

**ABSTRACTS OF RESEARCH PAPERS, CASES  
AND PRESENTATIONS**

**WACRA 2006**

**at  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA  
July 2 - 6, 2006**

## Session 1

### **WACRA® EXECUTIVE AND ADVISORY BOARD MEETING** (including lunch)

## Session 2

### **CASE WRITERS COLLOQUIUM**

**James W. Camerius  
Northern Michigan University  
MARQUETTE, MICHIGAN, U.S.A.**

WACRA offers workshops specially designed to assist you in learning how to write cases and/or improve your cases. Even if you do not submit a case you are welcome to participate and gain valuable insight into the case research-writing-publishing process.

Cases, including teaching notes (TN) are submitted to the Colloquium Director for a double blind peer review for acceptance. Accepted cases are sent in advance to a panel of expert case writers, case book authors, and all other participants who signed up for the colloquium. Each case is discussed by the panel and other participants. You will see the case editing and improvement process developed and you will assist in perfecting the refereed cases presented. The format is interactive and lively; everyone's contribution is welcome and solicited, regardless of previous experience. This year, cases are solicited from all business disciplines, education, medical education, law, social work and other disciplines which use case discussion.

Both novice and experienced case writers can benefit from the colloquium. Case presenters, panelists from the workshop, and all other participants are organized into roundtables for (free-form) discussion of various cases presented at each table. Following are the cases to be discussed:

### **ENCYCLOPAEDIA BRITANNICA**

**Yunus Ali  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

For over 200 years, the Encyclopaedia Britannica has been the standard against which all other English language encyclopaedias were measured. In the early 1990's, Bill Gates, CEO of Microsoft extended an offer to Encyclopaedia Britannica to form a partnership in providing the content for a CD-ROM based encyclopaedia. Britannica, however, stubbornly resisted the offer, failing to recognize the potential and business opportunities. Encyclopaedia Britannica failed to respond to changes in market requirements and customer needs. By 1996, the company was in deep trouble and had to be bailed out by a Swiss Investor. The case highlights how students should learn how to respond to major environmental changes.

## **THE MOURA MINE DISASTER**

**Judith Ann Chapman  
University of Western Sydney  
PENRITH SOUTH, NEW SOUTH WALES, AUSTRALIA**

The explosion on 7 August 1994 occurred when methane gas (a normal by-product of mining) was ignited by spontaneous combustion or “heating” of coal. Known as the Moura mine disaster, it resulted in the loss of 11 men, and the abandonment of the mine.

The case highlights the consequences of failing to generate, share and evaluate knowledge and information in contexts where such activity is critical. Closely based on an actual event, the case reveals systematic defects in decision making, and an organization harboring significant inadequacies in its learning and knowledge management strategies and processes.

## **BUILDING BRIDGES OF OPPORTUNITY**

**Elizabeth Macpherson  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

One of the greatest challenges in teaching public relations strategies is in illustrating the importance of building relationships to solve what may seem the most insurmountable problem, without a large budget. This case study showcases a group of public schools who joined forces to survive in a rapidly changing environment in which they were losing enrolments to the private sector.

## **A MUSIC FESTIVAL: A BRAND STRATEGY DEFINITION**

**Nazly K. Nardi  
Nova Southeastern University  
DAVIE, FLORIDA, U.S.A.**

Cerveceria Nacional Dominicana (CND) decided to celebrate 75 years of customer loyalty to its main product *Cerveza Presidente* (Presidente Beer), by throwing a party for its customers: Festival Presidente de Musica Latina (Presidente Latin Music Festival -FPML). The company sponsored musical event has become, in the span of nine years, one of the biggest Latin music festivals in the world. A company planning team ponders what to do next. How can an event that has reached maturity be taken to the next level. The team is concerned that the brewery should not loose focus from what they do best: Sell beer and build a brand.

## **NUDIE JUICE**

**William Proud  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

James Ajaka, Marketing and Sales Director of Nudie Foods Australia, knew that the coming 2005-2006 summer would be critical to the future of this young company. The fast growth of the super premium juice sector, which was started by Nudie Juice in early 2003, has attracted several new entrants in the last season. James was looking for a recent competitor report, reviewing the company’s marketing communication campaign in the past two years and brewing a new campaign to fight the coming summer juice war.

## **CAN KODAK SURVIVE THE DIGITAL ERA?**

**Su Mon Wong  
Yunus Ali**

**Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

The photographic camera market has been experiencing dramatic changes in recent years. The case looked at the market growth of the digital camera and demise of the traditional SLR camera in the world market place. Highlighting on the dramatic shift in consumer preferences in the photographic camera market, the case provides scenarios for a bloody battle for market leadership for the major camera makers in the event of Sony's lead in the digital technology. Can Kodak survive the digital era with its old glory?

## **WAL-MART STORES, INC.: STRATEGIES AND CHALLENGES IN MEXICO**

**James W. Camerius  
Northern Michigan University  
MARQUETTE, MICHIGAN, U.S.A.**

**Walter E. Greene  
COBA-University of Texas-Pan American  
EDINBURG, TEXAS, U.S.A.**

In 2004, Wal-Mart Stores, Inc., Bentonville, Arkansas, operated retail stores under a variety of names and formats in the United States. In the International Division, it operated stores in Argentina, Canada, Germany, South Korea, Puerto Rico and the United Kingdom, and through joint ventures in China and through majority owned subsidiaries in Brazil and Mexico.

