

Message from the President

The **SCR Annual Meeting** at The Drake Hotel on March 18-20, 2009 in conjunction with MBAA (Midwest Business Administration Association) promises to be the best ever under the coordination of program chair Mark Bezik of Idaho State University. Participants in record numbers have submitted critical incidents, embryo cases, papers, and panel presentations for the SCR program. Panel sessions include a discussion of the SCR case review process, a presentation on developing case studies with co-authors, a discussion of helping students to evaluate cases and write meaningful reports, and a report of the results from a survey of AACSB deans' opinions on cases as intellectual contributions.

Following our practice of the last two years, SCR will hold its Annual Business Meeting as part of a luncheon on Thursday. When registering for the conference, be sure to **sign up for the luncheon** (which is subsidized by both the MBAA and SCR). Also, if you are a primary registrant for SCR, **do not** sign up for a copy of the proceedings—you will receive a copy as a member of SCR.

The Society continued advancing several initiatives of the SCR Board over the past year. Primary among these is the rolling out of the first edition of the new *Journal of Critical Incidents (JCI)* under the dedicated editorship of Joy Benson of the University of Wisconsin—River Falls. This electronic journal provides an outlet for critical incidents presented at the annual meeting in March and subsequently revised and subjected to a blind review process similar to the manner in which the *Annual Advances in Business Cases* publishes cases from the yearly SCR Summer Case Writers Workshop. The second edition of *JCI* will publish incidents from this year's conference.

The **SCR Website** (www.socr.org) continues to be updated to be more useful to members and others seeking information about SCR and its activities. SCR cases and critical incidents written and published since 2002 in *Business Case Journal*, *Annual Advances in Business Cases*, and the new *Journal of Critical Incidents* are now available in a searchable database within a special SCR member section of the website.

Finally, thinking further ahead, the **2009 Summer Case Writers Workshop** will be held on June 25-27 on the campus of Middle Tennessee State University in Murfreesboro under the capable direction of long-time SCR member Joe Thomas. The deadline for case submissions to Joe is May 1, 2009 (contact him at 615-898-5652 or jgthomas@mtsu.edu).

The 2008-09 year has been good for SCR. We increased attendance at our meetings, successfully launched a new journal, and maintained the strong quality standards of our existing journals. I am especially grateful for the support received from the Board of Directors and other members involved in moving SCR along to greater accomplishments in case research and writing. Their involvement has made my term as President a pleasure.

Bill Stratton
SCR President, 2008-09
Idaho State University

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Membership Dues and Information

It is important to remember to pay your dues for membership in SCR. You need to be a member of SCR to present at meetings. Your dues also include subscriptions to five SCR publications.

1. When you pay your dues every July you automatically get the Annual Meeting *Proceedings*, *Annual Advances in Business Cases*, *Business Case Journal*, the new electronic *Journal of Critical Incidents*, and the *SCR Newsletter*. Do not pay for the *Proceedings* again when you register for the MBAA—don't check that box.
2. To pay online, go to <https://www.scr.org/members/> and follow these directions: The Pay Dues link will bring you to the payment page. At the top, it will show when your membership expires. To make a payment, select the membership type you want, 1-year or 2-year and whether you are located in the U.S., Mexico or Canada. Click the "Pay with PayPal" button. Follow the instructions provided by PayPal and then return to the SCR site. You will need to keep your payment status active to receive information from the SCR. Those who wish to pay by check can mail it to the address on the Pay Dues page; your payment status will change once payment is received.
3. SCR runs on a July to July membership year. Go online or send a check to Karen Foust at her home address: 207 Belle Meade Blvd., Thibodaux, LA 70301-4907. If you pay by check, please make sure you send it to Karen at her home address.

Upcoming Summer Workshop Locations

2009 - Middle Tennessee State University, June 25-27 (full details on page 4)

2010 - To Be Decided

SCR is seeking a host school for the 2010 Summer Workshop as well as for the year 2011 and beyond. If you are interested in finding out about hosting an upcoming Summer Workshop, contact SCR President Bill Stratton at 208-282-2281 or strabill@isu.edu for additional information.

