

# The CASE Journal

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The Journal of  
the CASE Association

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### Membership Form

## EDITORIAL POLICY



The audience for this journal includes both practitioners and academics and thus encourages submissions from a broad range of individuals.

*The CASE Journal* invites submissions of cases designed for classroom use. Cases from all business disciplines will be considered. Cases must be factual, and releases must be available where necessary. All cases must be accompanied by an instructor's manual which identifies the intended course, relevant theoretical concepts or models that can be applied, and the research methodology for the case. The instructor's manual should also contain discussion questions and suggested responses, and a teaching plan if not inherent in the Q&A.

*The CASE Journal* also invites submissions of articles relating to case teaching, writing, reviewing, and similar topics. Conceptual papers and papers reporting original research as well as the applied implications of others' research in terms of case teaching, research, and instruction; and creative learning, research and writing methods are encouraged. We request that submitters of empirical research provide appropriate data set analyses to allow for meta-studies (i.e. correlations matrices and chi-alpha's).

Because of the broad appeal of the journal to practitioners and academics, *The CASE Journal* will not refuse to review a case or an article solely on the basis of format. However, if a case or paper is accepted, the final version for publication will be expected to adhere to the publication and manuscript guidelines. Cases and papers may be returned due to issues relating to writing style and grammar.

*The CASE Journal* encourages authors to submit often to the Journal. However, authors who are published in one publication year cannot be published a second time in that publication year. Rather, additionally accepted papers will appear in subsequent publication years. This policy does not apply to authors who submit papers for review with different second authors from what appears on the first accepted paper in any given publication year.

**CASES:** Those wishing to submit a case for potential publication should submit the entire case along with the completed teaching notes for review. If accepted for publication, only the case will be published along with a note for interested readers to contact the case author for the teaching notes. All review and publishing rules which apply to scholarly articles also apply for cases. Also, upon acceptance for publication, *The CASE Journal* requires that the author(s) submit a signed letter of liability release prior to publication. Authors are responsible for distributing the teaching notes as requested by CASE Association members and their e-mail addresses will be provided for such purpose.

**INITIAL SUBMISSION:**

All cases and articles will be subject to a double blind review process. Our reviewers believe that the process is developmental, and will offer suggestions for improvement and revision, where appropriate.

All manuscripts submitted are to be original, unpublished and not under consideration by any other publishing source. To ensure the blind review, there should be no author-identifying information in the text or references. An abstract of 150 words or less should accompany any article, and should be included in the instructor's manual accompanying any case. This journal will only accept on-line submissions. Send one (1) copy to the editor by e-mail in MS-Word. A separate title page must accompany the paper and include the title of the paper and all pertinent author information (i.e. name, affiliation, address, telephone number, FAX number, and E-mail address). If any portion of the manuscript has been presented in other forms (conferences, workshops, speeches, etc.), it should be so noted on the title page.

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Cases published in *The CASE Journal* and their instructors' manuals are also distributed through the Primis Online and ecch distribution networks.

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## LETTER FROM THE EDITOR



Welcome to the first issue of Volume 4 of *The CASE Journal*. This edition offers five cases (one a series) and a new article from the Professor Moore: Case Writing and Research series. As in the previous issues, several of the cases are from Herb Sherman's editorship; Herb is now President of The CASE Association, the publisher of TCJ, as well as remaining an advisor and reviewer for the journal. The cases also bear the influence of the dedicated reviewers who work anonymously with the authors and editor to make each case an effective teaching and research vehicle.

This edition's cases feature protagonists considering a variety of management problems including motivation, compensation, strategy development, restructuring and implementation. New challenges face both an entrepreneur and an established company in international settings. Two cases feature non-business organizations that nevertheless face management issues with transferable learning for students. All have thoroughly developed instructor's manuals, sometimes longer than the case, that offer pedagogical insights grounded in theory. The Journal does not publish the instructor's manuals, but they are a critical part of the review process. Faculty members adopting a case should get in touch with its authors for the manual.