Wal-Mart first entered Mexico in 1991 through a joint-venture partnership with CIFRA, S. A. de C. V., a large Mexican retail conglomerate. Wal-Mart acquired controlling interest in the organization in 1997. Although Mexico was considered an important market for Wal-Mart because of its huge potential, management encountered a number of significant problems when entering the country.

### **Session 3**

## **CASES GONE LIVE: SERVICE-LEARNING AS A CATALYST FOR INTERACTIVE REAL-WORLD LEARNING – A SYMPOSIUM**

**Barbara A. Holland  
National Service Learning Clearinghouse  
SCOTTS VALLEY, CALIFORNIA, U.S.A.**

**Amy Kenworthy-U'Ren  
Bond University  
GOLD COAST, QUEENSLAND, AUSTRALIA**

**Marilyn L. Taylor  
University of Missouri at Kansas City  
KANSAS CITY, MISSOURI, U.S.A.**

This symposium consists of seven papers which bring to the WACRA participants a solid overview of the current status of Service Learning (SL) as a field. The seven papers provide an overview of the domain, program and course-level examples, SL challenges, and comparisons of SL with other pedagogy. The symposium authors are multi-authored and recognized leaders and practitioners in the SL

domain. SL, an active and experiential pedagogical tool, has spread rapidly throughout the United States and other nations during the last two decades. Currently, about a third of students in U.S. universities and colleges are involved in some form of service-learning throughout their college careers.

Participants:

Laurie DiPadova-Stocks, Park University, Kansas City, Missouri, U.S.A.

Barbara Holland, ETR Associates, Scotts Valley, California, U.S.A.

Amy Kenworthy-U'Ren, Bond University, Gold Coast, Queensland, Australia

Dell McStay, Bond University, Gold Coast, Queensland, Australia

Steven Papamarcos, St. John's University, Skillman, New Jersey, U.S.A.

Dr. John Seeger, Bentley College, Waltham, Massachusetts, U.S.A.

Dr. Marilyn Taylor, University of Missouri at Kansas City, Kansas City, Missouri, U.S.A.

Baden U'Ren, Bond University, Gold Coast, Queensland, Australia

## **SERVICE-LEARNING AS AN INSTRUCTIONAL TOOL FOR UNIVERSITY EDUCATORS: THE CASE METHOD ON STEROIDS**

**Gregory Berry**

**Utah Valley State College**

**OREM, UTAH, U.S.A.**

**Marilyn Taylor**

**University of Missouri at Kansas City**

**KANSAS CITY, MISSOURI, U.S.A.**

It has been suggested that the service-learning experience represents *living cases* as students actively assist local small businesses and non-profit organizations in becoming more effective and successful [Kenworthy-Uren, et al., 2005]. This is an stimulating insight, and raises interesting questions about service learning when compared with teaching cases and with the case research and writing process. This paper examines and compares the service-learning experience with the use of case studies in the classroom and also compares service learning with case-research methodology in general. Service learning and teaching cases have certain commonalities, as does service-learning and case research.

## **YES, STUDENTS CAN WRITE SERVICE LEARNING CASES - *GOOD CASES*<sup>a</sup>**

**John A. Seeger**

**Bentley College**

**WALTHAM, MASSACHUSETTS, U.S.A.**

Many educators doubt that students have the requisite skills to write good cases; while that may be true for many, it is not true for all. This paper reports the experience of one educator using a case writing assignment in a graduate level course. Over the years, the assignment has resulted in a number of high quality cases. Service learning projects, where students write about non-profit organizations in need, have provided the context for many of the successful cases. The associated challenges and strengths of this assignment are discussed.

## **FOUNDING THE NEW YORK BREWING COMPANY<sup>1</sup>: HELPING TO TAKE SERVICE-LEARNING TO THE “NEXT LEVEL”**

**Steven D. Papamarcos  
St. John's University  
QUEENS, NEW YORK, U.S.A.**

This paper describes a service-learning engagement completed by MBA students at St. John's University in New York. In 2001, the service-learning team assisted a New York-based entrepreneur in the establishment of the New York Brewing Company. By 2006, NYBC was the United States' only African-American owned and operated brewing company with regional or greater distribution. Useful as an integrative case study in entrepreneurship, this project is illustrative of what we have termed service-learning's "next level," dynamic, cross-functional engagements resulting in structural change. Industry, marketing, operations, and financial analyses were performed by the student-consultants working closely with the client.

## **BUSINESS PLAN TRAINING COURSES AS THE FEEDER FOR LIVING CASES: EXPOSING STUDENTS TO REAL-WORLD ISSUES IN ENTREPRENEURSHIP**

**Amy Kenworthy-U'Ren  
Dell McStay  
Baden U'Ren  
Bond University  
GOLD COAST, QUEENSLAND, AUSTRALIA**

The following case describes the Bond University Business Plan Training Program. The program is grounded in concepts from entrepreneurship and uses a teaching design called service-learning. The program was created as a partnership between the local Chamber of Commerce and Bond University with the aim of increasing sustainable economic development in the local community as well as student learning via real-world application of classroom-based knowledge. The case was written for use with either business planning or entrepreneurship courses at the undergraduate and graduate levels.