From the Editor: Journal of Critical Incidents

Joy Benson will continue to serve as the editor of the Journal of Critical Incidents for 2009. Her thoughts on serving as editor and the process of publishing the JCI will be the topic of a presentation at the Annual meeting in March titled "A Learner's Path: Reflections of a Novice-No-Longer Editor" scheduled for presentation in the Grand Ballroom at 1:30-2:45 pm, Wednesday, March 18. Joy shares some of her thoughts with you in this Newsletter.

In his book *Six Thinking Hats* (1999), de Bono uses colored hats to reflect different perspectives that can be used when making decisions or reflecting on a process. In the reflection paper I am presenting in Chicago, I talk about the five hats (white, red, black, yellow and blue) I used as the Editor of the *Journal of Critical Incident (JCI)*. The thinking associated with each of the hats guided the process of producing the journal. The process started with a pool of 36 potential submissions, progressed to 22 actual submissions for peer review and was completed with the publication of the journal in October 2008. I gained valuable skills from my first time editor experience – skills associated with both the technical and interpersonal dynamics of publishing. This learning will be used to improve the process for the second issue.

The journal reflects de Bono's green hat – the one for creativity. The first issue of *JCI* contains 14 creative works. Authors wrote engaging incidents addressing issues of interest to academics and practitioners. Topics included financial management, small business and entrepreneurship, leadership, business and society, ethics, international, organizational culture, power, conflict, cost accounting, human resource management, marketing, and healthcare administration. The teaching notes associated with each critical incident are rich with theory, application, and learning activities. If you are interested in purchasing teaching notes they are available through SCR by contacting Roy Cook, SCR Director of Development, at Cook_R@fortlewis.edu for additional information.

In addition, to creativity, the journal is about celebration. It reflects the celebration of scholarship. It reflects the celebration of using critical incidents to enhance student learning. It reflects the celebration of how critical incident scholarship contributes to faculty promotion and tenure. And, it is a celebration of our society's collegial learning community. I look forward to continuing the celebration with the 2009 issue of the *Journal of Critical Incidents*.

See you in Chicago!

Joy Benson
Editor, JCI

SCR 31st Annual Summer Case Writers Workshop

June 25-27, 2009

Middle Tennessee State University

Murfreesboro, TN 37132

The Society for Case Research 31st Annual Summer Case Writer's Workshop is planned for June 25-27, 2009 on the campus of Middle Tennessee State University (MTSU). The campus is located in Murfreesboro, TN, approximately 30 miles southeast of Nashville. Murfreesboro is a town of approximately 125,000. The area is "family friendly" with many tourist activities in the area. The area is noted for many music activities. It was also home of many Civil War battles.

Housing will be available on campus for workshop participants. There is a wide variety of motels as well as historical bed and breakfasts also available to meet individual tastes.

Workshop Purpose: The primary purpose of the workshop is to develop and improve business research, case writing, and the case reviewing skills of participants. The workshop helps aspiring case writers, beginners, and experienced case writers prepare and develop cases and teaching notes for classroom use and/or publication.

Case: Case submissions must be based on real events in an actual organization, although individuals and/or the organization may be disguised to preserve anonymity. Cases can be *decision based* (requiring the student to assume the position of a case member and make a decision about what to do) or *descriptive*, (describing a real situation and calling for an analysis of what happened.)

Submission: Cases must be submitted by May 1, 2009. Decisions regarding acceptance will be sent to authors by May 15, giving ample time for making travel arrangements to Nashville and Murfreesboro. Nashville is a major airport and flights are usually fairly inexpensive. It is also served by Interstates 24, 40, and 65.

