PROCEEDINGS
of the
WESTERN CASEWRITERS ASSOCIATION
2014 CONFERENCE

Silverado Resort & Spa

Napa, California, USA
March 20, 2014

Edited by Teresa M Martinelli-Lee, DPA

www.westerncasewriters.org

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PROCEEDINGS OF THE 2014
WESTERN CASEWRITERS ASSOCIATION CONFERENCE

WESTERN CASEWRITERS ASSOCIATION

The Western Casewriters Association (WCA) Conference is held yearly in conjunction with the Western Academy of Management (WAM). Participants can attend both conferences. The WCA Conference is a unique opportunity to engage with other casewriters in a small group format to exchange feedback and polish a case, learn about using cases in the classroom, get a peer-reviewed conference and proceedings on a vita, and enjoy presentations from leading case researchers and case educators.

The WCA Conference is an excellent professional opportunity because it is a "developmental" meeting designed to provide feedback from experienced case researchers. Submissions are double-blind peer reviewed by at least two reviewers. Participants at the conference will have their cases reviewed by other authors. The objective is to help participants move their projects towards journal publication.

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HISTORY OF THE WESTERN CASEWRITERS ASSOCIATION

The Western Casewriters Association was started by Dick Eisenbeis in 1989 at the Western Academy of Management. It has convened an annual case-writing conference in the round-table format since then to help train, develop, and support case researchers.

The past presidents of the organization include:

Sally Baack

Jyoti Bachani

Issam Ghazzawi

Leslie Goldgehn

Duane Helleloid

Anne Lawrence

Steve McGuire

Joshua Mindel

Bruce Robertson

Keith Sakuda

V. Seshan

Jeff Shay

James Spee

Teri Tompkins

George Whaley

Joan Winn

WELCOME TO THE CONFERENCE

Welcome to Napa and to the 2014 Western Casewriters Association Conference. The WCA was founded with the mission to help train, develop, and support case writers. This year we seek to continue this mission with our roundtable format designed to provide specific feedback on your case and instructor's manual. Our hope is that many chose to pursue the goal of publishing your work in peer-reviewed journals.

The WCA believes in fostering a supportive environment and promoting mentoring between case writers. We encourage our more experienced members to share their insights and ideas with new case writers to continue the development of our field. Teri Tompkins will open our morning session with an introduction to roundtable sessions and proper roundtable etiquette. Deborah R. Ettington will then present our keynote address on . "Why write (and use) cases"

After the keynote, we will break into our roundtable discussion groups to discuss our cases and instructor's manuals. All case writers should use the roundtable sessions to solicit constructive feedback for improving their cases.

After lunch, we will hold the WCA Business Meeting. All participants are strongly encouraged to attend. The business Meeting and Reports will be chaired by V. Seshan (Treasurer) and Steve McGuire (JCRI editor). In the afternoon, we will conclude the roundtable discussions. We will conclude the conference with reflections on the day as well as with a presentation of rewards, with this year, which will include awards for best sports case and best sports mentored case presented by Nola Agha.

Given the Napa, California venue, the conference will conclude in time to join the Opening session for WAM "In Napa, Veritas" whereby all WCA attendees are invited to participate. The opening session will be followed by the Fireside Chat with Blake Ashforth and Sandra Robinson, *Journal of Management Inquiry* scholars.

We hope you find the conference rewarding.

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WCA REVIEWERS

Western Casewriters Association
2014 Conference
Napa, California

All submissions to the Western Casewriters Association Conference were double-blind peer reviewed. WCA thanks the following reviewers for their contributions:

Nola Agha, Ph.D.	University of San Francisco
Tony Bell, Ph.D.	Thompson Rivers University, BC
Steve Bowden, Ph.D.	University of Waikato, New Zealand
Issam Ghazzawi, Ph.D.	University of La Verne
Leslie Goldgehn, Ph.D.	University of San Francisco
Kay Guess, Ph.D.	Samford University
Scott Hammond, Ph.D.	Utah State University
Duane Helleloid, Ph.D.	University of North Dakota
Elaine J. Labach, Ph.D.	Fort Lewis College
Chalmer Labig, Ph.D.	Oklahoma State University
Ann Lawrence, Ph.D.	San Jose State University
Teresa Martinelli-Lee, DPA.	University of La Verne
Marie Palladini, JD	California State University Dominquez Hills
Keith H. Sakuda, Ph.D.	University of Hawaii – West Oahu
V. Seshan, Ph.D.	Pepperdine University
Teri Tompkins, Ph.D.	Pepperdine University
Deborah Walker, Ph.D.	Fort Lewis College

WESTERN CASEWRITERS ASSOCIATION AWARDS PROCESS

For the first time, based on a collaborative partnership, two sets of awards will be given at the Conference. Reviewers nominated cases to the Awards Committee for selection of the best papers.

The first set of Awards are for **"BEST CASE"** in the Proceedings, for which all submissions are considered, and **"BEST MENTORED CASE"** for the best case by a Student Author(s) and faculty mentor.

The second set of Awards are for **"BEST SPORTS CASE"** in the Proceedings, for which all submissions are considered, and **"BEST SPORTS MENTORED CASE"** for the best sports case by a Student Author(s) and faculty mentor.

The WCA Awards Committee in 2014 consisted of two committees comprised of experienced case writers Teresa Martinelli-Lee, DPA, Issam Ghazzawi, Ph.D., Nola Agha, Ph.D., Norm O'Reilly, Ph.D., and Chad McEvoy, Ph.D.

The Western Casewriters Association thanks the Awards Committee members for their contribution, as well as all reviewers who helped narrow the choice of cases for the committee.

Award winners will be recognized at the close of the Conference.

