

**Southwest Case Research Association  
SWCRA  
2012 Call for Cases**

The 2012 Southwest Case Research Association (SWCRA) meeting will be held in association with the Federation of Business Disciplines (FBD) conference in New Orleans, February 29-March 3 at the Sheraton New Orleans.

The SWCRA meeting begins on the afternoon of Wednesday, February 29<sup>th</sup>, 2012, with a symposium for case writers and case teachers. Discussion, insights, case development, and the review process will be addressed during the Wednesday afternoon sessions. Thursday morning, March 1<sup>st</sup>, will start with a breakfast business meeting, followed by roundtable case sessions providing multiple reviews and feedback to authors.

The program will conclude Thursday afternoon with a planning session to discuss the program for 2013.

**Instructions:**

The deadline for receipt of all submissions is Monday, **October 3<sup>rd</sup>, 2011**. SWCRA encourages the submission of teaching cases for the roundtable case sessions planned for Thursday, March 1<sup>st</sup>. Submitted cases must not have been presented or published previously, or accepted for presentation or publication elsewhere. Accepted cases will be considered for the Best Case Award, and outstanding cases will be considered for publication in the *Journal of Applied Case Research*, a SWCRA publication.

Each submission must have a title page with the name, affiliation, address, phone number, FAX number and email address of all authors, with the primary author (contact person) indicated. The main body of the submission must have a title only. All submissions will be double blind reviewed. The symposia on Wednesday afternoon may address case development, case reviewing, case teaching, publication, and related issues. Related research papers may be presented only in conjunction with the symposia.

***Cases***

Teaching cases related to the tracks listed in this call are welcomed. Cases should be typed or word processed, double-spaced, and no longer than 30 pages. Each case must be accompanied by an instructor's manual, which should include the following:

- Case Overview Analysis
- Objectives
- Courses and Levels Epilogue (if appropriate)
- Discussion Questions
- Answers to the Discussion Questions
- References (if needed)

Cases are to be based on actual organizational data, either from primary or secondary sources. Cases that are not based on factual situations and organizations, but were written as specific teaching tools, will also be considered, but will not be eligible for the Best Case Award or for publication in the *Journal of Applied Case Research*. Please specify the status of the case when submitting.

Submit a copy of each case and accompanying instructor's manual (teaching notes) electronically to the appropriate **Track Chair** (listed below). Each case submission should be an e-mail attachment in two parts: (1) The case body and (2) The Instructor's Manual (IM). Each submission must also have an **abstract** (example attached) for publication in the Proceedings, plus an **authorization form** (format attached). Please note the abstracts of accepted cases are published on the SWCRA webpage; therefore,

**permission to publish is critical.** The electronic copy of the abstract is to be e-mailed to the Track Chair when the case is accepted for presentation.

**A case may be submitted to only one track.** Submission to multiple tracks will disqualify the case from further consideration. If you are unsure as to which track would be the most appropriate for your case, please contact the Program Chair. **As per the Federation of Business Disciplines Policy, a paper/case may not be simultaneously submitted to more than one FBD constituent association.**

**The case presentations will require the participation of at least one author for the full session on the morning of Thursday March 1<sup>st</sup>, 2012. At least one of the authors must register for the conference for a case to be on the conference program.** Writers are strongly encouraged to participate in the Wednesday and Thursday afternoon sessions as well. It is a great learning experience.

#### ***Case Development (a.k.a., Embryo) Track***

An "embryo" case is an idea for a case in an early stage of development. Case development (embryo case) submissions are restricted to new case researchers who have never before submitted a case to SWCRA. The purpose of the session is to allow seasoned case researchers to give feedback to new case writers in order to guide the development of their cases. In a roundtable session, participants will discuss topics related to the development of the teaching case and its accompanying teaching note. Embryo case authors will be listed in the program, but embryo cases will not be published in the conference proceedings.

#### ***Symposia***

Symposia on topics related to case research, writing, and teaching are welcomed. Proposals for symposia should be limited to two pages and should be submitted electronically to the **Symposia Track Chair** via E-mail. Include an abstract for publication in the Proceedings.

#### ***Reviewers***

Individuals wishing to participate in the program as reviewers should contact the appropriate Track Chair by August 29, 2011.

