

# **SOUTHEAST CASE RESEARCH JOURNAL**

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SECRA was formed in 1991 as an affiliate of the North American Case Research Association. Its stated purpose is to:

- ◆ Continually develop the case method of research, teaching, and application toward functional and strategic level administrative issues;
- ◆ Develop interdisciplinary case and teaching note writing skills as defined by the Association to Advance Collegiate Schools of Business;
- ◆ Advance individual analytical and reasoning skills;
- ◆ Provide necessary forums for the interchange of expertise among those who train and develop policy-making professionals; and,
- ◆ Continually promote the active exchange of information between case authors and interdisciplinary professionals in both public and private sectors.

Membership is open to academics, researchers, professionals, and others who share a commitment to improve the case method of teaching, research, and publication.

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## **From the Editor**

Greetings!

We had another successful conference! It's always great to see the variety of case authors we attract – from first timers to experienced case writers, from those with an almost publishable case to those with a few ideas that might somehow develop into a case, maybe. Looking at the “early returns” leads me to think that this might be our largest journal.

My first cases were in 2000 at NACRA and WACRA conferences. My first SECRA was in 2007 or 2008. As look back, some of those cases were totally cringe-worthy, but there are also those that I'm glad to call mine.

I love getting involved in case conferences for many reasons. I get to meet new case writers and help them take those early steps into case writing. It helps me keep up with what's going on outside of my field. I get all sorts of teaching ideas.

Case writers are nice. The criticisms we offer are more pruning the bushes, than bulldozing.

It's always great when your job is what you love to do!

Write more cases!!

Best,

Susan Peters, editor

## **CHARTER MEMBERS OF THE SOUTHEAST CASE RESEARCH ASSOCIATION**

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**Southeast Case Research Journal**  
**Volume 20, Issue 1**  
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## Teaching Notes

Teaching notes are available for all cases printed in this journal. Please contact the authors to obtain the teaching notes.

### **Reading Anthracite Company: What to Do About Red Hot Anthracite Coal Demand**

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### **“Good, Fast, & Cheap: It’s a Margin Call!”**

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### **Why Am I Still in Pain?**

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### **Chips Fall! Comptroller’s Guide Removes Emotion and Subjectivity From Highly Sensitive Cost Allocation Decisions, or Does It?**

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**The Eager Beaver Problem: How Do Companies Handle Overcommitment?**

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**Empowering Counselors: Navigating Burnout While Enhancing Efficiency in Behavioral Health Clinics**

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**How a Small Player Can Succeed in a Well-Established Offline and Online Fundraising Market: Rise Craze Case Study**

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**Rock 'n Roll: Management, Leadership, and Negotiation**

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**Walking the Thin Gray Line: A Case Study in Medicare Fraud**

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## **Southeast Case Research Journal** **Format Guidelines**

Please read the guidelines completely before you begin. It is important they be followed.

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**THIS IS THE TITLE OF YOUR PAPER – IT SHOULD BE IN ALL CAPS – TIME NEW ROMAN (TNR) BOLD – 16 FONT - Left Aligned**

**Name of Author 1 – this should be TNR - 14 font –left aligned  
Affiliation**

**Name of Author 2 (etc.)**

**Affiliation – if 2 or more authors are of the same affiliation – list the authors and then list only the pertinent affiliation – after all authors and affiliations are listed, skip a line and insert a line (as follows).**

---

*TNR 12 Italics*

*You should begin the abstract section by skipping a line below the above drawn line. The Abstract should be in TNR 12 and italicized. Both the abstract and the body of the paper should be full justified and single spaced. The Abstract should give brief description of the case and contain enough information to give the reader the basic premise of the situation. Abstracts should be no longer than a good paragraph or two. The abstract should not give the students any indication of potential recommendations or solutions. After completing the abstract, skip a line and insert a line.*

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### **INTRODUCTION 12 TNR BOLD**

After skipping a line begin with your heading, whatever you want to call it (we used introduction here just because). Headings should be **BOLD** all **IN ALL CAPS**. Don't skip a line after headings. Always justify the body of the paper. Do not indent new paragraphs.

### **NEW PARAGRAPH**

To begin a new paragraph, simply skip a line and continue with your writing. Within the body of the paper, fonts should be Times New Roman 12. You may bold and underline within the body of the paper but please use discretion here. Do not indent for new paragraph.

### **MARGINS**

Top 1.4  
Left 1.5  
Right 1.5  
Bottom 1.5

These are not arbitrary numbers. Through trial and error, these are the numbers that allow for easy printing and publication.

### **OTHER**

1. All Tables, Exhibits, and Appendix must be in MS Word – **NO Excel**.
2. **If you have inserted a picture into your document**, please let us know when you submit your case.
3. If you use any editing function – such as **Track Changes – Final – Show Markup** – make your changes AND THEN DELETE THE TRACK CHANGES COMMAND. PLEASE!!!
4. Do not submit anything in color.
5. When submitting your case, please include your 1) Mailing address, 2) Email Address, 3) Affiliation

### **REFERENCES**

Any referenced literature used in the case (and these are highly recommended) should be cited using **APA** format. Do **NOT** use endnotes or footnotes.

#### **Ex.**

An employer gets the opportunity to see what the intern is capable of doing, assess their work habits, and their ability to get along with other workers. If the internship does not prove successful, the company is under no obligation to continue with the student (Leung, 2002).

#### **REFERENCES**

Leung, Linda. (2002). IT Interns: Internship programs are a good way of getting extra help in today's economy, *Network World*, March 18, 2002, p48.

**Additional readings** may also be listed at end of case. These are related readings that are not directly cited in the case.

**ADDITIONAL READINGS**

Smith, A. (1999). The Earth’s Problem As It Pertains to Climate Change  
*Weather Monthly*. 1(2). 45-67.

**TABLES AND EXHIBITS**

Table and Exhibits should appear in the document, as close to the reference as possible. **ALL** tables and exhibits included with your case must be in **MS WORD**. Please do not send tables or exhibits in Excel or other inserted programs. Do not insert anything as a picture. For example, please see Table 1 and Exhibit 1 below. The use of tables and exhibits is highly encouraged because of their value to students using the case. However, do not use excessive Tables or Exhibits. All Tables and Exhibits should be directly related to the case and necessary for making a decision.

**TABLE 1**  
**Change in Market Value**

	12/31/00	12/31/01
Sum of Cash Flows	\$ 7,750,000	\$ 5,350,000
Market Value	\$ 9,000,000	\$ 7,500,000

**EXHIBIT 1**  
**Business, Inc. – Projected Balance Sheet 12/31/12 (000)**

<b><u>Assets</u></b>		<b><u>Liabilities</u></b>	
Current Assets	\$ 22,000	Current Liabilities	\$ 15,000
Long Term Investments	5,000	Long Term Debt	<u>36,000</u>
Property & Equipment	40,000	Total Liabilities	\$ 51,000
Intangibles	<u>8,000</u>		
		<b><u>Equity</u></b>	
Total Assets	<u>\$ 75,000</u>	Stockholders' Equity	<u>24,000</u>
		Total Liabilities & Equity	<u>\$ 75,000</u>