between BBT and Wright. Wright was unable to make NutriNex comply because he did not have a written contract with NutriNex. APCG, being between the two cultures, made all efforts to search for a compromise, but these efforts were in vain. Wright is faced with the possibility that BBT might launch a lawsuit against him.	International Marketing; Cross-Cultural Communications; Export-Import Process; United States and China				11

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21 / 4 / 2001	Snacks to Go	Linrud, JoAnn K.		Snacks to Go, a line of snack nuts introduced by Sathers, Inc., obtained adequate placement in targeted convenience stores, largely due to synergies gained from using Sather's well-developed candy distribution system. After initial promising sales, however, large swings in volume resulted, with a downward trend after several months. Although the new product development strategy had been based on information learned from marketing research, performance reports indicated a lack of consumer acceptance. Jill Harms, assistant category manager for Nuts, Natural Snacks, and Cookies, must assess performance and make a recommendation to the director of marketing about whether to adjust product strategy to boost sales, including specifics about the changes to suggest, or to pull the line from the market.	New Product Development and Introduction; Marketing Strategy; Marketing Research; Performance Assessment				18
21 / 4 / 2001	AstroTech Fuel Systems (A) & (B)	Eisenbeis, H. Richard; Hanks, Sue; Sheehan, Phil		The case centers around the differences in time/goal perspectives between AstroTech's Marketing and Production Departments (line) and its Engineering and Quality Department (staff), headed by a manager who emphasized product quality over quantity and new product design. The engineering manager's number one priority was to put processes in place that would ensure that the division passed an upcoming FAA audit; the goal of the Marketing and Production Departments was to bring a continuous stream of new, innovative products to market in a timely manner. Both the general manger and plant manager emphasized quantity over quality. The Engineering Department manager saw two long-term goals: (1) to bring forth product designs that meet or exceed quality standards, and (2) to bring existing product lines up to these same quality standards. The general manager and plant manager were convinced that the division's failure to show a profit was due to engineering's insistence on meeting and exceeding quality standards for all products.	Individual Attitude and Differences; Leadership; Power; and Politics; Conflict Management; Group Dynamics				17
21 / 4 / 2001	Women's Undergarment Factory #8	Campbell, Katherine; Helleloid, Duane		The management team at Women's Undergarment Factory #8 in Estonia is trying to decide what should be done with a section of the plant. Silk was previously woven in the space, and idle, rusting equipment now occupies the area. Overall, the factory is operating quite profitably, and management has so far worked through many necessary changes resulting from the breakup of the Soviet Union. In order to decide how to best utilize the space, and in what types of equipment and product lines they should invest, the managers should perform an overall strategic analysis. Yet under the current competitive situation, there is little need to make any significant strategic change. Thus, a relatively minor issue (space utilization) is causing them to consider a much more major strategy reevaluation. Different strategic options will also have different implications for functional areas such as marketing, manufacturing, and quality control.	Strategy; Problem Identification; Functional Integration; Eastern Europe				14
22 / 1 / 2002	Cowgirl Chocolates	Lawrence, John J.; Morris, Linda J.; Geiger, Joe J.		Marilyn Lysohir, an internationally celebrated artist, started Cowgirl Chocolates in 1997 and had just purchased the company's first advertisement- a \$3,000 full-page ad in the spring 2001 issue of Chile Pepper magazine. The company's hot and spicy truffles, which were made by adding cayenne and other spices to fine European chocolate, had won numerous awards in fiery food competitions. The small business's 2000 revenues, however, were only \$30,000-insufficient to cover the business's expenses, let alone provide any income to its owner. Marilyn had drained much of her personal savings to keep Cowgirl Chocolates in business, and she contemplated what to do next to move her small company to profitability. The tasks Marilyn faced included evaluating her current pricing strategy, identifying and gaining access to effective distribution channels for her products, deciding how to promote her products in the most cost-effective manner, and determining how best to use her business's Web site.	Marketing Management; Entrepreneurship; Small/Family Business; Strategic Management				15

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22 / 1 / 2002	3DV-LS: Assessing Market Opportunity in the Computer Visualization Market	Habeger, Robin; Palan, Kay M.		3DV Litigation Services (3DV-LS), a business unit of 3DV, specializes in developing animation and 3-D models for attorneys to use as displays or demonstrative evidence in litigation cases. Using a method of computer visualization that is very fast and that can be customized, 3DV-LS enjoys a market leadership position in the litigation industry. However, over the last four quarters, 3DV-LS has been steadily losing sales to competitors who create computer visualizations with technology inferior to that used by 3DV-LS. If sales continue to decline, the unit will be at risk for corporate downsizing. As 3DV-LS's director is struggling to address the problem, a project manager suggests that 3DV-LS consider entering a new market where its method of creating computer visualizations may be a competitive advantage. The director evaluates whether or not this opportunity is attractive enough to merit market entry, or whether it is better to focus on current marketing efforts.	Strategic Marketing Management; Market Opportunity Analysis; Market Attractiveness				12
22 / 1 / 2002	GoodLife Fitness Clubs	McDougall, Gordon H. G.		The manager is faced with the challenge; prepare a plan to increase member retention rates for GoodLife Fitness Clubs, which has over 40 locations in Ontario and Quebec. Currently, over 40 percent of GoodLife's 70,000 members leave annually. GoodLife has experienced high employee turnover and has very aggressive overall growth targets for both locations (100 locations by 2004) and individual clubs (increase members, upsell members). The options she is considering include increasing the base pay for all or some of the staff, instituting a bonus system tied to increased retention rates, and purchasing a software system to measure member usage of the clubs. The plan requires a balance between costs and impact on retention rates.	Marketing; Services Marketing; Customer Retention; Long-Term Customer Value				15
22 / 1 / 2002	Sharpe BMW	Subramanian, Ram; Larson, Lars		The service manager of an automobile dealership must implement a new bonus system intended to improve service technician's performance on warranty repair jobs. The manager is aware the amount of the bonus may not be large enough to produce a change in the technician's performance, resulting in a less than acceptable dealership customer satisfaction score. The manager must develop an implementation plan anticipating and overcoming objections of the service technicians.	Organizational Development; Change Management; Motivation				8
22 / 1 / 2002	Anglo-American College in Prague (B): Conflict and Turnaround in a Nonprofit Enterprise	Andersen, Mark; Winn, Joan		The Anglo-American College in Prague (AAC) was started in 1991, shortly after the Velvet Revolution ushered in the Czech Republic's new era of independence and market-driven competitiveness. By 1993, poor management and conflicts threatened the college's existence. This case chronicles AAC's turnaround from 1994 through 1996 and highlights the pulling together of the administration, faculty, and students to save the college. The hiring of a new administrative director and the acquisition of a permanent building brought renewed enthusiasm and cohesiveness among the faculty and students. Aggressive fund-raising efforts enabled AAC to reopen its doors with better equipment, a library, and computers. The deft negotiations skills of AAC's new administrative director are contrasted with his secretive and controlling management style. As further management difficulties prompt another round of faculty and student unrest, the executive committee is called upon to decide how to handle the conflicts between the faculty and the director who had been so pivotal in AAC's turnaround just 2 years earlier.	Organizational Behavior; Conflict Management; Organizational Change; International Management; Nonprofit Management				23
22 / 1 / 2002	Walton Arts Center: Act 2	Todd, John and Donald D. White		The Walton Arts Center is an organization in transition. Its fast growth in its first 5 years of existence has created a need for new leadership, and the Center's first president has been succeeded by his top assistant, Anita Scism. She is faced with issues of leadership style, unstable finances, events programming, and strategic planning. How these issues are resolved will be critical for the future of the organization.	Leadership; Not-for-Profit Organizations; Organizational Growth; Strategic Planning; Financial Analysis				14
22 / 1 / 2002	Bob's Home Repair	Abela, Katherine F.; Ettington, Deborah R.		Bob and Kelly Allen started Bob's Home Repair 18 months ago when Bob lost his job as a skilled tradesman. Although Kelly had work experience in accounting and was completing her MBA degree, they found there was much to learn about starting a small business. Bob enjoyed being his own boss and had stopped looking for another job. He now had more calls than he could handle alone. The Allens were considering how to grow the business, including whether to hire a full-time employee and whether franchising was an option.	Small Business Management; Entrepreneurship; Franchising; Growth Strategy; Consumer Services Marketing; Business Ethics				14

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22 / 1 / 2002	MacMillan Bloedel Versus Greenpeace	Letovsky, Robert; Johnson, Jan		In 1997, a coalition of environmental groups, led by Greenpeace, began a public pressure campaign against the British Columbia forestry industry, led by MacMillan Bloedel, Inc., over clear-cutting logging in the old-growth rainforests of the province. The campaign started with acts of civil disobedience aimed at disrupting logging operations and protests at various locations throughout Europe. The second element of the environmentalists' campaign was an international boycott of all B.C. forest products produced with logs harvested through clear-cutting. As this dispute was unfolding, MacMillan Bloedel faced several other economic and regulatory challenges. In an attempt to arrive at an accommodation with the environmental groups, MB CEO Tom Stephens announced major changes in the company's forestry practices in June 1998. However, as 1998 drew to a close, MB found itself in an almost impossible situation: Environmental groups continued to press for a boycott of old-growth forest products by consumers and corporate buyers in North America and Europe. Meanwhile, due to factors beyond its control, MB was unable to obtain certification by the Forest Stewardship Council (FSC), one of the key demands that environmentalists held out as a condition for ending the boycott.	Business and Society; Sustainable Development; Nongovernmental Organizations; Environmental Issues				22
22 / 2 / 2002	Environmental Management in the Rockies: Entrepreneurship Versus Sustainability	Hudson, Simon		The case begins with the problems of the owner of the Resorts of the Canadian Rockies, Charlie Locke. Locke wants to invest in and upgrade facilities in order to remain competitive. However, environmentalists have succeeded in putting a stop to any expansion plans he has for his ski resorts in Banff National Park. Locke is pursuing legal action against Parks Canada and the heritage minister, Sheila Copps, over a new policy that would cut back ski area operations, cap daily skier capacity, and restrict future expansions in Banff and Jasper National Parks. The case study begins by tracking the origins of the dispute, over 30 years ago, right up to the impending court case between the parties. The key stakeholder in the conflict are the ski operators (and Charlie Locke, in particular), environmentalists, employees and residents, government and regulatory agencies, and skiers. The motivations and aspirations of each of these groups are discussed in turn, supported by quotations from key players in the dispute. The final part of the case returns to Locke and the decisions he has to make.	Environmental Management; Tourism Management; Stakeholder Theory; Conflict Management; Sustainability				14
22 / 2 / 2002	A Key Decision	Meltzer, Steven M.; Melnyk, John		This case describes an ethical dilemma I experienced as president of my fraternity. Ted, a close friend and fraternity brother, suffered from bipolar disorder. He required medication to avoid alternating periods of extreme hyperactivity and severe depression. Shortly after I was elected president of our fraternity, his parents asked me to meet with them. They told me that Ted had stopped taking his medication, that his doctor felt that renewed treatment would only be effective if Ted sought it voluntarily, and that he might have to hit "rock bottom" in order to realize he needed help. His mother asked me to take away Ted's fraternity house key so that he could not use the fraternity as an escape, thus potentially delaying his eventual recovery. I left the meeting agreeing to do what I had been asked, but upon reflection I was unsure of what I could or should do.	Ethics; Stakeholders; Conflicting Responsibilities; Fraternities				7
22 / 2 / 2002	Unocal and the Yadana Gas Pipeline Project	Lawrence, Anne T.; Tolley, Howard Jr.		Unocal, a global energy company based in California, entered into a joint venture with the military government of Burma (Myanmar) to build a natural gas pipeline across that country's southern panhandle. Human rights organizations charged that the government used brute force to clear the pipeline area, relocating villages and terrorizing the civilian population, and forcibly conscripted local people to clear land and build roads for the project. Although Unocal did not engage in these acts directly, the company's critics felt that as the government's business partner, it shared moral responsibility. For its part, Unocal denied that it had done anything wrong and, in fact, argued that the company's presence had benefited Burma and its citizens.	Business Ethics; Business and Society; Human Rights; International Business; Asia				23

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22 / 2 / 2002	Sustainable Harvest International	Naumes, Margaret J.; Kammermeyer, Jill A.		In December 2000, Sustainable Harvest International (SHI) was at a decision-making juncture. SHI is a nonprofit organization that provides communities in four Central American countries with long-term assistance in replacing slash-and-burn farming with environmentally and economically sustainable agriculture. Founder Florence Reed was considering whether the organization should add more countries (possibly even continents) or expand the services offered to the families in the current countries. Despite a limited number of donors, primarily from Flo's personal contacts, funds always seemed to arrive in time. However, Flo's schedule, and that of her field program directors, was already fully occupied between the field, fund-raising, and administration. What recommendation should she make to her board of directors?	Social Entrepreneurship; Strategy/Structure Congruence; Leadership Style; Nonprofit Management; International Expansion; Entrepreneurship; Strategic Management				24
22 / 2 / 2002	Stone Creek Vineyards: 2000	Lopez, Raymond H.; Gilinsky, Armand Jr.		The owners of this rapidly growing premium wine-producing firm have been very successful in selling their products in the domestic market. They have also faced growing challenges in their management of working capital. A recent offer to sell the firm has been received. One of the owners is leaning in that direction, while the other would like to continue current operations. Each alternative action plan must be analyzed, but only one can be implemented.	Working Capital Management; Financial Forecasting; Corporate Valuation				14
22 / 2 / 2002	AmericanGreetings.Com	Benbunan-Fich, Raquel; Gallivan, Michael		While waiting for the approval of Gibson Greetings' acquisition by American Greetings in January 2000, Joseph Mandelbaum, the recently appointed acting CEO of AmericanGreetings.com was strategizing about how to solidify the position of the online subsidiary in the emerging electronic greetings market. He was faced with a dual challenge: (1) what to do with the 20 percent stake in E-Greetings Network held by Gibson Greetings and (2) whether to change their own electronic greetings business model from subscription-based to free.	Strategic Management; IT Innovation; E-Commerce; Mergers and Acquisitions				16
22 / 2 / 2002	Begay Chevrolet	Watkins, Larry; Ozmun, Jon; Stell, Roxanne		A pending management succession leads Harry Begay, the owner of Begay Chevrolet, to seek the help of business consultants. Begay Chevrolet is located in Chinle, Arizona, in the heart of the Navajo Reservation. The consultants are asked to visit the automobile dealership and recommend a successor to Begay. Problems in the business are revealed to the consultants as they conduct a series of interviews with the owner and his management team. Exacerbating the business's operating problems are the reservation's underdeveloped financial infrastructure and the significant impact of the Navajo culture.	Small Business Management; Strategic Management; Succession Management				14
22 / 2 / 2002	Fuddruckers and the Crystal Coast Music Festival	Shafer, Scott M.; McCracken, Shaunta		CRC Management Company, a franchisee of Fuddruckers, has been selected to be the sole food vendor for the Crystal Coast Music Festival. Over the next couple of days, decisions regarding the menu items, order quantities, and prices need to be made final. Complicating these decisions are a number of uncertainties, including the weather, attendance, and the amount of food each attendee will consume.	Computer Simulation; Risk Analysis; Inventory Planning; Optimization				6
22 / 3 / 2002	AllAdvantage.com: An Internet Infomediary	Beal, Brent D.		AllAdvantage.com raised \$130 million in venture capital financing during the dot-com bubble in the late 1990s and planned to go public in July 2000. In March 2000, however, the NASDAQ stock index, which peaked at 5048.62 on March 10, 2000, dropped dramatically, and the bullish market sentiment that had fueled the dot-com mania evaporated. AllAdvantage had pursued a growth-at-any-cost strategy funded by \$130 million in venture capital and the promise of additional funds from its IPO. The shift in market sentiment in early 2000 forced AllAdvantage to withdraw its IPO and to reevaluate its business model. This case focuses on Jim Jorgensen, AllAdvantage founder and CEO, as he attempts to fashion a broad value creating strategy for AllAdvantage that will allow the company to survive the dot-com shakeout.	Strategic Management; Value Creation; Dot-Coms and the New Economy; Entrepreneurship				17

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22 / 3 / 2002	Castlerock Veterinary Clinic	Daniel, Harold Z.; Griffin, Hampton E.; Tarasewich, Peter		Dr. Robert C. McFarland is the founder of a successful rural veterinary clinic and kennel. In the past two years, he has observed his revenues leveling off after experiencing years of double-digit growth. The growth rate for the business in the current year is half what it was just three years ago. Noting an increase in competition in his market, he commissioned a telephone survey to learn how to compete effectively. The survey identified market segments and described the performance of each major competitor within each segment. It also produced perceptual maps showing the relative positioning of the competitors in the market. In light of his current business situation, McFarland needs to use this information to determine if he can make the business more competitive in its market and, if so, develop the appropriate strategy and tactics to achieve that goal.	Strategic Management; Marketing Management; Marketing Relationships; Small Business; Information Systems				16
22 / 3 / 2002	Vector Vending	Watkins, Larry E.; Black, John V. Jr.		The engagement partner of a major accounting and consulting firm addresses the conflicting desires of a client's company's CFO and the accounting standards of the SEC and the FASB in relation to a contentious corporate acquisition. Because the CFO and the partner are in disagreement on some of the reporting issues related to the acquisition and the SEC filings, students are asked to research these accounting issues. Students must also consider goodwill as a theoretical construct and the international transfer of foreign currency. An opportunity to discuss the independence of the accounting and consulting firm in relation to the client is also presented.	Mergers and Acquisitions; Holding Gain on Investments; Conversion of Debt to Equity; Reporting EBITDA				5
22 / 3 / 2002	Business Creation in the Developing World: A Haitian Bakery	Tellis, Winston		Initially drawn by a desire to provide assistance to the people of Haiti, a Jesuit university in the United States sent a fact-finding team to the country in 1997. A relationship developed between the university and the people of Fondwa, a village several hours from Port-au-Prince with a progressive peasant organization- Assosasyon Paysan Fondwa (APF). The leader of APF asked two professors from the university to help them start a bakery in the remote village (Fondwa). The idea evolved into a business plan written by students in an MBA course. In its largest single venture, Fonkoze, a microfinance institution in Port-au-Prince, Haiti, bought a building near Fondwa and loaned \$68,000H to APF to construct the oven and fund start-up capital for the bakery. The bakery now bakes thousands of loaves per month and is well on its way to paying off the loan.					9
22 / 3 / 2002	Pacific Cataract and Laser Institute: Competing in the LASIK Eye Surgery Market	Lawrence, John J.; Morris, Linda J.		Pacific Cataract and Laser Institute (PCLI) was a privately held company that provided a range of eye surgeries at clinics throughout the Pacific Northwest. PCLI strategy was based on providing the highest quality care and showing compassionated concern for its patients. The case focuses on PCLI's position in the growing market for LASIK surgery-an elective surgery that uses laser technology to correct nearsightedness. Because the surgery was an elective procedure, most medical insurance plans only covered a small portion of the cost. As such, the market was somewhat price sensitive, and PCLI faced increasingly stiff competition from lower-priced LASIK surgery centers in Canada. The case requires students to evaluate the competitive environment that PCLI is facing, to evaluate PCLI's current strategy, and to recommend any changes that should be made to better position the organization to succeed in the face of the increasing price competition in this market.	Marketing Management; Strategic Services; Services Marketing				14
22 / 3 / 2002	LASIK Eye Surgery: A Consumer's Dilemma	Morris, Linda J.; Lawrence, John L.		After years of wearing contact lenses and glasses, Linda is considering LASIK eye surgery. Her friend, Carla, is having the surgery performed in Canada because it is considered elective surgery in the United States and is not covered by medical insurance. The Canadian-based clinics are substantially less expensive than U.S.-based clinics and have been performing the surgery longer than in the United States. Linda's high-involvement consumer decision focuses on two issues: (1) Should she have surgery? (2) Where should she have surgery? To answer these questions, Linda obtains information from several reliable sources before making her final decision. The consumer service scripts can uncover where the service process costs differ and where the degree of customer personalization enhances the perception of a high-quality service. The challenge is to determine how these nonprice issues guide the consumer decision process for this elective surgery.	Consumer Behavior; Services Marketing; Services Operations Management				13

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22 / 3 / 2002	Conoco's Decision: The First Annual President's Award for Business Ethics	Hamilton, J. Brooke III; Smith, Mark; Scheck, Steve L.		Conoco was a large, vertically integrated, global energy company committed to using its ethical culture as a strategic asset. To emphasize this commitment to business ethics as a core value, Conoco's president, Archie Dunham, established the Annual President's Award for Business Ethics. After reviewing the award criteria and process, the reader is invited to join the award team's discussion of five individuals and groups nominated for the first award. These employees faced a variety of ethical challenges in different company divisions- domestic, foreign, and joint venture, exploration, production, refining, and retail. The reader can consider the purpose and effectiveness of the award, question how extraordinary behavior should be defined, discuss organizational structures that block ethical actions, evaluate the corporation's emphasis on ethics as a competitive advantage, and compare recommendations with the team on who should receive the award.	Business Ethics; Business Policy; Human Resources; Organizational Behavior				17
22 / 3 / 2002	I'm from the Government -- And I'm Here to Help You	Borden, Karl; Cooper, Jim		Jay and Leigh Carlos own and operate East Hampshire Homes, a small chain of homes for the mentally retarded. In this case, they are suddenly confronted by an inspector from OSHA who "aggressively" interprets government regulations to require East Hampshire to implement a hepatitis vaccination program that does not in fact appear to be required by law. Jay Carlos consults with state department bureaucrats, his attorney, and colleagues in the industry and must determine the best strategy to pursue. In doing so, he must consider the conflicting agendas of each of the major players and the role of his business in society.	Strategic Management; Strategy Versus Tactics; Business Ethics; Business Law				7
22 / 4 / 2002	Bogus Basin Recreational Association, Inc.	Lincoln, Douglas J.	Bogus Basin Ski Resort	The Bogus Basin Ski Resort reaches a point in its evolution where a dramatic lowering of the price of early, discount season passes is believed to be the solution to the ski area's growing financial weakness. After several weeks of debate, the ski area's general manager, Mike Shirley, and its board of directors agree that three alternative pricing approaches have the potential for the turnaround. But, there is considerable disagreement about which of the three is best, and one board member suggests that a fourth alternative be considered. Mike must present his recommendation to the board at a soon-to-be-held meeting. Mike initially believed that a \$199 adult pass price was best but must now consider his board's input as well as both secondary and primary research findings to make his recommendations.					25
22 / 4 / 2002	Global Market Opportunity in the Olive Oil Industry: The Case of Baser Food	Sriram, Ven	Baser Food	Altay Ayhan, sales and marketing director of Baser Food, one of Turkey's largest olive oil exporters, had to decide where future growth was going to come from. Although consumers in the domestic market were familiar with the product and had a tradition of consumption, there was stiff competition, and the prolonged economic crisis was forcing consumers to switch to cheaper edible oils. Global markets, such as the United States and Australia, were attractive because olive oil consumption was increasing, partly thanks to the industry's strong promotion of the product's health benefits. However, the costs associated with entering these markets, gaining distribution access, and building the support of retailers and customers was huge. Moreover, for a small company like Baser, the consequences of an incorrect decision could prove to be very expensive. Ayhan first had to determine whether to stay domestic or go global. If he decided to go global, country selection was his next challenge.					15

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22 / 4 / 2002	Challenges Brewing at Breckenridge Brewery	Mullins, John W.	Breckenridge Brewery	Kyle Craig, CEO of Breckenridge Holding Company, the parent of Breckenridge Brewery and principal owner of its brewpubs, was faced with several strategic decisions brought on by the abrupt slowdown in the growth of the craft beer market and by the disappointing performance of his company's brewpubs, only two of which were profitable. Four questions were at the top of his mind: Should Breckenridge Brewery seek to be America's brewpub, as founder Richard Squire had envisioned, or should we re-evaluate the market, the company's strengths and resources, and the increasingly competitive industry and develop a new vision? Should we continue our strategy of dovetailing the wholesaling and brewpub sides of the business? Should one or the other be the primary engine for growth, or should both proceed side-by-side? What competencies and resources can we depend on to survive and grow in our increasingly competitive environment? Finally, what should be the company's geographic focus? Should we continue to aggressively expand our geographic coverage for our beers and brewpubs, or should we be more selective about where our beer is sold and our brewpubs are built?					18
22 / 4 / 2002	Cognex Corporation: Time for a New Vision?	Ramamurti, Ravi	Cognex Corporation	Cognex Corporation, a high-technology company founded by "Dr. Bob" Shillman, has come to dominate globally the niche market for machine vision systems. However, in 2002, the company records its first loss in 14 years as a result of an unprecedented downturn in the semiconductor and electronics sectors. Shillman is confident that Cognex will make it through the short-term difficulties but realizes that to return to past levels of profitability, the company must look for new sources of revenue. He has already begun to invest in such a segment. However, the new segment involves a new type of customer, a different selling model, and profit margins that may be lower than the exceptional ones Cognex has generated in the past. Shillman must return Cognex to profitability in the short term, while positioning it for long-term growth worldwide in the new segment. He must also consider the organizational changes necessary to execute the new strategy.					22
22 / 4 / 2002	The White Knights of Townsville	Ullmann, Arie A.		Henry and Pete, two young entrepreneurs, are seeking to acquire an apparel manufacturing plant from a large conglomerate that is closing facilities across the United States. Written from the perspective of one of the two main characters, the case gives a step-by-step account of the 4-month course of events, especially the negotiations between the two entrepreneurs, corporate executives responsible for unloading the plant, and city officials responsible for economic development. Unlike the company, which is willing to sell the plant to the two entrepreneurs, the city officials seem to have other ideas, which they never fully disclose. The case ends in a surprising development when the two entrepreneurs are told that they are not perceived as credible buyers. As time is running out, the two main actors have to decide whether to abandon their project or to find a way out of the deadlock.					19
22 / 4 / 2002	The Thorn in the Elephant's Side: The Seattle Mennonite Church vs. Freeport-McMoRan Copper & Gold, Inc.	Ortman, David E.		The Seattle Mennonite Church, owners of stock in Freeport McMoRan Copper & Gold, Inc. (FCX), was concerned about FCX's mining operations in Irian Jaya, Indonesia. The company, in partnership with the Indonesian government, operated the world's largest copper and gold mining venture -- the Grasberg mine. The church believed their duty as owners was to ensure that FCX was operated in a socially and environmentally responsible manner. However, complaints of major abuses had been leveled against the company. The church approached FCX regarding their practices but was rebuffed. As a result, the church embarked on a series of shareholder resolutions as a way to influence FCX's behavior. FCX, however, argued they had made considerable progress on the environmental and social issues confronting them. The case ends with the church having to make a decision. Should they continue to be a thorn in the elephant's side or should they sell their FCX stock and invest it in other meaningful social programs?					17

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22 / 4 / 2002	TTI and Warehouse Location: VMI in a Global Market	Lawrence, F. Barry	TTI	TTI, a limited-line, specialty distributor of electronic passive components and connectors was experiencing a rapidly changing market in 1996. Supply chain management (SCM) and its related programs were causing a revolution in electronics distribution. Distributors were being asked to deliver more service related to inventory management and other value-added processing of products. A major issue was the globalization of the industry. As large customers opened facilities around the world, TTI had to decide whether to follow or risk losing customers to suppliers with a local presence. If TTI could not serve a customer at its new locations, it risked losing the entire account. TTI provided a complete vendor-managed relationship for major customers. This threat was particularly severe in the SCM environment because customers were seeking strategic alliances with companies having the ability to serve their needs anywhere in the world. The environment in the electronics field was one where shorter product life cycles were putting increasing pressure on companies to focus on their core competencies. Many firms were deciding to outsource nonstrategic functions like purchasing and some value-added processes. TTI was determined to find a solution that improved customer service and at the same time stay profitable.					12
22 / 4 / 2002	River Bend Trading	Holman, Patricia; Hinthorne, Tom	River Bend Trading	River Bend Trading was a small retail firm located at the Interstate 90 exit to Columbus, Montana. It offered a mix of men and women's clothing lines with a "classy, sporty" look. The owners, Mary Blankenship and Lois Frerck, were equal partners. With annual sales of \$425,000 in 2001, Lois and Mary's concern was cash flow -- paying their bills, making a reasonable living, and increasing the value of the business. One vendor accounted for nearly 50 percent of River Bend Trading's total sales. By January 2002, the business was "flat lining" -- retail's typical near-death experience in the first quarter when sales were slow. Lois and Mary were considering how they might reduce their dependency on their primary vendor. Equally important was the need to improve their relationship with the vendor.					26
23 / 1 / 2003	Heat Saver Distributors Ltd.	Jones, Casey; Melnyk, John	Heat Saver	Heat Savers Distributors Ltd. (HSD) was founded in 1984 as a distributor of ventilation systems and soon expanded into the developing gas fireplace market as well as into the heating and air conditioning markets. The current 3-person management team bought out the founding owner in 1995 and continued to operate HSD solely as a distributor, with no involvement in retailing or manufacturing. By 1998 the hearth industry (fireplaces and related products and services) was undergoing many changes: Manufacturers were consolidating and forward integrating to sell direct to dealers; major firms from related industries were entering by acquisition. At the point of the case, Union Energy, the large retail subsidiary of a major gas utility, has just purchased a significant HSD customer in Winnipeg, Manitoba, Canada, HSD's home base. In the context of all these challenges, HSD principals must determine how to proceed to ensure continued viability for their company.	Industry Change; Value Chain; Distribution; Channel Conflict	Ventilation; Hearth; Heating; Air Conditioning	Strategic Management	Canada	14
23 / 3 / 2003	Ocean Adventures	Suyderhoud, Jack P.	Ocean Adventures	Captain Kimo is the co-owner and operator of Ocean Adventures, which sells parasailing rides to tourists. Because of the physical proximity of the businesses, OA competes literally "head-to-head" with Blue Hawaii Parasailing. In spite of prior efforts to cooperate and in spite of the known benefits of such cooperation, neither party seems to be able to break the cycle of cutthroat price competition. The students are required to evaluate the causes of the price competition and how to resolve it.	Price Competition; Game Theory; Marketing; Business Law	Services	Managerial Economics		8

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23 / 3 / 2003	Big Sky Brewing Company	Shay, Jeffrey P.; Crawford, Tony; Jakobs, Keith	Big Sky Brewing Company	Big Sky Brewing Company (BSBC) initially produced and sold its microbrews in kegs throughout the Northwestern United States region. High demand for its keg beer led the company to enter the bottled beer market through a contract-brewing arrangement with Portland Brewing Company. Within a very short time, BSBC realized that demand for its bottled beers would soon exceed the capacity available at Portland Brewing Company. Deciding that the company needed to bring bottling activities in-house, BSBC applied for a special government loan to build its own bottling facility. The investment-banking firm assisting the company in the process, Montana Business Capital Corporation (MBCC), informs them that the loan application was not approved. Tom Swenson, president of MBCC, tells two of the founders that they have 3 days to reanalyze the proposed expansion project and develop more convincing arguments regarding why the project makes both strategic and financial sense.	Small Business/Entrepreneurship; Strategy; Finance	Manufacturing/Food	Entrepreneurship; Small Business	United States	21
23 / 3 / 2003	Critter Campus	Habeger, Robin; Palan, Kay M.		Toni and Jill, two sisters in their late 20s, want to have their own business and are considering the feasibility of starting a new pet boarding and service facility. Although neither Toni nor Jill had direct experience in the boarding kennel industry, both sisters had been involved in caring for a wide variety of animals, training and showing horses and dogs, and actively participating in search and rescue canine teams. In addition, Toni had an MBA and Jill had retail experience. But they both know that just wanting to have a boarding kennel is not enough. They have to evaluate the boarding kennel industry and business, the local market and competition, and the financial costs of starting a new business. Toni and Jill are faced with not only determining the feasibility of starting what they have begun to call "Critter Campus," but also whether or not they can finance their dream.	Entrepreneurship; Small Business Management; Market Opportunity Analysis	Animal Services	Entrepreneurship; Small Business	United States	18
23 / 3 / 2003	MBA Polymers, Inc.	Gilinsky, Armand Jr.; Reilly, Michael S.; Girling, Robert	MBA Polymers, Inc.	In the early morning hours of October 26, 2000, MBA Polymers experienced a major setback after an explosion and fire killed one worker and sent plumes of toxic smoke into the air, forcing Richmond, California, area schools to shut down, businesses to evacuate, and thousands of residents to stay indoors. Richmond residents impacted by the accident were among the poorest in the state of California. MBA Polymers' plant sustained major damage, estimated at over \$2 million. The cofounders, Mike Biddle and Trip Allen, wondered what to do to save their business. They had no respond to stakeholders' needs for information and assess the impact of the explosion and fire on the company's operations, financial health, image, and human resources. Prior to the crisis, MBA Polymers had become the technological leader in the recycling of plastics and been viewed as a "green" company and a good corporate citizen.	Entrepreneurial Ethics; Stakeholder Needs Analysis; Corporate Social Responsibility; Crisis Management; Strategy Implementation	Recycling	Ethics; Social Responsibility	United States	17
23 / 3 / 2003	Research in Motion (RIM)	Athanassakos, George and Spenler, Steve		In early 2000, Royal Dominion Securities Inc. (RDS) was hired to perform a valuation of Research in Motion (RIM), a Waterloo, Ontario, wireless data terminal manufacturer whose market capitalization had increased from \$91 million to \$7.7 billion US in the 27 months since its initial public offering. The firm was concerned about the impact of fluctuating market prices on internal activities such as capital structure and employee compensation policies, as well as on merger and acquisition initiatives. Kirsten Scott, a senior research analyst, had been assigned to anchor the valuation. Kirsten recognized this project as an opportunity for innovation in applying traditional valuation techniques to a firm within an important new growth segment in the North American equity markets. Supported by revenue projections and key forecasting parameters developed by the RDS valuation team, Kirsten's primary role was to establish a discounted cash flow (DCF) model for the value of the firm and eventually the value of the equity. Kirsten realized that to estimate the proper value for the firm's common shares currently outstanding, and have confidence in it, she had to determine an appropriate value for the firm's warrants and employee stock options. In addition, she had to triangulate the DCF valuation of equity by also using other methods.	Cash Flow Projections of a High-Tech Company; Fundamental Equity Valuation; Discounted Cash Flow Model; Employee Stock Options; Discount Rate Estimation; Scenario Analysis	Technology	Ethics; Social Responsibility	Canada	32

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23 / 3 / 2003	Vitessa and the Dot-Com Bubble	Grove, Hugh; Cook, Tom	Vitessa	The students are placed in the role of the chief financial officer (CFO), who must try to save Vitessa from looming bankruptcy by putting together additional financing. First, students assess the reasonableness of the assumptions used for the pro-forma financial statements. Second, students calculate Vitessa's cash burn rate to determine when Vitessa will run out of money without additional financing. Third, students apply business valuation methods to Vitessa's existing equity and debt financing for impacts on possible additional financing alternatives for Vitessa. Finally, students make their financing recommendations to try to save Vitessa from potential bankruptcy of liquidation.	Corporate Financing; Pro-Forma Financial Statements; Cash Burn Rates; Business Valuation Methods		Ethics; Social Responsibility		29
23 / 3 / 2003	Jonathan Langston (A): A Hotel Manager's Career Dilemma	Schlenrich, Udo; Naumes, Margaret J.	Dorset Hotel	Jonathan Langston, manager of a New York City luxury hotel, was approached by Mr. Al Sayed, a Middle Eastern businessman who had recently purchased the Dorset Hotel, a luxury hotel in London. Mr. Al Sayed was unhappy with the way the current management team was running the Dorset and offered Jonathan a position to head up its redevelopment and management. Jonathan declined Mr. Al Sayed's offer but agreed to give Mr. Al Sayed his advice. Jonathan made two trips, to evaluate the hotel's situation and meet with the architects and interior designer. A few weeks later, Mr. Al Sayed again asked Jonathan to take over the London hotel. The case ends with the issues of what would be needed, both personally and professionally, for Jonathan to be willing to take on and turn around this troubled hotel, as assignment not without risk.	Personal Career Development; Negotiating Conditions for Organization's Success; Negotiating a Personal Employment Contract; Cross-Cultural and Image Issues	Hotels	Strategic Management		6
23 / 3 / 2003	Jonathan Langston (B): Relaunch of the Dorset Hotel	Schlenrich, Udo; Naumes, Margaret J.	Dorset Hotel	Jonathan Langston gives 1 month's notice at his old job as manager of a luxury hotel in New York and begins to prepare for his new job to redevelop and manage the Dorset Hotel in London. The first day on his new job, Jonathan in confronted with a multitude of incidents that require his evaluation and response. During the first week, he meets with the hotel's staff formally and informally, holds one-on-one sessions with the executive staff, and meets with the hotel's union representatives. The problems do not always arrive in neat little packages, and Johnathan must decide how to prioritize. He is also challenged to be creative in the formulation of his turnaround strategy in order to return the hotel to its former rank as one of the best in Europe. Jonathan must present his strategy to the board at the conclusion of his first month on the job.	Managing a Job Transition; Strategic Management; Problem Identification; Strategy Formulation; Organizational Change; Redesign of Service System; Turnaround Strategy	Hotels	Strategic Management		17
23 / 4 / 2003	Syndet and Peggy Thomas	Legge, John M.		By 2001, Peggy Thomas had become, without any formal plan, the owner and manager of a small factory making superior "syndet" personal cleansing bars for supplies to the Australian pharmacy (drugstore) trade. Her product, though expensive compared to soap bars, was both more attractive and less expensive to produce than the products of her direct competitors, a result of her unique combination of artistic flair and chemical and manufacturing skill. Her friend David urged her to support his proposed venture to launch a supermarket version of her product. Peggy, aware of the difficulty of establishing a new brand in consumer markets as well as the pressures such a move might place on her, hesitated. Peggy was concerned that precipitate growth might damage her business; in spite of her affection and admiration for David, she feared that his venture might be more difficult than he thought.	Entrepreneurship; Entrepreneurial Motivation and Capacity; Marketing; "Better Mousetrap"		Entrepreneurship; Marketing		16
23 / 4 / 2003	The Globalization of Beringer Blass Wine Estates	Gilinsky, Armand Jr.; Castaldi, Richard; Lopez, Raymond H.		In 2000, Australia's Foster's Brewing acquired 125-year-old California's Beringer Wine Estates for \$1.5 billion and subsequently merged it with Mildara Blass in April 2001. Wine grew steadily to a current 40 percent of Foster's profits. Beringer Blass sought to create new centers of excellence by segmenting its wine businesses into Trade, Services, and Clubs divisions. However, Beringer Blass remained behind other industry giants in market share leadership. Increasingly difficult trading conditions and imbalances of grape supply and demand impacted the wine business in 2002, alongside accelerating worldwide consolidation, slowing growth, and market maturation in the premium wine industry. In light of these conditions, Beringer's managing director needed to decide whether to pursue internal growth via brand development or external growth via acquisitions in order to reach his objective of becoming the first global wine business.	Strategic Management; Globalization; Portfolio Diversification; Centers of Excellence		Strategic Management	Global; Australia; California	30