## **A SERVICE-LEARNING APPROACH TO COMMUNITY ECONOMIC DEVELOPMENT: THE UNIVERSITY OF HARTFORD MICRO BUSINESS INCUBATOR**

**Margery Steinberg  
Robert Golden  
Susan Coleman  
David Desplaces  
University of Hartford  
WEST HARTFORD, CONNECTICUT, U.S.A.  
Amy Kenworthy-U'Ren  
Bond University  
GOLD COAST, QUEENSLAND, AUSTRALIA**

The Upper Albany Micro Business Incubator (MBI) is a service-learning program that brings together university faculty, students, inner city entrepreneurs, and community organizations to create an environment of mutual learning, respect, understanding, and collaboration with the aim of community revitalization and economic development. The MBI offers students the opportunity to experience a living case with tangible results. This paper describes a "road map" for launching and managing this type of initiative. Information on how to implement such a program, a description of some of its outcomes, and a case study focusing on the experience of a participating entrepreneur are provided.

## **STUDENTS IN THE CITY (SITC): TOTAL SYSTEM INTEGRATION FOR ACADEMIC SERVICE LEARNING**

**Connie Beachler  
Mary Euler  
Christine Rinck  
Marilyn Taylor  
University of Missouri at Kansas City  
KANSAS CITY, MISSOURI, U.S.A.  
Alexis Petri  
Rockhurst University  
KANSAS CITY, MISSOURI, U.S.A**

The University of Missouri Kansas City's Students in the City (UMKC-SITC) program has made significant progress toward the academic service-learning (AS-L) goals established in 2002. A three-year Corporation for National and Community Service Grant received in 2003 has allowed for significant growth in its programs and by 2005, the SITC program had experienced substantial multi-disciplinary AS-L growth.

The evolution of UMKC-SITC provides a benchmark for institutions intent on system-wide curricular change to initiate and incorporate AS-L. Among the lessons learned are the need for institutional support, faculty and staff collaborations, community partnerships, appropriate funding, and persistent marketing.

## **SERVICE-LEARNING AND "CONSPIRACIES OF COURTESY"**

**Laurie N. DiPadova-Stocks  
Hauptmann School for Public Affairs  
Park University  
KANSAS CITY, MISSOURI, U.S.A.  
Victor L. Brown  
SALT LAKE CITY, UTAH, U.S.A.**

This article draws attention to the dynamics of service provision for service-learning faculty and students. Service-learning in higher education has successfully focused on its advantages as a rigorous academic pedagogy for student learning. While the benefits of service-learning for students and faculty alike enjoy wide acclaim, the impact on recipients of service has not garnered needed focus. This paper explores interaction barriers and their associated dysfunctions captured by "conspiracies of courtesy" and the risks of reinforcing the view that those receiving the service lack assets and strengths. The dangers of ignoring these dynamics of service are outlined.

### **Session 4**

## **OPENING PLENARY SESSION**

### **"WELCOME"**

Dr. Hans E. Klein, Executive Director, ACT-WACRA<sup>®</sup>, Needham (Boston), U.S.A.,  
and Prof. Charles H. Patti, Head, School of Advertising, Marketing and Public Relations,  
Faculty of Business, Queensland University of Technology, Brisbane, Australia

Prof. Peter C. Little, Executive Dean, Faculty of Business,  
Queensland University of Technology, Brisbane, Australia

## **“AUSTRALIA, THE HIGHER EDUCATION LANDSCAPE, AND INTERNATIONALISATION”**

**Deputy Vice Chancellor Sandra Harding  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

*(Abstract unavailable at time of printing)*

Session 5

## **INTRODUCTION TO *CASE TEACHING* VIEW FROM THE FIELD OF EDUCATION**

**Amelia Klein  
Wheelock College  
BOSTON, MASSACHUSETTS, U.S.A.**

**Joan Moyer  
Professor Emerita  
Arizona State University  
TEMPE, ARIZONA, U.S.A.**

**Elaine Surbeck  
Arizona State University  
TEMPE, ARIZONA, U.S.A.**

Utilizing theories of *active*, inquiry-based learning, a case will be made for the case method as an alternative to lecture techniques (which promote passive learning). This workshop-presentation will begin with an interactive case discussion. Following, participants will learn key components of case method teaching, with a focus on process and learning outcomes. Examples of case formats and designs (e.g., narrative, multi-perspective, live case) will be presented. Conference participants from all disciplines are invited to participate and to share how the case method effectively prepares professionals in their respective fields, and the challenges they face in teaching by the case method.

## **USING CASE WRITING TO STUDY INCLUSION PRACTICES**

**Lanna Andrews  
University of San Francisco  
SAN FRANCISCO, CALIFORNIA, U.S.A.**

**David Krapf  
Saint Mary's College  
MORAGA, CALIFORNIA, U.S.A.**

This descriptive study was conducted with teachers practicing inclusion in an urban school district. Teachers wrote cases describing problems they have encountered while attempting the inclusion of students with disabilities into general education classrooms. Participants responded to each others cases, which provided opportunities for problem-solving and multiple case analyses. The cases and responses were analyzed for emerging themes and level of reflection. Common themes were dilemmas regarding student behavior, institutional barriers, and lack of collaboration. Analyses demonstrated that the general education teachers had higher levels of reflection scores. All teachers reported positive experiences regarding collaborating about the teacher written cases.

## **PIONEERING THE POTENTIAL OF IP VIDEO: INTEGRATING MACROMEDIA BREEZE LIVE AND BREEZE PRESENTATION SOFTWARE INTO A LEARNING ENVIRONMENT**

**Ean J. Harker  
Carl O. Ellis  
Abe Harraf  
Southern Utah University  
CEDAR CITY, UTAH, U.S.A  
M. D. Richards  
Community College of Southern Nevada  
LAS VEGAS, NEVADA, U.S.A**

The intent of Southern Utah University is to offer courses via Breeze, to potential students living in and out of the state of Utah. The technology of Breeze will increase student enrollment by offering courses synchronously and asynchronously.

