

The CASE Journal

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The Journal of
the CASE Association

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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 those 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 process is developmental, and our reviewers 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 to the editor by email 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), 75-100 word abstract, 3-5 keywords, and the following statement: "I have received all relevant releases prior to submission of this case." 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. Please see *The CASE Journal's* website, www.caseweb.org, for updated information.

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LETTER FROM THE EDITOR



The spring issue (Volume 5, number 2) of *The CASE Journal* offers a wide range of cases. They cover a variety of disciplines, from statistics, information systems, and finance to marketing and management. Topics include diversity, leadership, human resources, entrepreneurship, supply chain management, and retail and financial strategies. Three of the cases have an international focus. This issue has something for (nearly) everyone!

This issue is my last as editor. Over the last three years, *The CASE Journal* has published more than 30 cases and case series and several articles. There are many more cases in the pipeline, some recently submitted for their first review, some under revision (perhaps not the first), and some almost ready for publication. The new editor, Dr. Gina Vega, will continue to oversee a rigorous yet developmental review process. Gina is an extremely experienced case writer and reviewer, and is one of the most developmental people I know. She has written her own manual for student case writers, and co-authored all three of the Professor Moore articles that have appeared in my volumes. Gina will take the Journal to new levels of operating efficiency, but more important will share her vision of what a good case should be. She will also come up with her own ideas for new types of submissions that will enhance case writing, case teaching, and case research.

The reviewers are the Journal's most valuable resource. They have risen to the challenge of being both developmental and rigorous, both considering how to help authors to improve their cases and instructors' manuals and working toward cases of publishable quality. A complete list of reviewers appears in this issue. It's only a very small "Thank You" to the dedicated people who find time to read and reread and think about someone else's work, in addition to their own teaching/ writing/ grading, etc. My special thanks to the individuals who make up the Journal's Editorial Review Board: Chad Carson, Jim Carroll, Alan Eisner, Tom Leach, Rebecca Morris, Bill Naumes, Ram Subramanian, and Stefanie Tate, who have repeatedly offered their time and their expertise in a wide variety of disciplines. Special thanks also to Alan Eisner who has made sure that the Journal got on the website. Thank you all!

If you would like to be part of the review process, working with authors to create truly excellent cases and instructors' manuals, please get in touch with Gina Vega, the new editor, at gvega@salemstate.edu. Gina will also be looking for manuscripts, both cases (with instructors' manuals) and articles. If you have ideas for other features for the Journal, I am sure that she would be interested in them, also.

Thank you for your support – as authors, reviewers, and case users and readers – over the past three years! Keep writing – there are never enough good cases!

Margaret Naumes

The CASE Journal Reviewers, 2006 - 2009

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CASE AND ARTICLE ABSTRACTS

Volume 5, Issue 2 (Spring 2009)

In order to access full cases you must be a current [member](#) of the CASE association.

ER Medical Director

Charles M. Carson
Jennings B. Marshall
Samford University

Dr. Lawrence Frazier was an emergency room physician who was an employee of Honore Staffing Services of Baton Rouge, Louisiana. He worked at Methodist Health System hospital in Grant, Georgia. He had recently added the title of ER Medical Director and served as liaison between Honore staffing and the Methodist hospital. His additional duties included overseeing the other physicians which staff the emergency room. Methodist had a bonus system in place based on obtaining 31 patients' satisfaction surveys each month. Dr. Frazier believed that the small sample lead to erroneous results and created problems for the physicians under his supervision. He wanted to change the data collection process (e.g. sample size collected, instrument), but encountered obstacles when he broached the subject with his hospital administrators.

Key words: Likert scale, sample size, bias, error, performance evaluations, compensation / bonus

Lessons From Computer Intrusion at TJX

Benjamin Ngugi, Suffolk University
Glenn S Dardick, Longwood University
Gina Vega, Salem, Salem State College

In January, 2007, TJX reported that it had suffered from a computer intrusion. The company was sure neither of the identity of the perpetrators nor of how many customers were affected. A deeper analysis revealed that the intrusion had started earlier and affected more customers than previously thought. Ensuing investigation concluded that TJX was collecting unnecessary information, keeping it for too long and employing obsolete and insufficient safeguards. TJX denied any wrongdoing but implemented most of the recommended remedies to strengthen their security.

Keywords: computer intrusion, hacking, data protection, PCI compliance, layered defense, identity theft, network security

Ann Taylor: Survival in Specialty Retail

Pauline Assenza, Manhattanville College

Alan B. Eisner, Pace University

Jerome C. Kuperman, Minnesota State University Moorhead

Ann Taylor was founded in 1954, and its classic black dress and woman's power suit were staples for years. In 1995 Ann Taylor LOFT was launched to appeal to a more casual, cost-conscious consumer. Under Kay Krill's leadership, the division began to outperform the original flagship. When Krill was promoted to President/CEO of Ann Taylor Stores Corporation in 2005, she was challenged with rebuilding the Ann Taylor brand – (i.e., meeting the “wardrobing needs of the updated classic consumer”) while maintaining the image and market share of LOFT. By mid-2008, an additional problem appeared: the macroeconomic climate was posing considerable uncertainty, especially for retail businesses. Krill was firmly committed to long-term growth. However, given the 2008 situation, what could she do to unleash what she believed was the firm's “significant untapped potential”?