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23 / 4 / 2003	Ted Shade: Management Turbulence at Mega Microsystems, Inc.	Armandi, Barry; Oppedisano, Jeannette; Sherman, Herbert		This case deals with the difficulties surrounding what is perceived by co-workers, subordinates, and superiors as a problem long-term employee, Ted Shade. Shade, the Senior Director for Supplier Management, describes himself as a very hard working individual, quite devoted to the firm. His subordinates describe him as technically competent but burned out and unprofessional. Because of Shade's tenure in the firm and the critical management needs in high tech fields, his manager, David Ming, Senior Vice President of Operations, is trying to decide what to do with Shade. Ming appreciates Shade's hard work, loyalty to the firm, and willingness to work with a management consultant to change his supervisory style. However, the negative feedback that Ming has received about Shade from his subordinates and line workers creates the present problem. Other mitigating factors entering into the situation include the sudden resignation of Chuck Richards, Vice-President for Manufacturing, the relatively high stress level of the high tech work environment, and the level of employee turnover rate in Shade's division.	Emotions and Stress; Work Related Attitudes; Group Dynamics; Employee Relations; Organizational Climate; Employee Turnover		Organizational Behavior; Human Resource Management		23
24 / 1 / 2004	Simple Mistake or Crisis?: A University Newspaper Meets the Committee for Open Debate on the Holocaust (CODOH) (A)	Hendry, Jamie R.; Van Emburgh, Peter		This three-part case provides students with an opportunity to put themselves in the shoes of the managers of a university student newspaper faced with a crisis situation. The newspaper has recently adopted the latest digital publication technology, and the editors are still in the process of refining publication procedures. In the midst of this effort, an advertisement submitted by the Committee for Open Debate on the Holocaust (CODOH; www.codoh.com), challenging the authenticity of the Holocaust, slips by the editors and appears in the November 1 issue. By the time the ad is discovered, 5,000 issues of The Speaker are already on newsstands around campus. Not only are university students and faculty upset at the advertisement's appearance, but word even gets out to the surrounding community, spurring a local rabbi to contact the newspaper's advisor. Coeditors-in-chief Paul Nelson and Hannah Logan work with advisor Jerry Francisco to handle the situation.	Crisis Management; Social Issues; Stakeholder Management; Communications; Public Relations	Communications	Crisis Management		6
24 / 1 / 2004	Simple Mistake or Crisis?: A University Newspaper Meets the Committee for Open Debate on the Holocaust (CODOH) (B)	Hendry, Jamie R.; Van Emburgh, Peter		Refer to the (A) case for the abstract.			Crisis Management		7
24 / 1 / 2004	Simple Mistake or Crisis?: A University Newspaper Meets the Committee for Open Debate on the Holocaust (CODOH) (C)	Hendry, Jamie R.; Van Emburgh, Peter		Refer to the (A) case for the abstract.			Crisis Management		5
24 / 1 / 2004	Raising Williams, Arizona: Al's Railroad Museum	Savage, Kathryn S.	Al's Railroad Museum	Williams, Arizona is an economically troubled small town in northern Arizona, located 59 miles south of the Grand Canyon. Much of the economic activity in the community is directly or indirectly related to tourism from Grand Canyon visitors. As a civic-minded local historian and entrepreneur, Al Richmond saw both the problems and opportunities facing the community. Al believed that a museum that featured railroads and their history would compliment the existing tourist infrastructure. Although the costs were significant, the idea seemed feasible. Al and other backers of the project, including the Williams-Grand Canyon Chamber of Commerce, believed that a 100,000-square-foot railroad museum would not only attract additional visitors to Williams, but that those visitors would also remain in the area for longer periods of time. Al knew his charisma and personal commitment alone would not generate the necessary support to fund the museum. He needed financial information including pro forma financial statements to establish initial cash flows for the project and prove its sustainability over the long run.	Not-for-Profit Analysis; Feasibility Study; Entrepreneurship; Pro Forma Cash Flow Analysis; Scenario Planning; NPV; Sensitivity Analysis	Entertainment/Tourism	Entrepreneurship	United States	14

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24 / 1 / 2004	CONNECT: The Knowledge Network (A)	Winn, Joan		In 1992, Maureen and Kelly quit their jobs to start CONNECT: The Knowledge Network, an information technology consulting company. They focused their business strategy on building a network of consultant "partners" to provide data warehousing and information systems consulting to large companies in the Denver area. In 1998, as companies attempted to expand their workforce in an increasingly tight job market, CONNECT added permanent placement to their temporary-placement services. This new service line required an increase in CONNECT's workforce, and within a year, CONNECT expanded from 8 to 20 employees. The economic downturn of 1999-2000 prompted CONNECT to refocus the business once again, forcing a layoff of some long-time staff as well as it recently hired recruiters. This case chronicles the process that Maureen and Kelly and the entire staff of CONNECT went through in making the difficult downsizing decisions.			Organizational Behavior; Human Resources		11
24 / 1 / 2004	CONNECT: The Knowledge Network (B)	Winn, Joan		Refer to the (A) case for the abstract.			Organizational Behavior; Human Resources		4
24 / 1 / 2004	Managing Sexual Harassment at Coors (A)	Wittmer, Deanna L.; Wittmer, Dennis P.		In the (A) case, the Coors management team had to decide what, if any, disciplinary action was warranted for an employee accused of sexual harassment. A female production manager had become aware of various employee violations of company rules. An investigation was launched, substantiating her concerns. Strong security measures were put into place in response to a written death threat against employees and managers of Coors. Several employees were terminated for theft, time card fraud, and dishonesty. Allegations of sexual harassment resulted in further internal and external investigations, and criminal charges were filed against the alleged harasser. What action should the company take?			Organizational Behavior; Human Resources		14
24 / 1 / 2004	Managing Sexual Harassment at Coors (B)	Wittmer, Deanna L.; Wittmer, Dennis P.		In the (B) case, the management decided to terminate the employee for sexual harassment. Part B follows the aftermath of the decision, including an employee appeal of the termination and subsequent lawsuits filed by both the employee terminated for sexual harassment as well as the alleged victim of the sexual harassment.			Organizational Behavior; Human Resources		6
24 / 1 / 2004	The Clariant Corporation: Marketing Specialty Chemicals	Brooks, Bradley W.; Rudd, David V.	Clariant Corporation	The vice president of operations for the North American arm of a global, specialty chemical company is charged with developing profit improvement strategies for the NAFTA region. Profit improvements via cost reduction and operational efficiencies easily fit the vice president's background and expertise. Improving profits through sales and marketing of products from multiple divisions to existing customers, however, is well outside of his comfort zone. The deadline for action is rapidly approaching, and market uncertainties add urgency and uncertainty to the decision-making process. The vice president, and the students, must decide between several options for capturing cross-divisional sales. Proposed strategies include cross-training, incentive structure changes, information technology, national accounts and ad hoc task forces. The decision hinges on the impact of the strategies on the financials of the business and on nonfinancial criteria including reactions from customers, salespeople, and sales managers.	Sales; Sales Management; Business-to-Business Marketing; Multidivision Marketing; Financial Modeling		Marketing; Sales Management		18
24 / 1 / 2004	Humuss Agendas	Lawrence, John J.		Brothers Alejandro and Domingo Matinez jointly own Humuss, a company that produces agendas, and Tecnographics, a small printing company. Since its founding in 1999, Humuss has grown rapidly to represent more than 25 percent of Tecnographics sales. Humuss has just met all of its delivery commitments for 2002, but because of the highly seasonal demand for agendas, this was only accomplished through extensive use of overtime, subcontracting, and temporary labor. Further, Tecnographics experienced significant difficulty meeting the needs of its other customers during the final quarter of 2002 as a result of the printing work it did for Humuss. Domingo, Humuss's managing director, wants to see Humuss grow, but is concerned about its ability to satisfy demand in the future. He must decide what changes are necessary in order for the company to continue to grow and be successful. In particular, Domingo is considering what the relationship should be between the management of Humuss and Tecnographics and at what point Humuss should expand internationally.			Operations Management		14

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24 / 1 / 2004	Slavic Treasures	Tiemann, Thomas K.; Joiner, Christopher	Slavic Treasures	Two friends from childhood with a part-time business have met unexpected success as American orders for their high-priced, Polish-made Christmas ornaments far surpassed their highest hopes. Now Dave, in the United States, and Glenn, in Poland, have to decide whether to set up their own factory or contract for production. Finances, the importance of design leadership, quality control, and their abilities and strenghts all must be weighed carefully while they are still excited by the reception their designs have received. The Instructor's Manual provides guidance on how to balance both the numerical, financial analysis of the situation and the less numerical, but just as important, issues of design leadership and control of intellectual property.	Strategic Management; Entrepreneurship; Design Leadership; Make or Buy; Core Competencies	Manufacturing	Strategy		14
24 / 2 / 2004	Peet's and the Berkeley Sustainable Coffee Initiative	Osland, Asbjorn; Lawrence, Anne T.	Peet's Coffee	This case focuses on a dilemma facing Peet's, a regional purveyor of specialty coffees and teas based in Emeryville, California. In 2002, the company had to determine how to respond to a municipal ballot initiative called Measure O. If passed by the voters, the initiative would require all cafes and restaurants in the city of Berkeley, California, to sell only coffee brewed from beans produced under sustainable conditions. As a practical matter, this would mean that Peet's would have to restrict its offerings to coffees that had been certified as organic, shade grown, or fair trade. How should the company respond to the voter initiative? More broadly, what responsibility did Peet's have, if any, for the social and environmental conditions under which its coffee beans were grown? Jim Reynolds, Peet's vice president for coffee and tea and a long-time leader in the specialty coffee industry, had to decide what to do next in the context of a growing crisis in the world coffee industry, Peet's own plans for national expansion, and the actions of local activists.	Social and Environmental Responsibility; Public Affairs Management; Small Business	Coffee and Tea Industry	Ethics; Social Responsibility		14
24 / 2 / 2004	Argentina Suites (II): 1996-1998	Hodari, Demian; Hinkin, Timothy	Argentina Suites	Max Sinclair had been the general manager of his father Abraham's hotel, the Argentina Suites, in Buenos Aires, Argentina, for nearly 2 years. Prior to his arrival, the hotel was very poorly managed by several of his cousins, who were more concerned with their own self-interest than operating a profitable business. During his tenure, Max implemented numerous changes, as he believed they were necessary for the hotel to remain profitable in an increasingly competitive environment. At every turn, the family members in his management team resisted most changes and tried to sabotage his plans. Despite their opposition, Max dramatically improved the hotel operation. With rising tensions among the relatives, Max pondered what steps to take next.	Organizational Behavior; Leadership; Organizational Change; Hotel Operations; Family Business	Hotels	Organizational Behavior; Organizational Change		20
24 / 2 / 2004	FOX Relocation Management Corp.	Ingols, Cynthia A.; Brem, Lisa	FOX Relocation Management Corp.	Gretchen Fox, founder and CEO of FOX Relocation Management Corp., a company that specializes in managing the relocation of organizations, has successfully grown her Boston-based business from a 1 to a 40 person firm. Fox's business model and management style were unusual and fit her personal beliefs. For example, Fox disliked hierarchical, structured organizations and kept the lines of responsibility and authority ambiguous between herself and her second in command. As the demands for the company's services expanded and it prepared to grow from 40 to 60 people, Fox's experimentations with organizing principles and compensation approaches have come under pressure. Fox needs to decide: Which of the organizational design and management practices need to change? How should they change? Concomitantly, how does Fox maintain the culture of the company that she has so carefully nurtured and that has brought success to the company?	Organization Design; Change Management; Organization Culture; Innovative HR Practices; Entrepreneurship	Services	Organizational Behavior; Organizational Change		15

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24 / 2 / 2004	SnugAdapt: Organizational Change Initiatives	Ingols, Cynthia A.; Brem, Lisa	SnugAdapt	This disguised case describes actions taken at SnugAdapt, a mid-sized manufacturing firm, to increase quality and to address problems with worker morale. The case is presented in three parts in order to provide multiple decision points and increasing amounts of information about change efforts in the organization. Part A provides a general background on the company and management's desire for change to solve multiple, ill-defined problems. A consultant has been brought in to provide a training session on a quality-based teamwork program, and the decision facing the president and his executive team is how to provide leadership for implementing the program. Part B describes decisions made by the executive team and actions taken to begin implementation. Part C follows the change initiative for 6 months. At the end of this time, the company president is asked by his superior to evaluate success of the program and make additional recommendations for change.	Change Management; Teams; Consulting	Manufacturing	Organizational Behavior; Organizational Change		20
24 / 2 / 2004	The Robert Trent Jones Golf Trail: "Golf's Greatest Road Trip"	Woodilla, Jill; Trefry, Mary	Robert Trent Jones Golf Trail	The case examines the historical development and planned growth strategy of the Robert Trent Jones Golf Trail, an innovative network of 21 world-class public golf courses located across eight sites in the state of Alabama. The Trail was funded, developed, and owned by the Retirement System of Alabama, the state's employee pension plan. The Trail is now a maturing product in a maturing industry. The timing and decision point of the case involve whether or not to proceed with an expansion of the Trail beginning in the 2002 season as part of a larger growth strategy. An additional point of focus is the controversial leadership of Retirement Systems of Alabama CEO, Dr. David Bronner, and the use of state pension plan assets for economic development projects. There are multiple and potentially conflicting stakeholders involved in the growth equation, including pension fund members, local governments and businesses, and citizens of the state.	Strategic Management; Strategic Marketing; Stakeholder Theory; Growth Strategy	Sports	Strategic Management		18
24 / 2 / 2004	Oneida Ltd.: Setting the World's Table, Alone	Underwood, Robert L.; Ayers, Douglas J.	Oneida Ltd.	The board of directors of Oneida Ltd. Was presented with an unsolicited takeover proposal from its chief rival, Libbey Inc. Although many analysts thought that a merger of the two firms could foster significant synergies, and that Libbey's initial offer was reasonable, Oneida Ltd. was resistant. It was already implementing a plan that promised significant operating efficiencies and cost savings. In addition, Oneida Ltd. had a long and proud history of both profitability and independence. Although Oneida Ltd.'s board rejected Libbey's initial offer, Libbey countered with an "enhanced" bid. Oneida's board must now evaluate the new offer and decide whether to accept or reject it.	Strategic Management; Mergers and Acquisitions; Firm Valuation; Corporate Governance; Corporate Social Responsibility		Strategic Management		32
24 / 2 / 2004	The U.S. Cattle Producer: Surviving in a Buyer's Market	Holman, Patricia; Hinthorne, Tom		In July 2003, John and Liz Kelly were evaluating the opportunity to purchase the adjoining Lavelle property, thereby increasing the size of their ranch in the Gray Wolf Mountains of Montana. The decision required careful analysis of the finances, cash flow projections, and market and industry conditions. To make matters more complex, the Kelley's son, Shawn, argued in favor of the purchase, hoping that the larger ranch might support two families and that he could pursue his lifestyle choice. Shawn's parents were supportive but concerned about the future viability of ranching and his lifestyle choice because he had an attractive job offer elsewhere. Moreover, they were uncertain how much his friend Kristy might be influencing his decision. A business school graduate, Shawn had the information he needed to develop a SWOT analysis; evaluate the strategic options, including the acquisition decision; benchmark the properties' financial and productivity data against industry standards; and examine the pros and cons of his lifestyle choice. However, to do these things, he had to complete the pro forma cash flow statements, evaluate the free cash flow potential of the properties, weigh in the appreciation of land values, and assess his proposal to hedge the fall sale of the calves.	Strategic Management; Small Business; Finance; Accounting; Agribusiness		Strategic Management		23

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24 / 2 / 2004	The Merit Pay Program: How Meritorious?	Miller, Thomas R.		Professor Bill Stewart, Marketing Department Head at Union State University, has just learned that he will be able to award merit pay increases to his faculty - for the first time in nearly three years. Although this is certainly good news, he soon finds that he faces challenging problems in reconciling the prescribed guidelines of the university merit pay program with the existing faculty performance appraisal system. The memorandum explaining the pay increase program establishes some constraints on how raises can be awarded but does provide latitude for department chairs' discretion in making their salary recommendations. Professor Stewart now must review faculty performance appraisal data, decide how evaluation data will be used in the process, identify which faculty members are eligible for merit raises, determine what the evaluation period should be, specify the amount of the raises to be awarded, etc. And his recommendations and justification must be submitted tomorrow!	Compensation Administration; Incentive Compensation; Pay Equity; Performance Appraisal; Motivation Theories		Organizational Behavior; Human Resources		6
24 / 2 / 2004	Desert Palms Hotel and Casino	Corsun, David L.; Shedd, Brian; Dalbor, Michael	Desert Palms Hotel and Casino	This case describes the circumstances leading up to a strategic decision faced by Robert Hoffman, the general manager (GM) of the Desert Palms Hotel and Casino. The Desert Palms is fighting for market share in Laughlin, Nevada, which is a declining market. Hoffman has helped turn the Desert Palms' fortunes during his short tenure at the property by instituting changes in work processes and product/service offerings, but primarily through cutting and controlling costs. Hoffman has an opportunity before him to purchase a piece of land contiguous to the Desert Palms. He is contemplating building a water park on this land. However, the final decision is not his alone; Hoffman would need the approval of his bosses at corporate. Michael Sharp, the CEO, and Steve Sodergraf, the senior vice president of operations, would both need to sign off on such a large capital expenditure. Hoffman must present a strong case for why the decision makes sense.	Strategic Management; Stakeholders; Portfolio Planning; Return on Investment	Hotels	Strategic Management		6
24 / 3 / 2004	Circuit Board Corporation	Friar, John H.; Meyer, Marc H.			Entrepreneurship; Family Business; Strategic Management; Technological Competition		Entrepreneurship		12
24 / 3 / 2004	Horizon Products	Sulock, Joseph M.			Valuation; Capital Budgeting; Strategic Management; Entrepreneurial Finance		Finance		9
24 / 3 / 2004	Southwest Airlines: The Blended Winglet Project	Martin, Aaron; Rogers, Daniel A.; Simkins, Betty J.			Capital Budgeting; Cost of Capital; Sensitivity and Scenario Analysis; Interdepartmental Teamwork; Real Options		Finance		11
24 / 3 / 2004	Talisman Energy and Its Sudan Investment	Burton, Brian K.; Globerman, Steven	Talisman Energy	Calgary, Alberta-based Talisman Energy is facing a public-relations nightmare and an ethical dilemma concerning its investment in the Greater Nile Petroleum Operating Company (GNPOC), a joint venture operating in Sudan. Talisman's 25 percent interest in GNPOC is profitable and stands to become more so, as Sudan's vast oil reserves are tapped. However, religious and secular human-rights activists have attacked Talisman's involvement in Sudan as promoting abuses, including forced displacement and slavery, through its indirect financial support of the Sudanese government in its civil war with southern rebels. Talisman argues in favor of a policy of constructive engagement in Sudan. The U.S. government is moving closer to placing sanctions on Talisman that would prevent the firm from raising capital in U.S. capital markets. Talisman executives must decide whether this profitable investment should be kept or whether the ethical and/or public-relations problems make the investment too problematic.	Social Issues; Ethics; Social Responsibility; International Business		Legal and Ethical Issues		18
24 / 3 / 2004	Eli Lilly Meets Joseph Wesbecker	Anderson, S. Catherine; Finley, Robert L.			Legal Environment; Product Liability; Ethics; Litigation Strategy		Legal and Ethical Issues		17

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24 / 3 / 2004	Smit's Company	Subramanian, Ram; Anderson, Caroline M.		Smit's Company is a small, family-owned manufacturer and marketing of roasted and candy-covered nuts. The company sells its products through a retail store, national fund-raising groups, and a catalog distributed throughout the country. The current CEO, who is the great-grandson of the founder, took over the company in 1996. The three distribution channels offer varying prospects for growth. The retail store is successful but hampered by a less than attractive location, while the fund-raising business poses a number of problems such as slow growth and difficulty in retaining customers. The direct marketing (catalog) business appears very attractive in terms of growth and profitability, but the CEO is unsure whether the company has the competency to compete effectively in this segment. Faced with limited resources, the company has to decide which distribution channel to emphasize to achieve its growth objective. More specifically, the CEO has to decide if he should make an offer on one of the two companies available for sale.	Strategic Management; Family Business; Channel Management; Resource-Based View		Marketing		14
24 / 3 / 2004	Turning Around Mid-Atlantic Medical Systems, Inc.	Ellis, R. Jeffrey			Strategic Management; Health Care Administration; Cporporate Entrepreneurship;Management Turnaround; Marketing; Finance; Accounting		Strategic Management		30
24 / 3 / 2004	Heartland Restaurants: A Procurement Dilemma	Saunders, Donald E.			Supply Chain Management; Procurement; Business to Business Marketing; Corporate Ethics		Supply Chain Management		16
24 / 4 / 2004	Carmike Cinemas, Inc.: Industry and Company Perspectives	Taylor, Marilyn							17
24 / 4 / 2004	Post Machinery Company, Inc.	Merenda, Michael J.; Naumes, William							21
24 / 4 / 2004	Bermo, Inc.	Stanford, Melvin J.; Jha, Shailendra							19
24 / 4 / 2004	Dow Corning and the Silicone Breast Plant Implant Controversy	Lawrence, Anne T.							23
24 / 4 / 2004	Majspersk (A), (B), (C)	Petak, Bernd; Filipovic, Nenad; Dimnik, Tony							9
24 / 4 / 2004	Bright Oil Company	Ferner, Jack D.							13
24 / 4 / 2004	Jim Thompson Thai Silk Company	Pitts, Robert A.							16
24 / 4 / 2004	The Greensboro Housing Authority (A)	Brown, Lew G.; Kawashima, William M.; Carlin, Diana H.; Craig, Margaret K.							15
24 / 4 / 2004	Cabriole	Kinnunen, Raymond M.; Molly, James F. Jr.							10
24 / 4 / 2004	Handguns at Wal-Mart	Himstead, Todd E.; Libuser, Andrew; Smith, N. Craig							9
25 / 1 / 2005	A Disservice to Students	Rosenthal, David W.; Smith Brett R.		Bryant Sax had just completed his first semester of teaching as an instructor in the marketing department at Deerfield University. He had received rave reviews, but now he was questioning how to structure his course for the upcoming term. Should he revise his course to include more cases and other active learning elements or keep it as it was? The introductory course, Principles of Marketing, was largely content driven, and the course head, a full professor and recent department Chair, was adamant about content coverage. However, Dan Richardson, an advocate of case teaching, had just suggested that Sax was doing his students"a disservice" by lecturing to them at all!					7

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25 / 1 / 2005	Aegis Analytical Corporation's Strategic Alliances	Olk, Paul; Winn, Joan		Aegis Analytical Corporation was founded in 1995 to provide process manufacturing software and consulting services to pharmaceutical and biotech manufacturers. A start-up, with 35 employees and venture capital backing, Aegis managers turned to strategic alliances to leverage the company's limited resources and enhance its image with potential customers. To help with the marketing of its software program, Aegis formed alliances with Honeywell and Rockwell, large companies that manufactured and sold complementary products to pharmaceutical manufacturing companies. Each alliance was designed to promote Aegis's product as a complement to the much larger partner's software system. While there were incentives in place to encourage Honeywell and Rockwell to promote Aegis's product, after a year neither strategic alliance had resulted in a sale of Aegis's software. The lack of a sale has led top managers to question Aegis's alliance strategy and to decide whether to give each alliance more time to develop, or to restructure or even terminate one or both contracts.					15
25 / 1 / 2005	Bob Knight and Indiana University	Hegarty, W. Harvey; Powers, Joshua B.		Myles Brand, President of Indiana University, faces an enormous dilemma. Days before the NCAA Men's Basketball Tournament, in a CNN/Sports Illustrated story a former player accused Coach Knight of emotional and physical abuse. This was a serious allegation against Knight who had celebrity notoriety. His teams had won three NCAA championships and he had amassed over 700 wins. But he was also known to have an explosive temper, and past incidents of this had reflected poorly on the university. Whatever decision Brand made, various university stakeholders (alumni, donors, faculty, staff, students, and the general public) were likely to be vocal. In his 29-year career at Indiana Knight has developed a large and very loyal fan club. But his critics are growing both in number and visibility.					10
25 / 1 / 2005	EnFi Textiles	Jarosova, Eva; Winn, Joan		EnFi Textiles is a manufacturer of custom made textile products in the Czech Republic. Founded in 1991 by Jitka Entlichova and her husband Milan Fiedler, EnFi manufactured an extensive line of bath and table linens, bedding, draperies, chair covers and display banners for restaurants, conferences, receptions, and hotels. EnFi purchased fabrics from the Czech Republic and abroad, mostly from France, Spain, Italy, India, and Slovakia. In 2004, EnFi had over 1,200 hotel, resort, restaurant, and business customers throughout Bohemia. The Czech Republic had rapidly changed from a controlled economy prior to 1989 to a vibrant international marketplace by the time it entered the European Union in 2004. As competition and costs increased, Jitka had to find innovative ways of motivating her workers and increasing their productivity. As both local and global conditions changed, she repositioned her company, expanding its geographic reach and changing its target market. With tariffs on textile imports set to be lifted in 2005, Jitka again had to decide the direction her company should take.					12
25 / 1 / 2005	KRCB Television and Radio: The Canary in the Coal Mine?	Gilinsky, Armand Jr.; Shern, Teresa M.; Girling, Robert H.		The president and CEO of a non-profit community broadcasting station and her Board of Directors are considering how to cope with how to create a sustainable business model in the face of a hostile political, economic, and competitive environment. She must decide what strategic plan to pursue and how to get the planning process underway.					26
25 / 1 / 2005	Misdeeds at The Red Stallion	Johnson, Mark A.		Don Kirby, owner and general manager of a country/western rock saloon, sat in his office on a Saturday morning and drank a shot of whiskey. He pondered what he was going to do about the Hawkinses who were his friends and employees. Don had hired Jesse Hawkins and later also hired Jesse's wife and son. Over time, as the responsibilities of the three increased, Don began noticing some irregularities at the saloon and a corresponding rise in supply usage and costs. The latter motivated him to intensify his surveillance systems and to more closely monitor the activities of the Hawkins family. Through the process Don discovered that the trio was stealing supplies, time, liquor, giving away free drinks, and skimming money from the cash register. Don had to decide what to do with the three workers. In addition, he realized he had major deficiencies in his management systems and that these would have to be substantially upgraded.					9
25 / 2 / 2005	The New Year's Eve Crisis	Naumes, William; Naumes, Margaret J.							6

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25 / 2 / 2005	The Happy Holidays Memo	Gilinsky, Armand Jr.							12
25 / 2 / 2005	Funding the Volunteer Fire Department	Kincaid, Randall R.							14
25 / 2 / 2005	Girard Winery	Gilinsky, Armand Jr.; Lease, Terry M.							19
25 / 2 / 2005	Grupo Garantia: Globalization, Industry Rivalry, and Conglomerate Diversification in Brazil. Grupo Garantia (A): The Holding Company	Ellis, R. Jeffrey	Grupo Garantia	Grupo Garantia was a spectacularly successful conglomerate group in Brazil, the founder of which was commonly termed "The Midas King" because seemingly all he touched turned to gold. The group comprised four main businesses: Brazil's biggest investment bank; one of Brazil's largest retail chains; one of the world's largest breweries; and a large private equity investment company. The collection of six materials (including a review of the social, political, and macroeconomic development of Brazil) examines the fortunes of each of the businesses and of the corporation during the period of Brazil's globalization. Students must decide how to shape the future of the group's businesses which have been variously boosted and ravaged by global competition. Students can also decide the structure of the Grupo for an economy that was now more stable and more integrated into the world economy. The cases in this collection can be studied as a full set, singly, or in any combination.	Strategic Management; Intenational Business; Corporate Strategy and Structure; Globalization; Business in Transforming Economies		Strategic Management and Business Policy	Brazil	11
25 / 2 / 2005	Grupo Garantia (B): Banco Investimentos Garantia SA: The Investment Bank	Ellis, R. Jeffrey	Grupo Garantia	Please see abstract for: "Grupo Garantia: Globalization, Industry Rivalry, and Conglomerate Diversification in Brazil. Grupo Garantia (A): The Holding Company".	Strategic Management; Intenational Business; Corporate Strategy and Structure; Globalization; Business in Transforming Economies		Strategic Management and Business Policy	Brazil	7
25 / 2 / 2005	Grupo Garantia (C): Lojas Americanas SA: The Retail Chain	Ellis, R. Jeffrey	Grupo Garantia	Please see abstract for: "Grupo Garantia: Globalization, Industry Rivalry, and Conglomerate Diversification in Brazil. Grupo Garantia (A): The Holding Company".	Strategic Management; Intenational Business; Corporate Strategy and Structure; Globalization; Business in Transforming Economies		Strategic Management and Business Policy	Brazil	6
25 / 2 / 2005	Grupo Garantia (D): Cervejaria Brahma SA: Beer Brewing and Marketing	Ellis, R. Jeffrey	Grupo Garantia	Please see abstract for: "Grupo Garantia: Globalization, Industry Rivalry, and Conglomerate Diversification in Brazil. Grupo Garantia (A): The Holding Company".	Strategic Management; Intenational Business; Corporate Strategy and Structure; Globalization; Business in Transforming Economies		Strategic Management and Business Policy	Brazil	8
25 / 2 / 2005	Grupo Garantia (E): GP Investimentos: The Private Investment Company	Ellis, R. Jeffrey	Grupo Garantia	Please see abstract for: "Grupo Garantia: Globalization, Industry Rivalry, and Conglomerate Diversification in Brazil. Grupo Garantia (A): The Holding Company".	Strategic Management; Intenational Business; Corporate Strategy and Structure; Globalization; Business in Transforming Economies		Strategic Management and Business Policy	Brazil	2
25 / 2 / 2005	Grupo Garantia Appendix Review of the Social, Political, and Macroeconomic Development of Brazil	Ellis, R. Jeffrey	Grupo Garantia	Please see abstract for: "Grupo Garantia: Globalization, Industry Rivalry, and Conglomerate Diversification in Brazil. Grupo Garantia (A): The Holding Company".	Strategic Management; Intenational Business; Corporate Strategy and Structure; Globalization; Business in Transforming Economies		Strategic Management and Business Policy	Brazil	13
25 / 3 / 2005	Let's Make Wine: Launching a Pilot Store	Schlenrich, Udo A.; Naumes, Margaret J.; Aliouche, Hachemi		Ann Rosenberg and her partner, Tom, having visited a busy wine making store, felt that they had found a viable business opportunity. Ann felt that the concept could easily be improved. Her own background, as widow of Dunkin' Donuts founder Bill Rosenberg led her to believe that the wine store concept could also be a potential opportunity to develop future franchises. The shops they visited were poorly laid out and not well located. Competitive information indicated that there were many winemaking stores nationwide, all small. Ann developed an improved store design; Tom researched suppliers; and together they formed a partnership and registered their brand. They had identified a potential site for their first store. However, they needed more information and a plan of action before proceeding.	Entrepreneurship; Evaluation of a business concept; Business and financial risk assessment; Business launch strategy		Entrepreneurship		16
25 / 3 / 2005	Premier Data Solutions	Cook, Tom; Grove, Hugh; Burns, Oliver		The Vice President of Business Development must make a recommendation concerning the acquisition of Premier Data Solutions, which would be a downstream integration in a vertical merger. This acquisition recommendation focused on the business valuation of Premier Data Solutions, using free cash flow and various multiples methods. However, the acquiring company was under pressure to make the earnings projections of financial analysts and otherwise favorable deals that caused near-term dilution of earnings might be rejected. Thus, this Vice President had the tasks of benchmarking the potential acquisition, valuing the potential acquisition, and assessing the deal's impact on earnings. The major decision problem was to make a recommendation concerning this potential acquisition and, if positive, to support it with an acquisition price.	Business Valuation; Free Cash Flows; Benchmarking; Earnings Dilution		Business Valuation		20

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25 / 3 / 2005	Summervale Farms: A Financial Analysis, Forecasting, and Valuation Case	Hennessey, Sean M.		In late November 2002, Ray Connolly was discussing a change in farming direction and practice with his financial advisor, Mike McCarville. Ray and his wife Jen owned a 1,600 acre potato farm located near Kensington, Prince Edward Island, Canada. Over the past few months, they had become disenchanted with conventional potato farming practices and were considering making a major life-altering move. They felt they had two options: become organic farmers, and stop using synthetic fertilizers, pesticides, and herbicides to farm, or sell the farm. Could a large-scale producer on PEI convert to organic production and make money? There seemed to be potential, but the new opportunity presented a blend of opportunities and risks. Mike must determine whether this seemingly attractive idea is a viable business opportunity for his friends and long-term clients. Also, were there other options they should consider? Mike must determine the value the farm for all alternatives considered. The deadline for a decision was early January 2003.	Financial Analysis; Financial Forecasting; Valuation; Sustainable Agriculture		Financial Analysis		17
25 / 3 / 2005	The Kansas City Power & Light Merger - Western Resources or UtiliCorp?	Leggio, Karyl B.; Taylor, Marilyn L.		KCPL is pursuing a friendly merger when a third company initiates a hostile takeover. On the table is KCPL's board of directors approved friendly merger with UtiliCorp. Western Resources makes a hostile takeover bid and undertakes an aggressive campaign to persuade KCPL shareholders to vote against the merger with UtiliCorp. UtiliCorp increases its offer, and then Western increases its offer. The case pro-vides students opportunity to assess the advantages and disadvantages of different merger partners for multiple constituencies. Each of the CEOs must make decisions and contingency plans based on their expectations of the other two companies' next moves. The case is structured as a discussion between energy industry regulators speculating about the choices these firms will make. It sets up well as a simulation where student teams take the position of one of the three companies and make decisions to advance their firm's interests.	Strategic Management; Mergers and Acquisitions; Organizational Change; Leadership		Strategic Management		27
25 / 3 / 2005	Rick Dubrow, A-1 Builders, and Pro-Whatcom	Burton, Brian K.		Rick Dubrow, the owner of A-1 Builders of Bellingham, Washington(primarily a remodeling firm), is faced with a decision that potentially brings his personal values and his business into conflict. Long a proponent of sustainable business practices in the construction industry, Dubrow has made a name for himself and his company. But now his long interest in population issues has led to an interest in becoming a public face of a new organization, Pro-Whatcom, that is pursuing what many people see as an anti-growth agenda. Dubrow knows that sustainability in construction was one thing, but limiting growth (and thus the business of construction-related firms) is another entirely. A backlash within the construction community is possible. Yet his personal values agree with those espoused by the organizers of Pro-Whatcom.	Strategic Management; Business Ethics; Environmental Issues; Stakeholder Relations; Personal Values		Strategic Management		9
25 / 3 / 2005	Software Developer's Company and Barry Bycoff's Web Site Security Vision	Ellis, R. Jefferey		Barry Bycoff, Chief Executive Officer, has rescued Software Developer's Company (SDC) from nearly certain disaster only to find that acceptable profitability remains increasingly elusive. A search for new opportunities leads him to visualize an entirely unknown product for individualized security on web sites. Should the members of SDC's board approve Barry's visionary and high risk proposal to acquire Internet Security Corporation as an initial step towards developing this unprecedented product and market? Alternatively, should Barry continue to improve SDC's traditional business of software distribution? The former would require all SDC's resources and more besides for a highly uncertain outcome. The latter would result in more years of marginal profitability.	Strategic Management; Entrepreneurship; Information Technology; New Venture - Acquisition		Strategic Management		21
25 / 4 / 2005	Inequity and Peer Evaluation in an MBA Program	Cawsey, Tupper; Cruikshank, Ruth		Olaf Baman, professor of Organizational Behavior, implemented a peer evaluation system for team projects undertaken by students in their first term of the Menon University MBA program. As he pre-pared for an end of term faculty meeting, Olaf had to decide what in put to provide regarding the peer evaluations done after each team assignment, and what recommendations he should make about modifying student grades based on those evaluations. He also was considering whether and how the peer evaluation system should be modified for next year. Olaf was in a difficult position, not only because the process had generated heated discussion in some student groups, but also because there was mixed support for the approach among faculty team members.	Management Education; Peer Evaluation; Student Evaluation; Integrated Curriculum; Pedagogy		Education		16

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25 / 4 / 2005	KR Audio Electronics	Winn, Joan		This case is about a manufacturer of high-tech audio tubes and amplifiers in the Czech Republic. Having moved to Prague with her husband in 1996 to develop the business, Eunice Kron found herself widowed in 2002, with no knowledge of electronics or audio equipment dealers, and no experience in running a company. Having left all business decisions to her husband, Eunice had conducted her life as a support person, not a decision-maker. Now she was faced with running a company and making decisions on her own. Determined not to let her employees or her customers down, Eunice sold her house and borrowed money to keep the company afloat, despite adverse world events, a sagging economy, and an unreceptive market. As losses mounted, Eunice was not sure how or if she should continue to keep the business afloat. As she prepared for the 2005 International Consumer Electronics Show in Las Vegas, Eunice found herself wondering what direction she or the company should take.	Entrepreneurship; New Venture Development; Succession Planning; International Business		Entrepreneurship		18
25 / 4 / 2005	Yakima Filters: From Waste Tires to Clean Water	Lawrence, Anne T.; Solt, Michael E.; Osland, Asbjorn		Dr. Aslam Mohamed Ali dreamed of launching a new venture-Yakima Filters. A chemical engineer, Dr. Ali had developed a promising technology for manufacturing activated carbon from recycled waste tires. He believed this activated carbon could, in turn, be fabricated into filters for both portable water bottles and water filtration systems for the home. Dr. Ali had applied for patents, assembled a small management team and advisory board, and held preliminary discussions with potential partners and investors. How could he best move forward from prototypes to production?	Entrepreneurship; New Venture Finance; Environmental Issues		Entrepreneurship		12
25 / 4 / 2005	Mad Cows and Sane Minds: Decision-Making at Adonis Meat Company	Sidani, Yusuf M.; Jamali, Dima		Joseph Ramsey is the CEO of Adonis Meat Company, a major meat processing facility operating in Lebanon. His company is expecting a major imported shipment of beef just as the news spread that the government is about to ban all such imports from many European countries because of the fear of mad-cow disease. The decision would cause major losses for Adonis and significant delays in their production schedules. Ramsey suspects that Bakari, another beef importer and distributor, has lobbied for this ban to pressure Adonis to rely on Bakari rather than import meat directly and independently. Ramsey had some contacts within the ministry that he was confident he could mobilize to delay the announcement of such a ban until after the shipment is received. Ramsey reflects on his options and the impact of his decision on various stakeholders.	Business Ethics; Stakeholders; Cultural Forces; Strategic Management		Ethics and Social Responsibility		10
25 / 4 / 2005	Scholarships for Hopi Children: A Marketing Challenge	Donoho, Casey L.; Mohrweis, Lawrence C.		The president and vice president of Flagstaff Christian Scholarship Fund (FCSF) are trying to decide how to spend up to \$20,000 to promote their nonprofit organization. FCSF provides scholarships which directly benefit low income Native American children. The support gives them the opportunity to attend the Hopi Mission School. The organization is attempting to take advantage of a law that allows Arizona taxpayers to designate up to \$625 of their tax liabilities to a scholarship fund. After reviewing past promotional activities the president and vice president have to reach resolution regarding their marketing plans for the end of the year. More contributions are needed to fund scholarships. Which potential donors should they target this year? What message might differentiate the school from others? How should a direct mail brochure and other potential marketing materials be designed? The case provides an intriguing look into the results of a direct mailing program, as well as the challenges managers face in promoting nonprofit organizations.	Marketing Strategy; Nonprofit Organizations; Direct Mailing; Native American		Marketing		12
25 / 4 / 2005	The Palouse Ice Rink Project	Lawrence, John J.		The Palouse Ice Rink was in its fourth season of operating in a temporary, partially enclosed facility. The rink had been built by two all-volunteer nonprofit organizations in the community, the Palouse Ice Rink Association (PIRA) and the Moscow Rotary Club. Recent complaints from residents living near the rink had led the City of Moscow to place significant restrictions on the hours the rink could operate. As a result, demand for ice time far exceeded available capacity and the rink could no longer generate sufficient operating surplus to service its debt. PIRA and the Rotary Club were faced with the need to expand and fully enclose the rink for both political and financial reasons, and had recruited two volunteers to lead this effort. The case puts students in the position of these volunteers as they look to plan for and initiate the project.	Operations Management; Project Management; Nonprofit Management; Project Planning		Operations Management and Production		18