Western Casewriters Association Conference

Thursday, March 20, 2014

Silverado Resort & Spa | Napa, California

Program Schedule

Time	Location	Agenda
7:00 to 8:30 am	Terrace	WCA Breakfast
8:00 to 8:30 am	Sebastiani —Beringer Conference Rooms	Welcome (Teresa Martinelli-Lee) Roundtable Etiquette & Feedback Process (Teri Tompkins)
8:30 to 10:00 am	↓	Roundtable Discussions of Cases (1 & 2)
10:00 to 10:15 am	↓	Refreshment Break with WAM
10:15 to 11:30 am	Sebastiani —Beringer Conference Rooms	Roundtable Discussions of Cases (3)
11:30am-12:30 pm	↓	Keynote Speaker ✧ Deborah R. Ettington (Editor, Case Research Journal) (Q&A)
12:30 to 1:45 pm	Fairway Deck	WCA | WAM Lunch
1:45 to 2:15 pm	Sebastiani —Beringer Conference Rooms	Business Meeting & Reports ▪ Treasurers Report (V. Seshan) ▪ Update on JCRI (Steve McGuire) ▪ Fee increases/nonsubsidized for future WCA ▪ Open Discussion
2:15 to 3:00 pm	↓	Roundtable Discussions of Cases (4)
3:00 to 3:45 pm	↓	Awards (Teresa Martinelli & Nola Agha) ▪ BEST CASE & BEST MENTORED CASE ▪ BEST SPORTS CASE & BEST SPORTS MENTORED CASE ▪ Reflections & Survey distribution
3:45 to 4:00 pm	↓	Refreshment Break with WAM
4:00 to 5:15 pm	Silverado East Ballroom	WAM Opening Session “In Napa, Veritas”
5:30 to 6:30 pm	Silverado East Ballroom	Fireside Chat with Blake Ashforth and Sandra Robinson
6:30 to 8:00 pm	Fairway Deck	WAM Opening Reception

WCA 2014 ✧ Roundtable Assignments

Table	Lead	Authors	Case
1.	**Jyoti Bachani**	Jyoti Bachani	SHIVGANGA: Organizing for Sustainable Water Resources in Jhabua, India
		Tony Bell	Mouat's Trading Company & The Devil is in the Details: Wal-Mart's Return Policy in India & Time's Up! & Curfew Employment Policies for in Indian Women
		William Strome (s)	Experience, LLC: Filling The Best Seats In The House
		William Rhyne	*Participant only*
2.	**Leslie Goldgehn**	Leslie Goldgehn	The Peace Officers Fund: The Club No One Wants To
		Nola Agha	Experience, LLC: Filling The Best Seats In The House
		Haoyu Gao (gs)	MetLife Integration Project
		V. Seshan	*Participant only*
3.	**Kay Guess**	Kay Guess	The Fallout Of Corruption
		Charles (Chad) Carson	Pepper Place District And The Culinary Initiatives
		June Poon	The Love Smitten Director
		Manika Tiwari (s)	GEO Listening At Glendale Unified School District
		Deborah Ettington	*Guest speaker*
4.	**Elaine Labach**	Elaine Labach	Transforming Pine Stream Library: Becoming the Best Little Library in the U.S.
		Nancy Ellen Dodd	Skateistan
		Niyati Gosalia (s)	GEO Listening At Glendale Unified School District
		Tony Vrba	*Participant only*
5.	**Anne Lawrence**	Anne Lawrence	After Rana Plaza
		Steve Bowden	Good George Brewing & Tatua Co-operative Dairy Company
		Sven Skoglund (s)	Pay and Motivation
6.	**Margaret Phillips**	Margaret Phillips	Skateistan
		Michael Valdez	Transforming Pine Stream Library: Becoming the Best Little Library in the U.S.
		Cathy Jin (s)	GEO Listening At Glendale Unified School District
		Steve McGuire	Participant only
7.	**Teri Tompkins**	Teri Tompkins	Chan's Dilemma At Southern China Medical Device
		Flor Anaya (s)	Whittier Hills: Preservation or Petroleum
		Venkata Bhamidipati (s)	GEO Listening At Glendale Unified School District
		Gerry Rossy	Skateistan
8.	**Deborah Walker**	Deborah Walker	Pay and Motivation & Indian Health Services and Healthcare Provider acquisitions
		Chalmer Labig Jr.	Sally's Sewing Center – The Case of Serving the "Wrong" Clients
		Keith Sakuda	Ed Block Courage Award Foundation: How Do You Define Courage?

How to Get the Most Out of the Roundtable Case Discussion Sessions

This conference is a developmental workshop. Each person contributes to each case discussion and in turn receives feedback from each other person at the roundtable. Participants' preparation prior to the Conference and active participation at the Conference are crucial to the usefulness of the roundtable discussions and the value added that the Conference can deliver. Conference participants typically report that they were delighted with the helpful, constructive feedback they received.

PURPOSE OF WCA CASE ROUNDTABLE DISCUSSIONS

The purpose is to assist all case researchers to improve their cases for use in classes, for adoption by others, and for publication. Rarely is a case presented that is ready for journal publishing; yet even such a case can be improved. Case authors may feel overwhelmed by all the suggestions. The process is not negative; rather, we work with you for improvement, just as we expect that you will help others to improve their cases. Therefore, all participants must thoroughly prepare all cases and instructor's manuals (IMs) (aka TN teaching notes). The discussion process is rigorous yet done in a supportive manner. You should expect that the first case discussed, long or short, would take more time than those that follow. Some issues will occur in several cases; discussion need not be repeated in detail after the first time the issues arise.

PREPARING FOR CASE ANALYZES & FEEDBACK

The focus should be on major as well as subtle ways to improve cases, not on proofreading details of grammar, spelling, etc. To give helpful feedback, you may (1) mark up the cases and IM | TN, and give them to the author after discussion; or (2) prepare a summary of your comments and helpful suggestions prior to the Conference, and hand your written comments to the author. Important questions include:

- ✓ Is the case interesting? To students? To faculty? To potential journals?
- ✓ Does it address an important issue in the specified course(s)?
- ✓ Can teaching objectives be achieved with the case? Do the IM | TN address these?
- ✓ Can the IM | TN analysis be derived from the case (and other course material)?
- ✓ Are there enough data? Should more be added? Should some be deleted?
- ✓ Is the analysis tied to theory?
- ✓ Is the case presentation unbiased or is the author's opinion evident?