Manuscript Guidelines: Submission requirements are available at The Society for Case Research Internet site. The Internet site provides detailed information covering formatting, permissions, referencing and the required content for teaching notes. Please visit the Internet site provided below as you prepare your cases for submission to the meeting.

http://www.socr.org/docs/SCR_Manuscript_Submission_Guidelines_for_SCR_Pubs_Stratton_version_080923.pdf

Contact: The contact person for additional information or to submit a case is Joe Thomas, 615-898-5652 or jgthomas@mtsu.edu.

**From the Program Chair: SCR-MBAA Annual Meeting
March 18–20, 2009
The Drake Hotel, Chicago, IL**

The 2009 Annual Meeting of SCR, in conjunction with the Midwest Business Administration Association (MBAA), to be held March 18-20 at The Drake Hotel in Chicago, is fast approaching. With a total of 49 submissions, ranging from panel presentations and papers to embryo cases and critical incidents, this year's meeting should be a good one. All the SCR events will take place in the Grand Ballroom, starting Wednesday March 18th at 1:30 p.m. and running until 4:15 p.m. on Friday, March 20th.

The program schedule (included in this *Newsletter*) includes a meeting of the SCR Board late on Wednesday afternoon (4:30-6:00), the annual members' luncheon and business meeting at noon on Thursday, and a panel of former deans (Bill Stratton, Barb Nemecek, and Ken Stanley) on Friday morning discussing the results of their recent survey of AACSB deans regarding the deans' thoughts on the credibility of case research and publications as intellectual contributions when making promotion and tenure decisions.

If you would like to find out more about the meeting, contact Program Chair Mark Bezik at 208-282-4769 or bezimark@isu.edu.

Society for Case Research Annual Meeting Silent Auction

Mark Bezik, the Annual Meeting Program Chair, is asking everyone to consider bringing an item to donate for this year's silent auction. "It can be large or small, from a sleeve of golf balls to a trip for two somewhere in the world" says Bezik. "Let's make this year's event a rousing success." Mark also encourages everyone to buy a ticket for the Thursday luncheon and business meeting when they register. This is a great time to catch up with old friends, make new ones and find out what is going on at SCR. If you have any questions, contact Mark at the address above.

**Society for Case Research
2009 Annual Meeting - The Drake Hotel – Chicago
March 18-20, 2009**

PROGRAM

WEDNESDAY, MARCH 18, 2009

1:30-2:45 p.m. Grand Ballroom

Theme: Paper Presentations

Chair: Bill Stratton, Idaho State University

Discussants: Roy Cook, Fort Lewis College
 Kay Hodge, University of Nebraska, Kearney
 Barbara Nemecek, University of Wisconsin, River
 Falls

The Write Stuff: How to be an SCR Scribe
Craig Davis, Ohio University

A Learner's Path: Reflections of a Novice-No-Longer Editor
Joy Benson, University of Wisconsin, River Falls

Case Method: A Discussion of Frameworks for Analysis
Yezdi Godiwalla, University of Wisconsin-Whitewater

3:00-4:15 p.m. Grand Ballroom

Session A Theme: Critical Incidents, Policy and Strategy

Chair: Timothy Brotherton, Ferris State University

Discussants: Barbara Nemecek, University of Wisconsin,
 River Falls
 Michael Luthy, Bellarmine University
 Patrick Schultz, University of North Dakota

Phoenix Magazine
Nancy Kucinski, Hardin-Simmons University

C.C. Smith Manufacturing
Thomas Garsombke, Claflin University
Diane Prince, Clayton State University
Richard Fulton, Troy University at Augusta

Austin Medical Billing: Where To Go From Here
Sherri Coultrup, Morgan State University

WEDNESDAY, MARCH 18, 2009

3:00-4:15 p.m. Grand Ballroom

Session B Theme: Critical Incidents, Ethics

Chair: David Frantz, Indiana University East
Discussants: Colleen Kirk, Pace University
Eric Nelson, University of Central Missouri
Tomas Lopez-Pumarejo, Brooklyn College

Profit or Product Safety: An Ethical Showdown
Stacy Vollmers, University of Wisconsin, River Falls
Clyde Vollmers, Russian American Christian University