## **THE USE OF CASES IN EDUCATIONAL TECHNOLOGY AND TEACHER EDUCATION**

**Amy S. C. Leh  
California State University San Bernardino (CSUSB)  
SAN BERNARDINO, CALIFORNIA, U.S.A**

This presentation reports the use of cases in the field of educational technology and teacher education. A survey was distributed to 50 teacher educators during 2005-6, and interviews were conducted with selected participants afterwards. The presenter will report how frequent teacher educators used cases in instructional technology and how they used cases in the field. In addition, the presenter will illustrate the benefits of using cases in educational technology to enhance student learning.

## **TEACHING INFORMATION SYSTEMS WITH A MULTI-COURSE CASE**

**Tom F. Griffin, III  
Auburn University Montgomery  
MONTGOMERY, ALABAMA, U.S.A.**

This paper describes the experience of teaching a five-course sequence in information systems using a single case study as the subject of a group project in each course. The five-course sequence was taught under contract for a US Department of Defense agency. Lessons learned from the experience in contract teaching are included in the case. The background of the contract and continuous improvement methodology, which led to the inclusion of the multi-course case and lessons learned, are discussed.

## **THE DEVELOPMENT OF CULTURAL ENTREPRENEURS THROUGH NEW VENTURE CASES IN THE BUSINESS CLASSROOM**

**Jennifer Radbourne  
University of the Sunshine Coast  
MAROOCHYDORE, QUEENSLAND, AUSTRALIA**

Artists and workers in the creative industries who embody the essence of creativity are thwarted by economic values in delivering their art work or creative concept to consumers. This is particularly evident for students in courses in creative industries who graduate with entrepreneurial aspirations, but not the means to pitch their creative concept or build the business model for the new venture. This paper analyses a university business course developed to take cultural entrepreneurs through venture building as a live case in the creative economy.

## **THE BAD BUSINESS “S” WORD: SHRINKAGE**

**Shirley Ezell and Marcella Norwood  
University of Houston  
HOUSTON, TEXAS, U.S.A.**

This case provides examples of critical management problems faced by retail and service companies in the quest to continue to be profitable. A critical management problem is the threat posed by shrinkage and loss prevention. Managers need to understand the value of education for the entire workforce, the need to engage in strategic planning and proactive management decision-making if they are going to survive in the competitive marketplace.

## **THE CASE OF GIVSA: APPLICATION OF THE BALANCED SCORECARD TO A LOCAL PUBLICLY-OWNED COMPANY**

**Alfonso Vargas-Sánchez  
Juan Diego Borrero-Sánchez  
University of Huelva  
HUELVA, SPAIN**

The Balanced Scorecard has been shown to be a valuable tool for management control in organisations, particularly in the current context where continuous improvement of results and levels of quality is demanded in both the private and public spheres.

Our point of departure is the idea that companies, citizens and society in general require from the Public Administration ever-increasing quality in the provision of public services; this makes it essential to introduce management systems that incorporate principles of continuous improvement and excellence. This case shows the methodology followed by a small publicly-owned company in the design and development of a Balanced Scorecard.

## **THE “DISTANT FUTURE” OF CASE TEACHING**

**Bengt Kjellén**  
**School of Business, Stockholm University**  
**STOCKHOLM, SWEDEN**

Increasingly, academic and further education are offered via the Web. It may be said that the increase in the number of courses and programs available through this channel has not been matched by an increase in the quality of teaching and in examples of excellent use of the technology itself. Efforts to develop and sustain teachers and teaching methods, as well as systems of delivery therefore seem to be necessary, if not already overdue. This paper outlines some recent trends in Swedish distance education, among them learning centres and the Swedish Net University, and tries in that context to identify the place and form of case teaching in a probable and probably not so distant future.

## **LEARNING FROM AN INTERNATIONAL EXCHANGE OF STUDENT-WRITTEN CASES**

**Douglas Ross**  
**Towson University**  
**TOWSON, MARYLAND, U.S.A.**  
**Pavel Zufan**  
**Mendel University**  
**BRNO, CZECH REPUBLIC**  
**Al Rosenbloom**  
**St. Xavier University**  
**CHICAGO, ILLINOIS, U.S.A.**

This paper is based on a project of international exchange of student-written case studies realized in 2005 between three different institutions: [US-1, US-2 and CZ-1]. The paper describes the way of organizing the exchange, its rules, and also results in the form of summarization of students opinions acquired based on an online survey completed at the end of the whole project. The conclusions include lessons learned from the first year of application of the project, and plans for its future changes and application.

## **THE GOVERNMENT: AS AUSTRALIA’S BIGGEST CORPORATE ADVERTISER, ARE ITS SHAREHOLDERS GETTING VALUE FOR MONEY?**

**Gayle Kerr**  
**Queensland University of Technology**  
**BRISBANE, QUEENSLAND, AUSTRALIA**

Ask the mythical man on the street who the largest advertiser in Australia might be and they'd probably reply “McDonalds” or “Coles Myer” or even “Coca-Cola”. However, unbeknown to the majority of its shareholders, the largest advertiser in Australia is the federal government. This case looks at the accountability and effectiveness of government advertising from a corporate perspective. Are its shareholders, the Australian public, getting good value for money?