DUTIES OF PARTICIPANTS IN THE CASE ROUNDTABLES

Table Leaders: Brief the participants about what will happen. Determine the case sequence. Be sure there is a recorder for each case. Guide the discussion. Keep the focus on important issues, not on proofreading. Discourage repetitious comments. Be sure to be a timekeeper, or assign one.
Recorder: Document the substance of comments. A copy of each case and IM will be emailed to each table participant. Provide your notes to the case author(s).

Case Author(s): Prepare some opening remarks that explain why you wrote the case, how you have used it in class, and any issues you are particularly looking for suggestions as to how to improve. Listen to the comments and ask questions.

"How to Get the Most out of the Case Discussion Sessions" was prepared by NACRA authors Timothy W. Edlund and Linda E. Swayne and adapted by Jeff Shay, Stephen McGuire, Duane Helleloid, and Leslie Goldgehn for WCA's purposes. WCA thanks NACRA for use of the document.

Discussant: [Other authors and participants] Review cases thoroughly, provide feedback, and participate actively.

There may be participants in your session who are not presenting a case. They are there to observe, to learn, and to participate. Welcome them. Most participants find that these sessions are more enjoyable and collegial than any other type of academic conference they attend. We hope that you will agree. We have planned the WCA Conference to provide interesting, enjoyable, and instructive activities.

AFTER THE WCA CONFERENCE

Revise your case and IM to develop and improve as needed. Carefully consider all session comments; some changes may not be appropriate or feasible; you must decide what to change and not to change. Some suggested data might not be available. However, you are likely to see the more cogent changes you do not make in reviews of your case when you submit it to a journal. Can you defend your choices when you respond to a reviewer? Test-teach the revised case and update your IM based on that teaching experience. Ask a colleague to observe your teaching or to teach the case, if possible; he or she will find things you missed or that you know but did not include. (The author always knows details not included in the case.)

Submit your revised Case and IM (instructor's manual) | TN (teaching notes) to the Case Research Journal (CRJ), the Journal of Case Research and Inquiry (JCRI), or to another scholarly journal. Most journal submissions will require at least one revision before acceptance. Failure to revise and resubmit represents the largest reason that submissions to the Case Research Journal are not published. If one journal rejects your case, do not be vexed, as it may be an appropriate fit with another journal.

WCA members may have suggestions about which journal would be a good outlet for your case. Once your case is accepted by a journal, or finally rejected, it is then appropriate to submit it to book authors for adoption. Note however, that any earlier acceptance by book authors disqualifies your case for most journals. Book acceptances often carry merit, depending on your university, but rarely have as much academic credit as acceptance by a peer-reviewed journal.

"How to Get the Most out of the Case Discussion Sessions" was prepared by NACRA authors Timothy W. Edlund and Linda E. Swayne and adapted by Jeff Shay, Stephen McGuire, Duane Helleloid, and Leslie Goldgehn for WCA's purposes. WCA thanks NACRA for use of the document.

PUBLISHING YOUR CASE RESEARCH

Western Casewriters Association

As it has been said many times before in slightly different ways, the best case study is a published case study. Publishing your case in a peer-reviewed journal not only meets the standard of quality expected of all research, but also allows your work to be used by others. That is what you want and that is what WCA wants for you.

For publication outlets for your case research, have a look at the calls for cases on the following pages. For an extensive list of publication opportunities, visit the **WCA Wiki on Case Publishing** at http://casepublishing.wetpaint.com/ or through the link on our website, www.westerncasewriters.org

CALL FOR CASES AND PAPERS

Journal of Case Research and Inquiry
WCA

The Western Casewriters Association is proud to announce the launch of a new journal, the ***Journal of Case Research and Inquiry*** (JCRI) in 2012.

The ***Journal of Case Research and Inquiry*** seeks submissions of teaching case studies, notes, and articles related to case research and teaching with cases. All submissions to JCRI will be double blind peer-reviewed by at least two reviewers. Published cases, notes, and articles will be available full-text online and free of charge for instructors and students.

Cases. The journal seeks cases that address significant contemporary issues faced by organizations and mangers in the areas of business and public administration, nonprofit management, and social entrepreneurship. All cases must be submitted together with instructor manuals (IMs). Cases may be derived from primary field research, secondary research, or a combination of both. JCRI does not accept fictional cases, nor cases, notes, or articles previously published elsewhere. We seek cases that will grab students' attention. Cases employing multimedia methods and links to web resources are especially welcome.

Notes and Articles. Pedagogical notes that accompany a given case may be submitted to the journal; notes may be summaries of industry characteristics and trends, or theoretical or legal analyses that complement a case. JCRI also seeks scholarly articles addressing significant issues related to case research, case writing, and teaching with cases.

Submissions. Authors of cases, articles, and notes should adhere to the submission guidelines posted on the journal website www.jcri.org. Submissions and inquiries may be made to the editor at editor@jcri.org. Information about the Western Casewriters Association can be found at www.westerncasewriters.org

CALL FOR CASES

Case Research Journal

The ***Case Research Journal*** publishes outstanding teaching cases drawn from research in real organizations, dealing with important issues in all administration-related disciplines. The CRJ specializes in decision-focused cases based on original primary research (e.g., interviews with key decision-makers in the organization; interviews with stakeholders impacted by an organizational decision, issue, or problem; participant observation; review of primary materials, such as legal proceedings, congressional testimony, or internal company or stakeholder documents) supplemented by appropriate secondary research (e.g., journalist accounts). Exceptional cases that are analytical or descriptive rather than decision-focused will be considered when a decision focus is not practicable. Cases based entirely on secondary sources will be considered only in unusual circumstances.