## 2012 SWCRA TRACK CHAIRS

Program Chair: Irfan Ahmed  
College of Business Administration  
Sam Houston State University  
Huntsville, TX 77341  
Phone: (936) 294-1276, Fax: (936) 294-4284  
E-mail: irfanahmed@shsu.edu

<p><b>Accounting</b></p> <p><b>Judy Lewis</b> Assistant Professor of Accounting Department of Business Texas A&amp;M University - San Antonio 1450 Gillette Boulevard San Antonio, Texas 78224 Phone: 210-932-7850 FAX: 210-922-0193. Email: judy.lewis@tamusa.tamus.edu</p>	<p><b>Non-Profit Management</b></p> <p><b>Donald Grunewald</b> Professor of Strategic Management Iona College New Rochelle, NY 10801-1890 Contact Information: 5 River Road #307 Wilton, CT 06897 Phone: 203-761-1111 Fax: 203-761-9949 Email: Dgrune34@AOL.com</p>
<p><b>Human Resource Management/ Organizational Behavior</b></p> <p><b>Carol J. Cumber</b> Department of Economics South Dakota State University Scobey 504 Brookings. SD 57007 Tel: (605) 688-4849 Fax: (605) 688-6386 Email: carol.cumber@sdstate.edu</p>	<p><b>Strategic Management/Business Policy</b></p> <p><b>Sue Cullers</b> Harold Walter Siebens School of Business Buena Vista University Storm Lake, IA 50588 Phone: 712-749-2420 Fax: 712-749-1462 Email: cullers@bvu.edu</p>
<p><b>Case Development Track</b></p> <p><b>Mike Menefee</b> Thomas Family Center for Entrepreneurship University of North Carolina – Pembroke P. O. Box 1510 Pembroke, NC 28372 Phone: (910) 775-4210 Fax: (910) 521-5647 E-mail: michael.menefee@uncp.edu</p>	<p><b>Ethics/Services</b></p> <p><b>Jeri Rubin</b> College of Business &amp; Public Policy University of Alaska Anchorage 3211 Providence Dr. Anchorage, AK 99504 Phone: (907) 786-4155 Fax: (907) 786-4115 E-mail: afjgr@uaa.alaska.edu</p>

<p><b>Marketing</b></p> <p><b>Alex Sharland</b>  University of South Alabama  Mitchell 308  5811 USA Drive South  Mobile, AL 36688  Phone: (251) 460-6736  Fax: (251) 460-7909  Email: asharland@usouthal.edu</p>	<p><b>Small Business/Entrepreneurship</b></p> <p><b>Tim Wise</b>  Southern Arkansas University  P.O. Box 9130  Magnolia, AR 71754-9130  Office Phone: 870-235-5159  Secretary Phone: 870-235-4300  Fax: 870-235-4800  Cell: 870-904-2119  Email: tdwise@saumag.edu</p>
<p><b>Symposia Track Chair</b></p> <p><b>Jeff Miller</b>  Knox School of Accountancy  Hull College of Business  Augusta State University  2500 Walton Way  Augusta, GA 30904-2200  Phone: (706) 667-4540  Fax: (706) 434-5696  Email: jmiller@aug.edu</p>	<p><b>Economics/Finance</b></p> <p><b>Simon Medcalfe</b>  Hull College of Business  Augusta State University  2500 Walton Way  Augusta, Georgia 30904-2200  Tel: (706) 667-4541  Fax: (706) 667-4064  Email: smedcalfe@aug.edu</p>
<p><b>International Business</b></p> <p><b>Syed Tariq Anwar</b>  West Texas A&amp;M University  College of Business  Canyon, TX 79106  Phone: (806) 651-249  Fax: (806) 651-2488  Email: sanwar@mail.wtamu.edu</p>	<p><b>Operations Management</b></p> <p><b>Pamela J. Zelbst</b>  Sam Houston State University  College of Business Administration  Huntsville, TX 77341  Phone: (936) 294-3840  Fax: (936) 294-4284  Email: mgt_pjz@shsu.edu</p>

## **GUIDELINES FOR 2012 SWCRA PROCEEDINGS**

The following represents the guidelines to be used by authors when preparing one page summaries of cases submitted for publication in the SOUTHWEST CASE RESEARCH ASSOCIATION PROCEEDINGS. The quality and appearance of the PROCEEDINGS is dependent on adherence to these guidelines. Summaries deviating from these guidelines will not be published. The summary may be submitted to the track chair after the case has been accepted for submission.

