

Volume 21, Number 6

**Print ISSN: 1078-4950
Online ISSN: 1532-5822**

**JOURNAL OF THE INTERNATIONAL ACADEMY FOR
CASE STUDIES
INSTRUCTORS' NOTES**

Editors

Dr. Bo Han, Texas A&M University-Commerce

Dr. Herbert Sherman, Long Island University-Brooklyn

The Journal of the International Academy for Case Studies is owned and published by Jordan Whitney Enterprises, Inc. Editorial content is under the control of the Allied Academies, Inc., a non-profit association of scholars, whose purpose is to support and encourage research and the sharing and exchange of ideas and insights throughout the world.

TABLE OF CONTENTS

EDITORIAL BOARD MEMBERS

BRAND-NEW CAR VS. SECONDHAND CAR: THE NEVER-ENDING DILEMMA.....	1
Pajaree Ackaradejruangsri, Asian Institute of Management	
ACADEMIC DISHONESTY IN AN ACCOUNTING ETHICS CLASS: A CASE STUDY IN PLAGIARISM INSTRUCTORS' NOTES.....	7
Donald L. Ariail, Kennesaw State University	
Frank J. Cavico, Nova Southeastern University	
Sandra Vasa-Sideris, Kennesaw State University	
HOW SHOULD I ADVISE MY CLIENT?.....	27
Robin Boneck, Southern Utah University	
David Christensen, Southern Utah University	
INSTRUCTOR'S NOTES: A LOONIE TOO MUCH: HOW TARGET FAILED TO BRING HOME THE CANADIAN BACON	37
Ed Chung, Elizabethtown College	
Carolann McLarney, Dalhousie University	
Cristina Ciocirlan, Elizabethtown College	
BUNDLING, CORD-CUTTING AND THE DEATH OF TV AS WE KNOW IT.....	49
Dmitriy Chulkov, Indiana University Kokomo	
Dmitri Nizovtsev, Washburn University	
THE UNIVERSITY GETS ITS ACT TOGETHER: CUTTING THE COSTS OF DISPUTES IN ORGANIZATIONS.....	57
John C. Crotts, College of Charleston	
LUCY TAXPAYER: A CASE STUDY AND EXERCISE SET INVOLVING TAX RESEARCH, ANALYSIS AND RETURN PREPARATION.....	65
Tiffany Cossey, Drury University	
Penny R. Clayton, Drury University	
MANAGEMENT CHALLENGE: OBAMACARE.....	85
Robert M. Crocker, Stephen F. Austin State University	
Marlene C. Kahla, Stephen F. Austin State University	
TOURISM IN ILHA GRANDE:THE PROMISES AND THE PROBLEMS OF PARADISE...89	
Claudia G. Green, Pace University- New York City	
Marcos Cohen, The Catholic University of Rio de Janeiro	
MICHELLE JONES: FINANCIAL CHALLENGES AND OPPORTUNITIES.....	101
Michael D. Evans, Johnson C. Smith University	
Yvette I. Hall, Johnson C. Smith University	

OCCUPATIONAL FRAUD: MISAPPROPRIATION OF ASSETS BY AN EMPLOYEE.....	117
David Glodstein, State University of New York at Old Westbury	
J. C. PENNEY AND RON JOHNSON: A CASE OF FAILED LEADERSHIP: LESSONS TO BE LEARNED.....	123
James Harbin, Texas A&M University-Texarkana	
Patricia Humphrey, Texas A&M University – Texarkana	
ENCOMPASS SOFTWARE: GETTING STARTED, THE FIRST MONTHS AND FUELING GROWTH.....	129
David Hayes, Western Carolina University	
Zahed Subhan, Drexel University	
Joseph Lakatos, Western Carolina University	
THE U.S. AIRLINE INDUSTRY IN 2015.....	137
Duane Helleloid, University of North Dakota	
Seong-Hyun Nam, University of North Dakota	
Patrick Schultz, University of North Dakota	
John Vitton, University of North Dakota	
TAJ HOTELS TAKES AIM AT NORTH AMERICA	141
Robert Hogan, College of Charleston	
John Crotts, College of Charleston	
LANDSLIDE DEVELOPMENT CORPORATION: A CASE STUDY.....	147
Kevin R. Howell, Appalachian State University	
FROM GP TO LLC: MAKING THE RIGHT CHOICE OF ENTITY DECISION.....	151
Leigh Redd Johnson, Murray State University	
EQUATORIAL GUINEA: THE KING’S CATTLE.....	161
Marlene C. Kahla, Stephen F. Austin State University	
Robert M. Crocker, Stephen F. Austin State University	
NEGOTIATING THE LEVERAGED MANAGEMENT BUYOUT.....	165
Dennis Zocco, University of San Diego	
DEUTSCHE AUTOPARTS, LLC – RECONCILING U.S. GAAP TO IFRS.....	189
James A. Weisel, Georgia Gwinnett College	
A MATTER OF LIFE AND DEATH.....	203
Janis Warner, Sam Houston State University	
Irfan Ahmed, Sam Houston State University	