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26 / 1 / 2006	Hershey Foods Company: Board of Directors and Stakeholders Conflict over Sale	Williams, Cynthia Clark		This case primarily explores governance issues from the perspective of the company's largest shareholder, the Hershey Trust Company (HTC). The backdrop of the case is the tension between managers who run the company and the principal shareholders. Approximately 64 percent of companies worldwide have controlling shareholders. Therefore, the goal of the case is to identify the pressures facing both the company and its largest shareholder following a significant change in strategic focus at Hershey Foods Company, and to generate an informed discussion about effectively managing such pressures. Specifically, the case revolves around the decisions facing the CEO of the HTC, as he and his board are under pressure from various stakeholder groups who strongly oppose the plan to sell the Trust's 77 percent stake in Hershey Foods. The case opens as the CEO is about to meet with his board to determine whether to sell the HTC's entire stake in Hershey Foods, the mere mention of which has created a maelstrom of protest from community members, activist groups, local politicians, the attorney general's office, local and national media and employee unions.	Corporate Governance; Stakeholder Theory; Strategic Management		Corporate Governance		9
26 / 1 / 2006	Mile High Tree Farm Company Case	Grove, Hugh; Cook, Tom; Good, Darin		This is a decision-based case written from the point of view of the two owners, John Elton and Mark Martin. John and Mark have been working with an IBG Executive Vice President, Darin Good, who was in charge of the Mile High Tree Farm Company sale process. They had been working together for five years: the first four years as Darin provided free consulting to help the Company owners develop their business and one more year to finalize the potential sale prospects of this Company. Was the Company finally ready for sale or should the owners continue to hold and develop the business? There are various tasks to perform before this key decision can be made.	Earnings Normalization; Business Valuation; Free Cash Flows; Benchmarking		Earnings Normalization		14
26 / 1 / 2006	Sara Lee Corporation	Akinc, Umit; Meredith, Jack; Nelson, Kirk		Kirk Nelson is trying to determine if a new style of girl's clothing for the Wal-Mart account is cannibalizing an existing profitable style of the same product. He has sales data for over three years on the existing style, and a year's data on the new style. However, the data has both high seasonality and upward trend, making it difficult to analyze. In addition, another new style has appeared in the last few months that may also be affecting sales. Finally, if Kirk can model the effects of these style changes in order to make a decision on which styles to keep and which to replace, he wonders if he can use the model for forecasting future sales.	Forecasting; Statistics; Regression; Cannibalization; Retail Marketing		Forecasting		12
26 / 1 / 2006	EMR Innovations	Palan, Kay M.		Eric and Mary Reynolds operated an RV repair shop and were avid RVers. In his spare time, Eric conceived product ideas to address design flaws on existing RVs. One of these ideas, the Lock-Awn anti-billow device, seemed so promising to the Reynolds that they invested \$10,000 of their own money to develop a prototype. They wanted to market this product through a new company, EMR Innovations. Eric and Mary were confident they had a sure winner in the Lock-Awn, but they had no market or financial analyses to verify their belief. To address this need, the Reynolds have to make key decisions related to selecting target markets, positioning strategy, pricing, and distribution channels, and they have to analyze the financial implications of these decisions. The end result, they hope, will be a marketing strategy that will effectively launch the Lock-Awn and EMR Innovations.	Marketing Strategy; Market Segmentation; Positioning Strategy; Pricing; Distribution Channels		Marketing Strategy		12
26 / 1 / 2006	The Box Tree	Corsun, David L.; Young, Cheri A.; Shinnar, Rachel S.		Gila Baruch, who began as the comptroller, became the general manager of the Box Tree restaurant and hotel in New York City shortly thereafter. After managing the operation through the a four year labor strike, the longest in New York restaurant history, Baruch became the owner/operator of the Box Tree in order to save it from sure death. Its liquor license was in peril and ownership had been battling the local union for almost as long as Baruch had worked there. Baruch, who bought the business but not the real estate, settled the strike and was faced with the prospect of integrating returning strikers and the replacement workers who had made it possible for the restaurant to weather the strike. Baruch needed to get everyone on the same page, working to rebuild the operation's reputation and business volume.	Trust Repair; Conflict Resolution; Teams and Teamwork; Labor Strike		Organizational Behavior; Human Resources Management; Labor Relations		9

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26 / 1 / 2006	Total Quality Logistics: Sales Force Management	Rosenthal, David W.		In June 2005, Total Quality Logistics (TQL) management met to discuss the company's sales management practices and organization. They expected to double the size of the sales force in the coming year and wanted to prepare for that growth. TQL provided freight brokerage. Its brokers identified truck shipments or "loads," matched them with carriers (trucks), and coordinated the process to assure pick up and delivery in good condition and on time. TQL currently had 130 salespeople (brokers), but effectively had only one sales manager! Yet even with the fast growth, it had won several awards for their service levels and business practices. TQL managers were considering a spectrum of options. At one extreme they could add a whole new layer of nine sales managers, they could take a middle ground and add a smaller number of general sales managers or specialized function managers, or they could take a "wait and see" approach.	Logistics and Supply Chain; Sales Management; Services Marketing; Business to Business; Brokerage		Sales Management		17
26 / 1 / 2006	PFSweb at the Strategic Tipping Point	Jacobs, Neil W.; Scherpereel, Christopher M.		Faced with slow growth, PFS reached a critical decision point just two years after its Initial Public Offering (IPO) raised \$57 million. Expected to be a growth firm, performance has been affected by a shrunken dot-com market, a depressed economy, and the loss of its largest client. Efforts to reinvigorate marketing and sales have produced mixed results. Clients include major brand name firms that are highly satisfied and the source of good references, but rapid growth remains elusive, operating losses continue, and cash reserves are dwindling. At the decision point in the case, efforts failed to secure capital through a merger. Mark Layton, CEO, must decide whether to "bet the company" on achieving the growth expected by stakeholders or abandoning (or, at least postponing) expectations for rapid growth. Cutting back requires reducing growth capability and terminating some long-term associates and friends. Mark worries about the impact on morale and confidence in his leadership as he ponders the next step.	Strategic Management; Entrepreneurship; Growth versus Retrenchment; Strategic risk; Cash planning; Outsourcing; Downsizing; Stakeholder Impacts; SWOT		Strategic Management		25
26 / 1 / 2006	On the Importance of Case Research	Porter, Michael E.		The North American Case Research Association (NACRA) periodically recognizes faculty members whose sustained work has made a significant contribution to case research and teaching. At an awards luncheon on October 28, 2005, NACRA recognized Professor Michael Porter with its "Distinguished Contributor" award. In accepting this award, Professor Porter spoke about the importance of case research. The following article is an excerpt from that speech. Professor Porter has reviewed this article and authorized its distribution and publication in the Case Research Journal. - Editor, Case Research Journal					3
26 / 1 / 2006	De l'importance de l'etude de cas	Porter, Michael E.		On the Importance of Case Research, French Language Version					4
26 / 1 / 2006	Sobre la importancia de la investigacion de casos practicos	Porter, Michael E.		On the Importance of Case Research, Spanish Language Version					4
26 / 2 / 2006	Simon Salvage Company: A Family-Owned Business	Gurley, Kathleen; Tavakoli, Assad		Martin and Paul Simon, co-owners of Simon Salvage Company, inherited the family business a few years ago. Since their father's death the two brothers have not been able to resolve their roles in the company resulting in a lack of clear leadership. Martin, who has worked in the company his entire career, is frustrated with his inability to get Paul to agree on operational improvements. Martin engaged an MBA team to analyze the business and make recommendations hoping that Paul would be more receptive to an objective opinion. The MBA team identified the lack of integration across the company's three facilities as one of the major problems and recommended improvements in inventory management and production scheduling systems as well as a change in the organizational structure. The MBA team was clear that the root cause of the company's declining profits was the brothers' dysfunctional relationship and recommended several steps the brothers could take to resolve the leadership dilemma. After the team's presentation, Martin ponders the team's recommendations and evaluates their feasibility. Martin and Paul are to meet the next day to make decisions about the future of the company.	Small Business; Transition in Ownership; Leadership; Scrap Metal Industry; Organization Design		Family Owned Business		15

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26 / 2 / 2006	Disparate Treatment at Southwestern State: A Workshop on Research Ethics	Anonymous		When Lily Palmer accepted an endowed chair at Southwestern State University as a distinguished ethics professor, the provost asked her to serve as an "ethics gadfly" for the university, to bring attention to important ethical issues. In her second term on campus Palmer heard from her students serious complaints about the conduct of the professor leading the program. At the end of the year, Palmer informs the provost that her students had complained of sexual misconduct and incompetent leadership by their graduate director. Her articulation of their concerns leads to countercharges that Palmer used her classroom to criticize the graduate program and program director. When Lily Palmer provides candid answers in an investigation of her conduct, she is accused of lying and misrepresenting her classroom conduct. The dean and the provost recommend that Palmer be suspended from her chaired professorship, and ask her to write a letter of apology to the professor her students originally accused of misconduct. At the close of the case, Palmer faces a decision between complying with the disciplinary actions, challenging the charges, or resigning and leaving town in order to avoid a costly battle with the administration.	Higher Education Ethics; Business Ethics; Sexual Harassment; Educational Leadership		Higher Education Ethics		16
26 / 2 / 2006	Freestone Printing (Case A)	Whaley, George L; Bumpus, Minnette A.		Case A describes how managers and other employees of Freestone Printing, an international graphic communications company, responded to an e-mail incident in which an employee circulated an offensive e-mail to other employees at the company's local facility in Los Salinas, California. It begins with an employee bringing the offensive e-mail to the attention of the facility human resources director and concludes with the facility management team (FMT) at odds over the appropriate disciplinary action for the sender of the e-mail. Case B, which is included as an appendix to the Instructor's Manual, follows the aftermath of the disciplinary decision for the Case A e-mail incident. Case B concludes with the facility human resources director contemplating how he should assess the fairness of disciplinary action in three recent employee disciplinary cases, including the Case A e-mail incident, in order to improve the human resources system and to avoid a reoccurrence of similar disciplinary action problems.	Human Resources Management; Employment Law; Principles of Justice; Disciplinary Procedures; Group Dynamics; Line and Staff Relationships; Absenteeism; Termination		Human Resources Management		9
26 / 2 / 2006	Suburban Hotel Development: Choosing a Franchise Brand	O'Neil, John W.		Officials of Gulph Creek Hotels had the opportunity to develop a 130-room hotel in a corporate office park located in suburban Philadelphia. Gulph Creek Hotels was a Philadelphia area based hotel development and management company that already owned and operated five hotels. The hotel industry, like many other contemporary service industries, is a heavily branded industry, in which over 65 percent of hotels are affiliated with chains. Realizing the different advantages and disadvantages of brands, the subject hotel was pro-posed to obtain a franchise from either Hampton Inn, Courtyard by Marriott, or Best Western. As experienced hotel franchisees, Gulph Creek Hotels management knew that a good brand decision should be based on careful assessments on the market, as well as a number of brand characteristics including franchise fees, loyalty programs, guest satisfaction, and word-of-mouth communication.	Services Marketing; Marketing Strategy; Brand Management; Hospitality Marketing; Hospitality Real Estate		Services Marketing		18
26 / 2 / 2006	Pinkley's Prospect	Clendenen, Gary W.; O'Neill, John; Clendenen, Jason		Robert Buck owned a small oil-exploration company in Texas in the 1980s, but lost it along with nearly everything he owned when the price of crude oil collapsed in 1986. Now, 20 years and one career later, he had both the opportunity and the financial ability to lease some acreage and drill a shallow, wildcat well looking for crude oil. Should he do it? Costs must be paid upfront, but revenues would only come from oil production during the ensuing 20 to 30 years, that is if there was any oil in the specific location under consideration. Seeking clues about future oil prices, Buck reflected on the (volatile) role of oil in world history and also examined the current debate on peak oil. Peak oil was the concept that world oil production may soon peak and then fall.	Decision Analysis; Capital Budgeting; Entrepreneurship; Natural Resources; Oil		Decision Analysis		15

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26 / 2 / 2006	Funding Philanthropy: Creating a Service NGO for Mothers	Shrinivasa, Veena; Winn, Joan		Feeling the pangs of "maternal isolation" when she stopped working to care for her young children, Karin Marques formulated a concept for a mothers' center that would "provide support to women before, during, and after their maternity leave." Karin hoped to register KlubK2 as a non-governmental (non-profit) organization (NGO), so that she could access funding from foundations or the European Union. Starting her enterprise took longer than she had anticipated, finding donors proved to be more difficult than she imagined, and some members of her team of instructors backed out as the announced start-up date of the center approached. As costs and uncertainty mounted, Karin wondered how all of the pieces would come together by the time she was ready to launch her organization.	Entrepreneurship; New Venture Development; Social Entrepreneurship; International Business		Entrepreneurship		16
26 / 2 / 2006	Petrobras: Its First Child	Silva, Javier J. O.; Zerboni, Fernando; Coppolillo, Esteban; Chehtman, Andres		In 2002, Brazilian-based Petrobras joined the Argentine fuel retail (gas stations) market. The venture faced several challenges. On the one hand, Argentina was undergoing one of the most severe economic and social crises in history. On the other, the local fuel market was dominated by a few players with brands that held significant consumer mindshare over many years. Additionally, employee morale at Eg3, the company acquired by Petrobras to enter the local market, was besieged by uncertainty and disillusionment as a result of a string of mergers and acquisitions and underlying human resource management remoteness. Finally, the company's Brazilian origin could jeopardize its appeal for Argentine consumers, given the cultural and sports-based (soccer) rivalry between these neighboring countries. The case presents this scenario and calls for decisions associated with service branding definition and development for this company across its national borders.	Corporate Branding; Service Branding; Internal Marketing; Marketing Culture; Oil Industry; Latin-American; Emerging Markets		Marketing Strategy		20
26 / 2 / 2006	Petrobras: Seu Primeiro Filho (Portuguese language version)	Silva, Javier J. O.; Zerboni, Fernando; Coppolillo, Esteban; Chehtman, Andres		Portuguese language version of the case "Petrobras: It's First Child".	Corporate Branding; Service Branding; Internal Marketing; Marketing Culture; Oil Industry; Latin-American; Emerging Markets		Marketing Strategy		21
26 / 2 / 2006	Petrobras: Su primer hijo (Spanish language version)	Silva, Javier J. O.; Zerboni, Fernando; Coppolillo, Esteban; Chehtman, Andres		Spanish language version of the case "Petrobras: It's First Child".	Corporate Branding; Service Branding; Internal Marketing; Marketing Culture; Oil Industry; Latin-American; Emerging Markets		Marketing Strategy		21
26 / 3 / 2006	To Market, To Market: An Independent Luxury Hotel's Battle for Position	Schlenrich, Udo A.; Naumes, Margaret J.		Karl Nueser, the long-standing Managing Director and Partner of the Nassauer Hof Hotel in Wiesbaden, Germany, confronts the issues affecting the performance of his luxury independent hotel. At the semi-annual marketing strategy review meeting of his executive team, Karl and the team discussed the challenges of increasing competition and declining occupancy. Key issues include increasing occupancy and brand awareness, becoming more effective against the competition of large established hotel chains, and reaching the global marketplace. The team considered options including franchising, joining additional consortia, converting some rooms to long-term rental apartments, and/or developing special promotional packages. In view of the strong competition from international branded hotel chains and the changes taking place in the external environment, Karl believes that new 'out-of-the-box' thinking is required in order to ensure the viability of their property.	International Marketing; Distribution Channels; Luxury Product & Service Propositions; Strategic Planning; Destination Marketing; Small Business Planning; Brand Decisions; New Product Development		International Marketing		16
26 / 3 / 2006	BPO, Incorporated	Shafer, Scott M.		The Employee Benefit Outsourcing (EBO) unit of BPO, Inc. is experiencing rapid growth as a result of industry trends toward greater outsourcing of business processes. Despite rapid growth in revenues, the EBO unit has not been able to make a profit in part because of problems with its operations. A Six Sigma project has been initiated with the goal of developing a computer simulation model of the Health and Welfare Service Delivery process to help get a better handle on the operational problems. The define-and-measure phases of the Six Sigma project have been completed. Students are to use the data provided to develop their own simulation model, validate it with the benchmark data provided, and then use the model to complete the analyze, improve, and control phases of the Six Sigma project.	Simulation Analysis; Six Sigma; Business Process Management; Service Operations Management		Operations Management		15

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26 / 3 / 2006	Oh Canada Eh?! Dinner Show: Where Do We Go From Here?	Schlenrich, Udo A.; Naumes, William; Naumes, Margaret J.		Ross Robinson and his partners were ready to sign the construction contract for their new dinner theater, Oh Canada Eh?!, when the terrorist attack on September 11, 2001 occurred. The new dinner theater would have the same format as their successful venture in Niagara Falls, Ontario, and would be located in the Canadian Rockies in Canmore, near the popular Banff tourist area. They had announced an opening date of May 10, 2002, and had begun to implement their marketing plans. Construction needed to begin, if they were going to meet the target opening date. However, Ross was concerned that the terrorist attacks would affect the potential of his new venture. Should he go ahead with construction? How could he alleviate some of the risk? He also expressed concerns about the level of his personal involvement in this new venture, as well as the potential for a reasonable return on his investment of both time and money.	Entrepreneurship; Analysis of Business Proposal; Crisis Management; Environmental Scanning; Risk Evaluation; Harvest Strategy		Entrepreneurship		21
26 / 3 / 2006	Espresso Espresso	Bacon, Calvin M.		Todd Sylvester believed the need to feel recognized and loved was part of the human condition. He considered it part of his mission to provide those feelings. In March 2006 Todd opened Espresso Espresso coffee shop across the street from the University of South Alabama in Mobile. The business offered the atmosphere, the employees, and the coffee was just as he had envisioned them. Although Espresso had been in business for just 12 weeks and was operating at a loss, Todd was planning the company's second location. He was optimistic but Todd worried about the other new shops opening in town, particularly Starbucks. Would he be able to live his dream before the competition heats up? When would the business become profitable? Was the company really positioned for success? He was ready to take a closer look.	New Venture Creation; Marketing; Strategic Management; Pro-Forma Statements; Breakeven		Entrepreneurship		23
26 / 3 / 2006	Tyrannical or Terrific? An Employee's Response to a Tom Leader	Young, Cheri A.; Kruke, Jill; Celli,		After obtaining a job at the high-end Palazzo Shoe Store in Las Vegas through her father's connection with the store owner, a recently-hired, young employee, Heather Rosenberg, is disillusioned with her job and the store manager, who she respects yet experiences as tyrannical. She hears stories from other employees regarding the behavior of the manager, and clashes with her often. Nevertheless, Rosenberg likes working at the store, and quickly becomes one of the top sales people. Soon the terrorist attacks on September 11th occur, and she goes four weeks without work. After returning to work with reduced hours, she almost immediately asks for time off because of a family emergency. The manager, frustrated by her request, especially considering Rosenberg had complained she did not have enough shifts and refused to provide details about the emergency, tells her she cannot have time off, and should call back in three hours with having decided whether she wants to change her plans or quit her job.	Leadership; Managing/Influencing Upward; Socialization; Motivation & Extrinsic Rewards; Organizational Culture; Human Resources; Services Management; Interpersonal Communication		Organizational Behavior		9
26 / 3 / 2006	Optical Innovators	Cook, Tom; Grove, Hugh; Schuster, Rod		Optical Innovators Corporation (OI) was a small company that supplied laser optic components to original equipment manufacturers (OEM) in the semiconductor business. It was having trouble competing since these OEM customers now wanted larger, more stable companies as their main suppliers even though OI's laser technology and products were superior to its larger competitors. The two company founders are facing the dilemma of whether to finance OI's growth in order to become a larger, more competitive company or to sell the company. Two potential suitors, both large publicly held companies, have expressed interest in buying OI. There was also one dissident 5 percent minority shareholder who was suing OI for a favorable buyout price. Students are given a challenging business valuation situation with the opportunity to use several (sometimes conflicting) data sets and valuation methods to come up with a business value for a small, high-tech company.	Business Validation; Free Cash Flows; Minority Interest		Finance		20

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26 / 3 / 2006	Clearwater Technologies	Sieloff, Susan; Kinnunen, Raymond M.		The Vice President of Marketing of a small technology firm needs a decision on a price for an upgrade in its line of sales support servers. As the market share leader of a largely captive customer base with high switching costs, he needs to price an upgrade to the current product line without undercutting the existing premium price structure. The vice president determined that the appropriate price must satisfy three specific criteria: the upgrade price must not undercut the existing product line pricing, the price should motivate buyers to purchase the maximum size product at the initial purchase, and the upgrade price should not leave any revenue on the table when buyers decide to buy more capacity. Because the upgrade represents accessing capability already built into the product, actual cost is not as much a factor as it is in more traditional pricing.	Marketing Management; Pricing Strategies; High-tech marketing; B2B Product Management		Marketing Management		6
26 / 3 / 2006	From the Editor - Volume 26: 3-4	Brown, Lew; Editor							1
26 / 4 / 2006	From the Guest Editor: Articles of Note Published in the Case Research Journal	Rosenthal, David W.; Guest Editor							2
26 / 4 / 2006	Discovery, the Creative Way	Towl, Andrew R.							2
26 / 4 / 2006	Discovering the Natural Habitat of Cases	Towl, Andrew R.							9
26 / 4 / 2006	Case Method Teaching	Corey, E. Raymond							15
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26 / 4 / 2006	Educating for Reflection-in-Action	Schon, Donald A.							15
26 / 4 / 2006	Writing a Publishable Case: Some Guidelines	Chrisman, James J.							5
27 / 1 / 2007	Martha Davis: Creating a Learning Environment	Coley, Linda Silver; Rosenthal, David W.		Martha Davis, a new assistant marketing professor, is trying to decide how to improve the performance of her students. It is the third week of her first semester, and her two capstone strategy course sections are performing very differently. One section is vocal, but at a low level of sophistication. One student has openly criticized Davis' classroom style, asking for more freedom in case discussions. Study notes showed vocal students to be poorly prepared, while better-prepared students said little. The second section has performed better, but all the students have been submitting their notes, seeking daily professorial feedback. She had intended this to be a voluntary practice used only occasionally. Davis is particularly concerned about ensuring quality while encouraging the discussion to run freely.	Pedagogy; Teaching and Learning Environments; Setting Behavioral Norms; Classroom Incivility		Pedagogy		9
27 / 1 / 2007	Faculty Strike: Professor Anderson's Dilemma	Waltman, John L.; Ettington, Deborah R.; Tanguay, Denise M.		At Huron Valley University, faculty and students faced the beginning of fall semester with the threat of a faculty strike the second week of classes if the administration and the faculty union could not settle the faculty's contract. Individual faculty members had to decide what they would do in the event of a strike as well as what to tell their classes on the first day. If the strike occurred, would the class be cancelled, or would the instructor cross the picket line to hold the class? Professor Donna Anderson experiences an ethical dilemma as she decides how to balance her conflicting responsibilities to various stakeholders. Two of her faculty colleagues present contrasting perspectives based on their strong pro- and anti-union beliefs as they also prepare for their first day of class.	Individual Ethics; Ethical Decision Making Frameworks; Stakeholder analysis; Labor Relations; Faculty; Higher Education; Non-profit; Female Protagonist		Ethics		9
27 / 1 / 2007	Hewlett-Packard and a Common Supplier Code of Conduct	Lawrence, Anne T.		Should Hewlett-Packard cooperate with other firms in the information technology industry to develop a common code of conduct for suppliers? HP, a leading provider of personal computing, imaging, and printing products, had developed a comprehensive set of labor, environmental, and human rights standards for its suppliers. However, the company remained concerned about its reputational vulnerability and lack of supplier compliance. In 2004, Ken Larson, HP's manager of corporate social responsibility, considered whether the company could best advance its interests through industry collaboration	Supply Chain Management; Corporate Social and Environmental Responsibility; Information Technology Industry				7

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27 / 1 / 2007	Netegrity and the CEO's New Dilemma	Ellis, R. Jeffery		Barry Bycoff founded Netegity which was recognized by the Wall Street Journal as maximizing shareholder value while Forbes ranked the company as one of the best managed in the world. Netegrity's Siteminder, reached its market some two years ahead of rivals which gave the product a 75 percent market share at the time of the case study as well as more than \$100 million dollars in cash above needs in the company's balance sheet. Success brought risks including new competition and shareholders demanding the next big move. Acquiring DataChannel would enable Netegrity to move beyond security for web-sites into the booming field of portal security software - perhaps the next logical step for the company. This would thwart potential raiders eyeing Netegrity's surplus cash and reconcile shareholders looking for continued profitable growth. There were challenging market, technological, and financial risks to consider. In particular, valuing the acquisition was a thorny issue so that an appropriate offer could be made to the owners of DataChannel. Barry's new dilemma was whether to pursue aggressive growth through this acquisition, or settle for conservative management of the company in the face of declining fortunes facing the Information Technology Industry while not exploiting excess cash, a formidable track record and an excellent market position.	Strategic Management; Entrepreneurship; Finance; Information Technology Management; Valuation of High-Risk; Long-Term Investments; Acquisition; Advanced Strategic Marketing		Strategic Management		26
27 / 1 / 2007	Buzz Marketing: Kayem Foods, Inc., Al Fresco Chicken Sausage	Young, Robert F.; Kinnunen, Raymond		Kayem Foods had been experiencing disappointing profit results due to the increasingly competitive food industry and the firm's reliance on private label. Consequently, the company launched Al Fresco in order to develop a branded product in a rather small category, chicken sausage. Due to budget constraints the brand could not afford substantial mass media advertising. The manager, Matt Monkiewicz, decided to hire a small firm, BuzzAgents, to conduct a buzz marketing campaign. Monkiewicz had available the sales results of the campaign as well as the buzz agents reports of customer responses to being buzzed. It was clear that sales increased and customers were enthusiastic. However, upon further investigation, it became clear that the cost of the buzz marketing campaign exceeded the immediate returns. Monkiewicz had to decide whether to continue with another buzz campaign or, alternatively, spend the limited marketing budget on more traditional marketing tactics.	Buzz Marketing; Promotion; Marketing Budget Allocation; New Product Marketing		Marketing		12
27 / 1 / 2007	Crane Aerospace: Administrative Processes in the Repair and Overhaul Function	Haug, Peter; Hua, Stella Y.		The Repair and Overhaul (R&O) process at Crane Aerospace has discovered a major problem in meeting a key customer's Turn Around Time (TAT) from receipt of a defective aircraft component unit to delivery of the repaired item back to the customer. The key customer demands that Crane Aerospace complete 90 percent of repair orders within 14 days. However, Crane's R&O process was meeting this performance standard on only 78 percent of the key customer's orders. Mike Tveit, Manager of Contracts and Customer Support, must address the TAT problem in the R&O process, and he is facing a Strategic Deployment Process meeting at which he will have to make a recommendation for solving the problem.	Lean Principles; Administrative Processes; Value Stream Mapping; Capacity Analysis		Operations Management		11
27 / 2 / 2007	Hookah Haven: Securing a First-Mover Advantage	Hinthorne, Tom; Holman, Patricia; Brill, Alexis; Cremer, Kevin; Fix, Troy		Three students proposed to open a hookah smoking lounge in Missoula, Montana. They prepared a business plan for a "bootstrap" start-up requiring \$30,000 of capital. They entered it in the University of Montana's business plan competition. As the competition ended, an investor, Steve Anderson, approached them. He said he would provide the investment capital if a larger facility start-up provided a reasonable return. Two days later, Brian Adams, the prime mover behind the project, met with Steve and they developed the financial assumptions for a facility costing \$520,000. Steve told Brian, "Develop the pro forma financial statements for the larger facility and analyze the business risks." With his team members now committed to other endeavors, Brian must create the pro formas and decide whether to: (1) start small using his own resources, (2) start with a larger facility using Steve's resources, or (3) not pursue the investment. In addition, Brian faces a fundamental ethical issue.	Financial Pro Forms; Small Business Start-up; Economies of Scale; Social Responsibility; Business Ethics		Financial Pro Forms		18

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27 / 2 / 2007	Research In Motion - Entering a New Era	Carayannopoulos, Sofy;		Research In Motion's products were perceived as "the products to beat" in the enterprise market. However, the competitive environment was changing and intensifying. Mobile device technology was converging-smartphones performed the functions of three previously separate devices-cellphones, PDAs, and laptop computers. Due in part to this convergence, RIM's competition was increasing-larger, well-known firms such as Nokia were trying to challenge RIM's dominance in the enterprise market. To increase sales growth, RIM had entered the consumer market by launching two consumer-oriented products, but these products could have an impact on both brand image and competitive response. They also represented a new focus for RIM, as the consumer market had different priorities and interests than the enterprise market. RIM's co-CEO, Jim Balsillie, was considering which market the firm should focus on to ensure sales growth, and whether the organization was well positioned for the future.	Strategic Management; Technology Firms; Resource-Based View of the Firm; Porter's Five Forces		Strategic Management		27
27 / 2 / 2007	Got Milk? Agri-Mark, Inc., and the U.S. Dairy Industry	Kennelly, James J.; Bailey, Sarah		Agri-Mark, Inc., the largest dairy cooperative organization in New England, had a long and proud heritage of successful service to its dairy farmer members. At the end of 2006, however, it faced perhaps the most daunting challenge of its nearly ninety-year existence. Overleveraged, staggering under a heavy load of debt, and compelled to mandate additional equity payments by its already sorely pressed farmers, Agri-Mark was facing a crisis. Crucial strategic decisions could not be delayed, and the top management and board had, of necessity, to move quickly. High on the list of challenges was the question of whether Agri-Mark should, and would, be able to retain its status as an independent cooperative organization. In this case, students are asked to put themselves in the position of Neal Rea, the chairman of the board of directors of Agri-Mark, as he confronts the issue of the appropriate organizational structure for Agri-Mark.	Strategic Management; Organizational Structures; Cooperative Organizations; Crisis Management		Strategic Management		31
27 / 2 / 2007	The Broach Theatre	McGinnis, Sean; Brown, Lew G.		This case focuses on The Broach Theatre, a nonprofit, performing-arts theater located in the historic section of downtown Greensboro, North Carolina. The theater offers plays for both adults and children and operates out of a small 166-seat facility. As the Broach approaches the end of the 2005 season, its eighteenth year, Director Stephen Gee is concerned because his loyal audience is aging and he must do something to attract a younger audience and fight strong competition from another, newer theater located nearby. The Broach has done very little marketing, and Gee realizes it needs a revised marketing strategy.	Marketing Strategy; Nonprofit Marketing; Marketing the Arts		Marketing Strategy		28
27 / 2 / 2007	Balancing Cruise Revenue Sources: The Case of Empress Cruise Lines	Ng, Irene C. L.; Kwortnik, Robert J.		The CEO of Empress Cruise Lines, a new leisure cruise company operating in the competitive southeast Asian cruise market, must decide how to allocate cabin inventory between two main market segments: casino players and leisure holidaymakers. Complicating the decision is the company's tenuous financial position and complex pricing methods and distribution channels for each market segment, as well as different cruise experiences desired by each segment. The CEO (and the student) must grapple with a convoluted market environment while implementing an approach to revenue management that will optimize yields both across and within market segments.	Strategic Marketing; Market Segmentation and Targeting; Revenue Management; Mechanism Design		Marketing Strategy		24
27 / 2 / 2007	An Institutional Review Board's Version of Informed Consent in Case Research: Help or Hindrance?	Rock, Marie		What are the issues surrounding informed consent when there is involvement of the researcher's Institutional Review Board? What are the implications for case researchers as more IRBs exert their control over qualitative research proposals? These and other questions are examined in this methodology paper. The author discusses how IRBs became powerful and provides examples of IRB involvement in qualitative research. The paper describes the frustrating experience of two NACRA researchers with their own IRB. It also reviews the steps taken by various research organizations to proscribe IRB involvement. Finally, the paper proposes steps to help NACRA members address demands by their IRBs.	Research Methodology; Research Policy		Research		16

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27 / 3-4 / 2007	Community Bancshares, Inc.: Uncovering a Fraud	Reed, Marlene M.		The Executive Vice President and the Chief Financial Officer of Community Bank are facing a dilemma. They have uncovered information suggesting the President of the bank has been using resources allocated for the construction of branch banks to build a home in the country. The two executives are considering several options for revealing the suspected fraud. They are dealing with the question of whether they should report the situation to someone inside or outside the bank. They also know that "blowing the whistle" on what they believe to be an illegal activity could have serious consequences for the bank and for them.	Strategic Management; Ethics; Corporate Governance; Fraud		Strategic Management		13
27 / 3-4 / 2007	Emergency Care Group	Palan, Kay M.; Hudson, Paul		Emergency Care Group (ECG) is a regional provider of emergency department physician staffing. ECG has experienced strong growth, in part because it provides several value-added services at no cost to the facilities with which it partners. ECG has also recently developed a documentation system that could be sold as a separate service. ECG enjoys a strong position in the geographic region it serves; some of its growth has come at the expense of weaker competitors. Nevertheless, ECG's growth rate has slowed the last couple of years, and in order to achieve aggressive growth (\$50 million in revenues) in the next few years, ECG needs a well-devised sales and marketing plan. Steve Morgan, an assistant vice-president charged with developing the plan, needs to carefully consider the market opportunity and develop a sales and marketing plan that will successfully pilot the organization through the next few years.	Strategic Marketing; Sales Planning; Market Planning; Health Care		Strategic Marketing		19
27 / 3-4 / 2007	E. A. Davis & Company	Sieloff, Susan F.		Rob Skolnick had a decision to make. His store, E.A. Davis & Company, a 100 year-old department store in Wellesley, Massachusetts, was doing well. He had an opportunity to purchase a retail location and open a second store in Hingham, approximately 30 miles away. The window of opportunity was limited, however, because the owner wanted an answer before the end of July. Skolnick wanted to open the second location with the approval and cooperation of Lilly Pulitzer, one of his major vendors. Lilly Pulitzer had just informed him that it wanted to wait until the end of August to make the decision. In order to take advantage of opportunity to purchase the Hingham location, Skolnick needed to decide whether to go ahead, possibly without a key brand, or let the proposal go.	Retail Strategy; Location Analysis; Vendor Relations		Retail Management		14
27 / 3-4 / 2007	A Sea Change in Staffing at Leapfrog Innovations, Inc.	Levesque, Laurie; Cheng, Andrew S.		Dick Eaton faced a crisis at Leapfrog Innovations, a leadership and training firm. Co-founder, Julia Douglas, and their two full time employees planned to resign within months of each other leaving Dick alone to run the firm. In the 10 years since founding, he worked from a remote office managing larger client accounts and generating creative program ideas. Julia managed operations, staff, client accounts, finances, and was the primary program facilitator. She and the other two employees coordinated all program logistics for clients. The impending turnover meant that Dick, who had the least understanding of day-to-day business and the various jobs employees held, was about to be the remaining employee/owner. The crisis required him to consider the future of the firm, his current role, and reconcile his personal goals and leadership style the various staffing options if Leapfrog were to survive.	Leadership; Job Design; Staffing; Organizational Structure; Small Business Management; Organizational Behavior		Leadership; Organizational Behavior		12
27 / 3-4 / 2007	New Belgium Brewing Company - "We Are About More Than Making Beer"	Sarason, Yolanda		New Belgium Brewing Company has a culture of participative management and environmental stewardship and had been successful since its beginning in 1991. The company had implemented an employee stock option plan, had resources for generous company perks, and had successfully implemented innovative processes toward a sustainable business. The case describes a crisis for New Belgium Brewing Company when it missed financial projections and the management team decided to lay off employees, some of whom have had performance problems and others that were not needed. The company had never laid off employees and the series of events called into question the role of participatory decision making that had been central to the company's culture. The issues surrounding the layoffs quickly escalated, culminating with an emotional company meeting that is described at the outset of the case. The CEO has to decide what she should do following the meeting.	Strategy Implementation; Organizational Change; Managing New Ventures		Strategy Implementation; Organizational Change		10