### **Length and Style Requirements**

Summaries are to be a maximum of one page using the Times New Roman font. The author should allow for one-inch margins on the top and on both sides and a 1 1/4-inch margin on the bottom of the summary. All paragraphs should be left justified. Page numbers should not be typed on the summary. The summary may be submitted electronically to the track chair, or a camera-ready hard copy that has been printed on a laser printer may be submitted.

**An example of what is required is provided for your convenience.**

### **Title**

The title should be centered and placed one inch from the top of the page in capital letters.

### **Authors**

The author(s) and affiliation(s) should be centered and single-spaced beginning on the second line below the title.

### **Case Objectives and Use**

All case summaries must include a brief section describing the objectives and use of the case. It should describe the focus of the case, how and where the case should be utilized, and the research methodology used to develop it.

Center the heading, Case Objectives and Use, on the third line below the last author's name and affiliation. Headings should be underlined.

The paragraph describing the case objectives and use should begin on the second line below the heading.

### **Case Synopsis**

On the third line below the end of the section on Case Objectives and Use, the heading Case Synopsis should be centered and underlined. On the second line below this heading, the case synopsis should begin. The case synopsis should briefly summarize the information in the case to give the reader a better idea of what the case is about. Book authors will read these and decide whether they would like to send for the complete case.

### **Contact Person**

Include name of one author, address, telephone number, FAX number and e-mail address

**HELEN'S DINER**

Michael L. Menefee, Purdue University  
Rodney C. Vandever, Purdue University

**Case Objectives and Use**

This case examines the problems faced by once a very successful family-owned business that has not kept up with the times. The case requires the student to consider a multitude of points before making recommendations to the owner. Recommendations addressing advertising, pricing, cost control and even retirement of the owner are all possibilities. Prior to making recommendations, the student will need to do a break-even analysis and income statement from the information presented in the case. With the information from the analysis, viable recommendations to return the business to profitability can be made.

To solve this case and provide choices to Helen, the owner, the student can work through as many as six different options. To determine the options and ultimately make valid recommendations, the student will need to generate an income statement and a break-even analysis. This case would work well in upper level undergraduate or graduate classes in entrepreneurship, small business strategies, and business management courses.

**Case Synopsis**

Helen's Diner is a family-owned established restaurant in a small town that has fallen on hard times. The quality of the home-cooked country style food has provided a good income for Helen and Fred for over 30 years; however, times are changing. The restaurant, long known for its catering to families and older customers, has over a period of time lost its customer base through death and the competition of fast food restaurants. It has not been able to attract new customers. The advertising is non-existent, with only a listing in the white pages of the telephone book and a sign on the premises.

The food has remained good throughout the years; however, the cost for a sit-down meal is slightly higher than other restaurants in the area that tend to be in the fast food category. The homemade food is very tasty and of good quality. The servings are large and the friendly service is known for its down-home atmosphere. Everyone is just like family. Helen has had to go it along for a number of years since Fred passed away and she is seeking advice on what to do with the business.

**Contact person:** Michael L. Menefee, Purdue University, West Lafayette, Indiana 47906.  
Phone: (765) 494-5612 FAX: (765) 496-2519. menefeem@purdue.edu

# SOUTHWEST CASE RESEARCH ASSOCIATION

## CASE INFORMATION AND AUTHORIZATION

**Instructions:** This sheet must be completed and must accompany each case and instructor's manual (teaching note) that is submitted to the Case Center or to the Symposium. Information on this sheet may be used as bibliographic information to indexing. No confidential data should be included. Information should be typed. Cases are to be based on actual organizational data whether primary or secondary. Cases that are not based on actual organizations are a welcome part of the program but are not eligible for the Best Case Award or for publication in the Journal. Please specify status of case.

### 1. IDENTIFICATION DATA

Case Title: \_\_\_\_\_ Number of pages \_\_\_\_

Instructor's Manual Title: \_\_\_\_\_ Number of pages \_\_\_\_

### 2. AUTHOR DATA: This data should be for the corresponding author. If there are two or more authors, include all data for all authors on the cover page. The order of authors on the cover page will be recognized in the program and in the Proceedings.