Key Words: strategic management, strategic analysis, strategy formulation, generic strategies, external environmental analysis, corporate strategy, marketing strategy, branding

Kija Kim and Harvard Design & Mapping Co.

Lynda L. Moore

Bonita L. Betters-Reed

Simmons School of Management

This case is about Kija Kim, a Korean born founder and CEO of Harvard Design and Mapping Inc. (HDM). Founded in 1988, HDM is a cutting-edge GIS firm with \$5 million in revenue and 35 employees in their Cambridge, MA and Washington D.C. offices. Through Kija Kim's leadership, HDM has become a significant niche player in homeland security and disaster relief. The case ends in fall 2005 just after HDM provided Hurricane Katrina mapping support, and Kija is nominated for the SBA Small Business Person of the Year. This case explores the intersection between cultural heritage, leadership effectiveness and organizational behavior. It particularly notes Kija's ability to turn her immigrant female minority status into a business advantage. This strength coupled with her ethos of care and ability to network in all walks of her life contributes to her distinctive and integrated leadership style. Definitions of leadership success and implications for decision making are also highlighted.

Key words: leadership, women's leadership, cultural diversity

Teradyne: On the road to China

Kuo-Ting Hung, Suffolk University

Neil Hunt, Suffolk University

Gina Vega, Salem State College

Laurie Levesque, Suffolk University

Hasan Arslan, Suffolk University

Christian DeLaunay, Suffolk University

Jeff Hotchkiss, President of the Assembly Test Division of Teradyne, Inc., the largest electronics testing company in the world, returned to the corporation where he had built his career after a three-year hiatus as CEO of a VOIP start-up. Teradyne's operation was struggling through the effects of a bad economy coupled with significant downturns in the electronics industry, and Hotchkiss encountered numerous problems specifically in the China operation, including customer dissatisfaction with service, price, and time required to implement changes. He assembled a strategic team to address these issues and to recommend and implement an accelerated turnaround in China. Students are challenged to design the turnaround plan.

Key words: supply chain management, international HRM

A Confrontation of Mindsets: French Retailers Operating in Poland

Stephanie Hurt, Meredith College

Marcus Hurt, EDHEC Business School

A Confrontation of Mindsets: French Retailers Operating in Poland traces the history of French retailers setting up operations in Poland in the mid 90s. The case, however, is set in 2006 when a top retailing executive recalls the important watershed period of 1996-97 when the expatriate managers in charge of setting up the first hypermarkets encountered great difficulties with their new Polish recruits. The managers were not succeeding in transferring the practices and routines that were an essential part of their business model on the home market in France: their Polish employees displayed work attitudes that were the contrary of the initiative and responsibility for enlarged jobs that characterized employees back home. This situation called into question the very viability of their business model in Poland. The case poses very clearly the question of what actions the expatriate managers should decide to take to ensure the store launchings in Poland and future growth. The issues raised concern global versus multi-domestic internationalization strategies, business models, paradigms, corporate culture, management of expats, knowledge transfer and the link between strategic implementation and organizational behavior.

Key words: internationalization strategy, retailing, business model, subsidiary management, knowledge transfer, strategy implementation, organizational behavior

Financial Reporting for Investments: The Case of National General Insurance Company

Kenton Swift, University of Montana

Mel McFetridge, Carroll College

The financial statements of public companies located in the United Arab Emirates provide excellent examples of the impact that reporting investments at fair value can have on net income. This is because of the wide fluctuations in securities prices and real estate prices in recent years. Using an actual company, National General Insurance, which is located in Dubai in the United Arab Emirates, this case provides examples of the impact of fair value accounting for investments under International Financial Reporting standards (IFRS), for both securities and property investments. As US financial reporting moves towards harmonization with IFRS, it is critical to understand how reporting for investments under US Generally Accepted Accounting Principles (US GAAP) compares with international reporting standards. Specific learning objectives include gaining an understanding of the reporting requirements for investments under IFRS, understanding the difference between reporting requirements for investments under US GAAP and IFRS, and understanding both the positive and negative impacts on reported net income from using fair values for reporting investments.

Financial Accounting, international financial reporting standards, accounting for investments, fair value accounting

The Prize? The Price? Constellation Brands' Proposed Merger with the Robert Mondavi Company

Armand Gilinsky, Jr., Sonoma State University

Raymond H. Lopez, Pace University

In October 2004, Mr. Richard Sands, CEO of Constellation Brands, evaluated the potential purchase of The Robert Mondavi Corporation. Sands felt that Mondavi's wine beverage products would fit into the Constellation portfolio of alcohol beverage brands, and the opportunity to purchase Mondavi for a highly favorable price was quite possible due to recent management turmoil at that company. However, should it be purchased, strategic and operational changes would be necessary in order to fully achieve Mondavi's potential value. In making a decision, students need to consider the attractiveness of the wine industry, its changing structure, its share of the overall market for beverages, and rival firms' strategies. As rival bidders may emerge for Mondavi's brands, Constellation must offer a price that demonstrates its serious intent to acquire Mondavi.

Key words: strategy implementation, merger and acquisition analysis, financial analysis, financial forecasting, corporate valuation

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