The objectives of this paper are:

1. To examine the role of government advertising from a corporate perspective
2. To look at trends in government spending and the accountability of advertising expenditure
3. To look at the effectiveness of the government advertising from a corporate perspective
4. To examine the checks and balances that keep the shareholders happy

## **AN HONOR'S CERTIFICATE IN LEADERSHIP STUDIES: A MENU OF CHOICES AND OPPORTUNITIES**

**Charles Feldhaus  
Stephen P. Hundley  
Indiana University-Purdue University Indianapolis (IUPUI)  
INDIANAPOLIS, INDIANA, U.S.A.**

In the last decade, the growth of credit-earning certificate programs at the collegiate level has grown exponentially. Certificate programs are similar to minors, yet differ because the certificate can be awarded en route to a degree, or as a supplemental credential to a degree already completed.

The Department of Organizational Leadership and Supervision at IUPUI developed a six-course, 18-credit-hour *Certificate in Leadership Studies*, designed to serve students outside the major by providing core knowledge in the following areas: organizational behavior and team development; ethical decision-making; applied leadership; leadership for a global workforce; leadership theories and processes; and experiential leadership.

A special version of the *Certificate in Leadership Studies* has also been made available to university students seeking honors credit. Thus, this paper explains the purpose of certificate programs; how an "honor's track" was created within the *Certificate in Leadership Studies*; the type of learning objectives and assignments developed for honor's students; the instructional and administrative support necessary for honor's components; and how honor's courses can help attract, retain, and educate a better prepared and more diverse student population.

## **USING PEER ASSESSMENT ON CASE DESIGN AND CONSTRUCTION IN BILINGUAL/BICULTURAL CLASSROOMS**

**Joaquin Villegas  
Northeastern Illinois University  
CHICAGO, ILLINOIS, U.S.A.**

This paper examines the exposure of in-service teachers to peer assessment in higher education, both individually and collaboratively. It demonstrates how the design, construction and peer assessment of case studies engaged students in real-life learning experiences. It also taught them how to evaluate peers and how to accept evaluation from them.

## **USING CASE STUDIES TO EXPLORE ENGLISH LANGUAGE LEARNERS WITH EXCEPTIONALITIES**

**Emiliano Gonzalez  
University of St. Thomas  
HOUSTON, TEXAS, U.S.A.**

The majority of districts serving English Language Learners (ELL) in Texas do not have services designed specifically for this population and they lack a sufficient number of teachers qualified to teach this population (Miller & Markowitz, 2004). As a result, the least experienced and least qualified teachers often teach them. More so, according to Artiles and Ortiz (2002), to improve educational programs and services for English language learners with disabilities, we need to improve the links among the different programs serving this population. This session will present how case studies are utilized to address the issue related to serving English language learners with disabilities.

## **USING THE RESULTS FROM A COMPUTER SIMULATION TO EVALUATE MBA PROGRAM OUTCOMES**

**Paul O'Neill  
John Kerrigan  
Doug Schreder  
National-Louis University  
CHICAGO, ILLINOIS, U.S.A.**

This paper will discuss how to use the results from a computer simulation to assess MBA program outcomes. It is part of an ongoing effort by the College of Management and Business at National-Louis University to assess the effectiveness of its MBA program. Specifically, this paper will discuss how we evaluated 130 students by evaluating their results within 10 major performance categories in the Capstone Business Simulation. Data from this study will be used to improve the MBA program. The goal of this paper is to provide ideas and methods and for other users of simulations and case studies to engage in similar evaluative and curriculum improvement efforts.

As part of this evaluation/ assessment process, the authors conducted an earlier study to determine the major concepts necessary for the effective performance in the Capstone Business Simulation. Information was gathered from students and course instructors. The results of this study were presented at the 2004 WACRA conference in Buenos Aires and the 2005 conference in Brno, Czech Republic. The assessment presented in this paper takes a broader look at the MBA program: scores of simulation teams are examined and compared to major performance categories as defined by the simulation developers.

## **APPLICATION OF THE E-LEARNING SYSTEM IN EDUCATIONAL AND RESEARCH ACTIVITIES AT THE MENDEL UNIVERSITY OF AGRICULTURE AND FORESTRY BRNO, CZECH REPUBLIC**

**Jana Stávková  
Petr Procházka  
Mendel University of Agriculture and Forestry  
BRNO, CZECH REPUBLIC**

In modern societies, a rapid development of knowledge creates a more and more intensive pressure on both teachers and students. Because of financial, social and also pedagogical reasons it is not possible to use only conventional methods of tuition. E-learning is a relatively new method of teaching which provides an efficient tool for creation, distribution, management and evaluation of knowledge using net technologies and suitable computer software. At the MUAf Brno, the University Information System has been developed as a priority No. 1 since the year 2000 and the E-learning system is its integral part. It consists of three modules: LMS, LCMS and the Teachers' Portal. This paper briefly describes this system and informs about its application in virtual classrooms and study courses.

# **INTERACTIVE EXPERIENTIAL TEACHING AND LEARNING IN INTERNATIONAL BUSINESS - AN AUSTRALIAN FOCUS**

**Rumintha Wickramasekera  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

The benefit of experiential learning is widely accepted. Experiential learning is particularly useful in teaching international business, as students can be provided a variety of international business settings to give them an appreciation for internationalisation problems in different situations. Given the benefits of experiential learning a collaborative project was initiated to produce multi-media case studies of Australian companies. This paper will highlight an example from the project and discuss if changing the assessment task can enhance learning.