The Journal also publishes articles concerning case research, case writing or case teaching. Previously published cases or articles (except those appearing in Proceedings or workshop presentations) are not eligible for consideration. The Journal does not accept fictional works or composite cases synthesized from author experience. Multi-media cases or case supplements will be accepted for review. Contact the journal editor for instructions.

Deborah R. Ettington, Ph.D.
Editor, Case Research Journal
Clinical Professor of Management (retired)
Department of Management & Organization
Smeal College of Business
The Pennsylvania State University
University Park, PA 16802

CALL FOR CASES

The CASE Journal

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 instructors' manual that identifies the intended course, relevant theoretical concepts or models that can be applied, and the research methodology for the case. The instructors' 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 two new sections have been introduced: Industry Notes and Critical Incidents.

All cases and articles will be subject to a double blind review process. Our review process is developmental, and 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. This journal will only accept on-line submissions. Submit your manuscript to the editor by e-mail attachment in MS-Word (doc format). 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. There is no submission fee; however, at least one author of cases/articles accepted for publication must be a member of The CASE Association.

Cases and articles that have been published in The CASE Journal are distributed through Primis and ECCH. Abstracts are available on our website: www.caseweb.org

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Coming soon . . . the 2015

✧ CALL FOR CASES ✧

Western Casewriters Association

Conference

March 19, 2015

in

Kauai, Hawaii

http://www.westerncasewriters.org/

The Western Casewriters Association (WCA) Conference is held yearly in conjunction with the Western Academy of Management (WAM)

WESTERN CASEWRITERS ASSOCIATION

CASE SYNOPSES

OF ALL ACCEPTED CASES

2014 WCA CONFERENCE

NAPA, CALIFORNIA

A Look at Indian Health Services and the Federally Funded Healthcare Provider Acquisitions

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Bryan Schrimmer (Student Author)
Fort Lewis College, Durango, CO

This case was conceptualized in order for students to critically think through scenarios that could increase healthcare provider quality on reservations while maintaining cost effectiveness in the recruiting process. Though the end goals and needs are currently being met by the processes that are taking place on behalf of Indian Health Services (IHS) to acquire healthcare providers, there are a number of possible solutions that can be thought about that might increase the quality of contracted healthcare providers on reservations.

The issues presented in this case study apply to all taxpayers of the United States such that tax payers contribute to IHS funding. By thinking of possible solutions and being cognizant of such issues students contribute to the overall welfare of the nation by assuring quality healthcare providers to reservations.

This case is applicable for any economic courses that cover such topics as small business development, government expenditures, and competition and contract services. It might also be applicable to human resource management classes.

Students are encouraged to consider the problems presented in this case through multiple paradigms. They are asked to consider how they would act if they were those in charge of federally funded methods of healthcare acquisition, specifically for Indian Health Services.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 20, 2014, Napa, California.

After Rana Plaza

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Around nine in the morning on April 24, 2013, Rana Plaza, an 8-story building in Savar, Bangladesh, collapsed catastrophically in a hail of twisted concrete, steel, and sewing machinery. At the time, more than three thousand garment workers were on duty in six separate factories, located on the building's third to eighth floors.

Of the 1,134 workers, most of them young women, were killed, and more than 2,500 others were injured, many severely. It was the worst industrial disaster in the history of the garment industry. Several dozen U.S. and European retailers and brands—including Walmart, Benetton, Primark, Children's Place, Loblaw, and Mango—were at the time or had recently sourced products from one of the Rana Plaza garment factories.

In the wake of the collapse, these companies and others that had contracted production to suppliers in the low-wage, fast growing, and notoriously unsafe Bangladeshi garment industry faced an urgent challenge: What should they do now, after Rana Plaza? This case enables students to explore the causes of the collapse of Rana Plaza and to evaluate various courses of action for Western apparel companies doing business in Bangladesh.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 20, 2014, Napa, California.

Chan's Dilemma at Southern China Medical Device

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Sophie Yao and Joey Yi Zhou (Student authors)
Graziadio School of Business & Management, Pepperdine University, California

With one month to go in the sales year, Chan Ma must decide whether or not to accept an order for an out-of-date and unreliable ultrasound machine that will put him over his sales quota but risk alienating valued customers.

In January through November, Southern China Medical Devices International Sales Team A, directed by Chan Ma, had achieved sales revenue of US$ 2.5 million, most of which came from the sales of the ultrasound machines other than Apogee 800+. By the end of November, Team A had sold only eight sets of Apogee 800+. Among them, four sets were reported to have some minor electrical problems. The problems were attributed to obsolete components inside the machines. Although the problems were not very serious, distributors for the Apogee 800+ were upset by the problems since their reputation was affected by the unstable quality of the machines. They warned the company that they would suspend any business relationship with the company if there were any other quality problems with the machines

One month before the year's end, Chan knew that the other US$ 500,000 sales quota would be difficult to realize, because the yearly sales peak from October to November had passed. Chan felt additional pressure because the department was under the direct control of Long, who always put sales as the top priority of the company. Team B led by Hwan had already fulfilled their sales task for the year, and more than 30% of their revenue was from the sales of Apogee 800+. Long was very satisfied with Hwan's work because he was very eager to clear all the Apogee 800+'s in stock before the new machine was available. Long did not care much about the minor problems with the machines. He thought these problems would not influence the market position of the company since they provided good after-sales service.
Chan held a team meeting on November 14 about the issue. T

Chan had to work very hard to keep his sales record and compete with the experienced sales manager, Hwan. At this time, Chan faced pressure from his boss, Long, and his subordinates. In order to think clearly before making the decision, he told the customer who ordered the Apogee 800+ to wait for several days so that he could check the availability of the machines. Tomorrow was the last day for him to decide whether to sell or not.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 20, 2014, Napa, California.

Ed Block Courage Award Foundation: How Do You Define Courage?