Cancer Water (A/B)
Bradley Brooks, Queens University of Charlotte
Steven Cox, Queens University of Charlotte
S. Catherine Anderson, Queens University of Charlotte

4:30-6:00 p.m. Grand Ballroom
SCR Publication Committee and Board Meeting

THURSDAY, MARCH 19, 2009

8:00-9:00 a.m. Grand Ballroom

Session A Theme: Panel

The SCR Peer Review Process
Chair: Carla Wiggins, Idaho State University
Panelists: Leigh Cellucci, Idaho State University
Ken Rhee, Northern Kentucky University
Ken Stanley, Valdosta State University

Session B Theme: Embryo Cases, Strategy

Chair: Gabriele Lingenfelter, Christopher Newport University
Discussants: Roy Cook, Fort Lewis College
Ann Hackert, Idaho State University
Nancy Kucinski, Hardin-Simmons University

Impeller, Inc.
Dennis Krumwiede, Idaho State University
Mark Bezik, Idaho State University

James Group International
Chester Baker, Huston-Tillotson University
Shirley Hanshaw, Mississippi State University

THURSDAY, MARCH 19, 2009

9:15-10:30 a.m. Grand Ballroom

Session A Theme: Panel

Developing Case Studies with Co-Authors

Chair: Timothy Redmer, Regent University

Panelists: Karen Foust, Tulane University
Carla Wiggins, Idaho State University
Mark Bezik, Idaho State University

Session B Theme: Embryo Cases, Marketing

Chair: Cheryl Noll, Eastern Illinois University

Discussants: Karen Berger, Pace University
Nona Jones, Benedictine University
John Riddick, Hanover College

Barnes and Noble Considers Buying Borders

Timothy Brotherton, Ferris State University

Craig Davis, Ohio University

Huron Council, Ojibway District Boy Scout Recruiting & Retention

Timothy Brotherton, Ferris State University

Craig Davis, Ohio University

Chocolate PI: Does It Add Up?

Britt Shirley, The University of Tampa

Barbara Ross Wooldridge, The University of Texas at Tyler

10:45 a.m.-12:00 p.m. Grand Ballroom

Session A Theme: Critical Incidents, Entrepreneurship

Chair: Tony Cellucci, Idaho State University

Discussants: Bruce Sherony, Northern Michigan University
Barbara Ross Wooldridge, The University of Texas at Tyler
Bonalyn Nelsen, Rochester Institute of Technology

If It Looks Like It, and Acts Like It – Is It Social Entrepreneurship?

Linda Brennan, Mercer University

The Becherer Resort

Tim Redmer, Regent University

Serus: Continue Bootstrap or Seek VC Funding

Anuradha Basu, San Jose State University

Minnie Patel, San Jose State University

THURSDAY, MARCH 19, 2009

10:45 a.m.-12:00 p.m. Grand Ballroom

Session B Theme: Critical Incidents, Business and Society

Chair: Richard Fulton, Troy University at Augusta
Discussants: Chester A. Baker, Huston-Tillotson University
Cathy Peppers, Idaho State University
Jose J. Poza Jr., Barry University

Movimiento Congruencia: Serving the Disabled Mexican Worker
Octavio Carrera, CEMEX
Alejandra Guzman Barraza, CEMEX
Asbjorn Osland, San Jose State University

Sonoma Wine Company: Absolute or Intensity Target for GHG Emissions
Asbjorn Osland, San Jose State University

Campus Blood Drive Suspension
Asbjorn Osland, San Jose State University

12:00-1:15 p.m. Grand Ballroom

ANNUAL MEETING LUNCHEON - TICKET REQUIRED

1:30-2:45 p.m. Grand Ballroom

Session A Theme: Critical Incidents, Accounting

Chair: Karen Foust, Tulane University
Discussants: Robyne Hart, Associated Colleges of the Midwest
Janet Papiernik, IU-PU, Fort Wayne
Ken Stanley, Valdosta State University