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27 / 3-4 / 2007	Blueberry Hill Retirement Homes (BBRH)	Mafi, Shirine L.; Huber, Marsha M.; Bowersock, Von K.		BBRH, a provider of continuous care for the elderly, owned and operated nine retirement communities. Its board needed to outline a strategic plan that fulfilled BBRH's mission, satisfied opposing views of influential board members, met the needs of the various stakeholders, and dealt with current and future financial realities. Given the exponential growth of the aging population, the high cost of maintenance of existing communities, construction costs of new campuses, compliance with government regulations, shortage of qualified personnel, and ever-increasing expectations of aging baby boomers, the board had to carefully weigh the costs and benefits of each strategic initiative. The board was in a difficult situation as, like for-profit organizations, BBRH had to compete in the market and plan for financial viability but, unlike for-profit entities, had to do so in the context of its social mission and stewardship.	Not-for-Profit Organizations; Strategy Formulation and Implementation; Financial Analysis; Resource-based Theory		Strategic Management		19
27 / 3-4 / 2007	The Great Minnesota Get Together	Di Novis, Gregory B.		The management team of the Minnesota State Fair learns that the costs of producing the Minnesota fair, the largest twelve-day agricultural fair in North America, are increasing faster than revenue. The recently concluded 2006 fair generated operating revenue of \$32 million, an increase of four percent over the prior year, but operating income declined 34 percent to \$1 million. Over 1.68 million people attended the fair. The state fair is self-sustaining and receives no subsidy from the state. Aging facilities and a slow-growing economy, which can depress consumer spending, are added challenges to producing a world class fair. Management must find ways to generate more revenue to continue to produce an entertaining fair which show-cases Minnesota agriculture, art and industry and is accessible to all Minnesotans.	Strategic Management; Non-profit Management; Organizational Change; Marketing; Pricing		Strategic Management		24
27 / 3-4 / 2007	ChoicePoint, Inc., and the Personal Data Industry	Williams, Cynthia Clark		In November 2005, Derek Smith, CEO of the embattled ChoicePoint, Inc., was facing some tough decisions. The company, the market leader, had become the focal point for legal and ethical attacks on the personal data industry. Major news stories about data security breaches focused on improper use of sensitive data, especially social security numbers, and consumers' privacy rights. Much of the turmoil stemmed from the company's September 2004 data breach involving the sale of personal data to fraudulent parties, allowing the thieves to resell the data from some 160,000 personal records. Smith needed a plan to face the burgeoning issue of how and when ChoicePoint would use social security numbers. Also weighing heavily on his mind was the strategic direction of the firm in an industry that was struggling to legitimize itself following an ever-increasing number of security breaches.	Strategic Management; Ethics; Information Privacy; Personal Data Industry		Strategic Management		16
27 / 3-4 / 2007	Respironics, Incorporated: Take a Deep Breath	Rovenpor, Janet L.; Gilinsky, Armand Jr.		John Micolot, CEO of Respironics, rings the opening bell at the NASDAQ in Times Square to honor the thirtieth anniversary of the company's founding. Micolot has a lot on his mind. Fiscal year 2006 revenues have soared to over \$1 billion for the first time. The company has received awards for its sleep diagnostic tools and flow generators used to treat patients suffering from obstructive sleep apnea. At the same time, Respironics' stock price has been volatile; it has recalled one of its products; and it has been losing its share of the sleep therapy equipment market while its main rival, ResMed, Inc., is showing strong revenue growth. Something must be done. Respironics could continue its strategy of related diversification, use its cash reserves to purchase other medical device companies, or seek to be acquired by a large global healthcare company. Micolot and his top management team consider all the strategic options available to ensure Respironics' continued success.	Strategic Management; Strategic Planning; Product Diversification; Geographic Expansion; Industry/Competitor Analysis; Comparative Financial Analysis; SWOT Analysis		Strategic Management		26

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28 / 1 / 2008	Centurion Media: Doing the Right Thing	Conn, Carolyn; Guess, Aundrea Kay; Hiatt, Jonathan		Richard Bennett was faced with a serious ethical dilemma that would impact his career, family, and co-workers at a time when he was only two years away from retirement. Bennett, a regional vice president in the Cable Division of Centurion Media, believed that a contract executed by the new president of his division, Joseph Fowler, would cause significant financial losses for Bennett's own division and the company. Bennett suspected that Fowler might have a serious conflict of interest, since he owned stock and options in Northpark-the company with which he had negotiated the contract. When Bennett contacted the general counsel and controller in the corporate office of Centurion Media, they suggested he back off. If he chose to protest the contract, he would probably be fired. If he did nothing, Bennett was convinced his own division and the parent company would lose millions in revenues and profits.	Ethics; Ethical Theories; Conflict of Interest		Ethics		12
28 / 1 / 2008	Aquarius Ales: How Much Should the Brew Cost?	White, Susan		Two MBA graduates are considering the purchase of a pub in Austin, Texas. They believe that the owners are asking too much and want to convince them, using finance valuation methods, that their lower offer price is accurate. Using historical information about the firm, the student can prepare common size financial statements, and use these to generate a cash flow statement. Students can calculate weighted average cost of capital using comparable company information and information about the expected debt/equity ratio for the firm. Students also can use comparable company and comparable transaction information contained in the case to value the company using these methods, and compare these answers to their discounted cash flow solution. Students can also make adjustments to the valuation to compensate for Aquarius' small size, relative to the comparable companies, by including an illiquidity discount.	Firm Valuation; Discounted cash flow; Comparable company and transaction valuation; Small firm illiquidity discounts		Strategic Management		12
28 / 1 / 2008	Private Equity Case: Merger Consolidation	Grove, Hugh		This decision-based case was written from the point of view of the ACE General Partner, Aaron Brown, who was in charge of this physical therapy investment opportunity. For the last several months, Aaron had been involved in the "due diligence" process of gathering information about the potential acquisition of the two PT firms. For financial accounting analysis and forecasting assistance, consultants from one of the "Big Four" Certified Public Accounting (CPA) firms had been retained to investigate these two PT firms. Aaron was now reviewing their reports as well as investment banker's prospectus on these two PT firms and financial analysts' reports on this industry. He needed to make a recommendation on this investment opportunity at the upcoming General Partners' investment committee meeting.	Earnings Normalization; Business Valuation; Free Cash Flows; Benchmarking				10
28 / 1 / 2008	J&J Electrical Contractors, Inc.: Remaining Viable in a Highly Competitive Industry	Olukemi, Sawyerr Eke; Abraham, Stanley C.		John and Jean Abernathy, a husband and wife team, owned and operated J&J Electrical Contractors, Inc.(J&J) which performed commercial, industrial, residential, and public electrical-contracting work. By May 2006, the Abernathys had successfully grown J&J from a company of three electricians into one of 54 employees, and took the company to 2005 revenues of \$5.22 million, a 75% growth over revenues of \$2.98 million in 2001. Despite the strong revenue growth, J&J's profits had deteriorated over the past three years. John and Jean faced some important decisions related to the future direction of the company. They needed to find a way to improve operating margins in the near term and grow the business in the long term. John favored greater growth and saw many opportunities that J&J could pursue, while Jean, on the other hand, favored more controlled growth with an emphasis on improving sales and margins, a more conservative approach. With such possibilities, which direction should J&J take? Which option would help it most to get back on the road to profitability?	Strategic Management; Strategic Planning; Strategy Formulation and Implementation; Small Business Management; Family-owned Business; Electrical Contracting Industry		Strategic Management		18

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28 / 1 / 2008	Unauthorized Disclosure: Hewlett-Packard's Secret Surveillance of Directors and Journalists	Lawrence, Anne T.		In 2006, Hewlett-Packard (HP) admitted it had hired outside investigators to spy on members of its board of directors and journalists to uncover the source of several leaks of confidential board deliberations. The investigators used methods, including "pretexting" (using an assumed identity in order to access others' telephone records), which were possibly illegal and almost certainly unethical. This case uses company e-mails, internal reports, meeting minutes, and published memoirs and interviews to present various perspectives on HP's leak investigations, including those of its non-executive chairman, CEO, former CEO, board members, managers, and investigators. What problem was HP attempting to address? Did the company's behavior conform to accepted standards of good corporate governance? Were the investigation's methods ethical? What, if anything, should the company and its chairman, Patricia Dunn, have done differently? How could HP's new CEO, Mark Hurd, best assure effective governance and ethical behavior in the future?	Corporate Governance; Business Ethics				16
28 / 1 & 2 / 2008	Reflexite Corporation: An Employee-Owned Company	Rosenthal, David W.		The Reflexite Corporation made plastic films and other products engineered to focus reflected light. The company had recently shifted their strategy to include new applications in broader markets. In March, 2007, the organization structure and compensation systems that had successfully guided the company to this time were under fire. Michael Foley, Chief Executive Officer of the Reflexite Corporation had to decide whether to proceed with a change in company's employee stock ownership plan. The management and employees had held two rounds of "town meetings" to discuss changes in the allocation formula that determined how much stock employees would receive. Their recommendation was to change to allocate stock based on corporate-wide performance. Previously, the company based allocations on business-unit performance, causing wide variance in the amount of stock employees received. While the non-binding "town meeting" vote favored the change by a wide margin, the Chairman of the Board of Directors was adamant in his opposition. Foley, still in his first year as CEO wondered; the employees had spoken, but when the man who had built the company strongly objected, shouldn't one listen?	Strategy Implementation; Employee Stock Ownership Plans; Compensation; Organizational Change		Strategic Management		19
28 / 3 & 4 / 2008	Syntonix Pharmaceuticals	Kinnunen, Raymond M.; Sieloff, Susan F.; Young, Robert F.		Syntonix Pharmaceuticals, a Boston biopharmaceutical startup company, was seeking additional financing for growth. The company, founded by Drs. Richard and Laurence Blumberg, had developed and patented an improved delivery platform for long-acting biopharmaceuticals and then utilized that technology to develop new therapies to treat chronic diseases. The Transceptorx technology utilized a unique biological pathway to allow efficient delivery of SynFusionO drug therapies. Several companies licensed the technologies in joint development deals to address several different conditions: Hemophilia B, autoimmune disorders, and infertility, as well as for use in enhanced peptide inhalation. The company had used up Angel money and Rounds A and B of venture capital financing and was looking for an additional \$80 - \$100 million for growth. In September 2006, Syntonix was in negotiations with a VC syndicate to gain a 'C' Round of funding. One member of the proposed syndicate, Biogen Idec, indicated interest in buying Syntonix outright. The Blumbergs needed to make a decision about the offer.	Strategic Management; Valuation; New Ventures		Strategic Management		16
28 / 3 & 4 / 2008	Sula Vineyards	Lopez, Raymond H.; Gilinsky Jr., Armand; Shah, Jigar		Rajeev Samant, founder of Sula Vineyards, was a pioneer in the nascent Indian wine industry. After selling off a minority equity stake to private investors in 2005 to raise funds for expansion of his winery, Rajeev in mid 2007 again faced the challenge of deciding whether or not and if so, at what rate to grow Sula to meet forecasted rapid growth in demand for Indian wines. He developed financial projections to present to Sula's board. Rajeev now needed to decide on the appropriate plan to present to his board as well as the anticipated level and sources of funding needed to support this plan. In seeking new funding, Rajeev was mindful of the tradeoffs inherent in new equity financing, which could lead to a further dilution of ownership control, versus new debt financing, which would place additional claims on future cash flows and increase Sula's financial risk.	Strategic Management; Venture Financing; Sales Forecasting; Valuation				24

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28 / 3 & 4 / 2008	The Proposed Merit Pay Program: Should the Winners Take All?	Miller, Thomas R.		Dr. Jeff Foreman, Professor and Chair of the Marketing Department at Carroll State University, faced an opportunity and a problem. He had just left a meeting about the upcoming salary increase program and there was much controversy about its implementation. The good news was that there would be merit pay this year; the bad news was that the department chairs needed to quickly develop their recommendations on how the pay plan would be implemented. Also, the Dean had emphasized that the merit-pay plan should reward the department's top faculty members and that the chairs should consider an "aggressive" approach to recognize their best performers. The Dean believed that this was critical to helping the College retain its most productive, and probably most mobile, faculty members. The proposed plan under consideration would limit merit-pay increases only to the top 20 to 25 percent of the faculty, in sharp contrast to the existing policy that enabled two-thirds of the faculty to receive merit pay. Dr. Foreman must submit his recommendations within 48 hours.	Incentive Compensation; Pay for Performance; Pay Equity; Performance Appraisal				8
28 / 3 & 4 / 2008	Antrix Corporation Limited: A Strategy for the Global Market	Gopinath, C.; Surendra, L.		Antrix is the marketing arm of the Indian government space agency. The company slowly established a track record for technical capability in the manufacture and launch of satellites, apart from supplying remote sensing data from its own satellites, for international clients. Seeing opportunities in the global commercial space industry, the company decided to set market share goals to pursue the segments of satellite manufacturing, satellite services and launch services globally. However, as a government-owned company that relies on a network of other government agencies for its manufacturing and services, it is not clear that the company has either picked its segments and goals carefully, or whether it has the organizational capabilities to deliver on its ambitions. The Managing Director is faced with the challenge of aligning organizational capabilities to take advantage of global opportunities.	Strategic Management; International Business; Global Strategy; Global Space Industry				20
28 / 3 & 4 / 2008	Trome - News for the Base of the Pyramid	D'Andrea, Guillermo; Silva, Javier J.O.; Prado, Maricruz		Empresa Editora El Comercio (EEEC) had launched a new popular newspaper, Trome, for low-income families in Peru. Although several studies had preceded this launch, sales in following months failed to reach expected levels and actually displayed a decreasing trend. Trome embodied the company's effort to expand its news coverage to new population segments that were not served by its other newspaper. Six months after Trome's launch and faced with dropping sales, company managers had met to discuss their options. This case describes management team members' dilemmas at that meeting: "Should the new paper's style and contents be changed? Should Trome focus more on sex and violence-related issues, as its competitors did? Would it be convenient to replace the silverware promotion chosen to support launching? Was the conflict with newspaper salesmen's union adequately managed? Were intended readers' needs truly and fully understood? Should the company re-launch Trome or would it be wiser to just give up on this project?	Low-income Segments; Base/bottom of the Pyramid (BOP); Newspaper Market; Innovation; New Product Launching; Emerging Markets; Latin America (Latam)				28
28 / 3 & 4 / 2008	Bright and Dedicated: What More Do You Want?	Hanks, Sue		Susan Reynolds, a successful auditor with a big-six public accounting firm, was hired as controller in the accounting department of a medium-sized, highly profitable motion picture company. Believing that she had been performing adequately, Susan found herself in a complete state of shock upon receiving her first annual employee evaluation. Although during her evaluation interview, Anita Lockwood, Susan's immediate supervisor, had acknowledged that Susan was a valuable addition to the department, a written review that accompanied the interview indicated that she was severely lacking in the interpersonal skills she needed to experience continued success in her present position as controller. The case ends with a hurt and highly dissatisfied Susan wondering whether she should make an effort to achieve the level of interpersonal skills needed to function effectively in her current managerial position, or to simply seek employment elsewhere.	Organizational Behavior; Human Resources; Employee Selection; Leadership; Performance Reviews		Organizational Behavior, Human Resource Management		12

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28 / 3 & 4 / 2008	Trome - Noticias para la Base de la Piramide (Spanish Version)	D'Andrea, Guillermo; Silva, Javier J.O.; Prado, Maricruz		Empresa Editora El Comercio (EEEC) had launched a new popular newspaper, Trome, for low-income families in Peru. Although several studies had preceded this launch, sales in following months failed to reach expected levels and actually displayed a decreasing trend. Trome embodied the company's effort to expand its news coverage to new population segments that were not served by its other newspaper. Six months after Trome's launch and faced with dropping sales, company managers had met to discuss their options. This case describes management team members' dilemmas at that meeting: "Should the new paper's style and contents be changed? Should Trome focus more on sex and violence-related issues, as its competitors did? Would it be convenient to replace the silverware promotion chosen to support launching? Was the conflict with newspaper salesmen's union adequately managed? Were intended readers' needs truly and fully understood? Should the company re-launch Trome or would it be wiser to just give up on this project?	Low-income Segments; Base/bottom of the Pyramid (BOP); Newspaper Market; Innovation; New Product Launching; Emerging Markets; Latin America (Latam)				28
28 / 3 & 4 / 2008	Trome - Noticias para a Base de Piramide (Portugese Version)	D'Andrea, Guillermo; Silva, Javier J.O.; Prado, Maricruz		Empresa Editora El Comercio (EEEC) had launched a new popular newspaper, Trome, for low-income families in Peru. Although several studies had preceded this launch, sales in following months failed to reach expected levels and actually displayed a decreasing trend. Trome embodied the company's effort to expand its news coverage to new population segments that were not served by its other newspaper. Six months after Trome's launch and faced with dropping sales, company managers had met to discuss their options. This case describes management team members' dilemmas at that meeting: "Should the new paper's style and contents be changed? Should Trome focus more on sex and violence-related issues, as its competitors did? Would it be convenient to replace the silverware promotion chosen to support launching? Was the conflict with newspaper salesmen's union adequately managed? Were intended readers' needs truly and fully understood? Should the company re-launch Trome or would it be wiser to just give up on this project?	Low-income Segments; Base/bottom of the Pyramid (BOP); Newspaper Market; Innovation; New Product Launching; Emerging Markets; Latin America (Latam)				28
29 / 1 & 2 / 2009	The Green Duplex	Lawrence, John J.		Sean and Rachel McFarland had decided to build an environmentally friendly "green" duplex as an investment for their retirement. Sean had been working with a builder on the design, and had recently received an updated cost estimate from the builder that was 35% higher than the original estimate. Sean is trying to figure out what type of return the project will produce compared to equivalent, nongreen investments, how he might reduce the cost of the duplex to improve the return without sacrificing the 'greenness' of the project, and whether or not he should proceed with the project at all. Uncertainty about how much rent the green duplex can generate, ambiguity about which design elements are most important from the standpoint of building green, and the existence of multiple goals for the project all make the decision of what to do more difficult for Sean.	Social Entrepreneurship; Financial Planning; Green Marketing; Real Estate Investment; Multi-objective Decision Making		Entrepreneurship		18
29 / 1 & 2 / 2009	Wildfire Protection: Conflict in the Bitterroot National Forest	Hinthorne, Tom; Holman, Patricia		The case features a dispute between the U.S. Forest Service and con-servation groups over forest management practices on the Bitterroot National Forest in Montana. The conservation groups sued the Forest Service in U.S. District Court and the U.S. Court of Appeals for the Ninth Circuit Court with the Forest Service eventually winning on the issues. However, in August 2008, Dave Bull, the Forest Service Supervisor, was frustrated with the recurrent conflicts that impeded the Forest Service's ability to pursue important forest management projects (e.g., fuel reduction projects to protect people's lives and properties). Dave's staff of 145 people spent 80 percent of its time on data collection and analysis, much of it preparing for anticipated lawsuits, and 20 percent on project implementation. Dave wanted to reverse those numbers, but after fifty years of conflict, he was not sure where to start. He felt he needed a strategy to improve collaboration, but that carried some risks. If he made things worse, he might get an early retirement.	Environmental Disputes; Forest Restoration; Hazardous Fuels Reduction; Litigation; Stockholder Analysis; Collaboration; Sustainability		Strategic Management		16

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29 / 1 & 2 / 2009	East Central Ohio Freight	Rosenthal, David W.		In July of 2007 the management of East Central Ohio Freight (ECOF) met to decide whether to increase the company's efforts in the volume less than truckload (VLT) freight market. While the company's limited experience in the VLT business had been positive to date, expansion would require considerable capital expenditure and expansion of the work force to meet the anticipated demand. Times were difficult in the trucking business and there were no guarantees that the company would be able to generate new business sufficient to support the necessary commitment of resources.	Marketing Strategy; Logistics; Supply Chain; Trucking Industry				12
29 / 1 & 2 / 2009	MTI: Cash Budgeting in Times of a Sharp Business Downturn	Myers, Gerald M.; Young, William W.		Bill Young, president and CEO of MTI was in Victoria, BC at the time of the terrorist attacks on the World Trade Center on September 11, 2001. Bill knew that his market research firm, based in Seattle, Washington, faced numerous challenges in the aftermath of the attacks. The economic turmoil which was certain to follow a national disaster of this magnitude would have a serious impact on the business. This was particularly true since reliable market research depended heavily on consumer confidence and perceptions about the future. Young was unsure how to respond to the challenges he faced as he attempted to develop revised cash projections for F/Y 2001-02 and to determine whether staffing cuts and other cost-saving measures would be needed in order to maintain the financial health of the firm.	Managerial Accounting; Cash Budgeting; Ethical Dilemmas; Spreadsheet Use		Managerial Accounting		25
29 / 1 & 2 / 2009	Responding to a Heated Classroom Discussion: Affirmative Action Example	Ettington, Deborah R.		Professor Jeffrey Moran needs to decide how to respond to the after-math from yesterday's heated discussion of affirmative action in his large undergraduate class, Social Responsibility and Business Ethics. He felt the emotions that erupted provided a "teachable moment" and that the class ended well. However, one African-American student later complained by email that she felt disrespected in the discussion and did not feel that the topic was adequately portrayed. Dissatisfied with waiting for his response to her email, the student called the department chair to complain. The department chair expects Dr. Moran to handle the situation.	Heated Discussion; Hot Moment; Classroom Management; Student Complaint; Discussion Leadership; Faculty Development; Pedagogy; Case Method; Diversity; Affirmative Action; Business Ethics; Classroom Incivility; Controversy; Higher Education; Large Class		Heated Discussion		8
29 / 3 & 4 / 2009	International Royalty Corporation IPO	Cook, Tom; Grove, Hugh		The International Royalty Corporation (IRC) has acquired the rights to a number of mineral royalties and is now planning to finance the acquisition of these rights through an initial public offering (IPO) of common shares. The students must employ a variety of valuation methods (discounted cash flow, market comparables, and precedent transactions) to place a price on the proposed stock issue. The case also includes the use of real options to value the real option associated with one of IRC's key mineral royalties. After calculating the total financing needed for these mineral rights from the IPO and possible additional debt, students must determine how much of the company the founders will have to give up.	Business Valuation; Real Option Valuation; Free Cash Flows; Ownership Dilution		Business Valuation		20
29 / 3 & 4 / 2009	Cooperation for Advancement, Rehabilitation and Education (CARE): Leadership in a Social Sector Organization	Butt, Arif N.; Arif, Humaira; Hemani, Shezeen		In 1988, CARE started as a small voluntary effort that eventually provided education to thousands of poor children who would be on the streets otherwise. Aziz provided leadership while the organization set up six CARE owned schools and adopted twenty schools from the government. Now Aziz is faced with either accepting or rejecting the local government's offer to take over additional one hundred and forty government schools. The choice has left Aziz at crossroads because accepting the offer will accelerate the process of spreading education which is indeed CARE's core mission. However, it will invite greater challenges and complications associated with managing a rapidly growing organization and an expanded network of schools requiring enormous amount of funding and a much larger, motivated and efficient human resource base. Can Aziz provide visionary leadership to a much larger group of people, and can she overcome the challenges of adopting 140 government schools?	Charismatic Leadership; Organizational Development; Social Entrepreneurship; Developing Countries		Leadership and Organizational Behavior		19

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29 / 3 & 4 / 2009	PowerWater Beverages, Inc.	Shay, Jeffrey P.; Crawford, Anthony; Douma, Bambi; Herbold, Joshua		In response to growing U.S. consumer demand for bottled water and, specifically, "pure water", the founders/investors of PowerWater Beverages have successfully negotiated exclusive rights and interest in a trade secret and industrial design to produce and distribute a distilled, oxygenated water. The senior management team has been established, commitments from independent sales representatives have been secured, and contracts have been signed with co-packers, suppliers, and distributors. Five challenges currently exist for the company: 1) determining the appropriate capital needs, 2) calculating pre- and post- money valuation based on those needs, 3) analyzing alternatives on the capital structure and equity positions, 4) assessing the current opportunity, and 5) determining other related opportunities.	Entrepreneurship; Entrepreneurial Finance; Entrepreneurial Strategy; Feasibility; Valuation		Entrepreneurship		24
29 / 3 & 4 / 2009	ABSOLUT in 2004: The Iconic ABSOLUT Vodka Brand Faces Unprecedented Competition	Mooney, Ann C.; Dool, Richard		By 2004, the market share and brand perceptions of ABSOLUT Spirits Company's successful ABSOLUT vodka brand were eroding as a result of increased competition from super-premium and lower priced categories. Management is faced with the challenge of how to respond. A possible move is to launch its own super-premium vodka but management is concerned about the impact it will have on existing products. Other considerations include how to manage the flavored vodka offerings and whether to change its advertising. The advertising campaign, famous for its depictions of the ABSOLUT bottle with clever messages using the ABSOLUT name, had been running for 25 years and was starting to loose its effectiveness in drawing consumers to the brand. A change seems necessary but management needs to be careful in abandoning the campaign that was such a cornerstone of its success.	Strategic Marketing; Brand Management; Competition		Strategic Management		11
29 / 3 & 4 / 2009	SAS: Leadership in Business Intelligence	Hurt, Stephanie; Hurt, Marcus J.		SAS Institute has reached an important stage in its development. Its overseas subsidiaries have been operating as quasi independent companies, fueling their own growth and managing their own marketing, although the core of software R&D is centered in the US. Dr. James Goodnight, founder and CEO, is considering what course of action should be taken to ensure homogeneity at a time when a global identity seems to be crucial in the face of intensifying competition. The nature of the business intelligence industry itself is changing, and this has led SAS to integrate into its well-known culture an increasing number of business and management specialists to broaden its core knowledge base. SAS has also used acquisitions, although sparingly, to increase its knowledge advantage. Goodnight is faced with the three issues: the management of SAS's international subsidiaries, rising industry competition and, as a private company, whether to carry out further acquisitions.	Strategic Management; Industry Dynamics; Organizational Change; Knowledge Management				31
29 / 3 & 4 / 2009	Radio Station WEAA: Leading in a Challenging Situation	Foster, Mary K.		The recently hired Director of News and Public Affairs at WEAA, a public radio station, is a first time manager. She has 30 direct reports, 29 are volunteers. The staff is used to a laissez-faire management approach. One of her staff members, the host of a longstanding, popular show just resigned. Another staff member, host of an equally longstanding and popular show, is fighting her about what is acceptable programming. She is having difficulty getting support from her staff. Programming quality suffers from lack of professional standards and lack of accountability. The station has a history of management turnover and operating losses. The Director and her boss have been hired to turn the organization around and grow it profitably. What should she do to achieve this goal and be successful in her new position?	Change Management; Non-profit; Goal Setting; Psychological Contracts; Management; Organizational Behavior; Span of control		Organizational Behavior		10

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30 / 1 / 2010	KaBloom Explodes on the Scene	Dumas, Colette; Hartstein, David; Kahn, Beverly; Sergenian, Gail; Vega, Gina		David Hartstein founded KaBloom in 1998 with the financial backing and encouragement of his partner, Thomas Stemberg, chairman and CEO of Staples Inc. They wanted to increase flower purchases in the U.S. by changing the way Americans thought about buying flowers, and they sought to encourage U.S. shoppers to buy flowers not only on special occasions but as often as they bought bread and milk. In 1999 Inc Magazine named KaBloom a "Hot Start-Up." However, nearly three years and one recession later, KaBloom failed to live up to its forecast of grossing \$15 million in 2000. KaBloom's early growth came to an end in 2001, with 34 shops. A dozen of the companyowned stores were not performing well, and their failure was eating into the profits of the other 22 stores. Hartstein chose franchising to better connect the stores to their respective neighborhoods and to reduce the high turnover of personnel at the store level, but new problems arose. He had to make a series of operational and structural decisions in 2005 after facing additional business challenges.	Entrepreneurship; Franchising; Strategy		Entrepreneurship		16
30 / 1 / 2010	Century 21 Sussex and Reilly Residential	Martinez, Martha A.		Founded in 2000, Century 21Sussex and Reilly was a dynamic young firm, providing services to developers and commercial and residential clients in Chicago. Its executive management team met several times between April and July 2007 to discuss how to achieve their goals of increasing their market share to 5 percent by 2008 and to 15 percent by 2013. Sean Conlon, founder and partner, Liz Scheffler, majority partner, and Glen Tomlinson, director manager, were concerned that a new breed of Internet-based real estate firms was bringing new competitive pressures to the industry. At the same time, the real estate market was slowing down; in Chicago, the number of transactions had declined by 33 percent between 2005 and 2007. When Sussex and Reilly's Mid-Year Report arrived in July 2007, the total value of the transactions between July 2006 and July 2007 equaled \$1 billion, which was lower than he expected. Conlon wondered if the company needed to change its strategy in order to accomplish its goals.	Strategic Analysis; Introduction to Real Estate; Innovation and/or Technology Management		Strategic Analysis		16
30 / 1 / 2010	Crisis at Binghamton Zoo	Ullmann, Arieh A.		The newly hired director of the fifth oldest U.S. zoo is charged with turning around the park that has been on a downward slope for a number of years. Recently, the zoo lost its accredited status. Much of the new director's success will depend on whether he can convince the larger public that the zoo has a viable future, which is doubted by many but not by the zoo's board who wants to see the zoo re-accredited. The park's resources are limited and the newly appointed director knows that the city and the county are unlikely to come forward with added support. Aside from fixing a dilapidated infrastructure, it is also important to reinvigorate the programs, build new exhibits, and enlarge the animal collection. All of these issues need to be translated into an action plan and budgeted, and at the same time the next season is only a few months away. The most critical issue is to increase funding, without which a turnaround is unlikely. The new director knows that the turnaround has to be accomplished over the next few years; otherwise, the zoo might have to close.	Strategy Formulation; Strategy Implementation; Budgeting; Leadership; Turnaround Management; Small Business		Strategic Management		14
30 / 1 / 2010	The Pub: Survive, Thrive, or Die?	Grandy, Gina; Gunther, Moritz P.; Couturier, Andrew; Goldberg, Ben; MacLeod, Iain; Steeves, Trevor		The Tantramarsh Club, more commonly referred to as The Pub, was Mount Allison University's non-profit club. The Pub had experienced several years of financial difficulties and it was set to move to a new location on campus in a few months. Expenses associated with the move would be financed through a loan by the University. The board had been slow to make several decisions pertaining to the move and it was still unclear if the new Pub would be primarily a dance bar or offer more to consumers in different ways. The Pub's manager, Jonathan "Scooter" Clark, and the board were evaluating the possibility of changing the business model of The Pub for its move to the new location and what this would entail. Scooter had to develop an explicit plan to bring back to the board in four months.	Strategic Management; Financial Sustainability; Non-profits; External Environment; Strategic Options				16
30 / 1 / 2010	Disability Accommodations and Promotions at Bunco	Breward, Katherine		This case highlights the dilemma of Nicholas, an accounting executive, who must decide whether to promote a disabled employee (Paul) to a management role. Paul is a strong performer; however he is frequently required to work at home on a laptop in order to manage the symptoms of Crohn's disease. Nicholas needs to decide whether this presents a barrier to taking on greater degrees of responsibility. He struggles with the legal and ethical implications of his decision. The impact of his decision on the rest of the accounting team is also considered.	Diversity; Disability accomodation; Employment law; Human resource management		Diversity		7

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30 / 1 / 2010	Governance and Talent Management in a Professional Services Firm	Ivanova, Yuliya V.; Winn, Joan		The Academy for Professional Development (APD) was launched in 1993, shortly after Perestroika and the turbulent time of Soviet disintegration. With the support of the Soros Foundation and a local Ministry of Privatization, APD became the most prestigious professional business education and consulting firm in the country. Assembling and training a "team of talents" is always difficult, more so in this case because of the nature of local business practices, the proliferation of professional service firms competing for business and state-director clientele, and the lure of opportunities in more stable environments. As APD gained experience in business education and consulting, different directors implemented new programs and brought different styles of management. As the organization experiences turnover of its professional staff, its founder and chairman of the board is concerned about the role he should take as the organization matures.	International Business; Organizational Behavior; Strategic Management		Human resources Management		14
30 / 2 / 2010	Exiting AmData Software China Ltd.: Sell Now or Later?	Grove, Hugh; Hao, Yuhua; Cook, Tom; Klett, Tomas Casas		The case begins at a 2008 Asian Software Conference in Kuala Lumpur, where one of the AmData Software China Ltd. owners has received an unsolicited offer to buy his company for \$5.5 million. However, this amount was not yet agreed to by both parties and a business valuation analysis would be critical to the key decision of the case: should AmData be sold now or continue to be developed for sale at a later date? Additional aspects of this decision include analyses of the international cost of capital, the Chinese software industry and how to do business in China. Since the AmData owners are considering an initial public offering as an alternative, their financial statements must be restated to International Financial Reporting Standards as now primarily required by China. Since this unsolicited offer came from a Japanese software company that stipulated the deal must be done in U.S. dollars, there are foreign exchange issues. Also, the "walkaway" cash proceeds must be considered to help with this decision.	Strategic Finance; Free Cash Flow; International Cost of Capital; Business Valuation		Strategic Finance		23
30 / 2 / 2010	TechMission: Jesus, Justice, and Technology	Sieloff, Susan F.; Kinnunen, Raymond M.; Young, Robert F.		In early 2009, Andrew Sears, Executive Director of TechMission, a Christian social service not-for-profit, faced a challenge known to many not-for-profit organizations: how to develop a sustainable organization, especially in an economic climate where charitable giving had declined. With limited resources and an expanding portfolio of programs, he had to balance three competing factors within TechMission: staying true to its Christian principles, sustaining its credibility in urban communities, and using technology as the driver for promoting social justice. The challenge was securing funding in a tightening market and then allocating it to the various initiatives. Additionally, it would be necessary to assure that the initiatives had the right programs, people, and funding to move forward. Conlon wondered if the company needed to change its strategy in order to accomplish its goals.	Not-for-profit; Entrepreneurship; Business Strategy; Faith-Based Organizations		Not-For-Profit		25
30 / 2 / 2010	Governance in Times of Crisis (A)	Breward, Michael; Breward, Katherine		Amelie joins the board of a small nonprofit organization (Centre Bienvenu). She envisions applying her extensive sales and customer service experience and newly acquired MBA to move the organization forward. Given the small size of the organization, its apparent financial stability, and the dedication of the executive director, she believes that this will be a relatively easy introduction to the world of corporate governance. She soon discovers that even small organizations can have big problems and, instead of being able to apply her skills to move the Centre Bienvenu forward, she encounters one crisis after another as the board struggles to keep the Centre alive.	Corporate Governance; Nonprofit Management; Human Resources; Management Controls		Corporate Governance		16
30 / 2 / 2010	Governance in Times of Crisis (B)	Breward, Michael; Breward, Katherine		Amelie joins the board of a small nonprofit organization (Centre Bienvenu). She envisions applying her extensive sales and customer service experience and newly acquired MBA to move the organization forward. Given the small size of the organization, its apparent financial stability, and the dedication of the executive director, she believes that this will be a relatively easy introduction to the world of corporate governance. She soon discovers that even small organizations can have big problems and, instead of being able to apply her skills to move the Centre Bienvenu forward, she encounters one crisis after another as the board struggles to keep the Centre alive.	Corporate Governance; Nonprofit Management; Human Resources; Management Controls		Corporate Governance		4

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30 / 2 / 2010	Governance in Times of Crisis (C)	Breward, Michael; Breward, Katherine		Amelie joins the board of a small nonprofit organization (Centre Bienvenu). She envisions applying her extensive sales and customer service experience and newly acquired MBA to move the organization forward. Given the small size of the organization, its apparent financial stability, and the dedication of the executive director, she believes that this will be a relatively easy introduction to the world of corporate governance. She soon discovers that even small organizations can have big problems and, instead of being able to apply her skills to move the Centre Bienvenue forward, she encounters one crisis after another as the board struggles to keep the Centre alive.	Corporate Governance; Nonprofit Management; Human Resources; Management Controls		Corporate Governance		3
30 / 2 / 2010	Food Store of Northern Lakes Cooperative	Foltos, Barry C.; Gaumer, Carol J.; Shah, Amit J.		The general manager (GM) for the Northern Lakes Cooperative (Coop) in Hayward, Wisconsin, has been given ten months to improve the overall performance of the Food Store department in the Co-op. His task is complicated by the entry of a Wal-Mart Superstore into the market some months earlier and by a local opposition group who seek his resignation. The general manager is faced with the challenge of analyzing the organizational performance, then operationalizing and institutionalizing a strategic plan to bring Food Store revenues and costs more in line with competitors and industry norms. In the process, the GM must rebuild trust between executives and employees.	Strategic Management; Organizational Performance; Marketing Strategy; Organizational Change		Strategic Management		14
30 / 2 / 2010	Fisk Alloy Wire, Inc. and Percon	Sieloff, Susan F.; Kinnunen, Raymond M.		Fisk Alloy Wire was a privately-owned specialty wire mill with facilities in Hawthorne, New Jersey, and Oriskany, New York. The business focused on the development and manufacture of copper alloy wire for electronic components and conductors. By 2008, projected year-end sales were \$28 million. Fisk Alloy had developed a copper alloy wire that was cadmium free (cadmium was a known carcinogen affecting both processing and disposal), but also met the characteristics of strength, conductivity, and elongation that defined a high performance wire. The product family was called Percon and was introduced into the market about the time the European Union passed the Restriction of Hazardous Substances (RoHS) and the related Waste Electrical and Electronic Equipment (WEEE) directives. The total market potential for Percon was not really known, since it could potentially be used in a broad variety of applications: computers, automotive, aerospace, transportation equipment, communications, industrial controls, appliances, and many other electronic and electrical products. Fisk Alloy was determined to be the best in its niche of the industry, but not necessarily the biggest. Management recognized that determining how to grow slowly and opportunistically or more aggressively would require balancing the market opportunities with the realities of capacity and related production issues.	Business Strategy; Small Business Management; Growth Strategies; Market Timing				17
30 / 2 / 2010	Humble Abode Music and the Mammals: Not Your Grandpa's String Band!	Merenda, Michael J.; Naumes, William; Naumes, Margaret J.		The three founding members of The Mammals, Tao Rodriguez-Seeger, Ruth Ungar, and Mike Merenda Jr., were facing a major decision. In the previous year, the string band specializing in folk rock music had played over 160 concerts, earning approximately \$100,000 in gross revenues, but leaving little time to write or prepare new music. Signature Sounds Records had offered the group a recording contract. They needed to decide whether to accept the record deal and leverage Signature Sounds' financial and marketing resources or to remain independent. Would the record label want them to tone down their sometimes controversial songs and compromise their artistic values? They also had questions as to the role of their two backup musicians, Mike's brother and a childhood friend. Should they be invited to join The Mammals on a permanent basis? The case presents information on the music industry in general, and the folk segment in particular.	Business Start-Up; Lifestyle Business; Risk Assessment; Group Dynamics; Entrepreneurial Decision Making; Impact of Technology		Business Start-Up		17
30 / 3 / 2010	ACE Social Venture Fund: Estimating Social Value Creation	Udpa, Suneel C.		Charles Abramovitz and a group of fifteen other Boston-based angel investors established the ACE Social Venture Fund, a 501(c)3 taxexempt organization, with an initial total investment of \$12 million. The company would invest in enterprises and projects that help the poor around the world. Matt Rhodes, the chief program officer of the ACE Social Venture Fund, needed to articulate a strategic plan for the venture fund and develop a metric or approach that would help measure the social impact of the fund's philanthropy. He wanted to prepare a set of questions that he would ask the donors to respond to in writing in order to formulate a focused mission for the fund. Further, he wanted to prepare a grid to compare the data that the program/institution seeking funding would have to collect and report under the different metrics.	Entrepreneurship; International Business; Family Business; Strategic Management		International Entrepreneurship		14