Keith H. Sakuda - ksakuda@hawaii.edu (Faculty Supervisor)
Dave Copenhaver (Student Author)
University of Hawaii West Oahu

The Ed Block Courage Award Foundation was created with the mission of improving the lives of neglected and abused children. Each year the Foundation bestows its Courage Award to National Football League Players who best demonstrate the traits of courage, compassion, commitment, community, and character to become ambassadors of the organization.

Trouble emerged for the Foundation when the Philadelphia Eagles selected Michael Vick, a convicted felon, as their 2009 recipient of the Courage Award. Vick's troubles with the law and reported history of animal cruelty and abuse appeared to clash with the Foundation's mission of protecting victims of abuse, violence, and neglect. As a non-profit organization dependent on donations and sponsorships, the Foundation could not afford to alienate its financial supporters, but it also needed to maintain a strong relationship with the National Football League and its players.

William David, General Manager of the Foundation, must make a decision in terms of protecting the reputation of the Foundation while considering the impacts on stakeholders. Should he honor the selection of Vick? If so, how does he explain his decision to the donors and sponsors who fund the Foundation? Should he reject the selection of Vick? If so, how does he explain his decision to the players who unanimously voted Vick as their recipient of the award?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 20, 2014, Napa, California.

Experience, LLC: Filling the Best Seats in the House

Nola Agha - nagha@usfca.edu (Faculty Supervisor)
Noah Jackson, Ricky Malott, William Strome & Joe Bisson (Student Authors)
University of San Francisco, California

Experience, LLC is a start-up company that sells in-game seat upgrades during live sporting events using text messaging and cell phone apps. From a user's standpoint the service offers improved views, closer seats, and a better overall fan experience for a small upgrade fee. From a venue or team standpoint, Experience offers the ability to fill un-used inventory, in some cases by re-selling the seats of no-shows. The outcome is more revenue for teams and better experiences for fans who are then more likely to become return customers.

Experience is looking to expand its services beyond single-game upgrades to a full-season ticket that is based on filling open, but previously sold, inventory. This case illustrates the forces at play in the ticketing industry, describes features of each product, and allows students an opportunity to decide on the product expansion strategy for a fast-growing start-up company.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 20, 2014, Napa, California.

GEO Listening At Glendale Unified School District (GUSD)

Steve McGuire - smcguir@exchange.calstatela.edu (Faculty Supervisor)
Cathy Jin, Manika Tiwari, Niyati Gosalia, Sofyan Dowiri, and
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The Glendale Unified School District (GUSD) is a school district based in Glendale, California, United States in Greater Los Angeles. The school district serves the city of Glendale, portions of the city of La Cañada and the unincorporated communities of Montrose and La Crescenta. It consists of 20 elementary schools, 4 middle schools, 5 high schools, and 2 facilities for homeschoolers and special-needs students.

GUSD has faced many problems related to bullying, cyber bullying, vandalism, substance abuse and truancy that led to suicide attempts by students. To combat these issues, the officials at GUSD decided to hire Geo Listening. Geo Listening is a Hermosa Beach based social monitoring company whose unique monitoring service processed, analyzed, and reported the adverse social media from publicly available student posts.

The service provided a daily report in alignment with existing school district procedures and board policy related to student conduct and safety. The daily district report took into account frequency and severity of a student's posts in alignment with the following categories: bullying, cyber bullying, despair, hate, harm, crime, vandalism, substance abuse, and truancy.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 20, 2014, Napa, California.

Good George Brewing

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The explosion in the craft beer market is a global phenomenon. On September 13, 2012, a new entrant to that burgeoning market came into existence in Hamilton, New Zealand. Combining the complementary talents of a successful bar owner, an internationally experienced brewer, and a globally recognised brewing consultant with top quality equipment appeared a recipe for a great brew house. Early experience bore that out. The core question faced in 2013 was how to grow the brewery beyond the four walls of the brew house.

Huy Fong Foods vs. Irwindale

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Huy Fong Foods was founded by David Tran in Los Angeles, California in 1980. David Tran immigrated to the United States as a refugee from Vietnam. He longed for the same hot sauce that he had been accustomed to in his native country. Thus, David had created Sriracha, a sauce made with hybrid jalapeño peppers, vinegar, sugar, salt, and garlic, and was soon delivering it to local markets (Fang, 2013). He had created four more chili sauces and later relocated his company to Rosemead, California. As a result of this move, he was able to increase production due to the overwhelming demand for his popular Sriracha chili sauce.

Huy Fong Foods produced only a monthly pre-sold quota in order to ensure spiciness and use peppers from known sources (Shyong, 2013). The Rosemead facility had produced 3,000 bottles every hour, 24 hours a day, six days a week, and they needed to double that capacity (Fang, 2013). Because of its overwhelming popularity and need for greater production, the company had decided to add a second location in Irwindale, California.

Sriracha had gained much publicized attention due to odor complaints made by the residents of Irwindale. More than 30 complaints had been filed by residents against the city. Many residents had complained of red dust and particles circulating the air. Residents' children were experiencing in increase in nose bleeds, in addition to swollen glands, and difficulty ingesting medication.

Because of the growing number of complaints, the city filed a lawsuit against Huy Fong Foods. The city claimed that fumes generated by the plant's processing of chili peppers had caused eye and throat irritation and headaches among residents. Los Angeles County Superior Court judge ruled in favor of the city of Irwindale and ordered that operations at the Sriracha hot chili sauce factory partially shut down due to complaints of odors from residents.

Huy Fong Foods and its stakeholders faced the dilemma of finding a solution to the odor complaints and install proper equipment to prevent any future problems or risk the loss of its business.

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MetLife Integration Project

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MetLife Inc. (MetLife) is a leading life insurance company with 90 million customers around the globe. They have established a strong presence in over 50 countries through organic growth, acquisitions, joint ventures and other partnerships. Their 2012 revenue was $68 billion with 64,000 worldwide employees. The company founded in 1863 is based in New York.