Occupational Fraud in a Community Service Agency
Mark Bezik, Idaho State University
Carla Wiggins, Idaho State University

Internal Controls in a PTA - Stop the Embezzlement
Gabriele Lingenfelter, Christopher Newport University
John Veal, Jr., Webster University

Air Varié - Land Sales Revenue Recognition Issues
Franklin Plewa, Idaho State University
Robert Picard, Idaho State University
Mark Bezik, Idaho State University

THURSDAY, MARCH 19, 2009

1:30-2:45 p.m. Grand Ballroom

Session B Theme: Incidents, Org. Behavior/Human Resources

Chair: Leigh Cellucci, Idaho State University
Discussants: Harsha Desai, Loyola College in Maryland
Steven Cox, Queens University of Charlotte
Asbjorn Osland, San Diego State University

Speeding Toward Trouble: Jay Peak Resort vs The Town of North Troy, VT
Bonaly Nelsen – Rochester Institute of Technology

Training Session Conflict
Mark Johnson, Idaho State University
Bill Stratton, Idaho State University

P. Diddy Goes the Distance
Christy De Vader – Loyola College in Maryland

3:00-4:15 p.m. Grand Ballroom

Session A Theme: Critical Incidents, Accounting & Finance

Chair: Nancy Kucinski, Hardin-Simmons University
Discussants: Janet Papiernik, IU-PU, Fort Wayne
John Veal, Jr., Webster University
Tim Redmer, Regent University

Michigan Granite and Quartz Fabricators, Inc.
Brian Gnauck, Northern Michigan University
Bruce Sherony, Northern Michigan University
Claudia Orr, Northern Michigan University

Foreclosure For Sale
Ann Hackert, Idaho State University
Jeff Brookman, Idaho State University

Hi Tide On Cat Cay
Steven L. Good, Sheldon Good & Company Auctions
Margot B. Weinstein, MW Leadership Consultants LLC
Mark Bezik, Idaho State University
Ken Stanley, Valdosta State University

THURSDAY, MARCH 19, 2009

3:00-4:15 p.m. Grand Ballroom

Session B Theme: Embryo Cases and Critical Incident

Chair: Stacy Vollmers, University of Wisconsin, River Falls

Discussants: David Frantz, Indiana University East
Bradley Brooks, Queens University of Charlotte
Steven Cox, Queens University of Charlotte

Global Outsourcing: VDSI's Entry into India
Harsha Desai, Loyola College in Maryland
Susie Cox, McNeese State University
Kiran Desai, McNeese State University
Christy De Vader, Loyola College in Maryland
Sushma Patel, The U.S. Company

Bike Sharing in New York: The Paris Model
Tomas Lopez-Pumarejo, Brooklyn College
Myles Bassell, Brooklyn College

Olive Garden and the Playboy Bunny
Karen Berger, Pace University
Colleen Kirk, Pace University

FRIDAY, MARCH 20, 2009

8:00-9:15 a.m. Grand Ballroom

Theme: Panel

Are Cases Intellectual Contributions?

Chair: Bill Stratton, Idaho State University
Panelists: Ronald R. Bottin, Missouri State University
Barbara Nemecek, University of Wisconsin
River Falls
Ken Stanley, Valdosta State University

9:30-10:45 a.m. Grand Ballroom

Session A Theme: Panel

Helping Students Evaluate Cases & Write Meaningful Reports

Chair: Joe Thomas, Middle Tennessee State University
Panelists: Larry Howard, Middle Tennessee State University
Cheryl Noll, Eastern Illinois University
Ken Rhee, Northern Kentucky University

FRIDAY, MARCH 20, 2009

9:30-10:45 a.m. Grand Ballroom

Session B Theme: Embryo Cases, Economics and Acquisitions

Chair: Michael Luthy, Bellarmine University
Discussants: Russell Casey, Penn State University, Worthington-Scranton
Ann Hackert, Idaho State University
James Camerius, Northern Michigan University