The first case in this edition is "Hughes Family Furniture Store." The managers of this small business are considering a new compensation system for their salespeople but are concerned about impact of this change. Designed for a course in organizational behavior, the case asks students to consider both the motivational implications of the new compensation plan and the process of implementing change.

"Jaśkiewicz I S-ka" describes the decision facing a successful Polish entrepreneur when international firms target his home market. He can take on additional responsibilities by representing other local stores with a large wholesaler, helping to achieve the size to continue to compete, but at what financial and personal costs? The case enables students to look at entrepreneurship and competition in a different political/economic setting, and to consider the impact of globalization as well as aspects of strategic planning.

"Poland's LLP" is set in this same political and economic environment, but presents another aspect of globalization. The successful apparel retailer already outsources production to China, and is considering various growth possibilities. The authors provide extensive background on Poland's transition from a socialized economy, and on competition in the apparel industry. The case provides an opportunity for discussing the attractiveness of emerging markets and the impact of economic reforms.

Students at first may wonder what they can learn from a case about a small private college and the process of organizing an academic conference. “The College of St. Germain Global Conference in Business and Economics” offers a view of several leadership styles. The (A) case presents the third year’s organizer as he considers how to maintain and build on the success of the first two conferences. In a twist, the (B) case gives the perspectives of previous organizers on the reasons leading up to the cancellation of the fifth conference. Students are able to apply their knowledge of leadership, motivation, decision making, team building and communication in this not-for-profit setting.

The final case, “Reinventing the Congregation of the Blessed Virgin Mary,” also offers students the opportunity to develop their management skills, particularly in organizational behavior and organization theory. An organization, faced with declining resources, is faced with the need to restructure. Students will need to consider the varying cultures of the Congregation’s divisions in recommending one of three options, as well as becoming sensitive to the forces and problems involved in implementation and change.

The final entry in this edition of The CASE Journal is the fourth article in an on-going series on Case Writing and Research. Like the others in the series, “Professor Moore Teaches a Class with Cases” is written as though it were a case, following the fictional Professor Moore through the challenges of using cases in class. Through his conversations with colleagues, he, along with the reader, is exposed to alternative pedagogical uses of cases, and techniques for involving students in class discussion. The discussions are backed with extensive references to the case teaching literature. Previous “cases” in the Professor Moore series have covered the process of beginning to write cases (TCJ vol. 1:1), obtaining releases (TCJ 2:1), and understanding and managing the review process (TCJ 3:1).

“A Journal is only as good as its reviewers.” Other editors have also said this, and with every edition I believe it more completely. The reviewers for The CASE Journal are very special people. They are all teachers and researchers, but they donate their time to review case manuscripts and to offer recommendations as to how to make the cases and instructors’ manuals more effective. They come from many disciplines and from colleges and universities of all sizes. There are two things, however, that they have in common – a belief in collegiality, in colleagues helping each other, and a willingness to serve. On behalf of all the authors in this edition of The CASE Journal, and of all TCJ authors, past and future, Thank you!

I hope that you will enjoy this edition of the journal. Please feel free to e-mail your comments, cases, articles and suggestions to me at [margaret.naumes@unh.edu](mailto:margaret.naumes@unh.edu).

Margaret Naumes

## CASE AND ARTICLE ABSTRACTS

### **Hughes Family Furniture Store**

Charles M. Carson, Samford University

Jonathan N. Ishee, Ish-Moore Inc.

Erick Wilson and Richard Hyché, managers of Hughes Family Furniture Store in Charlotte N.C. are exploring new ways to motivate their sales force to sell more of one of their most profitable items, a Furniture Protection Plan. They are considering a new compensation plan but are concerned about how this new change might affect their sales force.

### **Jaśkiewicz i Sk-a**

Thomas K. Tiemann

Norris W. Gunby, Jr.