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30 / 3 / 2010	Coal, Nuclear, Natural gas, Oil, or Renewable: Which Type of Power Plant Should We Build?	Clendenen, Gary; Thurston Jr., Paul W.; Zhao, Fang; Kidwell, Stephen M.		A utility company must replace an aging coal-fired power plant. Accordingly, management must develop an Integrated Resource Plan that carefully explores all reasonable options considering the varied interests of many stakeholders, including electricity users, regulators, environmentalists, and the community in which a new power plant will be built. State regulations require that the utility company minimize costs to ratepayers, but costs are difficult to determine given the potential for high taxes on carbon emissions as well as volatile fuel costs. The analysis is further complicated by the differences in project risk associated with the different technologies. The senior vice president must choose carefully, since he will be required to defend that choice to many varied and passionate stakeholders. A capital budget analysis should be conducted that takes into consideration the many uncertainties associated with this problem.	Capital Budgeting; Energy Policy and the Environment; project Risk; Stakeholder Analysis		Finance		35
30 / 3 / 2010	Growing Pains: Entrepreneurship in a State-Controlled Economy	Ivanova, Yuliya V.; Winn, Joan		This case describes the process of launching and developing a U.S.- Belarus joint venture that produces wood pellets in Belarus for sale in countries in the European Union. The combination of high demand for biofuels in the EU and the potential for producing a product that would satisfy EU standards at a low price provides a business opportunity that seems too compelling for brothers Victor and Aleksey Kruglov to ignore. Having a well-organized operation and constant demand for its products, the company grew quickly. However, the combination of success and growth puts the company in jeopardy in state-controlled Belarus. Local institutions (city and regional governments) perceive successful firms as sources of revenue for solving city infrastructure problems. Companies in noncompliance are threatened with investigations and prosecutions, and eventual governmental participation in management. To avoid these threats, the partners see a choice of only three options. Staying its course, their company can continue to grow and accept the role of major donor for the city needs, and become a part of the larger, government managed wood-processing industry. Alternatively, they can control the company's growth by slowing down or splitting up into several smaller firms that are located in different regions and still stay considerably invisible. A third option is to start something new, to relocate to a country that would provide a friendlier environment for business operations, yet has similar cultural and economic advantages. What should the brothers do to try to salvage their partnership and their company?	Entrepreneurship; International Business; Family Business; Strategic Management		International Entrepreneurship		16
30 / 3 / 2010	Babbitt Ranches: Governance and Strategic Planning in Family Business	Majure, Lisa; Savage, Kathryn		The board of Babbitt Ranches had officially adopted a constitution to guide the future of the family business. Babbitt Ranches was a fourth generation, 122 year old family firm with extensive landholdings in Arizona. The firm's board recognized responsibility and obligation to organizational, ecological, economical, and community values through multiple bottom line criteria in the new constitution. In addition, the constitution reinforced the family's heritage by outlining a philosophy designed to direct processes, interactions, and critical decisions. Several business opportunities were being considered by the board that could be evaluated using the framework provided by the constitution. The challenge for Billy Cordasco, the firm's president, was to operationalize the constitution to evaluate the current set of opportunities and to ensure the constitution was used as a "touchstone" for firm decisions on an ongoing basis.	Family Business; Governance; Multiple Bottom Line Objectives; Social/Environmental Responsibility; Financial Analysis		Family Business		24
30 / 3 / 2010	Precision Steel Fabrication: An Equipment Purchase Decision	Levenburg, Nancy M.; Scalabrino, Brian		For nearly sixty years, Precision Steel Fabrication (PSF) had been making fabricated steel components for the contract furniture (commercial office furniture) industry. In October 2004, the \$10 million company was emerging from a downturn in sales and seeing its first sales increase in three years. With rosier forecasts from its primary customers, PSF was contemplating the purchase of a \$1 million tube laser. The tube laser could do the work of three machines-a table saw, a hydraulic press, and a deburring machine-faster and without the need for expensive, customized tooling. Should PSF purchase a tube laser? If so, how should three vendors' offerings be evaluated and what criteria are most salient?	Capital Equipment Purchasing; Capacity Management; Competiveness; Strategy		Operations Management		11

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30 / 3 / 2010	Cases for the Global Academic Village	Ullmann, Arieh A.; Ullmann, Barbara E.P.		In an era of growing global interconnectedness, the demand for cases addressing international management has increased. Similarly, global distribution of cases not written for global consumption has grown substantially. Developing and using international cases is fraught with problems-more so than cases for domestic use-that have not been addressed in the literature. Problems arise when case authors conduct research in foreign, unfamiliar countries. These problems are accentuated by the fact that case writing adheres to a positivist epistemology. In this paper we describe some of these obstacles in developing an accurate description of the situation described in a case. We question the dominant mode of case writing, which uses a third-party realist approach that ignores the constructed nature of any case where meaning is created, first, out of the interaction between case writer and the situation; second, by the case writer as he attributes meaning to the information collected; and third, when the case users work through the case material. We point to qualitative ethnographic research methods that may help to alleviate these issues. As an alternative, we propose a postmodern, intentionally subjectivist approach to case writing that invites case users to develop their own interpretation. We conclude by illustrating some of the problems based on a best-selling case of an international joint venture. Explicit consideration of these issues will enhance case writers' and users' understanding of international management.	Case Writing; Case Method; Epistemology of Management Case Writing		Strategic Management		22
30 / 4 / 2010	Helen Drinan: Giving Voice to Her Values (A)	Shapiro, Mary L.; Ingols, Cynthia A.; Gentile, Mary C.		In early 2006, Helen Drinan, Senior Vice President, Human Resources, Caritas Christi' Health Care, Boston, received two sexual harassment charges against the organization's CEO and President Robert Haddad. The situation was additionally complicated: the hospital system is owned and operated by the Archdiocese of Boston and these charges came soon after the priest molestation cases which rocked the Catholic Church of Boston. In Case A, after Drinan presented her well-documented investigative report that clearly established Haddad's guilt, the Cardinal decided to launch a second investigation, using the Church's lawyers. Drinan, interpreting this action as a delaying or avoidance tactic, decided that she must act. But, what should she say, to whom and how should she frame this critical conversation? In Case B, students learn how Drinan acted in this tough, politically charged situation and the outcome of her actions. Case A ends with Drinan having already made up her mind what the right thing to do will be and wondering how she can get it done. This focus on ethical implementation rather than ethical analysis makes the Drinan case an innovative illustration of the Giving Voice To Values curriculum (www.GivingVoiceToValues.org). Students will generate actual scripts and action plans and then engage in peer coaching to enhance them.	Giving Voice to Values; Ethics; Values Conflicts; Articulating Values				7
30 / 4 / 2010	Stratton Auto	Naumes, William; Weiss, Christopher J.; Naumes, Margaret J.		The co-owner of Stratton Auto, of Stratton, Vermont, has been contacted by Tyler Mann, the owner of one of the firms that wholesales Stratton's unwanted used cars. Mann has been asked for a kickback in return for receiving good-condition used cars from Stratton Auto at a discount, by Blake Power, a Sales Manager at Stratton Auto. Mann had previously provided a small kickback for the purchase of one car, but Power was now asking for much more. Blake admits to the facts as stated, but does not apologize for his actions. Calhoun, the co-owner, is concerned that firing Power might be a problem since it is now close to Christmas. He is also concerned with the impact any decision will have on his employees. Both brothers pride themselves on their ethical, employee, and community oriented practices. The case concludes with Calhoun wondering what to do.	Ethical Decision Making; Small Business Ethics; Employee Relations; Symptoms vs. Underlying Problems; Organizational Culture				4
30 / 4 / 2010	The Backyard Harvest: Outgrowing Hunger One Community at a Time	Lawrence, John; O'Neill, Michele; Connole, Heidi		Amy Grey founded The Backyard Harvest (BYH) in 2006 to collect excess produce from individuals and small farmers and make that produce available to local food banks. The organization had received national recognition for its efforts in both 2007 and 2008, and Amy was receiving calls from people in other parts of the country wanting to start their own BYH chapters. Amy was feeling somewhat overwhelmed by the momentum that BYH had gained and the time commitment that it took on top of her job and her role as a mother to her two young sons. At the same time, she felt joy and satisfaction that others were interested in the BYH model and that she might be able to have a positive impact in communities beyond her own. Amy pondered if, when and how to capitalize on that momentum to scale her idea to a national level.	Social Entrepreneurship; Nonprofit Leadership; Strategic Management				13

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30 / 4 / 2010	NOVICA: The Arts and Crafts of Social Venturing	Grossman, Elissa B.; Choi, David Y.		NOVICA is an innovative and for-profit social venture that helps support artisans in developing nations by connecting them with customers worldwide. Roberto Milk, NOVICA's CEO, is a thoughtful and patient leader who, over the course of a decade, built an executive team of family and lifelong friends; developed the organization's key operational components; and scaled the organization to profit. By 2009, NOVICA had reached \$15 million in annual revenue and helped better the lives of more than 75,000 artisans and their dependents, all while retaining the tight-knit founding team of its earliest days. The founders, however, want NOVICA to be much more - a truly global presence, offering help in new parts of the world, in new ways - bringing in \$100 million annually and benefiting 1,000,000 people.	Social Entrepreneurship; Organizational Values; Venture Launch & Growth; Strategy Implementation; Operations Management; Business Model Selection				19
30 / 4 / 2010	Midland Bull Test - Going Green? (A) & (B)	Hintborne, Tom; Holman, Patricia		The cases feature Leo McDonnell, Jr. and his wife "Sam," the owners of Midland Bull Test, a long-time leader in the performance testing of bulls. Leo was a charismatic entrepreneurial leader in the cattle industry. Sam was an astute manager of their business affairs. In 2007, they invested \$700,000 in a feeding and monitoring system to produce feed efficient cattle that consumed less feed and produced less methane, a powerful greenhouse gas. Leo saw the feed efficiency program as "environmentally unique. à sustainable," and "part of a growing movement to reduce greenhouse gases in a socially responsible way." The (A) case analyzes the installation of an anaerobic digester to convert the biogases in manure to electricity for use or sale. The (B) case analyzes the possibility of positioning Midland as a green business. The conflicting interests emerge when Sam says, "Show me how 'social responsibility' adds value to Midland Bull Test. Why should we risk our money and reputation on going green?"	Social Responsibility; Global Warning; Climate Change; Cap & Trade; "Green" Marketing; Sustainable Agriculture				17
30 / 4 / 2010	Good Business Creates Good Business: Southwest Creations Collaborative (A)	Logsdon, Jeanne M.; Bundy, Jonathan N.		Southwest Creations Collaborative (SCC) is a social enterprise that began as a nonprofit organization to help low-income Spanish-speaking women with children in Albuquerque, New Mexico. It developed a market niche in the custom-sewing and handwork manufacturing business, while at the same time providing a number of social programs to help the employees and their families. SCC has evolved into a social enterprise over the past few years and is approaching the point where it is profitable except for covering the costs of employee social programs. In case (A), Susan Matteucci, SCC's founder and Executive Director, is facing a significant decision about whether to accept an offer of business assistance from a newly formed venture philanthropy organization. In case (B), Matteucci needs to determine whether and how the enterprise can grow enough to cover all its costs and thus reduce dependence on foundation and government grants. She is also considering ways that SCC could expand its impact to improve employee welfare in lower-wage jobs.	Entrepreneurship; Social Entrepreneurship; Nonprofit Management; Strategic Management; Business and Society				13
30 / 4 / 2010	Good Business Creates Good Business: Southwest Creations Collaborative (B)	Logsdon, Jeanne M.; Bundy, Jonathan N.		Southwest Creations Collaborative (SCC) is a social enterprise that began as a nonprofit organization to help low-income Spanish-speaking women with children in Albuquerque, New Mexico. It developed a market niche in the custom-sewing and handwork manufacturing business, while at the same time providing a number of social programs to help the employees and their families. SCC has evolved into a social enterprise over the past few years and is approaching the point where it is profitable except for covering the costs of employee social programs. In case (A), Susan Matteucci, SCC's founder and Executive Director, is facing a significant decision about whether to accept an offer of business assistance from a newly formed venture philanthropy organization. In case (B), Matteucci needs to determine whether and how the enterprise can grow enough to cover all its costs and thus reduce dependence on foundation and government grants. She is also considering ways that SCC could expand its impact to improve employee welfare in lower-wage jobs.	Entrepreneurship; Social Entrepreneurship; Nonprofit Management; Strategic Management; Business and Society				9

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30 / 4 / 2010	Mission Federal Credit Union	Dunn, Craig P.; Burton, Brian K.		John Parsons, a senior vice president with Mission Federal Credit Union in San Diego, needed to decide whether to advocate for an initiative from a member of the credit union's board of directors to open a student-run branch in downtown San Diego. Such a branch would be ground-breaking-the first student-run credit union branch in the country open to the general community; it would fit with Mission Federal's general philanthropic outlook; it would be an example of social entrepreneurship and strategic philanthropy; and it had other advantages. But it would be located in an area away from current members; it would take money away from other philanthropic efforts supported by long-term board members and give it to an effort proposed by a new and aggressive board member; and it had other problems. Furthermore, the branch would become financially profitable only in the long run, if ever. Parsons needed to decide just how much he believed in this project.	Corporate Social Responsibility; Business Ethics; Social Entrepreneurship; Stakeholder Management				7
30 / 4 / 2010	Good Water and Good Plastic?	Bowden, Stephen; Kearins, Kate; Collins, Eva; Tregidga, Helen		Good Water was trying to succeed in New Zealand's bottled water market with a revolutionary plastic bottle that used plant-derived resins and had a space-saving square shape. The founder, Grant Hall, believed the bottle represented a major environmental improvement over the competition. However, despite the benefits, Good Water continued to struggle financially as it entered its third year of existence. Grant was running out of money and one of his main distribution channels was demanding greater advertising support. Was bottled water the right market for Grant and his small management team to achieve the environmental vision that lay at the heart of Good Water?	Ecopreneurship; Environmental Management; Strategic Management				11
30 / 4 / 2010	Seventh Generation: The Marketside Offer	Raufflet, Emmanuel; Stefanov, Mibaela		Seventh Generation is a leader in the niche market for "green" household cleaning products in the US. It enjoys a unique reputation, strong brand and fast growth. In 2008, while Seventh Generation is looking for ways to expand its customer base, its executive management is approached by Marketside, a subsidiary of Walmart, set up by the giant retailer to tap into the "green" market. The potential market which Seventh Generation could access through this partnership is enormous. But so is the risk of being associated with a retailer that has been heavily condemned in the past for its poor environmental and social record; and which Jeffrey Hollender, co-founder and chairman of Seventh Generation, has been publicly criticizing for many years. Seventh Generation's executive management, and the student, must weigh the pros and cons of this opportunity, evaluate the risks and make a decision on whether to accept or refuse Marketside's offer.	Corporate Social Responsibility; Corporate Values; Organizational Culture; Organizational Growth; Small Businesses; Decision-making; Social Entrepreneurship; Environmental Entrepreneurship				13
31 / 1 / 2011	Ceja Vineyards: Marketing to the Hispanic Wine Consumer?	Gilinsky Jr., Armand; Nowak, Linda I.; Santini, Cristina; DeSilva, Ricardo, Villarreal		After celebrating their nineteenth harvest and seventh year as California producers and marketers of premium wine in September 2007, the Mexican-born owners of Ceja Vineyards were considering whether or not to make a concerted effort to target U.S. Hispanic consumers. Doing so would enable Ceja to capitalize on its heritage as one of the first Hispanic-owned and operated wine businesses in America, but this was no easy decision. Targeting the emerging and potentially vast U.S. Hispanic consumer segment might require extensive repositioning of Ceja's premium varietal wine brands, result in a diminution of effort to sustain its rapidly growing wine club, pose additional future expenses for promotion of wine consumption to U.S. Hispanic consumers, and erode the high-end premium wine brand. In addition, the Hispanic wine consumer living outside the U.S. represented another high potential market opportunity and was of serious interest to Amelia Ceja, co-founder of the winery, and her family partners.	Opportunity Analysis and Screening Criteria; Multicultural Diversity in Marketing		Marketing Strategy and Planning		24

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31 / 1 / 2011	iPhone Applications: Viable Business or Time-Consuming Hobby?	Goldgehn, Leslie Ann		In August 2008, two young entrepreneurs created the iPhone application iBART, which offered instant access to all of the San Francisco Bay Area Rapid Transit (BART) information. Within six months, the free application, iBART, was downloaded 89,387 times by unique users. The App was one of the first 40,000 Apps available on the newly created Apple App Store through iTunes. The entrepreneurs continued to gain momentum in downloads and were the fortunate receivers of positive nationwide publicity and a coveted 4.5 out of 5 star rating on the App Store. However, the young men were at a critical juncture with their start-up. They couldn't continue investing their time and money into an enterprise that was not going to yield any financial return. How could they monetize their application in the future? Could they come to an agreement about the vision for their company? What specific growth strategies should they pursue for iBART and, their newly created company, Pandav?	Marketing Management; Entrepreneurial Decision Making; Small Business Management; Business Start-Up; Innovation; Pricing Strategies; Impact of Technology		Marketing Management		15
31 / 1 / 2011	Finale-Just Desserts	Sieloff, Susan F.; Lask, Felicia		In early 2010, Paul Conforti of Finale, the Boston-area premium dessert restaurant, decided to replace the more traditional research methods with Survey on the Spot mobile surveys to collect market research data. The company used a smart phone-based 'app' to collect data from actual customers in real time. With early results in, Conforti found that while Finale was getting positive results, he questioned whether his summary provided a complete picture and has asked market researcher Felicity Klass to do a more thorough analysis. Students have access to the mobile survey data and can perform their own analysis, drawing conclusions and making recommendations to the restaurant co-founder, based on stated goals for the survey. SPSS data file available from contact author.	Marketing Research; Small Business Management; Marketing Management				11
31 / 1 / 2011	Finale and Survey on the Spot	Sieloff, Susan F.; Lassak, Felicia		In early 2010, Paul Conforti of Finale, the Boston-area premium dessert restaurant, decided to replace its more traditional mystery shoppers with Survey on the Spot to collect market research data. Survey on the Spot uses a smart phone-based 'app' to collect data from actual customers in real time. Based on early results, Conforti was concerned that the results might be 'too good' and his decision to end mystery shopping might be precipitous. Students can evaluate both the new market research technique and the conclusions drawn from the information. Finale and Survey on the Spot is one of two companion cases. The companion case, Finale - Just Desserts, deals primarily with data analysis, Finale and Survey on the Spot allows students to deal with the managerial implications of the data.	Marketing Management; Marketing Research; Small Business Management				14
31 / 1 / 2011	Estonian Air's Big Buy	Popovich, Karen; Lander, Dianne; Letovsky, Robert		In a rapidly changing and uncertain environment, should Estonian Air respond to the projected increase in demand by expanding its fleet of planes given recent financial losses? The possibilities are regional jets (such as the Boeing 737), new model turboprops (such as Bombardier Q400) or a used turboprop (Saab 340A). The Vice President of Operations, and the student, must assess a variety of qualitative, operational, financial, and strategic factors in this decision.	Operations Management; Management Science; Strategic Management; Net Present Value Analysis; Scenario Analysis		Operations Management		16
31 / 1 / 2011	High Noon at Universal Pipe: Sell Out or Risk Everything?	Ullmann, Arie A.		Dave Butler, the CEO of Universal Pipe, Inc. (UPI), a producer of PVC pipe, had to decide whether to acquiesce and let the Japanese owners of UPI file for bankruptcy as part of UPI's sale to a private equity firm or to find an alternate solution. If the sale were to go forward UPI would probably be liquidated and all personnel would be dismissed. Butler considered this to be immoral and he pondered buying the company himself. This was risky because the economy was not doing well; the company had been performing poorly until most recently and carried a large debt load. Very little time was left and rumors about the impending bankruptcy were flying. The case describes the industry, its key material PVC and the producers of PVC resin; the mode of competition in the pipe industry and the checkered past of the company due to poor decisions by top management. This forms the basis for developing a proposal to the current owners; formulating a post-acquisition strategy and related forecast of future performance should the current CEO go ahead and prevail with a risky acquisition.	Strategic Management; Industry Analysis; Turnaround Management; Corporate and Business Strategy; Personal Values and Decision Making; What-if Analysis		Strategic Management		14

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31 / 2 / 2011	The Barnaba Institute: Fighting Human Trafficking and Building a Presence	Rock, Marie; Seeger, John		Frank Barnaba has rescued people from human trafficking situations for decades and received an award from President Reagan for his work. Now retired, he has started the Barnaba Institute to continue his humanitarian mission. As its president, Frank is involved in providing direct services to victims of sex trafficking, often in dangerous urban environments in the Northeast. The Barnaba Institute not only provides necessities, such as clothing, to victims, but also education and training about the scope and dangers of human trafficking to other organizations and the general public. Contacts with many organizations, such as Covenant House, the largest nonprofit child services agency in the U.S., have provided a forum for Frank's outreach and rescue techniques. Barnaba Institute's executive director, however, is concerned not only with accomplishing the organization's mission, but with finding adequate resources. Having used up the "seed" funding during its first three years, the executive director must now review its choices for continuing into the future.	Nonprofit; Social Venture; Social Issues; Human Sex Trafficking		Nonprofit		18
31 / 2 / 2011	Carolina Pad and the Bloggers	Cox, Steven M.; Brookes, Bradley W.; Anderson, S. Cathy; Frederick, J. Norris		The Director of Brand Management for Carolina Pad, a manufacture of school supplies, received several requests for financial remuneration from Internet bloggers in exchange for their blogging about Carolina Pad products on their websites. The requests were for relatively small amounts (none more than \$1000). Several of these requests contained specific commitments as to the number of blogs and tweets based upon the size of the financial consideration. The Director is concerned that it would be unethical to disguise paid advertising as independent blogging.	Ethics; Social Media; Advertising; Blog				15
31 / 2 / 2011	Striking at the Queen	Conn, Carolyn; Guess, Andrea Kay		Three undergraduate students accidentally found confidential university payroll records in a non-secure area on campus. This discovery led to additional information which supported their perceptions of mismanagement at their university, including inappropriate and fraudulent wage payments, political cronyism, waste of financial resources, low academic standards, and student safety issues. After they were rebuffed by university officials, the students "went public" to the news media and elected state officials, ultimately with a public call for resignation of the university president. The university placed the three students on probation, and filed charges of identity theft against two of them. A university trustee attempted to break up the solidarity of the three students by offering financial enticements to one of them in exchange for persuading the others to give up their fight.	Ethics; Government; Higher Education; Public Administration				19
31 / 2 / 2011	The Carlson Company and Global Corporate Citizenship: The Protection of Children in the Travel and Tourism Industry	Linde, Robyn; Eisenbeis, H. Richard		The Chief Executive Officer of a leading global marketing, travel, and hospitality company faced a major dilemma regarding a proposal to expand its luxury hotel and resort accommodations and services to Costa Rica. Although the venture gave strong indications of being strategically sound and highly profitable and it would provide a platform for future expansion throughout Latin America, company executives learned that the surrounding area was notorious for child trafficking and prostitution. This was of particular concern to the organization; under the Chief Executive's leadership, the company had signed the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism-a global project designed to bring together the tourism industry and nongovernmental organizations to prevent sexual exploitation of children at tourist destinations. As part of its obligations under the Code, the Company had adopted a corporate ethics policy designed to eliminate any association with sex trafficking. The Chief Executive was confronted with the need to assess whether the proposed resort could ensure compliance with the Code in this particular environment where sexual exploitation of children was often an integral part of doing business. Should the Company decide to abandon the project altogether, it was certain to lose a viable opportunity to become a major player in the high end Central American tourism market.	International Tourist Industry; Sexual Exploitation of Children; International Codes of Ethics; Corporate Codes of Ethics; Leadership; Decision Making; Women in Management; Business Ethics; Social Responsibility				10

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31 / 2 / 2011	Mundell & Associates, Inc.: Managing When Faith Really Matters	Buckeye, Jeanne G.; Gallagher, John B.; Garlow, Elizabeth		The owner of Mundell & Associates is making plans to embark on a significant remake of the company culture. To that end, he is considering specific concrete changes in company policies and practices in order to more fully embed his faith convictions and spiritual values in the culture of the company and the consciousness of employees. Those values have always been present and active in shaping the business; the company is one of the largest companies participating in the Economy of Communion (EOC) project, a worldwide, faith-based, effort to humanize economic activity through use of thoughtful business practices and profit redistribution. The owner is convinced that being an EOC company requires more than sharing profits or following particular practices. It means being an actual community, one marked by the involvement and engagement of all employees. The way forward is not at all clear and so the owner, and students, must consider several possible options, weigh the advantages and disadvantages of different organizational behavior approaches, and devise a concrete course of action.	Cultural Change; Faith and Business; Spirituality at work; Ethics				15
31 / 2 / 2011	Sierra Nevada Brewing Co.: End of Incentives	Ceranic, Tara L.; Montiel, Ivan; Cook, Wendy		Ken Grossman, founder, owner, and CEO of Sierra Nevada Brewing Co. (SNBC) faced a dilemma: whether or not to complete a solar power installation at its facility in Chico, California. From the beginning, Grossman had made a commitment to make environmental sustainability part of the strategic plan and the overriding cultural norm of his organization. With four of the five phases of the solar installation completed, SNBC had reached the cap of all financial incentives offered by the government. Without these incentives, finishing the solar installation would be costly, and time to payback would be anywhere between ten and twenty years. As the sole owner of the privately-held craft brewery, Grossman had the final say in this matter. Should the company complete the project?	Environmental Responsibility; Corporate Social Responsibility; Ethical Decision Making; Green Technologies				12
31 / 3 / 2011	Barkerville: After the Gold Rush	Choi, Sungchul; Croft, Elizabeth; Ellis, Robert; Loewen, Pamela		This case describes the background, economic environment, and marketing strategy of Barkerville, an historic gold rush town and tourist attraction located in an isolated, narrow valley in the mountains of central British Columbia. Judy Campbell, CEO of the Barkerville Heritage Trust (BHT), knew that visitors had a great experience witnessing what life had been like in a booming and prosperous gold rush town. The problem was that not enough visitors were coming to visit this historic site. Increased attendance from regional, national and international visitors was necessary to ensure the long-term sustainability of the site. The Board of Directors of the BHT would be meeting soon and this provided an opportunity for Campbell to present her ideas on a marketing strategy for Barkerville.	Marketing; Not-for-Profit Organization; Organizational Change; Funding Challenges				17
31 / 3 / 2011	Bridging the Digital Divide: The Case of Bell, Nortel, and Chapleau, Ontario	Edwards, Gwyneth							24
31 / 3 / 2011	The Cherry Lady	Gans, Alicia; Geringer, J. Michael		In early July 2007, the founder of The Cherry Lady (TCL), Alicia Gans was contemplating the challenges that confronted her and her young company. A small producer of distinctive chocolates, TCL's sales had increased tenfold and the customer base had grown to nearly 100 in a span of only three Christmas seasons. Now a major mail order catalog company had approved TCL to serve as a preferred vendor, meaning that Alicia had three weeks to accept their offer, two months until the first trial shipment would be sent, and three months before the peak Christmas season would begin. While this approval was certainly exciting, accepting the catalog company's order would drastically alter the scale of her business, intensifying the issue of what direction the business should follow. Alicia asked herself, "What kind of company should The Cherry Lady become and will I be able to successfully build and manage this new business?"	Entrepreneurial growth Strategies; Transitions in Growth Stages; Building an Organization and Its Capabilities; Strategic Management; Small Business; Entrepreneurship				23

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31 / 3 / 2011	Nipissing University Varsity Hockey-If We Build It, Will They Come?	Horning, Denyse LaFrance		In the summer of 2008, Nipissing University announced their intent to launch a men's varsity hockey team. Since that time, excitement had been mounting throughout the halls of Nipissing University and within the local community of North Bay, Ontario. It had been a long and at times, challenging journey to bring this team to fruition but with the help of a private group of investors, the Nipissing University Lakers men's varsity hockey team would finally hit the ice in September 2009 and kick-off a much anticipated inaugural season. In January 2009 the Lakers Hockey marketing committee gathered to discuss how best to promote this new team. Their objectives were clear ü the coveted Lakers varsity hockey team would have to garner widespread support and maximize fan attendance. With approximately nine months until the opening game, the marketing team focused on developing the most effective marketing plan to realize these objectives.	Marketing Strategy; Sport Marketing; Segmentation; Targeting; Positioning; Promotional Planning		Marketing		12
31 / 3 / 2011	Super 8 Motel-Guelph	Ismail, Karim; Pries, Fred		Dean Ismail, owner and General Manager of the 36-room Super 8 Motel located in Guelph Ontario is offered \$2,900,000 for the motel. After managing the motel for nearly 20 years, Dean and his family are faced with the big decision to either sell or keep the motel. If they decide to sell the motel, Dean needs to determine if the offer of \$2,900,000 for the motel is a fair selling price for the property. Complicating Dean's decision is the construction of a number of new hotels in the local market creating significant uncertainty about future occupancy levels and room rates.	Hospitality; Finance; Business Valuation; Discounted Cash Flows				13
31 / 3 / 2011	Moncton Flight College	MacDonald, Robert A.; Steeves, Heather D.		For a small-or medium-sized enterprise, decisions regarding strategic direction are often complicated by limited resources and situational effects. This case traces the historic development of the Moncton Flight College and presents a strategic decision that must be made regarding the organization's future. While both the college's principal/CEO and the board of directors agree that a return to profitability must be the highest priority, the principal is not sure that they agree on how this should be accomplished. Further, the College's ongoing profitability and cash flow problems have stimulated the bank to call a meeting with the board to demand immediate implementation of a contingency plan for repayment of overdraft indebtedness within the next twelve months.	Strategic Management; International Business Development; Aviation Management; Financial Management		Strategic Management		19
31 / 3 / 2011	The Nature Centre at Mont Saint-Hilaire: How Far?	Raufflet, Emmanuel; Tengo, Maria		The Nature Centre was a nonprofit organization created in 1972 to manage public outreach and access in the Gault reserve on Mont Saint-Hilaire, forty kilometers south of Montreal. The case introduces the challenge faced in early 2006 by Marc-Andre Guertin, project coordinator of the Conservation Team at the Nature Centre. Marc-Andre Guertin received a contract proposal for a biodiversity assessment to be conducted in a regional municipal county located fiftyeight kilometers away, i.e., far out of the Nature Centre's usual scope of action. He was considering this decision based on (1) the broader context of the organization's mission, (2) the management of his team, (3) the scientific value of this assessment for his team, and (4) the financial dimension of this assessment on his team's tight resources.	Organizational Mission; Nonprofit; Conservation; Ecological Management; Local Environmental Mobilization; Landscape; Entrepreneurship		Environmental Management		14

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31 / 3 / 2011	The Windsor Spitfires Hockey Team's Journey to the Memorial Cup: A New Era of Leadership	Sutter, Blake; Schlosser, Francine		Following a hazing scandal in 2005, the Windsor Spitfires Junior A hockey organization went through a difficult period. There were numerous issues involving different players and coaches followed by trust concerns. By the end of the season, key players had been traded, coaches fired, and a new ownership group was announced. The new ownership group hoped it would be able to create an environment that would get the team back on track and make Windsor a place where players wanted to play. They took steps to rebuild trust in the organization and establish an atmosphere that recognized and valued authentic leadership. As co-owner Peter Dobrich glanced out his window, he reflected on the current season and the talented team the Spitfires had built. He wondered about how to further entrench this leadership culture in the roots of the organization and make this change stick. They had performed well so far but there was a long way to go to meet the goals of the organization. He realized there were many challenges ahead, though he was confident in the individuals and leaders the organization had in place. But, as a businessman, he always looked for ways to get better. Peter wondered whether a blockbuster trade for a new "star" player would make them a better team or have a negative effect on team chemistry. How would the team leadership be affected by the player's well-known arrogance? Peter would have to bring a recommendation to his partners within the next few weeks, so they could make a decision before the trade deadline.	Leadership; Servant Leadership; Authentic Leadership; Team Cohension; Sports Management; Implementing and Managing Change		Leadership		10
31 / 4 / 2011	Controls in the NICU	Gogan, Janis L.; Boss, Scott R.; Balaji, S.; Linderman, James L.		At Compassionate Care Hospital, Sandy Payne, the vice president of administration, receives an e-mail about the recent death of an infant who was accidentally overdosed with blood thinner. Reminded of similar pediatric tragedies and the Dennis Quaid incident, in which the actor's twins nearly died due to overdoses of Heparin in the Neo-natal Intensive Care Unit (NICU) of a California hospital, Payne fears that similar medication errors could happen in her hospital. Since medication error prevention is vital to meeting the hospital's accreditation goals, she understands the importance of information technology (IT) in such efforts, and decides to meet with the CIO. Applying her knowledge in Accounting Information Systems, she first creates a narrative of the sequence of events in the Dennis Quaid twins Heparin overdose episode in the NICU. Payne's challenge now is to conduct a control analysis based on the narrative and ably combine IT and process redesign to improve patient safety at Compassionate Care.	Information Quality; IT Management; Health Care Information; Control System; Service Operations Management		Information Quality		8
31 / 4 / 2011	River Bend Trading Navigating Rough Waters	Hinthorne, Tom; Holman, Patricia		It was February 2009 in Columbus, Montana, population 2,000. Lois Frerck (frairic) owned River Bend Trading (RBT), an apparel and gift shop located next to the Montana Silversmiths Outlet (Silversmiths). Silversmiths manufactured silver jewelry, rodeo trophy belt buckles, and other western products in Columbus. RBT was a Silversmiths dealer, and 50 percent of its sales came from Silversmiths' products. In 2006, RBT's sales peaked at \$485,951, and Silversmiths decided to sell directly to its customers over the Internet. In January 2007, it revoked RBT's dealer status. Devastated, Lois and Mary analyzed their options, but they were unable to offset the loss of the Silversmiths products with new products. With the onset of the recession in 2007, RBT's sales plummeted. In November 2008, Mary told Lois, "The business is dying. I can't handle it. I'm out of here! I'll take my half of the debt," and she left. As the recession took its toll on local businesses and the tourist trade, RBT's 2008 sales fell to \$220,023. In February 2009, Lois asked her sister Amy, "What should I do?"	Strategic Management; Turnaround and Recovery; Small Business; Retail Management; Financial Analysis		Strategic Management		15

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31 / 4 / 2011	The University Store: Textbook Travails	Grace, Elizabeth		The University Store, a university auxiliary running bookstore operations, was contemplating an overvalued inventory at year-end. The overvaluation was largely a result of changes in the textbook industry, including more frequent text revision cycles and increased competition from internet sellers and e-books, as well as traditional competitors. The immediate goals were to account for the valuation loss on inventory of non-returnable, obsolete books and to value the remaining retail inventory for reporting purposes. Since the nonprofit employed generally accepted accounting principles, it was required to report its inventory accordingly, valuing inventory at lower of cost or market. Of long-term concern to the management of the store was the need to manage the risk of inventory obsolescence. Managers needed to assess the weaknesses in inventory management processes and develop control procedures minimizing future inventory obsolescence.	Accounting; Inventory Valuation; Obsolescence; Inventory Control		Accounting		11
31 / 4 / 2011	Freestore Foodbank- Liberty Pantry Project: An Opportunity for Social Entrepreneurship?	Rosenthal, David W.; Smith, Brett		At the Freestore Foodbank of Cincinnati (FSFB) in the fall of 2009, John Young, chief executive officer, and Julie Smith-Morrow, vice president, were uncertain about future plans for the Liberty Pantry product line. The Liberty Pantry products were dehydrated foods, high in nutrition, especially protein, and low in cost per serving. The Liberty Pantry concept could help to balance uneven food supplies, generating additional revenues and feeding more hungry people. Despite the obvious benefits, the products had created limited demand. Recent market research provided detail regarding unenthusiastic consumer and channel reactions. Young and Smith-Morrow hoped to provide low cost, high nutrition products to their member agencies, other food banks across the country and potentially retail stores. They must decide whether to undertake an effort in social entrepreneurship, and if so, how to position the right product with the right market segment.	Social Entrepreneurship; Entrepreneurship; Marketing		Entrepreneurship		14
31 / 4 / 2011	Shell E&P Ireland Limited (SEPIL) and the Corrib Gas Controversy	Kennelly, James J.; Mengel, Trevor		This case narrates a complex, long-running, and emotional controversy between Shell Exploration & Production Ireland (SEPIL) and opponents of its planned natural gas pipeline and gas processing facility in County Mayo, Ireland. The project encompasses underwater wells that tap natural gas located in the Atlantic Ocean in the Corrib Gas Field (about eighty kilometers off the coast of Ireland) and a combination of undersea and onshore pipeline for transporting the raw gas to an inland gas processing facility. The section of onshore (buried) pipeline would pass through eight kilometers of sparsely populated land. SEPIL has had to contend with the rise of a vocal, well organized, and media-savvy opposition engaged in direct action to bring the Corrib project to a halt. In the midst of this drama were the entrances and exits of a variety of stakeholders, consultants, mediators, planning board inspectors, bureaucrats, politicians, and critics, many of whom issued reports (some contradictory) and all of which occurred within a context of intense national and international media scrutiny. Finally, by September 2009, SEPIL had nearly completed construction of its gas processing facility and the underwater segment of the gas pipeline, and had only one segment of the project to complete before taking the project on-stream . . . the laying of 8 km of onshore pipeline. But this segment promised to be the most difficult and emotionally charged phase of the project, where the situation could be volatile, and the risks, and the stakes, for both sides of the controversy would be high. In the case, students are asked to put themselves in the position of the SEPIL management as they seek to complete the project in a manner consistent with Shell's principles of corporate social responsibility.	Stakeholder Theory and Management; International Business Ethics; Corporate Social Responsibility; Natural Environment		Stakeholder Theory and Management		26

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31 / 4 / 2011	Kiwi Transportation Company	Letovsky, Robert; Townsley, Debra M.		The case focuses on the decisions that Robert (Bobby) Allen III must make in the face of declining profitability overall for Kiwi Transportation Company. On one hand, several of the changes Allen had introduced to KTC since assuming leadership in the late 1990s showed great promise and had started to pay off for the company. On the other hand, profit margins were being squeezed in the face of relentless cost increases, notably for fuel and payroll-related expenses. The company had long been known as a model employer and a pillar of the local communities. At the same time, some of the options that Allen was considering to improve profitability at KTC could undermine that image. The case reviews the history of KTC, then outlines the challenges facing the management team. After having looked at the pros and cons of these options, students will become more conscious of the challenges of incorporating both quantitative and qualitative factors in restructuring long-established operations.	Strategy; Evaluation of Options; Capital Acquisitions; Strategic Alternatives; Stakeholder Management; Environmental Factors		Strategy		12
32 / 1 / 2012	Incentive Contracts for Financial Consultants at Private Client Services Division (PCSD)	Udpa, Suneel C.		Paul Lui, Executive President at Private Client Services Division (PCSD), had the difficult task of designing a new incentive compensation system for financial consultants at the wealth management division of a mid-tier financial services firm that had limited resources compared with its larger rivals. Paul had many objectives in mind in designing the new incentive compensation system: to motivate financial consultants to stay, perform, and excel; attract new consultants to fill in the vacated positions; and to generate new business in the face of labor shortages and significant competition from larger firms. How did the current compensation plan at PCSD compare with those of rival firms? How could he change the compensation plan for PCSD given the resource constraints he faced as a mid-tier financial services firm? Beyond changing compensation plans, what could Paul do to recruit new experienced consultants, stop top producers from leaving, and more generally, improve the morale at PCSD?	Management Accounting; Human Resource Management; Incentive Contracts; Financial Consultants; Compensation Contracts; Performance		Management Accounting		21
32 / 1 / 2012	Lockheed Martin's Acquisition of NationScape, Inc.	White, Susan A.		Defense is big business, especially for companies like Lockheed Martin. Lockheed Martin, formed in 1995 through the merger of Lockheed Corp. and Martin Marietta, was one of the largest defense contractors in the world, employing about 140,000 worldwide. Lockheed Martin was considering the acquisition of NationScape, Inc., a firm that supported U.S. military readiness; diplomatic and development efforts; and peacekeeping, stabilization and nation building activities in more than 65 countries around the world. The acquisition could potentially increase Lockheed Martin's overseas defense support operations and expand its capabilities to provide diplomatic and development services to complement its existing defense business. Peter Clarke, Vice President, Mergers and Acquisitions, for Lockheed Martin's Information Systems and Global Solutions division, needed to determine an appropriate price for the acquisition and evaluate whether the acquisition would be a good strategic and cultural fit for the corporation as well.	Mergers; Acquisitions; Strategy; Valuation; Synergies; Discounted Cash Flow; Multiples valuation; Integration; Cultural fit		Finance		21
32 / 1 / 2012	Seacoast Science Center: Sailing the Shoals	Naumes, Margaret J.; Lull, Wendy W.		Wendy Lull, President of the non-profit Seacoast Science Center (SSC), was considering a substantial increase in the admission fee for the SSC facility in early 2008. The SSC's mission, "To create connections to nature through personal experience," was carried out through educational programs and exhibits targeting all ages. A number of new exhibits brought the flora and fauna of the seacoast of New Hampshire vividly to life, and illustrated many aspects of humans' interactions with the sea. Lull reviewed the changes since the SSC had become independent in 2001. There had been two major expansions, the most recent being an interactive learning studio that had opened in November 2007. She felt that the fee increase would help to cover a persistent \$50,000 deficit in operating income. However, a fee increase might reduce visitation, which was already growing slowly, at best. A more fundamental strategic question might be whether the SSC should seek to grow, and if so, how.	Strategy Formulation; Nonprofit Organizations; Demographics; Strategy Analysis; Pricing Strategy; District Learning		Strategy		17