## **Session 11**

### **A COMPARATIVE STUDY OF TWO MINI CASES: STRATEGIZING FOR ENGLISH COMPREHENSION AND PRONUNCIATION**

**Mary H. Starz  
Emiliano Gonzalez  
University of St. Thomas  
HOUSTON, TEXAS, U.S.A.**

Learning another language can be interesting, exciting, frightening, embarrassing and frustrating. Learning English can be all of those things and more, especially when it comes to speaking. The phonological system of each language is slightly different and even though, as a child one learns the sounds that pertain to one's own language, we tend to forget those sounds that are not utilized. As an adult, when one tries to learn a foreign language there will be some sounds in the new language which will not be heard (sounds not found in the native language, or not recognized as being in the native language). This phenomenon can create frustration and cause difficulty in pronunciation and oral communication.

### **LEXUS OF BRISBANE: HOW TO REACH MARKET LEADERSHIP?**

**John McDonnell  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

Lexus was a very late entrant into the global luxury car market – the brand was launched in 1989. Yet for some time Lexus has been the leading luxury vehicle brand by sales in the U.S.A., the world's largest and most competitive vehicle market. This case examines how this was achieved, exploring a marketing communications strategy that focused on quality, value, satisfaction and consistent communications at every level. The importance attached to relationship marketing and the methods of fostering customer loyalty are considered, as well as the use of media and distribution strategies. The case then considers the situation of a marketer for a Lexus dealership in Australia, where Lexus is ranked third in market share for luxury cars, rather than first. The reader is invited to consider what strategy a new marketing manager at the dealership should adopt in order to achieve the number one ranking.

# **TEACHING AND PROMOTING INTERACTION: WHAT WE THINK WE DO AND WHAT WE DO – HOLDING A MIRROR UP TO OUR TEACHING, OR SEEING OURSELVES AS OTHER SEE US**

**Seán F. O Connor  
Washington College  
CHESTERTOWN, MARYLAND, U.S.A.**

As University instruction moves more swiftly into an era when technology, collaborative strategies, and traditional instructional strategies become more interactive, there is a parallel increasing need for “teachers” to review and assess the patterns of their teaching, the student learning behaviors consciously and unconsciously encouraged or inhibited, and the degree of instructor effectiveness in promoting continuous learning for all (the 100%). There is therefore the need for each instructor to self monitor and to have a comprehensive self knowledge of his or her own instruction. The present research paper summarizes and reviews a series of structured observations of graduate classes in business and other fields, describes instructor perception of own behavior as contrasted with observed behavior data, and concludes with a description of self assessing methodologies. A number of the observed classes included quantitative material of varying degrees of difficulty.

## **Session 12**

# **COMMUNICATION TRAINING AT ‘THE GAMES PROFESSIONAL’: A CASE STUDY IN TRANSFER OF LEARNING**

**Caroline Hatcher  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

Effective communication plays an important role in organisations in achieving good outcomes. This case study examines the cascading train-the-trainer model used by a multi-national computer games retail chain of stores to increase the effectiveness of its managers and staff by providing training from an outside consultant to improve sales performance. The case focuses on two key aspects: 1. the communication processes involved in the training 2. the opportunities delivered and the challenges posed to the organisation in their attempts to transfer the learning to organisational members who were not involved in the initial two day intensive training.

# **PEER ASSESSMENT OF GROUP CASES STUDIES**

**Ellen Auster  
John Parkinson  
Ros Woodhead  
York University  
NORTH YORK, ONTARIO, CANADA**

Case studies are used for a variety of educational purposes, including assessment of student performance. Case work is also often done in groups. This paper discusses some possible alternatives for the marking of individual students in group case situations, with particular reference to the role of peer evaluations.

# **TEACHING APPLIED CALCULUS INTERACTIVELY**

**Georgia B. Pyrros  
University of Delaware  
NEWARK, DELAWARE, U.S.A.**

Instructors that teach Math to non majors are often wonder if Calculus can have a potent influence upon the students way of thinking. It is well known that what teachers say outright quite often goes unheard. Our chief duty as instructors is to stimulate our students to think for themselves. Discussions can be a welcome addition to any class as long as the learning environment is positive and the learners are encouraged to offer their opinions and are praised for their input. The purpose of this paper is to inspire teachers to consider using conversations as part of their lecture.

**Session 13**

## **SHARING CLASSROOM EXPERIENCES THROUGH CASE STUDIES**

**Robert W. Hendersen  
Grand Valley State University  
ALLENDALE, MICHIGAN, U.S.A.**

Instructors share classroom lore in both formal and informal ways. Case studies are one means by which instructors can share their classroom experiences. Case studies are particularly beneficial to new faculty members. By discussing how to respond to the incidents represented in case studies, new faculty members gain confidence that they can handle unexpected situations when they arise. This paper presents four case studies of classroom incidents that demand creative, ethically-grounded problem solving. None of the cases has a single, "correct" solution, so the cases provide a basis for interactive discussion of possible options, of underlying principles, of available resources, and of judgment processes.