Elon University

Jan Jaśkiewicz was a successful small grocer in Białystok, Poland, a city of about 300,000. When Poland became a capitalistic nation again in the late 1980s, Jaśkiewicz was among the early entrepreneurs. In the late 1990s, multi-national grocery chains from across Europe began building new, large stores on the outskirts of most Polish cities, including Białystok. In early summer 2000, a few days before the case begins, local independent grocers had been called together by Lewiatan, a Polish wholesale grocer. Lewiatan could offer the smaller grocers the advantages of the chains: bulk buying, Lewiatan-branded goods, slotting fees, and cooperative advertising. The local grocers liked many of the benefits Lewiatan would bring, but were suspicious and wanted someone they knew to be the area representative before they would agree to join Lewiatan. They had called a second meeting to try and find someone to fill the role. Jaśkiewicz was a natural choice: he had been in both the retail and wholesale grocery business, had been in business longer than almost everyone else, and was well-respected. Jan was tempted. Not only did he want to grow his own business, he wanted other Poles to be successful business owners and felt that if he could help Lewiatan, Lewiatan could help others compete with the new, large, foreign-owned and professionally-managed stores.

### **Poland's LPP**

Anil Nair

Maja Karweta

Old Dominion University

In 2005, LPP SA was one of the fastest growing firms in Poland's apparel industry, with popular brands such as RESERVED and CROPP. This case focuses on the apparel industry, LPP's business and international strategies, and its internal capabilities. The case also offers a background on the communist rule in Poland and how it led to economic malaise that sparked the strikes by Solidarity under the leadership of Lech Walesa. These strikes eventually cascaded into the demand for reforms and the collapse of the communist regime. Thus, the case tracks

Poland's transition into an 'emerging market' and the environment within which LPP developed. The case concludes by asking readers whether LPP needs to reorient its strategies and develop new capabilities to sustain its growth.

### **The College of St. Germain Global Conference in Business and Economics, Part A and B**

Joy M. Pahl, St. Norbert College  
Ed Chung, Elizabethtown College  
Iris Jenkel, St. Norbert College  
Ruth B. McKay, Carleton University

The College of St. Germain is a private, liberal arts college in the U.S. Midwest. Several faculty members developed and launched an academic business and economics conference. Despite of a lack of funding from the college, and a general apathy among other colleagues, the conference became financially self-sufficient and grew each year, with increasing attendance and submissions from many international scholars. Part A of the case focuses on the beginning, planning, and growth stages of the conference, and culminates with the successful conclusion of the third annual conference and planning for the fourth conference. Part B focuses on the fourth and fifth conferences, and concludes with the surprising cancellation of the sixth annual conference. The case highlights the challenges and accomplishments of the conference chairpersons and the organizing committee, as well as management, marketing, and leadership factors that contributed to the ultimate demise of the conference.

### **Reinventing The Congregation Of The Blessed Virgin Mary**

Gina Vega, Salem State College  
Patrick Primeaux, S.M., St. John's University

The Congregation of the Blessed Virgin Mary (CBVM), a Catholic order founded in the early 1800s, was faced with a series of strategic concerns, including an aging clerical population, a changing laity, reduced finances, very limited vocations, and an evolving mission. Some of these concerns faced the Catholic Church in America as a whole (including sexual abuse, not discussed in this case) and several of these issues were also facing the Catholic Church worldwide. The serious matters facing them were threatening the continued viability of the order in America, and the guidance they were receiving from Rome – instruction to decide which of three suggested models for restructuring they would adopt – seemed to back them into a corner, requiring selection from among several strategies not devised by their membership and commitment to the selected strategy going forward. Change was necessary, but one of the major concerns of the order was that it remain consistent with its stated mission while adapting to a new environment and "operating system." Their decisions were driven by Rome, but the decisions were not made by Rome; the CBVM was as autonomous in its decision-making as any decentralized international organization.

## **Case Writing and Research: Professor Moore Teaches a Class with Cases**

Herbert Sherman, Brooklyn – LIU

Gina Vega, Salem State College

This is the fourth in a series of articles about case research, writing, teaching, and reviewing. In this article, the protagonist, Prof. Moore, consults experienced case teachers and learns many different approaches to use in the classroom. The article is written as if it were a case; it is fictitious.