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32 / 1 / 2012	Product Innovation at Aguas Danone	Silva, Javier O.; Zerbone, Fernando; Chehtman, Andres; Alonso, Maria D.		Aguas Danone de Argentina (ADA) faced an adverse scenario. Argentina was undergoing its worst economic crisis in history, and bottled water sales were dwindling (replaced by utility network running water). The company needed to boost its revenues through new, innovative, more value-added product development. Argentina displayed a significant interest in fitness. By means of several market research studies, ADA managed to identify a segment whose needs were unmet by existing products and brands. New product launches were planned to target that segment. This case describes the dilemmas faced by ADA and the decisions required to formulate and pursue a strategy for new product launching and brand extension in adverse scenarios. More specifically, this case provides an opportunity to discuss how a new product category can be created to address market downturns. This case describes events that took place in 2002. Research interviews were started in 2004, but the case was published in 2009-12, because Danone delayed its disclosure permission for strategic and competitive reasons. On account of its richness and original contents, the authors decided to write the case despite this delay.	Branding; Product Innovation; New Product; New Product Category; Product Development; Market Research; Positioning; Brand Extension; Product Launch	Soft drinks	Marketing	Argentina; South America	30
32 / 1 / 2012	Product Innovation at Aguas Danone, Spanish Version	Silva, Javier O.; Zerbone, Fernando; Chehtman, Andres; Alonso, Maria D.		Aguas Danone de Argentina (ADA) faced an adverse scenario. Argentina was undergoing its worst economic crisis in history, and bottled water sales were dwindling (replaced by utility network running water). The company needed to boost its revenues through new, innovative, more value-added product development. Argentina displayed a significant interest in fitness. By means of several market research studies, ADA managed to identify a segment whose needs were unmet by existing products and brands. New product launches were planned to target that segment. This case describes the dilemmas faced by ADA and the decisions required to formulate and pursue a strategy for new product launching and brand extension in adverse scenarios. More specifically, this case provides an opportunity to discuss how a new product category can be created to address market downturns. This case describes events that took place in 2002. Research interviews were started in 2004, but the case was published in 2009-12, because Danone delayed its disclosure permission for strategic and competitive reasons. On account of its richness and original contents, the authors decided to write the case despite this delay.	Branding; Product Innovation; New Product; New Product Category; Product Development; Market Research; Positioning; Brand Extension; Product Launch	Soft drinks	Marketing	Argentina; South America	30
32 / 1 / 2012	Product Innovation at Aguas Danone, Portuguese Version	Silva, Javier O.; Zerbone, Fernando; Chehtman, Andres; Alonso, Maria D.		Aguas Danone de Argentina (ADA) faced an adverse scenario. Argentina was undergoing its worst economic crisis in history, and bottled water sales were dwindling (replaced by utility network running water). The company needed to boost its revenues through new, innovative, more value-added product development. Argentina displayed a significant interest in fitness. By means of several market research studies, ADA managed to identify a segment whose needs were unmet by existing products and brands. New product launches were planned to target that segment. This case describes the dilemmas faced by ADA and the decisions required to formulate and pursue a strategy for new product launching and brand extension in adverse scenarios. More specifically, this case provides an opportunity to discuss how a new product category can be created to address market downturns. This case describes events that took place in 2002. Research interviews were started in 2004, but the case was published in 2009-12, because Danone delayed its disclosure permission for strategic and competitive reasons. On account of its richness and original contents, the authors decided to write the case despite this delay.	Branding; Product Innovation; New Product; New Product Category; Product Development; Market Research; Positioning; Brand Extension; Product Launch	Soft drinks	Marketing	Argentina; South America	30

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32 / 1 / 2012	Frog's Leap Winery in 2011-The Sustainability Agenda [Case and Video]	Gilinsky Jr., Armand		From 2000-2010, John Williams, co-founder and winemaker of Frog's Leap Winery in Rutherford, California made investments in dry farming, organic and biodynamic agriculture, geothermal and solar power, year-round employment and benefits for immigrant workers, and the industry's only LEEDcertified tasting room. Wine production remained static over the decade, but cased goods inventory and company debt load increased. To generate cash flow, Frog's Leap innovated a "wine-by-the glass" program using kegs and initiated a "Fellowship of the Frog" wine club. In May 2011, Williams considered options to grow "while remaining small," become more sustainable, and assure Frog's Leap's transition to the next generation. The written case and video case were developed for use in tandem to provoke student debate over how success should be defined and measured.	Sustainable strategy; Environmental Management Systems; Financial and resource-based view analyses; Inter-generational equity		Sustainable strategy		21
32 / 1 / 2012	Lehman Brothers: Crisis in Corporate Governance	Harris, Randall D.		This case details the desperate negotiations in September of 2008 to prevent the failure of the New York investment bank Lehman Brothers. Following the collapse of the U.S. subprime mortgage market in February of 2007, a downturn in the global financial markets began to accelerate. Lehman Brothers, heavily exposed to the U.S. subprime and commercial real estate markets, began to experience increasing levels of distress. Looking for a merger to save the company, Chairman of the Board and Chief Executive Officer Richard "Dick" Fuld began to actively seek a buyer for the company. Rebuffed by several potential suitors, Fuld instructed his attorney to approach Bank of America about a deal. Negotiations between Lehman Brothers and Bank of America ensued and were encouraged by U.S. government officials. Talks between Lehman and Bank of America failed. After conversations with Barclays Bank about a bid for Lehman also stalled, Dick Fuld was isolated from the discussion and U.S. government officials began to directly manage the negotiations regarding the fate of Lehman Brothers. In a critical moment, U.K. financial authorities balked at a proposed deal to save Lehman. The Lehman Brothers board of directors was monitoring these negotiations and met four times over the weekend of September 13th and 14th. During the fourth meeting, a U.S. government official addressed the board and stated that a Lehman Brothers bankruptcy would be in the best interest of the nation. The Lehman Brothers board was now faced with a stunning dilemma: whether to further stall for time, vote against the expressed wishes of U.S. government officials, or acquiesce to the bankruptcy of the company.	Corporate Governance; Board of Directors; Investment Banking; Bankruptcy; Crisis		Corporate Governance		22
32 / 1 / 2012	Book Review: The Art & Craft of Case Writing, 3rd Edition	Sullivan, Mark Kay							2
32 / 1 / 2012	Notes on Case Disguises	Seeger, John A.; Rock, Marie L.							6
32 / 1 / 2012	So They're Writing a Case- About You! An Open Letter to the Organizational Host of a Case Writer	Seeger, John A.							6
32 / 2 / 2012	A Telemedicine Opportunity or Distraction	Gogan, Janis L.; Garfield, Monica J.		Partners TeleStroke service enables neurologists at Massachusetts General Hospital and Brigham & Women's Hospital to provide acute stroke consultations to emergency physicians at 27 community hospitals. At Partners, telemedicine services are not centralized. Shawn Farrell, the TeleStroke Executive Director, needs to decide how to respond to a request from nurses at a participating hospital, who wanted to use the TeleStroke equipment to get consultations from other specialists at the Brigham or MGH, such as in critical-care pediatrics. Why not let clinicians at the 27 TeleStroke spoke hospitals occasionally use the TeleStroke platform to receive expert guidance from MGH's pediatric intensivists? From the perspective of the spoke hospitals, the nurses' request is logical and appropriate. From Partners' perspective, the situation is less clear due to organizational, clinical, and technical issues.	Management of IT or ICT; Health Care Administration; Health Care Informatics; Technology and Operations Management; Strategic Management		Management of IT or ICT		20

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32 / 2 / 2012	Intertech: Instructors who Consult, Consultants who Teach	Burns, Cathleen S.; Weber, Paula S.		Tom Salonek, successful entrepreneur and founder of a successful IT training and consulting firm in the Twin Cities, is contemplating a strategic move to virtual training that would significantly impact his existing business model. Tom and his management team are discussing the issues at an off-site planning meeting. Students have the opportunity to role play this meeting and present opposing positions representing their respective majors. The ensuing dialogue highlights the importance of moving beyond a functional area focus to incorporate multiple perspectives in strategic decision making.	Strategic Management; New Venture; Training; Software Consulting; Strategic Planning; Business Model		Strategic Management		16
32 / 2 / 2012	Strategic Planning and Governance at Bridge Adult Service Centre: Where to Begin?	Grandy, Gina; Stewart, Rhian		Susan Thibodeau, Executive Director of Bridge Adult Service Centre, contemplated how Bridge Adult could provide additional services and improved programming to current and new clients. Bridge Adult was a not-for-profit organization that aimed to enhance the lives and promote inclusion of intellectually challenged individuals in communities. There were 27 other service centres similar to Bridge Adult located throughout Nova Scotia, Canada. Funding from government sources remained relatively stagnant over the years but demand and programming needs had changed significantly in most of these centres. In order for Bridge Adult to continue to improve their current client offerings, programs that generated revenue while simultaneously providing meaningful experiences for clients were essential. Thibodeau, in collaboration with the Board, needed to determine strategic priorities for the next three years, her role in that process and who would be responsible for the various aspects of the implementation.	Strategic Direction; Strategic Planning; Governance; Not-for-profits		Strategic Management		22
32 / 2 / 2012	Pricing Strategy at Officenet Staples	Terech, Andres; Silva, Javier J.O.; Barale, Maria		After six years of losses, Officenet Staples (ON), Argentina's leading office supply vendor, started to post profits. However, ON's performance still lagged far behind the profit target of 3% of sales set by Staples, the global industry leader that had recently acquired ON. In mid-2005, Leo Piccioli took over as ON's General Manager, knowing full well that his key challenge lay in driving ON to reach Staples' profitability requirements. He was aware that one of the reasons for ON's low profitability rested with the company's sales force. Because ON's original competitive advantage had faded and sales reps were free to set the prices, reps often granted significant discounts to their customers to win the business. Typically, 40 percent of the items in a purchase order were priced below their regular prices. In a highly competitive market and with an increasingly commoditized offering, Piccioli needed to revise the company's pricing policy. Should ON change the pricing delegation practices that were so deeply embedded in its organizational culture? If so, what kind of pricing policy should ON pursue to improve its profitability while keeping its sales reps motivated? With an industry that primarily used price (rather than non-price) competition, what could ON's management do?	Marketing ;Pricing; Sales Force; Business to business; Services; Organizational culture		Marketing		20
32 / 2 / 2012	Pricing Strategy at Officenet Staples - Portuguese Version	Terech, Andres; Silva, Javier J.O.; Barale, Maria		After six years of losses, Officenet Staples (ON), Argentina's leading office supply vendor, started to post profits. However, ON's performance still lagged far behind the profit target of 3% of sales set by Staples, the global industry leader that had recently acquired ON. In mid-2005, Leo Piccioli took over as ON's General Manager, knowing full well that his key challenge lay in driving ON to reach Staples' profitability requirements. He was aware that one of the reasons for ON's low profitability rested with the company's sales force. Because ON's original competitive advantage had faded and sales reps were free to set the prices, reps often granted significant discounts to their customers to win the business. Typically, 40 percent of the items in a purchase order were priced below their regular prices. In a highly competitive market and with an increasingly commoditized offering, Piccioli needed to revise the company's pricing policy. Should ON change the pricing delegation practices that were so deeply embedded in its organizational culture? If so, what kind of pricing policy should ON pursue to improve its profitability while keeping its sales reps motivated? With an industry that primarily used price (rather than non-price) competition, what could ON's management do?	Marketing ;Pricing; Sales Force; Business to business; Services; Organizational culture		Marketing		21

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32 / 2 / 2012	Pricing Strategy at Officenet Staples - Spanish Version	Terech, Andres; Silva, Javier J.O.; Barale, Maria		After six years of losses, Officenet Staples (ON), Argentina's leading office supply vendor, started to post profits. However, ON's performance still lagged far behind the profit target of 3% of sales set by Staples, the global industry leader that had recently acquired ON. In mid-2005, Leo Piccioli took over as ON's General Manager, knowing full well that his key challenge lay in driving ON to reach Staples' profitability requirements. He was aware that one of the reasons for ON's low profitability rested with the company's sales force. Because ON's original competitive advantage had faded and sales reps were free to set the prices, reps often granted significant discounts to their customers to win the business. Typically, 40 percent of the items in a purchase order were priced below their regular prices. In a highly competitive market and with an increasingly commoditized offering, Piccioli needed to revise the company's pricing policy. Should ON change the pricing delegation practices that were so deeply embedded in its organizational culture? If so, what kind of pricing policy should ON pursue to improve its profitability while keeping its sales reps motivated? With an industry that primarily used price (rather than non-price) competition, what could ON's management do?	Marketing ;Pricing; Sales Force; Business to business; Services; Organizational culture		Marketing		21
32 / 2 / 2012	Columns Besieged: Rogue Employee or Managerial Void?	Voelker, Troy A.; Wooten, Kevin C.; Michael, Timothy B.; McGlashan, Robert		At Digital Solutions, the firm's lead programmer has a very important role within the organization ù the success or failure of the firm likely depends on whether this individual can continue to work effectively. Because this is a small startup firm, the managers are challenged when this individual begins to deceive others and lobby for a better title and bigger role in the firm. He creates and exploits several crises involving the creating staff and risks potential development delays for the firm's sole product. The case shows how earlier or ongoing decisions by the firm's principals (choice of development platform, ignoring earlier challenges) and a lack of human resource infrastructure may have introduced some ethical ambiguity and signaled the acceptability of questionable behavior to employees. Eventually, the problematic programmer issues an ultimatum that must be addressed by one of the managing partners.	Human Resource Management; Strategic Management; Performance Management; Business Policy; Small Business Issues		Human Resource Management		11
32 / 2 / 2012	The Midnight Journal Entry	Lawrence, Anne T.		How should a chief financial officer respond when he uncovers a serious accounting fraud? Richard Okumoto, the newly-appointed CFO of Electro Scientific Industries, Inc., learned that around midnight several months earlier, a group of managers, led by a man who later became CEO, had reversed an accrued liability associated with the anticipated cost of employee retirement benefits. This "midnight journal entry" had allowed the company to report a gain, rather than a loss, for the quarter. Okumoto believed that the reversal was improper and the company's earnings should be restated. When he approached the CEO, the general counsel, and the audit committee with his concerns, however, he was told to "just get past it." Okumoto had to decide how best to act on his conviction that the company had committed an unethical and illegal act, while minimizing the risk to himself and his future career prospects.	Ethical Decision Making; Accounting Fraud; Corporate Governance; Giving Voice to Values		Ethics		10
32 / 2 / 2012	A Note on Releases	Rock, Marie		An experienced case writer discusses the why and how of securing releases from the subject organization when writing a case based on field research.	Case Research; Case Writing		Case Research; Case Writing		8
32 / 3 / 2012	New York Life Insurance Company: Adjusting the Investment Portfolio to Market Conditions	Michel, Mary; Rovenpor, Janet L.		It was January 18, 2007. Gary Wendlandt was on the way to his office. As Chief Investment Officer of the New York Life Insurance Company (NYLIC), he was responsible for managing a \$147 billion investment portfolio. He was concerned about recent events in the economy. The U.S. housing market was weakening at a time when financial institutions had significant assets tied up in mortgage-backed securities and collateralized debt obligations. Credit risk spreads were narrowing despite a general easing of underwriting standards. Wendlandt believed it was time to implement a "quality tilt" strategy. This would require adjusting NYLIC's fixed maturity investment portfolio. He faced a classic risk/return trade-off-i.e., lower current interest income to avoid the higher potential risk of capital losses. How should Gary Wendlandt and his investment management team adjust NYLIC's investment portfolio?	Investment Portfolio Management; Financial Ratio Analysis; Life Insurance Metrics; Behavioral Finance		Investment Portfolio Management		38

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32 / 3 / 2012	Auto-Graphics, Inc. and the Library-Automation Industry - the New Technology Frontier	Sawyerr, Olukemi O.; Abraham, Stanley C.		Paul Cope, CEO of Auto-Graphics ("A-G"), was excited about the future prospects of his company and the library-automation industry, which provided the computer architecture used by libraries to service their patrons. A-G competed in the public, academic, and consortia segment of the industry. Paul Cope's excitement was tempered by the fact that the library market was very mature and confronted with shrinking budgets. The industry faced rapid advances in technology and changing markets. Library patrons belonged to a generation accustomed to Google-like search engines and had high expectations for a library's ease of use and breadth of content. Paul Cope saw the rapid advances in technology and the maturing of the library market as opportunities for A-G to identify a new strategic direction that would result in greater growth and profitability. Weighing heavily on his mind over the past 18 months was exactly how to do this.	Strategic Management; Strategic Planning; Strategy Formulation and Implementation; Small Business Management; Family-owned Business; The Library Automation Industry		Strategic Management		31
32 / 3 / 2012	General Micro Electronics, Incorporated: Semiconductor Assembly Process	Shafer, Scott M.; Volk, Charles		In January, General Micro Electronics (GME) purchased a new wire-bonder machine to support its growing contract assembly business. For the first couple of months the new machine performed well, but then its performance became more erratic and eventually was no longer meeting its internal standard for wire-bond strength. With the use of overtime on the existing wire-bonding equipment being very close to full utilization, the need to improve the performance of the new wire-bonding machine was becoming critical. GME's operations personnel were continuously tweaking the new machine in an effort to find a combination of process parameters that would improve the machine's performance. Unfortunately, the performance of the machine continued to deteriorate.	Operations Management; Six Sigma; Statistical Process Control; Process Capability Analysis; Design of Experiments		Operations Management		15
32 / 3 / 2012	Improving Customer Service in Sunpharma Pharmacies	Lackova, Katarina; Polakova, Michaela; Winn, Joan		Sunpharma Group, a chain of pharmacies in Slovakia, had recently come under new ownership, and the new CEO recognized the need for better customer service in order for the company's expansion strategy to be successful. The company had, as its stated strategic goal, "to be a long time favorite and most in-demand pharmacy renowned for world class professionals, comprehensive services, and individual approach." Typical pharmacy training only addressed physiological and pharmacological concerns, so it was up to the company to address customer service needs for its pharmacists and technicians. Results from a "mystery shopper" project, which investigated the quality of services in pharmacies in standard situations, highlighted the lack of interpersonal skills among pharmacy staff. This case describes the first steps undertaken by the Human Resources department to analyze work behaviors and identify training needs. The student is asked to design a training program for the company that the HR manager can present to the CEO.	Human Resources Management; International Business; Organizational Behavior; Strategic Management; Training; Customer Service		Human Resources Management		20
32 / 3 / 2012	Progressive Education Network (PEN) - Creating Social Impact in Pakistan	Butt, Arif N.; Hemani, Shezeen		In the wake of unnecessary delays and prolonged negotiations with City District Government of Lahore (CDGL), the founding members of Progressive Education Network (PEN) are re-considering their decision regarding the school adoption model. To finalize the decision, they are reviewing the organizational models of two well-known NGOs in Pakistan: TCF and CARE. The founders are growing frustrated and despondent with the uncertainty and indecisiveness that has set in due the long delay caused by CDGL. A few of the Board members are convinced that PEN should no longer negotiate with CDGL and should build its own schools while others still firmly believed in the potential promise of a public-private partnership. The challenge is to finalize the strategic decision based on the assessment of (i) the distinct characteristics of the CARE and TCF models, their scale of social impact, and long term sustainability; and (ii) PEN's mission, vision, organizational and human resources and financial capabilities.	Social Entrepreneurship; Social Enterprise; Scale of Social Impact; Organizational Development; Education in Pakistan; NGOs		Social Entrepreneurship		16

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32 / 3 / 2012	Superior Savings Bank's New Location Decision: Is Less More?	Maamoun, Almed		Superior Savings Bank is a small bank that has been operating in Superior, Wisconsin, since 1924. Its corporate office was located downtown and two nearby in-store branches were opened-one in a prominent grocery store, SuperOne Foods, and one in a big-box supercenter, Walmart. The Board of Directors and top management evaluated many expansion opportunities over the years, but didn't pursue any of them. In 2012, another growth opportunity presented itself, and a decision had to be made whether to maintain the status quo or add a third branch? The bank had the option of offering services in a soon-to-be-constructed SuperOne Foods in the east part of town. The bank's President and CEO, David H. Stack, needed to make a decision whether to lease space in the upcoming store or simply pass on the opportunity.	Retailing; In-Store Banking; Growth Strategies; Site Selection		Retail Marketing		20
32 / 4 / 2012	Daktronics (A): The U.S. Digital Signage Industry in 2010	Kavanaugh, Joseph; Warne, Joshua; Cumber, Carol J		This Industry Note examines the state of the digital signage industry in 2010. The industry came into being to meet the emerging commercial and communications need for more dynamic messaging. It is a nexus between two industries - those who manufacture the equipment and those who create the messaging content. Together, they created an industry that provides instantaneous messaging. From the time and temperature sign at the bank to the state-of-the-art digital scoreboards in stadiums around the world, the industry is transforming how the world receives commercial messaging and entertainment. In 2010, the industry was a technically complex, multi-product, multisegment, multi-channel, highly fragmented market with few dominant firms, rapidly-evolving technologies, and relatively low entry barriers for many segments of the industry. Global opportunities existed and multi-national electronics firms were entering the market. The Note reviews the emergence of the industry, the external forces that were shaping the industry, and its competitive landscape.	Industry Analysis; Competitor Analysis; Environmental Analysis; Forms of Strategic Analysis		Industry Analysis		26
32 / 4 / 2012	Daktronics (B): The Large Sports Venue Sales Channel	Rosenthal, David W.		Daktronics Corporation made scoreboards and large displays for sports venues. The company had been the "Cadillac" of the industry and commanded nearly 70 percent share of the college and professional sports venue market for large displays. Recently, however, increasingly complex, technological installations and maturing manufacturing processes and sourcing had enabled new players to enter the market. Further, buyers in the large sports venue market had been including consulting firms in the decision process. Where Daktronics had often been the unchallenged choice, it was now being challenged by greater competition and channel influences that threatened both share of market and gross margins. Jay Parker, Daktronics Sales Manager for Large Sports Venues, was trying to understand the new market realities and devise an approach that would maintain Daktronics' market leadership and profit.	Sales; Business to Business Channels; Buyer Behavior		Marketing		26
32 / 4 / 2012	Daktronics (C): Downsizing a Billion Dollar Dream	Reed, Marlene M.; Carson, Charles M.; Cumber, Carol J.		This case focuses on the necessity of developing a human resource strategy for downsizing Daktronics, Inc., a company founded in 1968 in Brookings, South Dakota, as a small producer of scoreboards for collegiate wrestling matches. By 2009, the company generated a half billion dollars in annual revenue by producing electronic scoreboards, programmable display systems, and large screen video displays using light emitting diode (LED) technology. The dream of the founder was to grow the company to a billion dollars in revenues. However, by Spring 2010 the recession that the United States had been suffering since 2008 produced negative earnings for Daktronics. Carla Gatzke, VP of Human Resources, realized that she needed a strategy to further reduce personnel costs for the duration of the recession, yet respect company culture and its relationship with communities. The plan also needed to position the company strategically for continued growth.	Human Resource Strategies; Staffing; Downsizing; Internships		Human Resource Management		20

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32 / 4 / 2012	Daktronics (D): Keen on Lean Manufacturing at Daktronics, Inc.	Levenburg, Nancy M.		For over 40 years, Daktronics, Inc. was one of the world's leading suppliers of electronic scoreboards, large electronic display systems, digital messaging solutions, software and services for sports venues, commercial and transportation applications. After decades of producing its products using a batch system, the multi-million dollar company made a formal decision to pursue lean manufacturing in February 2006. The lean initiative took on even greater importance due to sluggishness in the U.S. economy and slowed sales in 2009. In 2010 - four years after the lean project's initial launch - the VP Manufacturing asked, "How successful has the lean conversion been, including the transition from a batch system to a high mix, flow line system? Is the firm poised and ready to extend its lean initiative to nonmanufacturing areas?"	Lean Manufacturing; Just-in-Time; Capacity Strategy; Manufacturing Planning and Control		Operations Management		25
32 / 4 / 2012	Daktronics (E): Dividend Policy in 2010	Cook, Tom		In early March 2010, Bill Ritterath, Chief Financial Officer of Daktronics, Inc., was meeting in his office with Jim Morgan, CEO, and Al Kurtenbach, Chairman of the Board, about increasing dividend payments to shareholders. The company went through a difficult period the past three years with the downturn in the national economy and the sudden reversal in the company's operating and financial performance. But with the economy showing some signs of recovering from the recession, Dr. Kurtenbach thought it was time to review Daktronics' current dividend policy. Cash balances were growing rapidly and the outlook for future cash flows was positive. He said, "We can afford to return some additional cash to shareholders given our confidence that business is turning around and improving." In making the decision, Dr. Kurtenbach wanted it to be based on an assessment of the company's current cash position and future cash flow projections. Dr. Kurtenbach asked Mr. Ritterath to make a recommendation at the next Board meeting (in four weeks) on a new dividend distribution, including both the amount and form of the distribution.	Dividend Policy; Ratio Analysis; Percentage of Sales Financial Forecasting; Equity Free Cash Flow; Free Cash Flow Estimation; Free Cash Flow Valuation; Capital Policies		Finance		26
32 / 4 / 2012	Daktronics (F): Weathering the Recession Positioned for a Bright Future	Taylor, Marilyn L.; Coates, Theresa; Connely, Charles C.		In 2010, CEO James Morgan contemplated how to revive his electronic signage company following a disastrous year that had come after years of growth and profitability. His company was facing many internal and external challenges as the executive team sought growth opportunities overseas and confronted an increasingly competitive environment where new challengers that had entered the marketplace contributed to price pressures. Morgan must decide how to cut costs while making tactical short term decisions to increase revenues. Also, there were a number of tradeoffs to consider as the company sought to position itself for opportunities during potential economic recovery. While desiring to avoid the pitfalls of thinking too short term in the midst of recessionary forces, Morgan's executive team and Board wrestled with the tradeoffs inherent with the conundrum of whether to hunker down for the recession or undertake a bold strategic move to position for an economic recovery.	Strategic Management; Strategy in Recession; International Strategy; Mergers and Acquisitions; Organic Growth; Multi-Generational Issues; Business-to-Business; Product Innovation		Strategic Management		32
32 / 4 / 2012	360 Degree Analysis of an Organization: Methodological Considerations	Cumber, Carol J.; Kavanaugh, Joseph; Hansen, Tonya Jo		The authors discuss a research project developed to contribute to the field of case research through extension of the case method beyond its current traditional focus on a singular event in the life of an organization. The project sought to target a full systemic view of a company to provide teaching cases for students to be able to conduct multi-disciplinary analysis. Employing a multi-disciplinary approach, the method captured the dynamics of organizational life within the same time frame and operating environment of a single firm, with the same set of characters, environmental constraints, competitive environment, resources, and organizational information to influence decision-makers. The case set illustrates the contemporaneous decisions of multiple decision makers as they sought to advance the interests of the firm, and highlights the interconnected complexity of an organization's decision environment. The article elucidates, from the perspective of two of the authors who served as coinvestigators, the project as initially envisioned, what actually happened, and the lessons learned.	Case Research; Interdisciplinary Research		Case Research		22

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32 / 4 / 2012	Teaching the Daktronics Set of Cases: Classroom Evidence on Outcomes of 360 Degree Organizational Analysis	Kavanaugh, Joseph		This narrative conveys one professor's experience in teaching the Daktronics set of cases. Observations are shared on learning objectives; the competencies and preparation needed by students and instructors; order of case presentation; alternative approaches for use of the case-set; linkages among the cases; limitations encountered and lessons learned in teaching the cycle; and learning outcomes.	Pedagogy; Multidisciplinary Case Method; Learning Objectives; Learning Outcomes		Case Teaching		18
33 / 1 / 2013	Preferred Customer Service at U.S. Airways	Akinc, Umit		Repatriation of the previously off-shored call center operations of the US Airlines was being completed in the summer of 2011. The Reservation Director of the East Region considered this to be an opportunity to improve service to the "preferred customers" by establishing a preferred customer desk at the Winston-Salem Center. This way, both the average wait times for this customer segment could be reduced, and, through careful recruitment and specialized training of the agents, other dimensions of service quality could be enhanced. Greatly varying call volumes caused the required number of agents to economically achieve the targeted average wait times to fluctuate. Estimating agent needs and scheduling the start times of standard 8-hour shifts were essential inputs to the analysis that the headquarters required to justify the initiative. In addition to these technical approaches to service management, the case provides rich opportunities to discuss human resource strategies and their role in competitive advantage.	Multi-Server Queuing Theory; Shift Scheduling by Linear Programming; Customer Service; Competitive Advantage		Operations Management		13
33 / 1 / 2013	Rethinking Distribution Logistics at VASA, Pilkington	Sanchez, Julio; Pancotto, Marcelo; Vera, Maximiliano, Fernandez		VASA, a Latin American subsidiary of a global group, was the result of a joint-venture between two of the five leading companies in the glass global business (NSG-Pilkington and St Gobain). It had almost total control over the Argentine market with 88 percent market share, and had grown steadily over the last sixty years. By 2008 this rapid growth, compounded by limited installed glass manufacturing capacity at regional levels, had caused local supply shortages. Over the last several years, VASA's progressively deteriorating service had damaged its former reputation for excellent service. The case explores how to reverse a disappointing delivery service that led to angry customers complaining about unfulfilled orders, late deliveries, and accusations from transportation companies that held VASA responsible for these delays. Also these accusations resulted in deterioration in relationships with transportation companies that had done business with VASA for more than twenty-five years. VASA's CEO evaluated the following options to recover its reputation: 1) take total control of distribution to customers by developing a VASA-owned delivery service; 2) reverse the situation with transportation companies by requiring them to develop delivery service management capabilities; or 3) replace these transportation companies, partially or totally, with more sophisticated logistic service providers.	Logistics; Operations Strategy; Strategy Implementation; Supply Chain Management; Business Process Management; Distribution Management		Operations Management		25
33 / 1 / 2013	Replanteo de la Logística de Distribución de VASA, Pilkington (Spanish Version)	Sanchez, Julio; Pancotto, Marcelo; Vera, Maximiliano, Fernandez		VASA, a Latin American subsidiary of a global group, was the result of a joint-venture between two of the five leading companies in the glass global business (NSG-Pilkington and St Gobain). It had almost total control over the Argentine market with 88 percent market share, and had grown steadily over the last sixty years. By 2008 this rapid growth, compounded by limited installed glass manufacturing capacity at regional levels, had caused local supply shortages. Over the last several years, VASA's progressively deteriorating service had damaged its former reputation for excellent service. The case explores how to reverse a disappointing delivery service that led to angry customers complaining about unfulfilled orders, late deliveries, and accusations from transportation companies that held VASA responsible for these delays. Also these accusations resulted in deterioration in relationships with transportation companies that had done business with VASA for more than twenty-five years. VASA's CEO evaluated the following options to recover its reputation: 1) take total control of distribution to customers by developing a VASA-owned delivery service; 2) reverse the situation with transportation companies by requiring them to develop delivery service management capabilities; or 3) replace these transportation companies, partially or totally, with more sophisticated logistic service providers.	Logistics; Operations Strategy; Strategy Implementation; Supply Chain Management; Business Process Management; Distribution Management		Operations Management		26

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33 / 1 / 2013	Interfaith Partnership for the Homeless	Thurston Jr.; Paul W.; Eddy, Erik R.; Ruggieri, Lynn		Janine Robitaille, Executive Director of Interfaith Partnership for the Homeless (IPH), contemplated the future of the 501(c)(3) non-profit organization she had led for the past five years. IPH, located in Albany, New York assisted individuals and families by meeting their immediate needs, helping them find safe, affordable housing and providing them continuing support through long-term case management services. Janine considered strategic questions of pursuing opportunities for growth, demonstrating impact of IPH programs, and developing sustainable sources of funding. The case offers a rich opportunity to apply traditional situational analysis and strategic planning approaches to a not-for-profit organization.	Strategic Planning; Not-For-Profit Management; Stakeholder Analysis; Measuring Effectiveness; Balanced Scorecard; Homeless Services		Strategic Management		26
33 / 1 / 2013	CH2M HILL: Reinventing Organizational Careers	Newman, Karen L.		CH2M HILL, an employee-owned engineering services firm, was experiencing unusually high voluntary turnover among its newer employees and a lack of qualified internal candidates for top jobs. Exit survey data and engagement survey data pointed to a lack of advancement opportunity as the main reason for high voluntary turnover among new employees. Although CH2M HILL thinks of itself as a career employer, fewer than 25 percent of top managers in early 2012 had been promoted from within. Jan Walstrom, Chief Learning Officer, has been charged with rebuilding CH2M HILL's career development systems and processes. She must balance the need for more career development with the company's culture of project-based autonomy and flexibility.	Career Development; Motivation and Turnover; Matrix Organizations; Engineering and Consulting		Career Development		23
33 / 1 / 2013	Don't Just Dump It!: Saving Sandy Pond	Sexty, Robert W.; Slawinski, Natalie; Baker, Kristen C.		Environmentalists in Newfoundland were very concerned about the impact of a nickel refinery being constructed by Vale, a multinational Brazilian mining corporation. The refinery produced substantial amounts of metal wastes which were to be deposited in a natural lake, Sandy Pond, which Vale planned to use as a "tailings impoundment area" (TIA). The environmentalists formed a group, the Sandy Pond Alliance for the Protection of Canadian Waters (SPA), to oppose this practice. SPA faced challenges including the fact that the refinery's environmental impact statements (EIS) had been approved by government and the local community mostly supported the project which would reduce unemployment in the area. One hurdle remained which required Vale to obtain government approval to allow Sandy Pond to become a TIA. Government regulation allowed Vale to get around legislation that banned the pollution of natural waters. SPA felt this was not right and was determined to prevent the destruction of Sandy Pond and other lakes in Canada. It had to decide how to do this and whom to target in its efforts.	Environmental NGO's; Environmental Sustainability; Stakeholder Influence Strategies; Government Regulation		Sustainability		19
33 / 1 / 2013	Caffebene: Master Brewer of Growth and Global Ambition	Choi, David Y.; Kang, Byungoh; Kiesner, Fred		Caffebene founder Sun Kwon Kim had managed to achieve remarkable success in a highly competitive South Korean coffee industry dominated by U.S. and conglomerate-founded brands. The case illustrates Kim's aggressive entrepreneurial orientation and depicts the detailed strategies Caffebene employed to differentiate itself and achieve an unprecedented rate of growth. Kim's success in South Korea continued to fuel his global ambition and caused him to decide to go head to head with Starbucks in the U.S. in Times Square. Kim was faced with a difficult stay-the-course vs. abandon decision as he experienced a major slipup with Caffebene's flagship store in the U.S. The discussion should cause students to raise fundamental questions about what made Caffebene successful in the first place, if those success factors are transferable to the U.S., and how Kim's strong entrepreneurial orientation affected his decision making process.	Entrepreneurship; Franchising; Growth; Globalization; Coffee Shops		Entrepreneurship		23
33 / 2 / 2013	Ruma's Fruit and Gift Basket World: Will Dad Ever Talk to Me?	Friar, John H.; Clark, Edmund L.; Eddleston, Kimberly A.		Andrea Ruma has worked for three years at Ruma's Fruit and Gift Basket (Ruma's), a 112-year-old family business in Massachusetts. Andrea is trying to decide whether she will stay in the business or leave to go back to teaching. The problem for Andrea is that her father, Jim Ruma, will not share any information on the company strategy, finances, estate planning, or succession planning, nor provide her with any feedback on whether she is doing a good job. Although Jim is seventy-two years old, he is an active and opportunistic businessman. In the last twenty years, he has gotten out of the wholesale fruit business and has entered five new business areas, all without any planning. Although the company is profitable and provides good income to four family members, Andrea has doubts as to whether she should commit to the company with the idea of possibly taking over the business as the only viable fourth generation family member.	Successor Commitment; Communication; Family Dynamics; Family Personnel Policies; Professional Development of Next Generation; Creating the Business Strategy; Planning the Estate; Succession Planning		Special Issues on Family Businesses		7