## **USING THE CASE STUDY TEACHING METHODOLOGY TO BRING BACK NEW ORLEANS AFTER HURRICANE KATRINA**

**Louis C. Mancuso  
Xavier University of Louisiana  
NEW ORLEANS, LOUISIANA, U.S.A.**

**L. D. Smith  
Charleston Southern University  
CHARLESTON, SOUTH CAROLINA, U.S.A.**

Following the devastation of Hurricane Katrina and the failure of the levees, New Orleans' five major universities plan to work together to connect university resources to the needs of the city's small businesses, entrepreneurial enterprises, and not-for-profit organizations. The entrepreneurship areas from Dillard, Loyola, Tulane, University of New Orleans, and Xavier are coming together to offer an array of programs and services designed to meet the needs of organizations devastated by the Katrina catastrophe as well as to research the factors that allow organizations to recover from disasters of any kind.

Teams of faculty and students will document their work with organizations and create case studies based on their work. These case studies will provide a wealth of data about the ways that the companies have adapted to catastrophic conditions. Topics that will be covered in these cases are expected to include things such as (a) restarting an organization under adverse conditions, (b) cash flow issues during catastrophic conditions, (c) capital acquisition when disaster strikes, (d) human resource choices when

workers are displaced, (e) information technology and disaster recover, (f) planning for communications interruptions, and (g) the role of small businesses in addressing social issues.

This paper will review in pictures the devastation of Hurricane Katrina, the number of businesses affected by the storm, and the various aspects of using the case study teaching methodology to aid entrepreneurs, small businesses, and non-governmental agencies recover.

#### **Session 14**

## **CASE RESEARCH AND CASE TEACHING – TIME TO CLOSE THE DIVIDE?**

**Bengt Kjellén  
Stockholm University  
STOCKHOLM, SWEDEN  
University West  
UDDEVALLA, SWEDEN**

From a teaching perspective, the case method is already well established in many, if not all, academic disciplines. From a research perspective, the method is well established in some academic communities, e.g. Sweden and also Scandinavia in general, where qualitative methods have gained an increasing acceptance, while it is less so in other communities, where quantitative methods still seems to be dominant, e.g. the US. Also, even in communities where there is an acceptance for cases as a valid research method, there is a perceived gap between case research case teaching, sometimes so wide as to define them as completely different activities. This means that proponents of the case method faces the dilemma that, in an environment where increasingly “research is king”, it is hard to gain acceptance for developing cases and teaching methods around them as valid activities for academic recognition. To some extent, a somewhat pragmatic and atheoretical approach by many of its practitioners adds to this problem. This paper is a first attempt to on one hand give some ontological and epistemological basis for the case method as such and on the other to close the divide between case research and case teaching.

## **ATTENTION TO DETAIL IN CASE STUDY WRITING, RESEARCH AND APPLICATION**

**Ingrid McCallister  
Pat McCallister  
Eastern Illinois University  
CHARLESTON, ILLINOIS, U.S.A.**

Reviewing the macro and micro perspectives are very important in case studies but often site can be lost on important details which can change the outcome. Nothing should be taken for granted. This presentation will examine and give examples of how some details such as biased perspectives, misconceptions, following forecasts, trivia, detail, baselines, data quantity and tunnel vision can impact the writing, research and application of case studies.

## Session 15

### **A CASE BASED ANALYSIS OF THE STAGES OF ENTREPRENEURIAL GROWTH: A PRELIMINARY STUDY**

**William Naumes  
Margaret J. Naumes  
Michael Merenda  
University of New Hampshire  
DURHAM, NEW HAMPSHIRE, U.S.A.**

While Churchill [1983] & Eggers [1994] put together a model for entrepreneurial growth, which included aspects of a decision tree at each stage of growth, this model has not been fully tested. Most studies based on the Churchill-Eggers research have utilized “large n” survey research and have looked at growth vs. failure. This study will use case studies of entrepreneurial firms over time and at different stages of entrepreneurial growth to test the model looking at multiple paths that entrepreneurial organizations follow. These case studies present “small n,” longitudinal analysis of several entrepreneurial ventures at all stages of their existence.

### **LEARNING AND CHANGE IN THE HEALTHCARE SECTOR AN INTEGRATIVE CASE**

**J. Martin Hays  
The Australian National University  
CANBERRA, AUSTRALIA CAPITAL TERRITORY, AUSTRALIA**

This paper reports on the instructional use of an integrative case, *Learning and Change in the Healthcare Sector*, currently being used in undergraduate and post-graduate management courses. A key feature is how the case is used as a course centrepiece and serves not only as an instructional activity, but as an overall educational and assessment strategy. A novel approach integrating systems thinking, reflective learning, and case method is described. Data are included from instructors, publisher’s editor, and students, illustrating how these respective stakeholders view the case and its use. Strengths and benefits of the case and its use are enumerated, and downsides and challenges documented. Finally, lessons learnt from development and use of the case are included, as are avenues for further research.

## Session 16

### **HOW A “BAD” WORD CAN REAP GOOD PUBLICITY**

**Simon Moore  
Gayle Kerr  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

There is a well-worn saying that suggests any publicity is good publicity. But is this the case when a “bad” word is involved? This case looks at how Tourism Australia invested A\$6.2 million in market research to conduct 55 focus groups in seven international destinations. Despite this, the resulting campaign, whose slogan incorporates a “bad” word, was banned in some countries and required modifications before it was aired in others. This case looks at the role of research in campaign development. Why did the research present a different interpretation of the campaign to the reality? Or was the intention to create a controversial campaign?