TME Manufacturing
Kerri Keech, The University of Texas at Tyler
Barbara Ross Wooldridge, The University of Texas at Tyler

Western State University Federal Credit Union: A Merger Analysis
Robert Tokle, Idaho State University
Robert Picard, Idaho State University

11:00 a.m.–12:15 p.m. Grand Ballroom

Session A Theme: Critical Incidents, Marketing

Chair: Britt Shirley, The University of Tampa
Discussants: Timothy Brotherton, Ferris State University
Craig Davis, Ohio University
Jeff Totten, McNeese State University

Cici's Pizza: A Question of Repositioning
Nona Jones, Benedictine University

Wellness and the Cleveland Clinic's Nicotine Testing in Pre-Employment Physicals
Asbjorn Osland, San Jose State University
Pamela Wells, San Jose State University

How to Extend Bicycle Parking Service and Stay Profitable
Asbjorn Osland, San Jose State University

Session B Theme: Embryo Cases

Chair: Yezdi Godiwalla, University of Wisconsin - Whitewater
Discussants: James Camerius, Northern Michigan University
Cheryl Noll, Eastern Illinois University
Patrick Schultz, University of North Dakota

Igneous Skis: An Upstart Company in a Mature Industry
Kimbrough Sherman, Loyola College in Maryland
Harsha Dasai, Loyola College in Maryland

The CEO's Dilemma
Robert Picard, Idaho State University
Cathy Peppers, Idaho State University

FRIDAY, MARCH 20, 2009

1:45-3:00 p.m. Grand Ballroom

Session A Theme: Critical Incidents, Policy and Strategy

Chair: Sundarrajan Sankar, Tarleton State University

Discussants: Sherri Coultrup, Morgan State University
Richard Fulton, Troy University at Augusta
Thomas Garsombke, Claflin University

Leadership Transition at 3M in 2005
Patrick Schultz, University of North Dakota
John Vitton, University of North Dakota
Duane Helleloid, University of North Dakota

Smáralind Shopping Centre
Michael Luthy, Bellarmine University

The Impact of the Divestiture of Hanesbrands, Inc.
Jose J. Poza Jr., Barry University
Anne M. Fiedler, Barry University

Session B Theme: Critical Incidents

Chair: Christy De Vader, Loyola College in Maryland

Discussants: Eric Nelson, University of Central Missouri
Bonalyne Nelsen, Rochester Institute of Technology
Kimbrough Sherman, Loyola College in Maryland

The Program Director and Crisis Management
Leigh W. Cellucci, Idaho State University
Brian Crawford, Idaho State University
Carla Wiggins, Idaho State University
Tracy Farnsworth, Idaho State University

APA and the Interrogation Debate
Leigh Cellucci, Idaho State University
Tony Cellucci, Idaho State University
Mark Bezik, Idaho State University

FRIDAY, MARCH 20, 2009

3:00-4:15 p.m. Grand Ballroom

Theme: Embryo Cases and Meeting Feedback

Chair: Roy Cook, Fort Lewis College
Discussants: Kay Hodge, University of Nebraska, Kearney
 Jeff Totten, McNeese State University
 Michael Luthy, Bellarmine University

Store for Knowledge.Com
Sundarrajan Sankar, Tarleton State University
Rusty Freed ,Tarleton State University

U.S. BioEnergy Corporation: Case of the Ethanol Industry in 2007
David Boggs, Eastern Illinois University
Leslie Hall, Eastern Illinois University
Melinda Kappes, Eastern Illinois University
Tammy Nicol, Eastern Illinois University

Annual Meeting Feedback and Wrap-up

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The purpose of the Society for Case Research (SCR) is to assist in the development of individual efforts in the field of case writing, case teaching, and case research, which enhances business education. The major objectives of the SCR are to provide programs for the exchange of ideas and the improvement of case research, writing, and teaching; to assist in the publication of written cases or case research and other scholarly work; and, to provide recognition for excellence in case research, writing, and teaching.