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33 / 2 / 2013	Aurum Furniture and In-Law Management	Holt, Daniel T.; Chua, Jess H.; Chrisman, James J.; Litchfield, Shanan R.; Jones, Vernon		Aurum Furniture introduces the trials, tribulations, and triumphs of John Malone, a manager with considerable experience, who joined Aurum Furniture when the family firm faced financial difficulties. After spending four years to help revive the business founded by his wife's parents, John was considering whether or not he should stay in the family business. John had several notable achievements during his tenure, which led to an invitation to join the board and even being mentioned as a possible successor to his father-in-law. As he reflected on his experiences he wondered whether his involvement should continue and, if so, where the business should be heading, how the continued professionalization of the business should proceed, and the effects of these decisions on the firm and family.	Family Business and Firms; In-Laws in Family Firms; Professionalization; Family Business Conflict		Special Issues on Family Businesses		14
33 / 2 / 2013	Cloverleaf Dairy, Inc. - Valuation of a Dairy Farm	Mann, Janelle; Mossmann, Charles E.		John O'Callahan returned from the University of Guelph as a new graduate, engaged to be married. He excitedly told his parents that he and his fiancée would like to take over the family dairy farm after their wedding in the summer. His parents, Michael and Audrey, were happy to hear the news as they had always planned that their family farm would transition to the next generation. At the same time they were somewhat anxious since they did not expect the decision to come so soon, and had not made formal succession plans or discussed this issue with their children. Michael and Audrey wanted to ensure that the selling price and other arrangements would enable them to retire comfortably and that any purchase would consider all three of their children. John was given the task of coming up with a proposal that contained a reasonable valuation of Cloverleaf Dairy as a starting point for a family discussion. Although his parents and sisters seemed positively disposed toward the purchase, in order to proceed, the valuation had to satisfy all parties over the short and long term.	Family Enterprise; Valuation; Capital Budgeting; Succession Planning; Strategy Development		Special Issues on Family Businesses		19
33 / 2 / 2013	Succession at Buchanan Transport	Barrett, Mary A.; Moores, Ken		Rita Schultz is the daughter of Noel Buchanan, the third-generation owner of Buchanan Transport. She has finally given way to her frustrations over her insecure role in the firm and her low salary, giving Noel an ultimatum that he either sell the firm to her or she will leave. Rita had planned that she and her two sisters would share equally in the buy-out, but Noel imposes a condition on the sale: Rita must be the majority shareholder. A range of intertwined family and business complexities exacerbate the situation: the conflicts, aspirations, potential contributions, and development needs of family members; the residual effects of Noel's previous reluctance to transfer ownership; and the firm's falling financial performance following a natural disaster. Students must advise Rita how she should respond to the situation in the short, medium, and long-term.	Family Business; Succession; Leadership; Conflict		Special Issues on Family Businesses		20
33 / 2 / 2013	Breezy Plains Acres: What about Me?	Cumber, Carol J.; Pflueger, Burton		Breezy Plains Acres began in 1927 as a small farming operation consisting of a section of land with a homestead. Now run by fourth and fifth generations of the Richter family, it was a five million dollar, complex agri-business. Chuck Richter was in his early sixties and had begun to consider transitioning away from the day-to-day operations of the farm/ranch toward retirement, and was concerned about how to sustain the operation within the family for future generations. He had one farming son, seven off-farm children and fifteen grandchildren. As he considered estate planning, he recalled examples of farm families torn apart and farms being sold to strangers because of the children fighting due to how the estate was divided. Being fair to his children was of central importance. As he reviewed the challenges, he thought, "What can I do to help assure that future generations of Richters will still own and manage Breezy Plains Acres?"	Transition/Estate Planning; Fair versus Equal Inheritance; Family Business Meetings		Special Issues on Family Businesses		14
33 / 2 / 2013	DLC Management Corporation: Securing Its Future	DeWitt, Rocki-Lee; Ifshin, Adam W.		In the context of difficult economic conditions, DLC Management Corporation, a privately-held, family-owned and operated real estate developer, is considering whether to go public or stay private. DLC has been built on the Ifshin family's ability to meet adversity head-on and build strong relationships with its investors. Over time, key individuals have joined the company's top management team. Adam Ifshin, the CEO, has to consider an array of industry, business, and family factors as he decides how DLC will move forward. What should Adam do?	Family Business; Strategic Management; Business Continuity; Initial Public Offering (IPO)		Special Issues on Family Businesses		23

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33 / 2 / 2013	Analyzing Family Business Cases: Tools and Techniques	Sharma, Pramodita; Blunden, Robert Labaki, Rania; Michael-Tsabari, Nava; Algarin, Juan O. Rivera		This article identifies and explores thirteen analytical tools and techniques to understand the unique dilemmas and paradoxes faced by family firms. They are presented here as tools to better analyze family business cases and develop effective responses to family business situations. However, they are equally useful for families in business and advisors to family businesses as they seek to deal with the complex issues created by the conflict of family and business systems in family enterprises. Tools focused on understanding the family business system as a whole are separated from family-focused and business-focused ones. The six dual systems-focused techniques aid understanding of the key stakeholders, current status, past history, and desired future of the firm. The three family-focused techniques in the tool kit aim to better understand the relationships between and the perspectives of the key stakeholders, and the overall health of the family system. The four business system-focused conceptual techniques enable understanding of the nature and extent of the family's involvement in the business, its key directions, performance, and continuity. Careful application of appropriate tools will deepen understanding of the core issues being faced by a decision maker and assist in the development of effective and actionable recommendations.	Family Business; Analyzing Cases; Conceptual Tools for Family Business Analysis		Special Issues on Family Businesses		20
33 / 2 / 2013	The Woodville Republican: Family Firm or Community Asset?	Carter III, John J.; Kidwell, Roland E.		William A. A. Chisholm first published a newspaper in Woodville, Mississippi in December 1823, calling it The Woodville Republican after the Democratic-Republican political party of Thomas Jefferson. The paper passed through several publishers until Captain John South Lewis purchased it in 1879. More than 130 years later, The Woodville Republican, the oldest newspaper in Mississippi, was still owned and operated by his descendants. Andy Lewis, the fourth-generation editor and publisher, faced the challenges of operating a family-owned enterprise in a weakening industry and of a fifth generation that seemed to be uninterested in carrying on the business. In The Woodville Republican, he also controlled an asset of great value to the community. Andy faced the disheartening possibility that his family's ownership of the newspaper and the newspaper itself could both come to an end with him.	Family Business; Entrepreneurship; Succession; Successor		Special Issues on Family Businesses		11
33 / 3 & 4 / 2013	Conflict at MRW: The New Employee's Pregnancy	Marti, Margarita; Montalvo, Adolfo		The case aims to create a dilemma for students. Some will defend Sonia's (the new employee) right to a maternity leave and to continue working at MRW (a courier company with an important CSR track), especially in light of her trials and tribulations with fertility treatment and the fact that the pregnancy is a risky one. Others will defend the company's interests, arguing that the situation in the firm is critical and that MRW's internationalization is vital for the company's business development. The latter group will focus on Sonia's role in launching the internationalization project. The question of what to do about Sonia's pregnancy is a critical one for both the technology department and for Sonia. Dealing with it requires great care.	Conflict Resolution; Gender Stereotypes; Decision-Making; Organizational Learning; Culture; Change		Conflict Resolution		14
33 / 3 & 4 / 2013	El genero de MRW (Spanish Version)	Marti, Margarita; Montalvo, Adolfo		The case aims to create a dilemma for students. Some will defend Sonia's (the new employee) right to a maternity leave and to continue working at MRW (a courier company with an important CSR track), especially in light of her trials and tribulations with fertility treatment and the fact that the pregnancy is a risky one. Others will defend the company's interests, arguing that the situation in the firm is critical and that MRW's internationalization is vital for the company's business development. The latter group will focus on Sonia's role in launching the internationalization project. The question of what to do about Sonia's pregnancy is a critical one for both the technology department and for Sonia. Dealing with it requires great care.	Conflict Resolution; Gender Stereotypes; Decision-Making; Organizational Learning; Culture; Change		Conflict Resolution		15

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33 / 3 & 4 / 2013	MIS America Grupo Santander	Cano, Josep-Lluís; Bisbe, Josep		Grupo Santander, a major global banking institution, has tremendously and rapidly expanded through acquisitions in Latin America. Santander launches a large-scale MIS project, MIS America, in order to deal with the information challenges resulting from this expansion. The MIS America project is led by Jesus Cepeda, director of the management control area. The review of the pilot project in Chile indicates serious delays and a number of problems in the design and implementation of the project. Jesus is faced with the decisions on how to move forward the project in Chile and on whether and how to proceed with the rollout to the other Latin American countries. These decisions are further complicated by organizational changes at the top management level by which technological decisions will be from now on taken by a new Corporate Technology Division.	Management Information Systems; Management Control; Multinational Companies; Project Management		Management Information Systems		21
33 / 3 & 4 / 2013	MIS America Grupo Santander (Spanish Version)	Cano, Josep-Lluís; Bisbe, Josep		Grupo Santander, a major global banking institution, has tremendously and rapidly expanded through acquisitions in Latin America. Santander launches a large-scale MIS project, MIS America, in order to deal with the information challenges resulting from this expansion. The MIS America project is led by Jesus Cepeda, director of the management control area. The review of the pilot project in Chile indicates serious delays and a number of problems in the design and implementation of the project. Jesus is faced with the decisions on how to move forward the project in Chile and on whether and how to proceed with the rollout to the other Latin American countries. These decisions are further complicated by organizational changes at the top management level by which technological decisions will be from now on taken by a new Corporate Technology Division.	Management Information Systems; Management Control; Multinational Companies; Project Management		Management Information Systems		22
33 / 3 & 4 / 2013	Project Finance for Autopistas del Centro	Lubian, Francisco J. Lopez		In late spring 2009, Osvaldo Martfnez, finance manager at Autopistas del Centro, a private company operating a toll road bypass in Madrid, was analysing, with growing concern, the financial impact of reduced traffic on its toll road. In 2008, overall freeway traffic in Spain fell by 12 percent, and the trend did not suggest any improvement in 2009. Mr. Martfnez believed the situation to be basically unsustainable. The company's lenders wanted to renegotiate costs and deadlines, due to the increase in risk of the project. Due to the drop in revenues and operating earnings, the project would need an additional two million euros and the current shareholders refused to agree to all the refinancing of the project coming out of their pockets. Operational and financial improvements would be needed in order for the project to be viable and offer at least a minimal return. The case describes the progress of a project finance operation from its beginnings in 2004, and the situation of the project in 2009 in the face of a crisis and consequent failure to meet the initially expected cash flows. The case offers an excellent opportunity to discuss what to do when a project finance fails, analysing the alternative ways of ensuring the project's viability and profitability.	Corporate Finance; Project Finance; Financial Restructuring; Structured Debt		Finance		14
33 / 3 & 4 / 2013	El Project Finance de Autopistas del Centro (Spanish Version)	Lubian, Francisco J. Lopez		In late spring 2009, Osvaldo Martfnez, finance manager at Autopistas del Centro, a private company operating a toll road bypass in Madrid, was analysing, with growing concern, the financial impact of reduced traffic on its toll road. In 2008, overall freeway traffic in Spain fell by 12 percent, and the trend did not suggest any improvement in 2009. Mr. Martfnez believed the situation to be basically unsustainable. The company's lenders wanted to renegotiate costs and deadlines, due to the increase in risk of the project. Due to the drop in revenues and operating earnings, the project would need an additional two million euros and the current shareholders refused to agree to all the refinancing of the project coming out of their pockets. Operational and financial improvements would be needed in order for the project to be viable and offer at least a minimal return. The case describes the progress of a project finance operation from its beginnings in 2004, and the situation of the project in 2009 in the face of a crisis and consequent failure to meet the initially expected cash flows. The case offers an excellent opportunity to discuss what to do when a project finance fails, analysing the alternative ways of ensuring the project's viability and profitability.	Corporate Finance; Project Finance; Financial Restructuring; Structured Debt		Finance		12

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33 / 3 & 4 / 2013	The Alliance of Community-Based Pharmacy Owners of Puerto Rico: Challenging Competition from U.S. Chains	Quinones, Victor; Gonzalez, Diana; Marchany, Ines; Pagan, Javier		The presence in Puerto Rico of U.S. drugstore chains like Walgreens and CVS, as well as megastores like Walmart, Costco, and Kmart, led to the closure of around 30 percent of locally-owned community-based pharmacies between 2005 and 2011. To address competition from U.S. chains, ownerpharmacists pursued collective action, including organizing buying groups and the Alliance of Community-Based Pharmacy Owners (Alliance). The Alliance was created in 2009 for two main purposes: to educate consumers on how "patriotic" and beneficial it would be for them to buy at locally-owned community pharmacies instead of U.S. chains; and to help Alliance members improve the skills they needed to manage their businesses and confront outsiders. However, by December 2011, the Alliance was barely surviving, due to lack of sufficient members. Diana González, head of the marketing team for a pharmaceutical wholesaler, had been loaned to the Alliance by her boss, Raúl Rodríguez. Rodríguez had helped launch and fund the Alliance and served on its board of directors. González was charged with designing a new strategic road map for the Alliance to present to the board of directors.	Strategic Collaboration; Strategy Implementation; Strategic Marketing; Blue Ocean Strategies; Guerrilla Marketing; Value Proposition		Strategic Management		19
33 / 3 & 4 / 2013	La Alianza de Propietarios de Farmacias de Comunidad de Puerto Rico: Retando la Competencia de las Cadenas Estadounidenses (Spanish Version)	Quinones, Victor; Gonzalez, Diana; Marchany, Ines; Pagan, Javier		The presence in Puerto Rico of U.S. drugstore chains like Walgreens and CVS, as well as megastores like Walmart, Costco, and Kmart, led to the closure of around 30 percent of locally-owned community-based pharmacies between 2005 and 2011. To address competition from U.S. chains, ownerpharmacists pursued collective action, including organizing buying groups and the Alliance of Community-Based Pharmacy Owners (Alliance). The Alliance was created in 2009 for two main purposes: to educate consumers on how "patriotic" and beneficial it would be for them to buy at locally-owned community pharmacies instead of U.S. chains; and to help Alliance members improve the skills they needed to manage their businesses and confront outsiders. However, by December 2011, the Alliance was barely surviving, due to lack of sufficient members. Diana González, head of the marketing team for a pharmaceutical wholesaler, had been loaned to the Alliance by her boss, Raúl Rodríguez. Rodríguez had helped launch and fund the Alliance and served on its board of directors. González was charged with designing a new strategic road map for the Alliance to present to the board of directors.	Strategic Collaboration; Strategy Implementation; Strategic Marketing; Blue Ocean Strategies; Guerrilla Marketing; Value Proposition		Strategic Management		19
33 / 3 & 4 / 2013	The PCDA Project of Doctors Without Borders-Spain	Roman, David; Hormazabal, Alvaro		The case "PCDA" (Pills for Other People's Pain in Spanish) outlines the methods employed by the Spanish branch of Médecins sans Frontières, hereafter MSF (Doctors Without Borders) to develop a physical product that could be used to raise funds for the organization's social initiatives. The case focus is set in mid-March 2011, a few weeks after Juan Ramón Axta's appointment as the new head of the PCDA project at a time when sales were plummeting. The PCDA was successfully launched in November 2010, however, at the end of February 2011 sales dropped drastically. This sharp decline in sales created significant uncertainty about the campaign's future. Axta has to analyze all the facts and decide what to do about the future of the project.	Marketing; Non-profit Organization; Consumer Analysis; Consumer Behavior; New Products Launching; Product Concept; Marketing Plan; Social Marketing		Marketing		15
33 / 3 & 4 / 2013	El Proyecto PCDA de Médicos Sin Fronteras España (Spanish Version)	Roman, David; Hormazabal, Alvaro		The case "PCDA" (Pills for Other People's Pain in Spanish) outlines the methods employed by the Spanish branch of Médecins sans Frontières, hereafter MSF (Doctors Without Borders) to develop a physical product that could be used to raise funds for the organization's social initiatives. The case focus is set in mid-March 2011, a few weeks after Juan Ramón Axta's appointment as the new head of the PCDA project at a time when sales were plummeting. The PCDA was successfully launched in November 2010, however, at the end of February 2011 sales dropped drastically. This sharp decline in sales created significant uncertainty about the campaign's future. Axta has to analyze all the facts and decide what to do about the future of the project.	Marketing; Non-profit Organization; Consumer Analysis; Consumer Behavior; New Products Launching; Product Concept; Marketing Plan; Social Marketing		Marketing		16

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34 / 1 / 2014	Cavendish Cove Cottages	Hennessey, Sean		Sherry Noonan, a senior business student, is considering the purchase of Cavendish Cove Cottages, a complex of nineteen rental units sitting on 2.4 acres of land. The property is located in the heart of Cavendish, a very popular tourist destination on Prince Edward Island, Canada. Sherry must analyze this opportunity as a going concern. She must evaluate the company's current financial position, project the property's cash operating earnings, decide on a financing model for the business, allocate the purchase price over the assets acquired, and determine the value of the cottage business. Affecting the analysis is the deteriorating economic environment, leading to the possibility of declining tourist numbers and spending on PEI. Also to be considered are the unique challenges and opportunities of operating a tourism-based business that is only open a portion of the year. Over the next week, Sherry must determine the value of the cottage business and develop the offer that will be made to the current owners.	Corporate finance; Entrepreneurship; Business valuation; Capital budgeting; Forecasting		Finance		16
34 / 1 / 2014	An Investment Analysis of Honduran Teak Plantations	Majure, Lida; Savage, Kathryn; Haertzen, Matthew; Finkral, Alex		Matthew Haertzen, a timber portfolio manager for Cogent Partners, the fund manager for Cambium Global Timberland (a UK listed timber investment fund) was tasked with an analysis of managed teak plantations in Honduras for potential cumulative investment in the amount of \$21025 million. Matt was evaluating an opportunity from Beyond Forestry, a Honduran company that employed a unique accelerated teak growth model. This accelerated growth model allowed for harvesting of teak wood in as few as 7012 years, as compared to 20030 years for traditional commercial plantations. Matt needed to perform a capital budgeting analysis, including deriving an appropriate risk-adjusted cost of capital, to use in his investment analysis. Matt obtained data from Beyond Forestry in Honduras including growth rates of managed teak plantations, teak pricing, and operational expenses necessary to estimate cash flows associated with the managed teak plantations. Of equal importance was an assessment of the risks associated with the teak plantation investment, given the political and economic environment in developing markets such as Honduras.	Capital budgeting techniques; Risk-adjusted cost of capital; Risk assessment; Global business; Discounted cash flow; Sensitivity analysis; Timber industry		Finance		23
34 / 1 / 2014	Building Community at Terra Nova Consulting	Ogata, Ken; Spraakman, Gary		This case describes the challenges faced by the president of an engineering and environmental services consulting firm (Terra Nova Consulting) as it seeks to address deep internal cultural divisions. Terra Nova began as a small niche firm that has expanded through internal growth and mergers to become an elite, international professional services firm. It was founded upon certain values and principles, but has drifted away from these over time, such that younger members perceived a disconnect between its professed and actual culture. Survival as an elite firm will depend upon the ability to repair this divide and convince the next generation to continue the founders' vision or develop a new shared vision.	Organization culture; Organizational change; Professional service firm; Organization structure		Organization Culture		20
34 / 1 / 2014	Governance Reform at Research in Motion (RIM) Ltd.	Chan, Y. Lilian; Hao, Horng-Tzu		The case looks at the board structure of Research in Motion (RIM) Ltd. Institutional investors, more specifically, Northwest and Ethical Investments LP (NEI), were concerned about RIM's leadership and board structure in 2011, and they questioned the dominance of executives on RIM's Board and asked for a split of the Chair and Co-CEO roles. In order to avert a showdown with shareholders at the Annual General Meeting on July 12, 2011, RIM made an agreement with NEI to establish "a committee of independent directors to study its board structure, the merits of a lead director versus a chair, and the 'business necessity' for the company's Co-CEOs to hold 'significant' board-level titles." The case is set in December 2011 when this review committee needs to assess RIM's board structure and recommend resolutions to be included in the report due on January 31, 2012 to address the governance issues raised by NEI.	Board composition; Board structure		Corporate Governance		15

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34 / 1 / 2014	Cooley Distillery: The Independent Spirit of Ireland	Kennelly, James J.		Cooley Distillery was the world's only independent, Irish-owned distiller of Irish whiskey. Against long odds, it had survived twenty-five years of brutal competition in the oligopolistic Irish whiskey category of the global spirits industry. Along the way, it began to turn a modest profit and achieved a stellar reputation for quality and innovation in its product offerings. Yet Cooley, a non-listed public company with 290 shareholders, had never paid a dividend, nor seemed in a position to do so for years to come. Founder and Chairman John Teeling faced a significant strategic decision as 2011 drew to a close. Should Cooley remain independent? Or did a sale of the firm to a large multinational make more sense? A management buyout or a joint venture represented other feasible options. What decision was best for Cooley's shareholders, for the management, and for Cooley's other stakeholders?	Strategic management; Valuation; Governance; International business		Strategic Management		21
34 / 1 / 2014	Maria Gonzalez	Boroff, Karen E.		Maria Gonzalez, a unionized employee of Global Communications, was arrested in an off-duty incident involving drugs, guns, and possible pornography. The news account published the names of those arrested, including Maria, but listed her name as Yvonne Gonzalez. Maria, as she was known in the office, was a customer service representative (CSR) at Global. She had access to private information about Global's customers and was the point of contact for them. Gonzalez reported out sick following the arrest and her immediate boss, unaware of the drug bust and Gonzalez's associated arrest, simply thought this was a typical sick-day call-out. Subsequently and quite by accident, Gonzalez's managers learned that her absences were directly related to events at the drug bust. In turn, when she wanted to report back to work, the managers became concerned about what the appropriate course of action should be regarding Gonzalez's behavior. They were troubled by the potential customer and employee impact, as well as negative publicity that could tarnish Global's overall reputation.	Human resource management; Job analysis; Discipline in the workplace; Just cause; Off-the-job misconduct		Human Resource Management		12
34 / 1 / 2014	Transforming People's Lives: The Vehicles for Change Story	Mersha, Tigineh; Nielsen, Christine; Siram, Ven; Weiss, J.C.		VFC's primary purpose is to assist low-income families own vehicles so that they can achieve financial independence. Most of the vehicles VFC awarded to low-income families were donated. To supplement its budget, VFC also established a used car sales business called Freedom Wheels (FW) which soon became a profitable enterprise. Nearly all of FW's profits were transferred to support VFC's mission. Marty Schwartz, president of VFC, believed that allowing FW to retain more of its profits would allow it to grow its used car business which would bring even larger financial benefits to VFC in the longrun. In the short-term, however, this would reduce the number of vehicles awarded to low-income families-a sensitive issue for many members of his board. At the upcoming board meeting, therefore, Schwartz's primary challenge was to present an assessment of the potential impact on the vehicle award program of allowing FW to retain more of its profits, and to recommend what percentage of its profits FW should be allowed to retain. He was also prepared to examine other options for growing VFC's revenue, and to consider the wisdom of spinning-off FW as a separate for-profit entity.	Social enterprise; Social entrepreneurship; Nonprofit management		Social Entrepreneurship		14
34 / 1 / 2014	Telenor (A): From Cellular Networks to Financial Services	Shaikh, Shazib; Hassan, Syed Zahoor		Telenor Group (based in Norway) is experiencing stagnating growth in average revenue per user at eleven subsidiary cellular networks in Europe and Asia. Telenor Pakistan is especially under scrutiny, having already been favored with \$1.2 billion of investment. Now it has to show a path to substantial profits; a self-subsisting "growth story." Its VP Strategy believes mobile banking for the "unbanked" is the way forward. However, at the decision point in the case (March 2008), the central bank has restricted "branchless banking" to certain "bank-led" models. Reflecting on the experiences in other emerging markets (such as, SMART Money in the Philippines and Vodafone's M-PESA in Kenya), the VP Strategy has to prepare a presentation to the Board of Directors on (i) how the subsidiary is to achieve a "growth story" by entering financial services; and (ii) the nature of the alliance to pursue for compliance with "bank-led" branchless banking.	Corporate strategy; Diversification; Bottom-of-the-pyramid; Strategic alliances; Mobile banking; Telecommunications; Microfinance		Strategic Management		26
34 / 2 / 2014	Goldman Sachs and the Big Short: Time to Go Long?	Harris, Randall D.							30
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34 / 2 / 2014	The Howling Wolf Taqueria: Feeding the Good Wolf	Vega, Gina; Lam, Miranda S.							14
34 / 2 / 2014	Litehouse Foods: The Glass Dilemma	Lawrence, John J.; Mishra, Anubha; Pengilly, Marie							20
34 / 2 / 2014	At a Crossroads: The Strategic Dilemma at PENPOL	Rajamma, Rajasree K.; Giapponi, Catherine; Kumar, Arun; Padmakumar, Chadrasekhar							26
34 / 2 / 2014	Southern Chair Company: No Time for Sitting Around!	Berka, Gregory; Lopina, Erika; Justice, Logan; Beck, Tammy E.							23
34 / 2 / 2014	Technology Plus, Inc. - Moving Onward	White, Susan V.; Hallows, Karen							21
34 / 2 / 2014	Radial Bearing Team: A Manufacturing Group's Transformation to Self-Directed Work Teams	Wirth, Sean; Kavanaugh, Joseph; Sower, Victor							23
34 / 3 / 2014	Artesanías de Colombia	D'Andrea, Guillermo; Silva, Javier J.O.; Raufflet, Emmanuel; Prado, Maricruz		Upon becoming General Manager of Artesanías de Colombia (AC) in January 2007, Paola Munoz faced the challenge of redefining the organization's strategy. The mission of AC, a mainly government organization with a 3 percent private ownership, was to foster, promote, and market Colombian handicrafts, thus creating economic development opportunities for artisans, a low-income, mainly indigenous population. Whereas the previous strategy focused on crafts-with a strong emphasis on the promotion of design and the positioning of crafts as very differentiated products among high-income clients-Paola wanted to discuss with her staff the pros and cons of reorienting the AC's strategy toward the artisans, through increased training, support, and capacity building especially in administrative, economic, and organizational areas. This case invites students to evaluate the work involved in crafting the strategy of a hybrid organization with (1) a dual mandate (social and business orientations) (2) in a sector in which the small focal organization (a yearly budget of US\$ 1M, and 140 employees) promotes value creation with a vast number of producers (over 350,000 artisans in the country).	Strategy Formulation; Stakeholders Mapping; Emerging Markets; Non-Market Strategy; Social Responsibility; Handicrafts and Artisans; Design and Fashion		Strategy Formulation		21
34 / 3 / 2014	Artesanías de Colombia, (French Version)	D'Andrea, Guillermo; Silva, Javier J.O.; Raufflet, Emmanuel; Prado, Maricruz		Upon becoming General Manager of Artesanías de Colombia (AC) in January 2007, Paola Munoz faced the challenge of redefining the organization's strategy. The mission of AC, a mainly government organization with a 3 percent private ownership, was to foster, promote, and market Colombian handicrafts, thus creating economic development opportunities for artisans, a low-income, mainly indigenous population. Whereas the previous strategy focused on crafts-with a strong emphasis on the promotion of design and the positioning of crafts as very differentiated products among high-income clients-Paola wanted to discuss with her staff the pros and cons of reorienting the AC's strategy toward the artisans, through increased training, support, and capacity building especially in administrative, economic, and organizational areas. This case invites students to evaluate the work involved in crafting the strategy of a hybrid organization with (1) a dual mandate (social and business orientations) (2) in a sector in which the small focal organization (a yearly budget of US\$ 1M, and 140 employees) promotes value creation with a vast number of producers (over 350,000 artisans in the country).	Strategy Formulation; Stakeholders Mapping; Emerging Markets; Non-Market Strategy; Social Responsibility; Handicrafts and Artisans; Design and Fashion		Strategy Formulation		21

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34 / 3 / 2014	Artesanías de Colombia, (Spanish Version)	D'Andrea, Guillermo; Silva, Javier J.O.; Raufflet, Emmanuel; Prado, Maricruz		Upon becoming General Manager of Artesanías de Colombia (AC) in January 2007, Paola Munoz faced the challenge of redefining the organization's strategy. The mission of AC, a mainly government organization with a 3 percent private ownership, was to foster, promote, and market Colombian handicrafts, thus creating economic development opportunities for artisans, a low-income, mainly indigenous population. Whereas the previous strategy focused on crafts-with a strong emphasis on the promotion of design and the positioning of crafts as very differentiated products among high-income clients-Paola wanted to discuss with her staff the pros and cons of reorienting the AC's strategy toward the artisans, through increased training, support, and capacity building especially in administrative, economic, and organizational areas. This case invites students to evaluate the work involved in crafting the strategy of a hybrid organization with (1) a dual mandate (social and business orientations) (2) in a sector in which the small focal organization (a yearly budget of US\$ 1M, and 140 employees) promotes value creation with a vast number of producers (over 350,000 artisans in the country).	Strategy Formulation; Stakeholders Mapping; Emerging Markets; Non-Market Strategy; Social Responsibility; Handicrafts and Artisans; Design and Fashion		Strategy Formulation		22
34 / 3 / 2014	Balancing Stakeholder Interests and Corporate Values: A Cummins Strategic Decision	Berte, Erica; Vujovich, Christine		In early 2002, Cummins was being pressured by its competitors and many fleet customers to request the United States Environmental Protection Agency (EPA) to delay the new oxides of nitrogen (NOx) emission standard that would take effect in October 2002. Cummins Engine Business President Joe Loughrey and his team needed to make a strategic decision. Should they: A. Agree with the competitors' position and ask the EPA to delay the consent decree implementation date, and then delay the development and production of their new engine, thus facing an EPA non-conformance penalty; or B. Implement the terms of the consent decree, launching a new but more costly engine that meets by October 2002 the more stringent NOx emission standards. Both strategic decision options had substantial consequences and needed carefully evaluation. The future of Cummins' Engine Business was in jeopardy, and their decision could impact the future of competitors.	Strategic Management; Strategic Decision Making; Sustainable Strategy; Technology Analysis; Corporate Social Responsibility; Government Regulation; Organizational Culture; Cost Accounting		Strategic Management		15
34 / 3 / 2014	Communauto: A Big Idea for a Big Market	Paquin, Raymond L.; Etzion, Dror; Povitz, James; Gruber, Benjamin		This case examines Communauto, North America's first car sharing organization, based in Montreal, Quebec, Canada. The case focuses primarily on Communauto's CEO, Benoit Robert, as he builds on his success and ponders how to make car sharing even more widespread and environmentally impactful. Unlike many sustainability oriented cases which focus on translating a "concept" into a viable enterprise or offering, this case focuses on an organization that is already established, is financially sound, and is attaining its environmental objectives. Students examine how the founder can address the inevitable tension between growing the business and pursuing his ambitious goal of meaningfully reducing the environmental impact of personal transportation.	Sustainability; Social Enterprise; Sharing Economy; Car Sharing; Triple Bottom Line; Environmental Impact; Consumer Pricing		Sustainability		15
34 / 3 / 2014	Communauto: A Big Idea for a Big Market (French Version)	Paquin, Raymond L.; Etzion, Dror; Povitz, James; Gruber, Benjamin		This case examines Communauto, North America's first car sharing organization, based in Montreal, Quebec, Canada. The case focuses primarily on Communauto's CEO, Benoit Robert, as he builds on his success and ponders how to make car sharing even more widespread and environmentally impactful. Unlike many sustainability oriented cases which focus on translating a "concept" into a viable enterprise or offering, this case focuses on an organization that is already established, is financially sound, and is attaining its environmental objectives. Students examine how the founder can address the inevitable tension between growing the business and pursuing his ambitious goal of meaningfully reducing the environmental impact of personal transportation.	Sustainability; Social Enterprise; Sharing Economy; Car Sharing; Triple Bottom Line; Environmental Impact; Consumer Pricing		Sustainability		17

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34 / 3 / 2014	Damai Lovina Villas: Can Eco-standards and Certification Create Competitive Advantage for a Luxury Resort?	Darnall, Nicole; Milstein, Mark B.		Glenn Knappe is general manager of Damaφ Lovina Villas, a boutique resort on the island of Bali, Indonesia. He has improved the hotel's operational efficiencies by introducing numerous innovative sustainability activities that are benefitting its employees and the local community. Now Knappe wonders whether he can leverage these activities towards branding Damaφ as a "green" hotel, thus enhancing its competitiveness. He questions whether participating in a voluntary environmental program (VEP) might be the vehicle to do so. However, Knappe first must decide whether Damaφ's existing sustainability activities need expanding to qualify the hotel for VEP membership. He also must determine whether these programs are worth the investment, and whether they might persuade potential guests to stay at the hotel. Finally, if he chooses to participate in a VEP, Knappe needs to figure out which one (or which combination) might benefit Damaφ most.	Strategic Differentiation; Strategy-Environment Fit; Sustainable Enterprise; Corporate Social Responsibility; International Management; Hospitality or Hotel Management; Ecotourism		Strategic Differentiation		20
34 / 3 / 2014	Envirofit International: Cracking the BoP Market	Narapareddy, Vijaya		Envirofit International, a non-profit enterprise teamed up with the Shell Foundation to reduce indoor air pollution (IAP) by selling low-cost, highperformance cookstoves in India designed to reduce carbon emissions. IAP was recognized as a silent killer and a major environmental hazard in developing countries around the world. The solution to this worldwide problem was a low or zero emissions cookstove. This case describes how Envirofit developed and marketed high performance cookstoves to the base of the pyramid (BoP) households in India and the challenges it faced in the process. Despite persistent social marketing campaigns, Envirofit's push strategy did not result in strong sales growth in the Indian BoP market. Envirofit India's country manager and leadership at the U.S. headquarters faced the daunting task of growing sales profitably in order to make the Indian venture financially sustainable. Students have the rich opportunity to analyze Envirofit India's market, financial performance, and suggest alternatives to improve sales based on a sound understanding of consumer behavior in the Indian BoP market.	Sustainability; BoP Consumer Behavior and Marketing; Social Enterprise Management; Social Innovation and Value Creation; Cross-Cultural Differences		Sustainability		14
34 / 3 / 2014	GreenWood Resources: A Global Sustainable Venture in the Making	Nottingham, Lei Li; Feldman, Howard; Eisner, Alan		GreenWood Resources, Inc. (hereinafter referred to as GreenWood) is an investment and asset management company based in Portland, Oregon, USA. Founded in 1998 by Jeff Nuss, a bio-resources engineer by training, GreenWood specializes in the development and management of high-yield, fast-growing tree plantations with a global vision of building "a resource that lasts forever." Despite years of difficulties attracting institutional investors, the company makes persistent efforts in building the key success factors such as people, resources, and business networks on a worldwide basis over time. In particular, GreenWood demonstrates a meticulous approach of entering the Chinese tree plantation industry characterized by complex ownership structures, underdeveloped farming systems, and emerging, sometimes equivocal and unpredictable government policies. Notwithstanding the accumulation of market-specific knowledge in China, GreenWood still has to experience a complex process of making investment decisions in light of economic performance, social responsibility, and environmental stewardship.	International Business; Global Venturing; Sustainable Business; Foreign Market Entry Process		International Business		21
34 / 3 / 2014	The Road to Tortuguero	Young, Cheri A.; Nicholas, Terry G.; Corsun, David L.; Loth, Daryl		With approximately 1,000 residents, Tortuguero, Costa Rica was situated on a spit of land on the eastern coast, isolating it from the rest of the country due to the ocean, rivers, and a protected national park. It was inaccessible by road, leaving residents with limited access to goods and services like groceries, healthcare, and education. Tortuguero is also home to the most prolific nesting beach for giant sea turtles in the Atlantic, making it a major destination for ecotourists. The local Tour Guide Association (TGA) is faced with a community investment decision with ethical, ecological, and social impacts. The TGA must balance the needs and desires of the community residents against the environmental and business implications that will arise from their decision.	Sustainability; Systems Thinking; Tourism Development; Ethics		Sustainability		20

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34 / 3 / 2014	Water Crisis in India	Clendenen; Gary W.; Booker, James F.; Card, Michael A.; Devasagayam		Many of India's hundreds of millions of poor, subsistence farmers suffered from a lack of water. They struggled to feed themselves in good years and often watched family members die of starvation or disease during dry years. President Kalam knew that the rapidly growing population and depleting fresh-water aquifers would compound the problems. He appointed Dinesh Shindey to form a task force to figure out how best to alleviate water shortages. The task force looked at two approaches: 1) a centrally planned and managed strategy often called the River Linking Project (RLP) that would essentially reengineer the water systems of India through the construction of more than 12,000 kilometers of canals and dozens of new dams and 2) a decentralized approach composed of many smaller projects that would be implemented at the state and local levels. Each approach had significant political, cost-containment, and engineering risk. The recommendation of the task force could have longlasting consequences for the future of India.	India; Stakeholder Analysis; Decision Analysis; Public Policy; Natural Resources		Stakeholder Analysis		24
34 / 3 / 2014	Resources for Teaching Business Sustainability	Lawrence, John		This article introduces ten high quality resources that can aid in this process of incorporating sustainability into a business school's curriculum. The focus in the article is on resources that cut across business disciplines and exist outside of the discipline-specific places faculty members often look. These resources provide access to sustainability-focused content and cases as well as sustainability-focused course modules and syllabi that have been used at other universities.					9
34 / 4 / 2014	Community Blood Center of the Carolinas: Building for a Better Community	Swayne, Linda E.		President and CEO, Martin Grable assembled the Community Blood Center of the Carolinas board of directors for its first ever strategic planning retreat. Seven strategic choices were presented for the fledgling blood center to grow its business and better serve the community. Four new services-pooled donors for sickle cell disease, cord blood collection and storage, therapeutic apheresis, or a reference lab as well as three other strategies-blood inventory management, adding hospitals to the partnership, or greater attempts at increasing collection of blood were to be discussed. The American Red Cross was a formidable competitor, the community's needs were many, and CBCC's resources were limited. Grable asked for the board's collective thinking on the best strategic alternative to pursue first. He felt that his job was to then figure out a way to finance that option. His goal, supported by the board, was to grow CBCC to lower the cost of blood for patients in the community.	Strategic Management; Strategic Choice; Health Care; Not-for-profit		Strategic Management; Strategic Choice; Health Care; Not-for-profit		33
34 / 4 / 2014	DePaul Industries in 2012: Financing Growth in a Social Venture	Dorado, Silvia; Raufflet, Emmanuel; Shaffer, Dave		Established in 1971, DePaul Industries was a social venture operated as one organization (and for short called DePaul Industries) but legally registered as two 501(c)(3) not-for-profit organizations (DePaul Industries and DePaul Services). DePaul's mission was to generate employment opportunities for people with disabilities. DePaul operated in three industries that shared three characteristics: they were employment intensive, had paper-thin margins, and were cash-thirsty. DePaul derived most of the funds to finance its operations from revenue from these businesses but had yet to turn a profit. In the past, banks had been willing to provide DePaul with financing (mortgages, credit lines, and factoring loans), but it had always been challenging and it appeared to be increasingly so. Dave Shaffer, DePaul's CEO, had begun to explore other options, namely social investors, but with little success so far. Considering DePaul's increasing difficulties to identify suitable financing, Shaffer had begun wondering whether these difficulties were, as in the past, rooted in financiers' lack of understanding and sympathy towards DePaul's social venture nature or whether there was something else-the eroding of DePaul's net assets connected with recent business losses (largely derived from its contract packaging business.)	Social Enterprise; Hybrid Social Ventures; Nonprofit Management; Corporate Strategy; Growth; Cash Flow		Social Enterprise; Hybrid Social Ventures; Nonprofit Management; Corporate Strategy; Growth; Cash Flow		23