Author \_\_\_\_\_ Title: \_\_\_\_\_

Name of Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (W) \_\_\_\_\_ (H) \_\_\_\_\_ (FAX) \_\_\_\_\_

Email: \_\_\_\_\_

Co-Author: \_\_\_\_\_ Title \_\_\_\_\_

Co-Author \_\_\_\_\_ Title: \_\_\_\_\_

### 3. CLASSIFICATION OF CASE (See Item 14 for classifications)

A. Type of organization (Select one from Item 14)

\_\_\_\_\_

B. Types of Function (Select no more than four. See Item 14)

1.	2.
3.	4.

4. **MAJOR SUBJECT AND ISSUES IN CASE** (List no more than eight)

1.	5.
2.	6.
3.	7.
4.	8.

5. **SETTING OF CASE**

A. Geographic: (If U. S., note state or region)

B. Size: (Sales/Employees) \_\_\_\_\_

C. Year(s) of Case: \_\_\_\_\_

6. **TYPE OF CASE** (Check one)

Decision     Evaluate     Industry Note     Illustrative     Other \_\_\_\_\_

7. **APPLICABLE COURSE(S) OR PROGRAMS(S)**

1.	3.
2.	4.

8. **CASE WRITTEN FOR:** (Check one)

Graduate     Undergraduate     Industry Note     Illustrative     Other (specify):

9. **INSTRUCTOR'S MANUAL WRITTEN FOR** (check one)

Graduate     Undergraduate     Continuing Education     Other (specify) \_

10. **CASE HAS BEEN CLASSROOM TESTED**                       Yes                       No

11. **SOURCE OF DATA** (Check one)

Field                       General Experience                       Library Research     Student Report

Other (specify) \_\_\_\_\_

12. **ABSTRACT OF CASE** (Maximum of 100 words)

13. **CASE AUTHORIZATION**

**CERTIFICATION**

In making this case available for use by the Southwest Case Research Association and others, I certify that authorization has been secured from source and copyright holders for use and widespread distribution. All rights are reserved to the Author(s) and the Southwest Case Research Association. I also certify the case was developed through research.

**Signature of Author(s)**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Date** \_\_\_\_\_

14. **CASE CLASSIFICATIONS**

**Type of Organization** (select one)

Business     Educational     Governmental     Non-Profit

Other (specify) \_\_\_\_\_

**Type of Function** (selection no more than four)

- |  |  |
|--|--|
| <input type="checkbox"/> Accounting<br>_____ Auditing<br>_____ Cost/Managerial<br>_____ Financial<br>_____ Government/Non Profit<br>_____ Tax                    | <input type="checkbox"/> Information Systems<br><input type="checkbox"/> International/Multinational<br><input type="checkbox"/> Logistics<br><input type="checkbox"/> Management<br>_____ Organizational Behavior<br>_____ Organizational Structure |
| <input type="checkbox"/> Business Law  | <input type="checkbox"/> Management Science/Operations<br>Research   |
| <input type="checkbox"/> Business and Society  | <input type="checkbox"/> Marketing<br>_____ Advertising<br>_____ Consumer Behavior<br>_____ Marketing Strategy<br>_____ Marketing Management<br>_____ Marketing Research<br>_____ Retailing<br>_____ Sales Management                                |
| <input type="checkbox"/> Computers   | <input type="checkbox"/> Personnel Mgmt/Industrial<br>Relations  |
| <input type="checkbox"/> Economics<br>_____ Econometrics<br>_____ Industrial<br>_____ International<br>_____ Managerial<br>_____ Macroeconomics                  | <input type="checkbox"/> Production/Operations Mgmt<br><input type="checkbox"/> Small Business<br><input type="checkbox"/> Statistics<br><input type="checkbox"/> Strategic Management   |
| <input type="checkbox"/> Entrepreneurship  |  |
| <input type="checkbox"/> Environment   |  |
| <input type="checkbox"/> Finance<br>_____ Banking<br>_____ Financial Institutions<br>_____ Financial Management<br>_____ Financial Strategy<br>_____ Investments |  |

**Thank you for your submission.**

**We look forward to seeing you in New Orleans!**