This case discusses a major systems integration project at MetLife. MetLife has just acquired Travelers Life and Annuity from Citigroup for $11 billion. Integration projects of this size and scope are few in number. Similar projects at other financial services firms have typically taken three years to complete. In fact, some of the smaller companies integrated into MetLife were still not complete with their integration five years later. CEO Robert Benmosche knew that the prolonged integration of the two companies would be disruptive and very costly. He challenged his IT organization to complete this effort in seven months! The case details the leadership, communications, HR management, teamwork and project management techniques, and skills to enable such an endeavor.

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Mouat's Trading Company

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Kevin Bell had been the General Manager of his family's business, Mouat's Trading Company, for over 14 years, and in 2013, he was ready to retire. Mouat's Trading Company owned and operated three retail stores, and leased space to 33 other retailers in Salt Spring Island, British Columbia, Canada. The company had been a family-run business for over a century. For the past three years, Bell had been informally searching for a successor to manage the company, but none had emerged. Bell needed to consider several factors in deciding on a suitable replacement: Should his successor be a family member? Should his successor be from, or have lived on Salt Spring Island? Should his successor become an investor in the company?

Along with making a plan for a new general manager, Bell foresaw major changes coming at the board level. In 2013, the board was a tight knit group (the majority of whom were Bell's brothers), but the board was aging, and it would not be long before control was transferred to the next generation of the family. Bell wondered if there was anything, he ought to be doing now to make this transition a smooth one.

This case explores succession planning in a family business at both the management and board level.

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Pay and Motivation

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As the Provost of a small, public liberal arts college, Steve Jones was faced with unhappy faculty, difficult budget decisions, and student enrollment issues. One of his many decisions was to either continue a contentious pay model that did not include any form of merit pay, or change the model and pay professors based upon performance.

This case is designed to encourage students to think critically through a series of issues dealing with the compensation of faculty at a small, public liberal arts college. The College had been having trouble hiring and retaining quality faculty and was also dealing with lower than optimal enrollment numbers and low student retention rates. These issues, along with state budget issues, meant that the College was also faced with declining budgets. The Provost of the College had decided on a pay model that did not include any merit based pay (at least for the time being). The model was used for a few years but there were still grumblings from the faculty and the effectiveness of the model at retaining faculty was not clear. The problem the provost faced was one of deciding if this pay model should continue to be used. Did it allow the college to hire and retain quality faculty? Or did it lead to failed hires and retention of the lowest performing faculty? What other pay models might lead to better results for the college?

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Pepper Place District and the Culinary Initiatives

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Cathy Jones was a proud citizen of Birmingham, Alabama where her decedents had been central to the founding and success of the city as an early industrial center. Her goal was to see a revitalization of downtown Birmingham and specifically the Lakeview District where her two of her business interests lay: Sloss Real Estate and Pepper Place Market.

Cathy and her friend and local restaurateur, Franklin Biggs had an idea to transform a portion of the Pepper Place Market into a food-based destination. They did not, however, which of their options would work best or if they could navigate the waters of wanting what was best for the non-profit Pepper Place Market while simultaneously allowing for-profit Sloss Real Estate to be positively impacted by any decision.

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Sally's Sewing Center – The Case of Serving the "Wrong" Clients

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The case gives the reader a brief history of Sally's Sewing Center (SSC), a non-profit 501 (c) (3) organization. It also describes its current operations and suggests that major changes could significantly improve the organization's performance. The vision and mission of SSC has not been reevaluated since its inception. Its short tenured executive officer has an opportunity to present a new vision that is largely determined in this case by the type of women it recruits for its trainees.

So far, SSC has taken a passive approach to attracting its seamstresses/employees. Two major lessons from this short case that can be used anytime during a semester in introductory or advanced undergraduate business classes are as follows: (1) who an organization attracts has major effects on its performance and (2) continuous planning is of utmost importance to the sustainability of non-profit organizations.

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Shades of Brown

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When leaders face a situation without precedence they can no longer rely on history or habit to dictate action. Anomaly leaves leaders with ethical theory to guide action. In this case, a leader is pressed between politics, emotion, cost, resources, and responsibility to make a decision about continuing a search and rescue operations when a realistic hope for a positive outcome is unlikely. This case is based on actual interviews and participant observation.

The Subjects: Rita and Al Chretien set out from Penticton, British Columbia, to drive to Las Vegas Nevada, in March of 2011. Al was a contractor and planned to attend a convention. Rita came along to get away from the cold. The pair stopped in Oregon for gas. That was their last known location until Rita was found alone in a van 48 days later in northern Nevada. The pair was the subject of a national search.

The Searcher: A coauthor (Hammond) participated in the search for Al Chretien with his search dog, Dusty. He is a member of Rocky Mountain Rescue Dogs, a volunteer K-9 search and rescue group based in Utah.

The Leader: Sergeant David Prall of the Elko County Nevada Sheriff's Department received calls from the Canadian Ambassador to the United States, the Governor of the State of Nevada, the Elko County Commission Office, countless citizens, and religious leaders all urging him to continue to search for Albert Chretien. He was last seen in March 2011 in the Humboldt National Forest of Nevada. Prall is the IC or Incident Commander for this situation, and thus is charged with making all decisions related to this case.

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SHIVGANGA: Organizing for Sustainable Water Resources in Jhabua, India

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The case describes the work of Shivganga amongst the Bheel tribals in central India, to address the problem of water scarcity in the Jhabua region. The Bheel society suffered poverty as water shortages hampered their subsistence farming based lifestyle. Through the programs and activities of Shivganga, formed by highly trained engineers, operated by grass-root leaders using tribal values, progress has been made towards finding self-reliant solutions to the water-scarcity. The case illustrates community oriented and sustainable practices that were organically replicated in a society that has found self-reliance without charity.

The case is suitable for use in courses in nonprofit management and sustainable practices at both the undergraduate and graduate levels.