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34 / 4 / 2014	The Deutch-Casella Joint Venture and [yellow tail] Wines: Trading Up or Trading Down?	Gilinsky Jr., Armand; Lopez, Raymond H.		In early February 2009, executives from a U.S. wine importer, W. J. Deutch & Sons (Deutsch), met in White Plains, New York, to try and reach a consensus on how to respond to changes in the marketplace. Wine consumers had begun purchasing less expensive wines, or "trading down," amidst a global recession in 200802009, reversing a five-year "trading up" trend. Inventories ballooned in the wine industry supply chain. Some producers and importers, unable to sell stocks, went into default. After an initial failure in the late 1990s to create an import brand with Casella Wines in Australia, Deutsch found success with the [yellow tail]« brand-the number one Australian wine export and U.S. import from 200302008. John Casella, managing director of Casella Wines, suggested repositioning the [yellow tail]« brand, priced at \$4.990\$5.99 per 750ml bottle, while Deutsch's founder, Bill Deutsch, and his son, Peter (CEO), could not agree on a strategy.	Joint Ventures and International Joint Ventures; Pricing Strategy; Strategy Implementation; Best-cost Generic Strategy; Market Analysis and Forecasting		Joint Ventures and International Joint Ventures; Pricing Strategy		23
34 / 4 / 2014	Fisdap: The Nursing Opportunity	Lehmborg, Derek		Michael Johnson, CEO of Headwaters Software, is considering an opportunity to enter a new market, nursing education software. "Fisdap" as Headwaters Software was called, was the leading provider of software solutions to educators of Paramedics and Emergency Medical Technicians. Fisdap's software includes solutions to help manage and track students' field internships, in addition to testing and test preparation products. Recently, Johnson had visited a community college that was a current Fisdap customer after receiving a request from the college's Health Science department chair to consider developing software for their nursing program. Johnson was aware that regulatory changes ahead were likely to bring some requirements of Paramedic training to other healthcare education fields, including nursing. Nursing education was a large but unfamiliar marketplace. Johnson had a number of concerns, including whether Fisdap's valued company culture could scale with rapid growth. Johnson needed to decide whether to stay focused in Fisdap's current market or take the plunge and enter into nursing education software.	Strategic Management; Diversification; Entrepreneurship		Strategic Management; Diversification; Entrepreneurship		21
34 / 4 / 2014	LaborVoices: Bringing Transparency to the Global Supply Chain	Roman, Ronald M.; Lawrence, Anne T.		Social entrepreneur Kohl Gill had a goal of using mobile phone technology to bring transparency to the global supply chain. Gill's vision was to build a company that would allow workers in foreign supplier factories for major brand companies to use their mobile phones to report and share information about factory labor and safety conditions. This information could potentially be useful to a variety of groups: the workers themselves, nongovernmental organizations, labor unions, factory managers, monitoring and auditing organizations, and international brand companies. The case describes the impetus and development of the business concept. It also provides information on labor conditions and supply chain dynamics in the textile and garment industry in southern India. At the end of the case, Gill is reviewing various business models and considering how to launch his social enterprise successfully.	Business Models; Social Entrepreneurship; Strategic Management; Global Supply Chain; Innovation		Business Models; Social Entrepreneurship; Strategic Management; Global Supply Chain; Innovation		13
34 / 4 / 2014	Medical Marijuana Industry Group: Outdoor Advertising in Denver	Seaborn; Paul R.; Miller, William		Denver City Council has proposed regulations that would prevent medical marijuana businesses from advertising near schools, parks or daycare centers throughout the city. If adopted, these restrictions would greatly affect the development of this growing new industry and could set a precedent for advertising regulations across Colorado and beyond. The Executive Director of the Medical Marijuana Industry Group MMIG), an industry association representing medical marijuana businesses, finds member opinion on the proposal split. The Executive Director must decide whether to recommend that the MMIG oppose the proposal, support it as is, or come up with an alternative.	Business and Governemnt Relations; Strategic Management; Stakeholders; Public Administration		Business and Governemnt Relations; Strategic Management; Stakeholders; Public Administration		9

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34 / 4 / 2014	Sonata Software Ltd., India: Building Global Competitive Advantage through an International Joint Venture	Hurt, Stephanie; Narapareddy, Vijaya		This case deals with how Sonata Software, an Indian software company, sought growth in Western Europe through a joint venture (JV) with TUI AG, a leader in travel and tourism in Germany. It describes the firm's choice of a JV as a means for entering overseas markets while building new competencies and buttressing competitive advantage. The case opens in Bangalore in May 2010, with B. Ramaswamy, president and managing director of Sonata Software, meeting his management team to review the performance of TUI Infotec. The case traces the history of Sonata from its spinoff from its parent company to the JV design and implementation. It challenges students to evaluate the advantages and disadvantages of this international JV, and to consider the decision of whether to continue the JV or to dissolve it when the revenue commitments made by TUI AG were set to expire in 2011.	International Joint Ventures (IJVs) from Emerging Economics; IJV Strategy and Process; Cross-Cultural Issues in IJV Management; IJV Exit Strategy		International Joint Ventures (IJVs) from Emerging Economics; IJV Strategy and Process; Cross-Cultural Issues in IJV Management; IJV Exit Strategy		16
34 / 4 / 2014	Starbright Jewelers	Boroff, Karen; Lordi, Samantha		Roger Cosgrove had to make a decision on what to do with his employee, Jennifer Johnson, whom he learned had allegedly stolen \$120,000 from his former business associate, Michael Libretti. He was conflicted by the ethical dilemmas this issue raised. Cosgrove and Libretti once operated Starbright in a joint operation but, because of changing economic conditions, dissolved their joint operation amicably in 2008. Johnson, who had worked for both men at Starbright, elected to move with Cosgrove to his new business venture, Silver Shine. She continued to work part time on Saturdays for Libretti at Starbright, to supplement her income. Cosgrove and Libretti had remained friends, and occasionally met to catch up on news. It was at one of these get-togethers in 2011 that Cosgrove heard from Libretti the accusation of theft. Johnson had left her part-time job at Starbright in 2010 on her own accord. After Johnson left, Libretti discovered that Johnson stole about \$120,000 from him from 2004 through 2010. After Libretti shared with Cosgrove this story, he asked Cosgrove what he, Cosgrove, was going to do, in Libretti's words, "with the thief who is working for you now."	Business Ethics; Business and Society; Decision-making; Human Resource Management; Employee Discipline		Business Ethics; Business and Society; Decision-making; Human Resource Management; Employee Discipline		7
35 / 1 / 2015	Building a Positive Future for Children with Disabilities through Strategic Partnerships	Grandy, Gina; LaPointe, Hyla; Park, Laura; Murray, Robert		The executive director of a not-for-profit that provided family-centered services to children with disabilities was concerned about the organization's sustainability. The organization was heavily dependent upon financial support from government; however, this funding was insufficient to cover all operating expenses and address the growing demand for services. The executive director was interested in developing long-term strategic partnerships to build awareness and generate greater financial support for the organization, while remaining true to the organization's mission. She needed to assess current partnerships and determine where to best direct her efforts regarding new partnerships. She also wanted a plan that was realistic given the organization's limited people resources.	Strategic Management; Strategic Partnerships; Not-for-profit Mission and Strategic Decisions; Not-for-profit Sustainability		Strategic Management		16
35 / 1 / 2015	Watson Children's Shelter	Douma, Bambi; Shay, Jeffrey P.; Harrington, Michael		Watson Children's Shelter was a private, independent, charitable non-profit organization located in Missoula, MT, that provided emergency shelter to children. Watson and Executive Director Fran Albrecht faced a difficult operational situation in June 2011. After a time-consuming due diligence process that led them to the decision to expand and build an additional facility, placements of children had decreased dramatically; where Watson had been turning away approximately two children per week, it now had excess capacity in each facility and even had closed one facility part of the time. Albrecht then learned of a policy change by the main referring agency which resulted in the underutilization. She was concerned about the public perception and the impact on her organization and the board members, as well as other stakeholders, including the children. She knew Watson had to adapt and act quickly, but she was not certain which alternative to take.	Strategic Management; Stakeholder Influence; External Environment; Non-profit Management		Strategic Management		17

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35 / 1 / 2015	Lott Industries: The CEO Fights for Survival	Tanguay, Denise M.; Vielhaber, Mary E.		Joan Uhl Browne, the CEO of Lott Industries, is facing a looming financial crisis as she and her management team try to save the jobs of over 1200 adults with developmental disabilities. Browne and her management team struggle to replace the loss of over 85 percent of the organization's revenues, searching for any and all kinds of contracts, and developing in-house innovations, including green cleaning products and gourmet dog treats. As Browne pushes ahead, she faces obstacles in the complicated relationship with the Lucas County board of developmental disabilities that controls Lott's financial and human resources. When the frustrations of managing the changes necessary for survival in an increasingly poor economy accumulate, the CEO contemplates the strategic options she has and the likelihood of their success.	Strategic Choice; Nonprofit Organization; Organizational Structure; Organizational Alignment; Change Management		Strategic Management		17
35 / 1 / 2015	Telect Inc. and the 30-Year Ride: Edgy or Over the Edge?	Lawrence, John J.; Mishra, Anubha		It is November of 2011. Wayne Williams, Telect's CEO, has proposed that he and the company's CFO, Stan Hilbert, spend more than a month riding around the country on their Harley Davidson motorcycles visiting the company's customers in honor of the company's upcoming thirtieth anniversary in September of 2012. Wayne wants to take the ride to personally thank the customers who have helped the company reach this milestone and to showcase the firm's product offerings. He would also like to find out from customers what more Telect could be doing to meet their needs. Stan is concerned that the ride could backfire and be misinterpreted by both the company's customers and employees, eroding rather than enhancing these relationships. The students are put into the shoes of the CFO and must decide whether or not to support the ride, and then how to craft either a strong argument to convince the CEO to change his mind about the ride, or a strong argument to convince the company's board of directors to support the proposed ride.	Strategic Management; Strategic Implementation; Strategic Leadership; Customer Relationship Management; Corporate Culture; Family Business		Strategic Management		12
35 / 1 / 2015	By-the-Sea Biscuit Company: A Decision in New Venture Analysis	Finney, Sherry		Paul Finney and Pat Jobe, long-time friends and future business partners, are proposing the establishment of a frozen biscuit manufacturing operation in the now defunct Clearwater Seafood plant in North Sydney, Nova Scotia. Cape Breton Innovation and Research Council (CBIRC), a private corporation, had recently assumed ownership of the plant and wanted to expand and develop local business by creating an incubator within the facility. Finney and Jobe presented a business proposal to CBIRC and the organization was very excited and believed the idea had promise. Finney and Jobe, although convinced of the merits of the product concept, still had some questions that needed answering before they could make a final assessment on the feasibility of the business. The immediate task facing Finney and Jobe is to determine the sales potential for By-the-Sea Biscuit Company.	Marketing Management; Marketing Research; Small Business Management; Entrepreneurship		Marketing		14
35 / 1 / 2015	County Line Markets: Real Options and Store Expansion	Cook, Tom; D'Antonio, Lou; Rizzuto, Ron		County Line Markets (CLM) needs to consider expanding one of its existing sixty-seven Indiana based-stores to form a superstore. The decision facing CLM is whether to replace its existing store now with a new, larger superstore, or wait in the hope that additional information they might receive in the future would enhance the overall net present value (NPV) of the project. Ron Winston, CLM's chief financial officer (CFO), was considering whether a real options approach should be used to help determine when and if the store should be converted to a superstore. The CLM store under evaluation is located in an area where the demographics, population, and competitive landscape have changed dramatically since the store was last remodeled. Winston thinks that it is premature to invest substantial sums of money in some existing locations because they are still in a state of flux, and he feels it is better to wait until the market stabilizes before committing large amounts of funds to these markets. Jerry Williams, vice president of operations, thinks that CLM needs to invest now in advance of market changes. Williams also believes that Winston is not considering the impact on the downtown metro area store if a competitor builds a superstore while CLM is waiting to decide.	Strategic Finance; Capital Budgeting; Real Options; Binomial Lattices		Finance		21

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35 / 1 / 2015	Malkinson Printing Company: The Evolution of a Family Business	Rosenberg, Stuart		Matt Decker, the former president of Malkinson Printing Company, a family-owned private printing company in Milwaukee, Wisconsin, needed to decide whether to return to the company after quitting more than two years earlier. Matt had been one of the three family members in the fourth generation of Malkinson Printing ownership. Matt's exit from Malkinson Printing came during a period when the business had begun to struggle for the first time in its history. The company had grown in each of its previous generations of ownership, but the printing industry had changed dramatically by the beginning of the twenty-first century. The advent of computer graphics placed companies like Malkinson at risk. The dynamics of the technological changes that were taking place dovetailed with a fracturing of the family dynamics at Malkinson Printing. Matt was working as a salesman for another printing firm when he was asked if he would come back to help save the business.	Three-Circle Model of Family Business; Types of Conflict; Intergenerational Commitment		Family Business		14
35 / 1 / 2015	Who Is This Guy?	Brannen, Dalton E.; Medcalfe, Simon K.; Cousins, Roland B.		As chair of the accounting department at Southern Regional University (SRU), Professor David Evans recently hired a seemingly promising young assistant professor of accounting. Evans has now received some very disturbing information regarding this faculty member. The information was that this new hire does not possess the academic nor professional credentials he claimed. As a result, Evans was in a near panic as to what action he should recommend. He contemplated his options, which were: denounce this fraud and fire him immediately; quietly terminate him and make a vague announcement about his unexpected departure; or allow this individual to finish the term and not renew his contract. Evans weighed the reaction of the university community, the public, and the results for himself. In case B in the Instructor's Manual the recommendation Evans made to the academic vice president was accepted and acted upon. This decision in turn had second order consequences for organizations outside of SRU. In case C there were third order consequences of a serious and personal nature for another member of the accounting department.	Ethical Decision-Making Process; Ethical Reasoning Theories; Human Resource Management; Due Diligence in Hiring; Identify Theft		Ethics		6
35 / 2 / 2015	Springy Fields: An Entrepreneur's Dilemma	Breward, Michael; Breward, Katherine; Tietz, Matthias		Entrepreneur Tom Wilson has a dilemma: he must decide how to expand Springy Fields, his adult sport and recreation business. After the economic aftermath of 9/11 cost Tom his structural engineering job, he decided to turn his side business of running a spring and summer Ultimate Frisbee league into his full-time job. Over time, Tom's league grew substantially and he expanded into beach volleyball, soccer, flag football, and dodge ball. The Internet helped Tom remove the biggest expansion roadblock: the time required to complete administrative and customer-service tasks. Without the Internet, Tom doubted he could have achieved a fraction of the success he enjoyed between 2002 and 2010. Heading into the 2010 season, Tom realized he had plateaued and needed a new growth strategy. Each of the numerous options for expansion had its own unique set of financial risks and lifestyle implications. The case examines the myriad issues associated with developing a growth strategy that meets Tom's financial and lifestyle goals.	Entrepreneurship; Work-life balance; Homeonline business; Balanced scorecard; Growth strategies		Entrepreneurship		17
35 / 2 / 2015	Beaufort Solutions, Inc.	Walker, Deborah; Hanlon, Dennis; Stapleton, Donna		Beaufort Solutions is a small Canadian technology company developing software solutions for the rapidly changing digital photo industry. Although blessed with exceptional managerial and technical talent, the firm thus far has been constrained by the growth intentions of its founder-CEO, who wanted to spend time with his young family. Now that the founder's children are older, Beaufort has partnered with Fuji Canada to go after national big box retail accounts. With Fuji providing the marketing clout, Beaufort quickly landed one national retailer and was closing in on a second, even larger account. As the founder-CEO ponders the consequences of success and how much growth would best fit the company, he realizes he must consider not only the internal and external realities of the firm but also the preferences and commitment of his team.	Growth intentions; Managing growth; Entrepreneurship; Lifestyle firm versus high growth; Strategy - personal values				16

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35 / 2 / 2015	Motor Trike: Building a Brand Community	Cater, John J.; Beal, Brent D.; Tarter, Jim; Swimberghe, Krist		Founded in 1994, Motor Trike, Inc., produced kits that transformed a motor/cycle into a three-wheeled vehicle or trike, providing increased safety and comfort for the riders. Trikes became increasingly more popular as the baby boomer generation aged. Jacquelyn Moore, marketing director at Motor Trike, faced decisions of whether to start an owners' group or brand community for the company and if so, how to start the group. Jacquelyn had marketing survey data available to help guide the decision-making process, but the data needed to be properly analyzed and presented to the owners of the company.	Marketing; Brand community; Family business; Small business				22
35 / 2 / 2015	Facebook Folly at Northeast BMW (A)	Lopiano, Gabrielle R.; Watson, Mary Anne		The vice president and general manager of Northeast BMW, a family-owned car dealership, must determine what disciplinary actions to take against an employee who posted defamatory comments and photos to his Facebook page referencing two instances at the dealership. The first involved a launch event of the redesigned BMW5 Series model for which the sales staff was dissatisfied with the quality of refreshments offered to potential customers. The employee also posted pictures and disparaging captions about an accident that occurred at the company's adjacent Land Rover dealership later that week. The vice president learned of the Facebook postings through phone calls from neighboring dealers.	Human resource Management; Disciplinary action; Social media policy; Employment-at-will		Human Resource Management		5
35 / 2 / 2015	"Keeping the Faith"? Competitive Positioning of a Not-for-Profit Youth Camp	Grandy, Gina; Stewart, Rhian		Board members of a youth camp affiliated with the United Church of Canada were contemplating how to improve the competitive positioning of the camp. The organization recently received a relatively large donation and the board chair viewed it as an opportunity to revisit the organization's direction and positioning relative to other camps in the area. The organization faced competition from a number of faith-based and non-faith based camps, most of which offered more diverse programming or were positioned with a stronger Christian message. The board needed to determine how to improve the organization's competitive position without jeopardizing its Christian roots and core mission. It also had to decide how the donated money could support this, whether through a new building or other means.	Strategic management; Not-for-profit management; Not-for-profit competitive positioning; Industry analysis; Faith based organizations		Strategic Management		19
35 / 2 / 2015	American Solar, Inc.: An Innovative Solar Start Up	Hallows, Karen; White, Susan		American Solar is a small Virginia start up, providing firms with solar thermal energy through new roofing installations. The firm's owners, John Archibald and Kathryn McGeehan, wanted to sell their solar thermal roofing as cost effective systems, not dependent on tax credits to make them economical as was the case with solar photovoltaic electric (PV electric) generation. Kathryn and John competed for a small niche in an already niche market and were working to prove that their system could stand alone as an energy efficient, cost effective heating system. They were battling the high upfront cost of a solar roof and working to sell the long term energy efficiency that solar thermal roofs provided. Kathryn and John knew that a hotel chain - Hannover Inns - was going out asking for bids from roofing companies to replace their roofs. If they could land this contract, it would be their largest commercial contract to date. They wanted to prepare a quote for replacing the roofs along with a presentation, based on cost savings, that could help take their firm to a higher sales level.	Capital budgeting; Sensitivity analysis; Industry analysis; Project financing		Finance		17
35 / 2 / 2015	Fidello Cigar Cutter	Bailey, Bruce C.; Levin, Michael A.		After successfully test marketing hand-assembled prototypes of a new type of cigar cutter, the inventor, aided by a small group of investors, machine-produced 5,000 units of this new-to-the-world product. Fidello's was intended for a niche market with an elite customer group, yet target customers were unaware of the benefits provided by the new cutter and did not know they needed these benefits. A perceptual map produced from a recent survey of target customers indicated they perceived Fidello's to be far different from the "ideal" cigar cutter. The investor group faced two big decisions: (1) educating cigar enthusiasts on the benefits of the new cutter, and (2) gaining retail placement. The group's financial situation, and two-year timeframe for a return on their investment, limited their options.	New product introduction; Marketing versus selling concepts; Adoption rate of innovations; Perceptual mapping		Marketing		19
35 / 2 / 2015	What Is a Giving Voice to Values Case?	Gentile, Mary C.; Lawrence, Anne T.; Melnyk, John		This essay introduces the Giving Voice to Values approach to values-driven leadership development and describes the key elements of a Giving Voice to Values case and instructor's manual.					10

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35 / 3 / 2015	Qadri Groups: Sustaining Beyond the First 100 Years	Jajja, Muhammad Shakeel Sadiq; Hassan, Syed Zahoor		The case describes the situation of over a hundred years old, family-owned, and male-managed business group-Qadri-Group (QG). QG was facing challenges in family's interplay with the group's business. Meanwhile, QG also foresaw several new business opportunities and challenges in domestic and international markets that required greater focus and harmony among the family members and group companies. QG's board of directors (BoD) felt that a unanimously formulated family constitution was needed to manage the increasing complexity in the family and ownership, as the group ventured out to benefit from the emerging business landscape. Rizwan Qadri, a third generation family member of the BoD, initiated and advocated the idea of developing a family constitution as soon as possible to address the complex and lingering matters that the family faced. Rizwan hoped that his suggestions related to the formulation of the family constitution would help address the family's issues.	Family Business; Family Constitution; Islamic Country; Developing Country	Family Business	Family Business		19
35 / 3 / 2015	Tradition and Transformation at the Spanish Riding School of Vienna	Kennelly, James J.; Nagode, Liza		The Spanish Riding School (SRS) was an icon of Austrian national identity, the oldest riding school in the world and the primary exponent of the art of classical dressage (a "ballet" with horses). In 2012, 447 years after its founding, the School confronted a serious threat: how to survive its so-called "privatization" by the Austrian government. Elisabeth Gürtler, recently reappointed to a five-year term as managing director, needed to address three interrelated challenges: how to counter the critics of the SRS and its leadership, how to consolidate the significant organizational changes she had already implemented, and how to generate additional revenue so that the SRS would continue to breakeven financially-while preserving both its status as the world's foremost institution of classical dressage and its responsibility to preserve and improve the breed of Lipizzaner horses. Students are asked to evaluate Gurtler's organizational change efforts, and consider her strategic options going forward.	Strategic Implementation; Organizational Change; Change Management; Social Enterprise; Arts Administration; Cultural Industry	Strategic Management	Strategic Management		23
35 / 3 / 2015	The Green Alliance	Naumes, Margaret J.; Naumes, William		Sarah Brown, co-owner and manager of the Green Alliance (GA) was concerned about the future of the relatively new venture, founded in 2008. The economic recession had slowed growth drastically in the first months of 2010, and the GA had yet to break even. Sarah and her partner Andrew Kellar had started GA to develop a coalition of companies devoted to spreading the concept of sustainability through cooperative efforts. The companies received a sustainability and "Green" audit and rating. Individuals who became members of the GA received discounts from corporate members. Both Sarah and Andrew felt that there were more opportunities for expansion in the Seacoast NH area. Kellar also felt that the company could replicate the business model in other geographic areas. A question was left as to how to accomplish any expansion, or whether others would copy the GA model.	Entrepreneurship; Sustainability; Green Business; B2B; Consumer Education; Prioritizing; Triple Bottom Line	Entrepreneurship	Entrepreneurship		16
35 / 3 / 2015	401 Games	Dolansky, Eric		John Park, the owner of 401 Games in Toronto, was wondering where to take his store in the future. One of his product lines, board games, was in the midst of a massive expansion and he was at the forefront in the Toronto market. This provided many opportunities for him to explore. He could expand into online sales, as had most of his competitors. As for his bricks-and-mortar store, he would have the opportunity in the next year to rent out additional space as the second and third floors of his current building would become available. Were he to rent out that space, he thought he would open a board-game cafe. Another option open to him was to open more stores in other parts of Toronto, or other cities entirely. In addition to overall strategic options, he also had decisions to make about product, promotion, and price.	Marketing Strategy; Growth Options; Strategic Fit; Rapid Growth	Marketing	Marketing		12

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35 / 3 / 2015	ReTain: Managing Growth and Market Share	McCollough, Michael; Lawrence, John J.		Johan Pienaar, Valent Biosciences corporation global business manager for Plant Growth Regulators, faced a number of decisions related to how to grow revenues from one of the company's most successful products-ReTain. When applied to apples, ReTain reduced fruit drop, provided more consistent premium fruit, and aided in harvest and storage management. ReTain had a market share of roughly 65 percent in the U.S. apple industry. Johan's challenge was how to prioritize the various opportunities to grow revenues from the ReTain technology based on its application to other fruit where ReTain was known to be effective (e.g., peaches, pineapples, almonds) and in international markets (e.g., China, Europe). At the same time, he sought to defend ReTain from several threats (e.g., a much cheaper legacy technology, disagreements about its classification as organic) to its strong market position in the U.S. apple industry. Johan must also decide whether to invest some of these limited resources into R&D in an effort to establish whether ReTain could be effective on a heretofore untested crop.	Marketing Strategy; Segmentation; Targeting; Positioning; International Marketing; Marketing of Technology; Branding; Sustainability	Marketing	Marketing		16
35 / 3 / 2015	The Branding of Club Atletico de Madrid: Local or Global?	Overby, Jeffrey W.		With four percent of the world's population involved in a sport that generates nearly \$3.1 billion in annual revenue, it is no wonder that football (soccer) clubs are seeking to capitalize on global opportunities. However, as football clubs move beyond their traditional borders they are confronted with the realities of globalization and struggle to determine how to evolve their marketing strategies to differentiate their brand among the competition. Club Atletico de Madrid is facing such a problem. Despite a rich history, loyal fan support, and even recent steps to internationalize, Atletico Madrid remains largely a Spanish brand and in the shadow of Real Madrid on the world stage. Moreover, the Club has produced a poor product on the pitch for several years. In the wake of this situation, the Club is committed to increasing revenue through a renewed focus on marketing and brand building intended to increase awareness and attractiveness of the Atletico Madrid brand. But how can the Club achieve this? Should and can it try to make Atletico Madrid a household name around the world?	International Business; International Marketing; Sports Marketing; Branding	Marketing	Marketing		37
35 / 3 / 2015	Up, Up, and Away! Event Planning and Production in Las Vegas	Young, Cheri A.; Nelson, Kathleen S.; Nelson, Daniel E.		Dan Nelson and his Las Vegas-based special events production company was producing "Up, Up and Away!," a dealer appreciation event that would have 350 dealers and major distributors of Forum Tire products in attendance. The event was taking place that evening on the driving range of the golf course at the Wynn Las Vegas on the famous Las Vegas Strip. However, on the day of the event, the tent company Nelson contracted drove a stake through a sprinkler system water line on the driving range, creating a pool of mud at the entrance of the main event tent. To make matters worse, the catering department of the Wynn then got a 1.5-ton forklift loaded with banquet tables stuck in the mud. With production now eighty minutes behind schedule, Nelson and the student must make decisions in a time of crisis.	Event Management; Crisis Management; Project Management; Off-premise Catering	Event Management	Event Management		22
35 / 4 / 2015	Carolina Foods, Inc.: Can the Duchess Become Queen?	Cohen, Tamara L.; Swayne, Linda E.		After significant growth in 2013 when Hostess declared bankruptcy, Carolina Foods, Inc.'s CEO, Paul Scarborough, wanted to develop a strategy to maintain that growth for his family's 80-year-old commercial bakery and its Duchess brand. Hostess brands were purchased by various other commercial bakeries, and the Twinkie was back. Consumer tastes were changing; social media was changing the marketing landscape; and baked sweet goods firms were steadily consolidating across the nation. CFI's Duchess brand of baked sweet goods was manufactured in the original factory in Charlotte, NC, and distributed to markets across the USA, Canada, Mexico, and Puerto Rico. No new products had been introduced over the past twenty years, the company did not have any marketing personnel, and no marketing budget. Students can apply numerous basic marketing principles and tools to analyze and choose a viable marketing strategy for CFI. What strategy should CFI pursue for growth?	Marketing strategy; New product development; Branding; eMarketing	Marketing	Marketing		22

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35 / 4 / 2015	Discrimination or Non-Performance?	Cumber, Carol J.; O'Brien, Jamie		A university faculty member, initially evaluated as having achieved the level of performance "reasonably expected" for someone of his rank, subsequently received increasingly negative reviews. He ultimately was informed that his performance did not meet the expectations required by the university, resulting in his contract not being renewed. Although the supervisor claimed the decision was based on non-performance, the employee contended that it was because he was an African man surrounded by a predominantly white faculty and student body. He was threatening to sue the university, alleging discrimination under Title VII of the Civil Rights Act of 1964, claiming he was discriminated against on the basis of race. The supervisor is challenged with providing evidence to defend the university, and determining what, if anything, should be done differently in the future to avoid discrimination allegations.	Discrimination; Disparate impact/treatment; Title VII of the Civil Rights Act of 1964; Burden of proof; Best practices	Discrimination	Discrimination		14
35 / 4 / 2015	EZRA Innovations, LLC	Bell, Joseph R.; Winn, Joan		Michael Geranen and Joe Roberts forged a business relationship around a disruptive drug delivery technology that was developed by Dr. Cherng-ju Kim, a researcher and Professor at the University of Arkansas for Medical Sciences, College of Pharmacy. After an exclusive licensing agreement was negotiated with the University, EZRA Innovations, LLC began the long and arduous process of capitalizing on a flexible and low cost series of technologies that enabled EZRA to compete in the international pharmaceutical industry. EZRA reformulated drugs that were currently available in the marketplace that faced little or no competition, using drug delivery patents that EZRA had licensed. The aim was to become one of the first generic drug competitors to enter the market, and though competitive market entry put downward pressure on drug prices, maintain what was referred to as premium-priced generics. While many drugs took ten years or more and cost upwards of \$100 million to develop, EZRA's business model offered an accelerated FDA pathway to market and the potential for exponential investor returns within 4–5 years. EZRA first needed to decide how much money to raise and then, how to craft an impactful message to acquire those funds. The challenge was to adequately allay investor fears around a complex business model while still knowing each drug they developed had to negotiate the complex world of FDA filing and approvals.	Entrepreneurship; Entrepreneurial finance; Leadership and decision making; Tech transfer and commercialization; Strategic management	Entrepreneurship	Entrepreneurship		30
35 / 4 / 2015	Ferris Valley Foods Company: Corporate Social Responsibility and Reentry	Eshbach, Lisa; Levenburg, Nancy M.		The CEO of Ferris Valley Foods Company (FVF), located in western Michigan, was focusing on the issue of hiring ex-felons. He planned to ask his management team to consider if (and how) FVF could use information obtained from the Michigan Department of Corrections (and the Michigan Prisoner Reentry Initiative) and West Michigan Therapy, Inc. to benefit exoffenders like Lori Mitten, a middle-aged ex-offender who recently earned a bachelor of business administration degree and was seeking employment. While FVF had an existing Corporate Social Responsibility program that supported economic and environmental sustainability, the CEO had a great challenge to influence his strategic management team and VP's to adopt one or more initiatives to support ex-convicts reentering the workplace as part of the company's corporate social responsibility (CSR) agenda. Various stakeholders within the company and community were divided in their attitudes about this issue.	Strategic management; Business ethics; Strategic Corporate social responsibility; Sustainability; Human resource management	Management	Strategic Management		22
35 / 4 / 2015	Making the Hidden Visible: Dealing with Disability in the Workplace	Sharen, Colleen; Breward, Katherine		Tania Kay, marketing manager at Consumer & Food Products Corporation of Canada had just returned from a marketing department team-building retreat that had been a miserable experience. The retreat had involved a surprise scavenger hunt through the woods of cottage country in central Ontario, complete with tree climbing, rock climbing, canoeing, and a five-kilometer (three mile) hike. Given her physical limitations she had been unable to participate in most of the retreat's activities. The facilitator-led debriefing session had also been humiliating and demoralizing since her exclusion either went unnoticed by her peers and session leaders or, worse, was blamed on her. Tania debated whether or not to bring up her experience at the marketing retreat with her boss, Marianne Renfrew. Tania worried that making an issue of it would expose a previously hidden disability and therefore result in people stereotyping her, thereby perceiving her as incapable, negative, incompetent, or a whiner.	Diversity; Attribution theory; Stereotyping; Organizational culture and justice	Diversity	Diversity		10

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35 / 4 / 2015	NakedWines.com-Disrupting the Wine Industry	Newton, Sandra K.; Gilinsky Jr., Armand		In late spring 2013, Nakedwines.com (NWC) founder and CEO Rowan Gormley brought his team together to prioritize initiatives and formulate a strategy. NWC's business model involved raising money directly from subscribers via the Internet, using these revenues to fund winemakers around the world, who in turn created new brands, which were consigned to NWC and then sold directly via the Internet to subscribers ("Angels") at a discount. Angels, who represented 95 percent of NWC's customers, received exclusive access to a mobile application to rate and purchase wines. NWC had recently expanded to Australia and the U.S., reached breakeven, boasted over 100,000 Angels, and expected 200,000 Angels and \$96 million in sales by year's end. Management debated whether to focus on acquiring new customers, retaining customers, or rethinking the mobile app strategy, but equally pressing issues involved building capacity and capital to grow.	Strategic management; Decision-making process; Business model; Situation analysis; Crowdfunding	Strategic Management	Strategic Management		20
35 / 4 / 2015	Crossing the Thin Blue Line: The City of Moncton's Struggle with Policing Services	MacDonald, Robert A.; Steeves, Heather		"Crossing the Thin Blue Line" examines a pressing decision faced by the city council of Moncton, New Brunswick, Canada, regarding the future of policing services in the municipality and challenges the reader to consider diverse perspectives and recognize that-in the political realm-not all choices are as straightforward as they may seem. The narrative examines the history behind this decision, and considers variables (e.g., cost, stakeholder salience, local government issues, etc.) relevant to the decision. The case opens as Moncton City Councilor Brian Hicks weighs this imminent decision faced by the council.	Cost allocation; Stakeholder salience; Open systems; Public administration	Public Administration	Public Administration		24
36 / 1 / 2016	Are You Ready for Digital Case Studies?	Gilinsky Jr., Armand; Lawson, Nicole D.			Digital Media; Digital Literacy; Case Writing; Assurance of Learning; Impact	Digital Media; Digital Literacy; Case Writing; Assurance of Learning; Impact	Articles On Case Writing and Impact		12
36 / 1 / 2016	The Expert Witness Dilemma	Guess, Aundrea Kay; Broom, Lowell; Reburn, James			Governmental Accounting; Municipal Bankruptcy; Financial Instruments; Expert Witness; Corruption; GASB 34 and GASB 58	Governmental Accounting; Municipal Bankruptcy; Financial Instruments; Expert Witness; Corruption; GASB 34 and GASB 58	Governmental Accounting		24
36 / 1 / 2016	If We Build It They Will Come: The Role of Governance in Expansion Decisions at Crandall University	MacDonald, Robert A.; Steeves, Heather			Agency Theory; Policy Governance; Not For Profit Governance; Capital Rationing	Agency Theory; Policy Governance; Not For Profit; Capital Rationing	Governance		26
36 / 1 / 2016	Himachal Fertilizer Corporation (A): An Ethical Conundrum	Barua, Samir Kumar; Gujarathi, Mahendra R.			Corporate Governance; Ethical Dilemmas; Giving Voice to Values	Corporate Governance; Ethical Dilemmas; Giving Voice to Values	Corporate Governance and Ethics		7
36 / 1 / 2016	Himachal Fertilizer Corporation (B): An Ethical Conundrum	Barua, Samir Kumar; Gujarathi, Mahendra R.			Corporate Governance; Ethical Dilemmas; Giving Voice to Values	Corporate Governance; Ethical Dilemmas; Giving Voice to Values	Corporate Governance and Ethics		4
36 / 1 / 2016	Himachal Fertilizer Corporation (C): An Ethical Conundrum	Barua, Samir Kumar; Gujarathi, Mahendra R.			Corporate Governance; Ethical Dilemmas; Giving Voice to Values	Corporate Governance; Ethical Dilemmas; Giving Voice to Values	Corporate Governance and Ethics		3

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36 / 1 / 2016	Konica Minolta Business Solutions: A Professional Approach to Selling	Kothandaraman, Prabakar; Mani, Sudha; Healy, William J.			Professional Selling; Pre-Calling; Information Gathering; Needs Identification; Mapping Buying Center; Uncovering Buying Process; Copying and Printing Industry	Professional Selling; Pre-Calling Planning; Information Gathering; Needs Identification; Mapping Buying Center; Uncovering Buying Process; Copying and Printing Industry	Marketing		18
36 / 1 / 2016	The Hand in Hand's Story of Making Microfinance Work for the Bottom of the Pyramid	Juma, Norma; Sequeira, Jennifer			Microfinance; Bottom of the Pyramid; South-to-South Knowledge Transfer; Financial Inclusion; Entrepreneurial Finance	Microfinance; Bottom of the Pyramid; South-to-South Knowledge Transfer; Financial Inclusion; Entrepreneurial Finance	Social Entrepreneurship		27
36 / 1 / 2016	Mountainview Country Club: Who's Minding the Store?	Conn, Carolyn; Guess, Aundrea Kay			Auditing; Accounting Controls; Ethical Decision Making; Conflicts of Interest; Fiduciary Responsibility; Absentee Business Owners	Auditing; Accounting Controls; Ethical Decision Making; Conflicts of Interest; Fiduciary Responsibility; Absentee Business Owners	Ethics/Accounting		16
36 / 1 / 2016	What Makes a Top Selling Case Research Journal Case?	Lawrence, John; Guess, Kay; Morris, Rebecca			Research Impact; Case Research Design; Case Writing	Research Impact; Case Research Design; Case Writing	Articles On Case Writing and Impact		12
36 / 2 / 2016	What's Your Beef? Babbitt Ranches' Grass-fed Beef	Scherpereel, Chris; Savage, Kathryn; Majure, Lisa			Business Model; Entrepreneurship; Family Business; Value Chain	Business Model; Entrepreneurship; Family Business; Value Chain	Business Model Analysis		19
36 / 2 / 2016	The Counterfeit Safety Label	Lawrence, Anne T.			Business Ethics; Consumer Product Safety; Supply Chain Management; Supply Chain Risk	Business Ethics; Consumer Product Safety; Supply Chain Management; Supply Chain Risk	Business Ethics		5
36 / 2 / 2016	Digital Case Projects: Helping Students Achieve Digital Literacy and Content Mastery	Gilinsky Jr., Armand; Lawson, Nicole D.			Digital Media; Digital Literacy; Case Writing; Assurance of Learning; Impact	Digital Media; Digital Literacy; Case Writing; Assurance of Learning; Impact	Articles on Case Writing and Impact		15
36 / 2 / 2016	Assessing the Success of a Divine Plan: The Anglican Foundation of Canada's Strategic Priorities	Grandy, Gina; Rixon, Daphne; Rois, Judy			Not-for-profit Management; Strategic Management; Strategy Maps; Performance Scorecard; Strategic Planning; Faith Based Organizations	Not-for-profit Management; Strategic Management; Strategy Maps; Performance Scorecard; Strategic Planning; Faith Based Organizations	Not-for-Profit Management		20
36 / 2 / 2016	The Effects of Rice Subsidies in Thailand	French, Jordan A.			Economics and Policy of Agriculture; Natural Resource Markers; Business and Government Relations; International Trade	Economics and Policy of Agriculture; Natural Resource Markers; Business and Government Relations; International Trade	Economics		9

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36 / 2 / 2016	greeNEWit: Financing the Next Level	White, Susan; Hallows, Karen			Finance; Obtaining Capital; Valuation; Growth	Finance; Obtaining Capital; Valuation; Growth	Finance		17
36 / 2 / 2016	A Brand Under Attack: The Boycott of Stolli Vodka and the Power of Social Media	Shah, Grishma; Rovenpor, Janet L.; Jafar, Musa			Crisis Management; Social Media; Product Boycott; Stakeholder Analysis	Crisis Management; Social Media; Product Boycott; Stakeholder Analysis	Crisis Management		20