SEXUAL HARASSMENT ON CAMPUS: “HE’S JUST A PERVERT AND EVERYBODY KNOWS IT!”.....	207
Federickia Washington, Stephen F. Austin State University Marlene C. Kahla, Stephen F. Austin State University Robert M. Crocker, Stephen F. Austin State University	
GENDER DISCRIMINATION AT INDITEX KOREA.....	213
Brandon Walcutt, Hankuk University of Foreign Studies Louise Patterson, Kyung Hee University Adam Cave, Hankuk University of Foreign Studies	
CASE STUDY TITLE: BORDER ENFORCEMENT DEPARTMENT: A FACILITATOR OF COMMERCE OR CONSTRAINT ON ECONOMIC GROWTH.....	219
Annette Tajjeron Santos, University of Guam Philip S.N. Tajjeron, Jr., University of Guam	
SCIENTIFIC GASES UNIT, INDURA ARGENTINA.....	237
D.K. (Skip) Smith, Baze University Carlos Aimar, University of San Isidro – P. Marin Anibal Gervasoni, Buenos Aires, Argentina	
OLD WORLD BAKED GOODS: AN APPLIED EXERCISE TO DEMONSTRATE ATTRIBUTE SAMPLING.....	251
Stephen Perreault, Providence College	
SAGE HILL INN ABOVE ONION CREEK: FOCUSING ON SERVICE QUALITY.....	255
Michael W. Pass, Sam Houston State University	
W2 SYSTEMS: STRATEGICALLY MANAGING PUNCTUATED FAMILY BUSINESS SUCCESSION.....	267
Michael D. Meeks, Louisiana State University-Shreveport Tami L. Knotts, Louisiana State University-Shreveport	
INTO THE BLACK WITH BLUEBERRIES: TO BUY OR NOT TO BUY—A BUSINESS CASE ANALYSIS STUDY.....	283
Penelope Lyman, University of North Georgia Stephen W. Smith, University of North Georgia	
THE CATAWBA NATION: GAMING AND ECONOMIC DEVELOPMENT.....	295
Cara Peters, Winthrop University Jane Boyd Thomas, Winthrop University Stephanie J. Lawson, Winthrop University	
BIG DREAMS AND LITTLE MONEY FOR SPEECH RECOGNITION: REVENUE GENERATION BY OUTSOURCING RESEARCH AND DEVELOPMENT.....	301
Rebecca Martin, McNeese State University Christophe Van Linden, Belmont University & KU Leuven	

WARWICK MERCHANTS FLEET: AN INTEGRATIVE CASE.....307
Susan L. Swanger, Western Carolina University
Roger Lirely, University of Texas at Tyler
N. Leroy Kauffman, Western Carolina University
Reed A. Roig, University of North Carolina at Asheville

PALACE FURNITURE.....319
Vlad Krotov, Murray State University
Blake Ives, University of Houston

DUMB STARBUCKS: PARODY OR CLEVER MARKETING PLOY? A TEACHING
CASE.....329
Ida M. Jones, Director, California State University
Lynn M. Forsythe, California State University
Deborah J. Kemp, California State University

INSTRUCTORS' NOTES: BIG AL'S PUMPS: BIG AL NEEDS YOUR HELP.....345
John p. Osborn, california state university

ENCOMPASS SOFTWARE: GETTING STARTED, THE FIRST MONTHS AND FUELING GROWTH

INSTRUCTOR'S NOTES

David Hayes, Western Carolina University
Zahed Subhan, Close School of Entrepreneurship, Drexel University
Joseph Lakatos, Western Carolina University

CASE DESCRIPTION

*The primary subject matter of this case concerns **Entrepreneurship, Entrepreneurial Marketing and aspects of Leadership in an entrepreneurial context**. Using an innovative chronological approach, this case addresses several key issues faced by entrepreneurs when launching and developing new ventures. Specifically, the case explores the key tasks that need to be undertaken in a startup business (a technology firm focused on the development and commercialization of software with utility in scheduling patients in a healthcare setting), and encourages students to consider the priorities that need to be established during the first six months of operations – the most critical time frame for an entrepreneur, where future success depends on the choices made in a time of considerable uncertainty. The case is divided into three parts (Part 1: Getting Started; Part 2: The First Months; Part 3: Fueling Growth) and has a difficulty level of three, appropriate for junior level courses in entrepreneurship. The case is designed to be taught in 3, 75 minute class periods and is expected to require up to 6 hours of outside preparation by students (approximately 2 hours for each part).*

CASE SYNOPSIS

The case is written from the perspective of the protagonist, the CEO of Encompass Software, a startup company dedicated to the development and commercialization of software with utility in scheduling patients in a healthcare setting. The CEO is faced with three unique sets of challenges, with the solving of each being critical to the company's future success.

In Part 1, the CEO has decided to “take the plunge” and has just resigned her corporate job to start Encompass Software. In Part 2, the CEO is two months into operations and is ready to launch the company's new software product. In Part 3, the CEO has just hired a team and must now consider ways to best generate revenue.

[NOTE: This case is a fictionalized account of a real-life situation. Names and other identifying information have been changed. However, the applicable facts and situations are true to the real case. Additionally, the actual dates and timeframes of the industry statistics presented have been adjusted for the purpose of this case.]