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Skateistan

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It was late morning September 2013 and Oliver Percovich was fastening his seatbelt to begin the flight from Kabul, Afghanistan to Berlin. The twelve-hour flight would give him plenty of time to think through what he wanted to accomplish at the Berlin headquarters of Skateistan. It was hard to believe that only 6 years ago he had arrived in Kabul with a few clothes, three skateboards, and the hope of finding a research job with one of the many development organizations operating in Afghanistan. While skateboarding had always been a part of his personal life he would never have predicted the central role it would take on in his career.

Ollie, as his friends and colleagues called him, was the Founder and now Executive Director of Skateistan, an international NGO focusing on bringing skateboarding, as means of empowerment, to children (and especially girls) in Afghanistan and other third world countries. He wanted to use this time on the airplane, away from the daily pressures he faced as director, to try to reflect on what he had learned over these last few years and what, if anything, might be transferable to other poor and developing nations where simple rights and even the freedom to play were not automatic. He had made a ten-year commitment to this project and it was time to take it to the next level. But what did that mean and how could he do it?

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Tatua Co-operative Dairy Company

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Tatua was formed as a co-operative dairy company in 1914 – a company owned by its shareholder milk suppliers. In their centenary year Tatua faced challenges stemming from the changing nature of the dairy industry in New Zealand and globally. Early on Tatua was one of many dairy co-operatives in New Zealand, but by 2014, Tatua was one of only three co-operatives remaining in New Zealand and were dwarfed by the largest player Fonterra. New players had also entered the industry, but were operating as companies rather than co-operatives.

Was Tatua operating with an old business model inappropriate to the new realities of the dairy industry or was growth still possible?

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The Devil is in the Details: Wal-Mart's Return Policy in India

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In August of 2013, Scott Price, the CEO of Wal-Mart Asia was preparing for a meeting with the Indian Trade Ministry. He was in the process of putting forth a proposal for Wal-Mart to operate supermarkets in India. Wal-Mart had entered India six years earlier through a joint venture with Bharti Retail Ltd. , but due to governmental restrictions, the joint venture served only the wholesale market. Price's proposal aimed to bring Wal-Mart stores into India's retail market for the first time.

Some of the main challenges facing the proposed expansion into India included supply chain management, corporate social responsibility, corruption, government restrictions, competition, and lack of political support. Price knew that the big picture issues would get their share of attention, but he also knew that the success of the proposal would be found in the smaller details. These finer details could make or break the successful establishment of Wal-Mart in India. One such detail, which needed to be addressed, was the company's return policy. Price wondered if Wal-Mart should bring its American return policies to the Indian market or if the company would be better served by matching the return policies of its Indian competitors.

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The Fallout of Corruption

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Briston County was under a Consent Decree because the Environmental Protection Agency had mandated extensive work on a sewer system that served 23 different municipalities in the area surrounding Kerrville, Montana. Estimates to do the work ranged from $250 million to $1.2 billion. The situation led to graft, corruption, bribery and illegal activities. The President of the Commission had an unusual amount of discretion with respect to certain financial transactions.

The financial crisis of 2008 along with a judgment by the Montana Supreme Court that the County's occupational tax was deemed unlawful significantly reduced revenues. Debt covenants were violated creating an escalation of debt payments. That resulted in reduced funding for County operations and bond payments. More than twenty people were prosecuted in association with the illegal activities involved in the financing and construction of the sewer system and four of the five County Commissioners were sentenced for their involvement in the corruption.

JP Morgan Chase was involved in the corruption and received fines from the Security and Exchange Commission. Five new Commissioners were elected and determined that filing bankruptcy was the only way out given the downgrade of the bonds and warrants; the reduced revenues; and the corruption. Bankruptcy was filed in November 2011. The problem now faced by the President of the Commission was to convince the court to accept the terms of the petition to exit bankruptcy when the public and one commissioner were not in favor of the terms of the petition. He realized the public would pay the price for the corruption and he felt that was not right either. Was his plan to exit bankruptcy best for all parties? Would the public and businesses react in a hostile manner to the increase in rates they would have to pay? Would the entire Commission support him? Could political corruption be prevented in the future?

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The Love Smitten Director

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just been told some disturbing news about Larry Pang, his executive director, which may or may not have legal implications for the company in relation to sexual harassment. Two of his managers had confided in him that Linda Tan, one of his managers who had recently resigned, had asked them to tell him about Pang's repeated attempts to court her in the past several months. Several questions crossed Wong's mind. Should he talk to Tan to verify the story that he had heard secondhand or confront Pang directly? Should employees be reprimanded or disciplined for attempting to pursue a romantic relationship at work? Should he do nothing given that Tan was no longer an employee of the company?

But, if he did nothing, how would the employees who have already heard of the story react? Would they spread more gossip? If word got out to more employees, what would be the consequences? Would it affect Pang's working relationship with the employees? How would Tan react if he ignored the issue? Would she decide to file sexual harassment charges against the company out of resentment?

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The Peace Officers Fund: The Club No One Wants To Belong To

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POF was an organization in crisis but did not know where to begin to make changes. They had operated in the same way for 42 years and many of the individuals on the board did not see any reason to change. The President was aware that the organization needed to evolve and enter the 21st century in order to survive. The President needed recommendations to present to the Board so that the organization could modernize and continue to do their good work in the community.

POF truly was an organization no one wanted to belong to but relied on in times of crisis. They were known to only a small group of police/peace officers despite being active within a nine county area and being involved with Police Chiefs and Sheriff's Departments. They relied on this limited group for the majority of their fundraising. Beyond this group, they had no clear target market for media relations or fundraising. Their website and brochures were outdated and depressing. There was no clear way to contribute to the organization. They did not track their contributions nor did they have a budget.

POF was at a critical juncture in the life of the organization. They could not continue as they had in the past. They needed to make significant changes to insure the long-term viability of the organization.

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Time's Up!
Curfew Employment Policies for in Indian Women

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While planning to set up her jute business in West Bengal, India, Radhika Nair discovered that the Shops and Establishment Act (1963) of that province restricted the hours of female employees. Knowing that India was a collective society that was protective towards women, Nair understood the reason behind the law which was established shortly after India's independence as there were not very many women participating in the work force when this law was enacted. However, she was concerned about the business and ethical implications of following such a law.

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Transforming Pine Stream Library: Becoming the Best Little Library in the U.S.

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The case describes the transformation of the Pine Stream Library to a higher service delivery organization to achieve its new mission. It illustrates the condition of the library prior to adding 50% more space, and steps taken to improve services, some of which the impact on costs is unclear. The case ends with a brief description of the library of the future.

In March 2013, Judy Dublin, the President of the Board of Trustees of Pine Stream Library, was reviewing the results of the recent initiatives to transform the Pine Stream Library from a traditional, rural library to a library that served the expanding community needs moving into the 21st century.

In three years, we have tripled the visitorship, almost doubled the collection, and increased membership and physical space. We increased our loan rate from zero to 308 books with a modest increase in staff and generally reduced check out times to less than a minute. Three times more people walk around a space that is 50% bigger in size and the library feels more spacious.

Three years prior, the Board of Trustees and the library staff had worked on changing the public's image of the library from a book repository to a place where people learn, explore, and discover. This move was part of what many libraries around the US are attempting to manage: that is, staying relevant in a rapidly changing, technology-rich global environment. As one example, Bexar County public library in San Antonio, Texas was the first all-digital, bookless public library to offer electronic readers and houses no actual books (Weber, 2014). Librarian of Congress James H. Billington said, "If we didn't already have libraries, they would now have to be invented. There are the keys to American success in fully exploiting the information superhighways of the future" (Goodreads).

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Whittier Hills: Preservation or Petroleum

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Los Angeles County voters approved Proposition A in 1992, with an amendment in 1996, that provided the County with $859 million meant to "benefit property and improve the quality of life in the District by preserving and protecting the beach, wildlife, park, recreation, and natural lands of the District. Intentionally, improving recreation facilities for senior citizens, planting trees, and building trails, and restoring rivers and streams" with a specific stipulation declaring the recipient of the taxpayer money would need to "maintain and operate in perpetuity the property acquired, developed, improved, rehabilitated, or restored."

In 1993, the city of Whittier applied for and was granted Proposition A funds to purchase 1,280 acres of hills located to their north. In addition, for the next twenty years, the property was used as a nature preserve and outdoor recreation area. However, facing a recurring chronic budget deficit and unanticipated costs, in 2008 the Whittier City Council approved the leasing of a small portion of the protected land to Matrix Oil Corporation in exchange for 30% of the royalties from the sale of an estimated twenty million barrels of recoverable oil located under the acreage.

Despite the numerous objections from the community and the several lawsuits filed against the City of Whittier by environmental agencies and the County of Los Angeles, Matrix Oil began Phase 1 of the extraction project in January 2013; drilling well cellars and support structures for future test wells. Subsequent rulings by the Los Angeles Superior Court that ordered the City of Whittier and Matrix Oil to cease and desist all drilling activities did not terminate the legal battle as both Whittier and Matrix Oil claimed to not recognize the jurisdiction the County of Los Angeles retained on the natural habitat.

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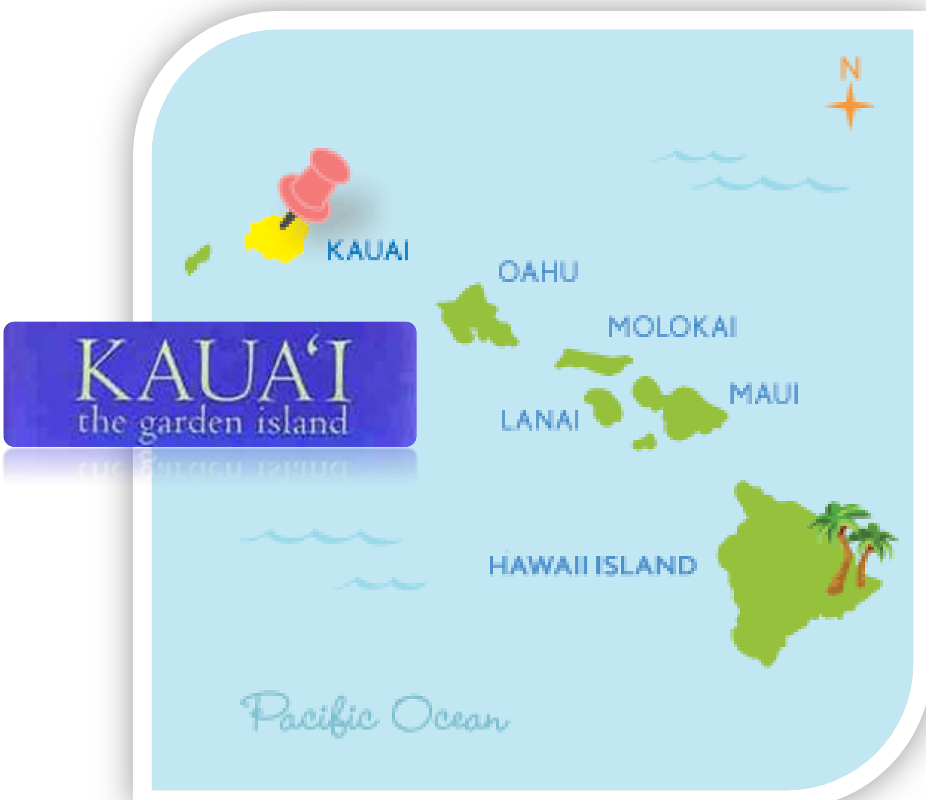
Aloha and let's plan to see one another next year at the

2015 ✧ WESTERN CASEWRITERS ASSOCIATION CONFERENCE

Thursday, March 19, 2015

In Kauai, Hawaii (The Garden Isle)



The Western Casewriters Association (WCA) Conference is held yearly in conjunction with the Western Academy of Management (WAM).