The objectives of this paper are:

1. To investigate the application of a standardized Australian tourism campaign to seven major cross cultural markets.
2. To look at the role of language in cross-cultural advertising.
3. To consider the risks of using inappropriate or obscene language as an attention getting device.
4. To highlight the importance of research in campaign development.

## **EXECUTIVE DECISION-MAKING UNDER CONDITIONS OF UNCERTAINTY: LESSONS FROM SCENARIO PLANNING, REAL OPTIONS ANALYSIS, AND THE KUU**

**Marilyn Taylor  
Karyl Leggio  
University of Missouri at Kansas City  
KANSAS CITY, MISSOURI, U.S.A.  
David Bodde  
Clemson University  
CLEMSON, SOUTH CAROLINA, U.S.A.  
Lee Van Horn  
Palomar Consulting, Inc.  
VANCOUVER, BRITISH COLUMBIA, CANADA**

This paper provides overviews two major concepts and methodologies --- Scenario Planning (SP) from Strategic Management and Real Options Analysis (ROA) from Finance. The paper draws on the KUU (Known, Unknown, and Unknowable) framework to demonstrate the commonalities and differences among these two approaches and calls for their synergistic use.

**Session 17**

### **PLENARY SESSION**

“Introduction” Vice Chancellor Peter Coaldrake,  
Queensland University of Technology, Brisbane, Queensland, Australia

### **LOST FOR WORDS: AUSTRALIA’S LOST LANGUAGE IN WORD AND STORY**

**Hugh Lunn  
Australian Author and Journalist  
BRISBANE, QUEENSLAND, AUSTRALIA**

*(Abstract unavailable at time of printing)*

## Session 18

# **LEARNING PATHWAYS: HOW DO INDIVIDUALS LEARN?**

**Sean F. O'Connor  
Washington College  
CHESTERTOWN, MARYLAND, U.S.A**

The world is now changing so fast that most citizens of the future will need to be active creators of their own new knowledge rather than passive users of prior knowledge, a learning transformation which commands “instructional-teaching” change and the evolution of a new learning culture.

A new breed of tools called Knowledge Creation Technologies helps anyone, anywhere adopt and use the process skills and mental models of experts. KCT is used in schools and universities in Australia and Europe for guided discovery learning and professional development and in business and government for strategy, project management and innovation.

The proposed Workshop will be made up of two sessions, the first being a facilitated KCT exploration. The Second session will be an analytic, meaning-making exploration of the first session. The Zing program will invite in an experiential manner an investigation of this complex reality we call “learning”. The analysis component will examine the process in which those who attend will have participated. The overall impact of the workshop is to introduce participants to an evolving technology, and by using it as an interactive manner, to explore common, and generate new, understandings of learning.

## Session 19

# **INTRODUCTION TO *CASE WRITING* VIEW FROM THE FIELD OF EDUCATION**

**Amelia Klein  
Wheelock College  
BOSTON, MASSACHUSETTS, U.S.A.  
Joan Moyer  
Elaine Surbeck  
Arizona State University  
TEMPE, ARIZONA, U.S.A.**

Participants will engage in an interactive workshop session on the process of constructing and writing a discussion case. Established guidelines for developing a discussion case will be reviewed. Participants will engage in the first stage of creating their own cases by identifying ethical dilemmas that have the potential to be the focus of a case. Ideas generated by participants will be analyzed and suggestions for further development of their cases will be given. Next steps for continuing individual case writing projects will be proposed, and an invitation to present the first draft at a future WACRA case writing colloquium will be strongly encouraged!

Session 20

**AN AUSTRALIAN HANDS-ON “LIVE CASE”  
WORKSHOP EXPERIENCE**

**Marilyn L. Taylor**  
**University of Missouri at Kansas City**  
**KANSAS CITY, MISSOURI, U.S.A.**  
**Xiaohua Yang**  
**Queensland University of Technology**  
**BRISBANE, QUEENSLAND, AUSTRALIA**  
**Laurie DiPadova-Stocks**  
**Park University**  
**KANSAS CITY, MISSOURI, U.S.A.**

The purpose of this workshop is to conduct a “live case” and to demonstrate how the live case might be developed into a formal case study. The workshop has several advantages for workshop participants and also for the company.

WACRA workshop participants will:

- 1) Consider how “live cases” within a classroom can be organized and facilitated
- 2) Expand their knowledge of the Australian/Brisbane business community
- 3) Improve their case research/development skills.

Session 21

**PLENARY SESSION**

**“MOVING FORWARD WITH COMMUNITY-BASED INTERACTIVE  
CASES: INSIGHTS FROM TODAY’S EXPERTS ABOUT  
TOMORROW’S SERVICE-LEARNING”**

**Panel Discussion:**

**Laurie DiPadova-Stocks, Park University, Kansas City, Missouri, U.S.A.**  
**Barbara Holland, ETR Associates, Scotts Valley, California, U.S.A.**  
**Amy Kenworthy-U'Ren, Bond University, Gold Coast, Queensland, Australia**  
**Steven Papamarcos, St. John's University, Skillman, New Jersey, U.S.A**  
**Marilyn Taylor, University of Missouri at Kansas City, Kansas City, Missouri, U.S.A.**

Service-learning pedagogy utilizes a "live" case approach through which students apply theoretical knowledge learned in the classroom to real-world organizations with real-world needs. As our learning environments become less interpersonal and more virtual, our students' experiences become increasingly insular and our mandates as faculty expand. Part of this expansion includes immersion in the community that exists beyond the walls of the academic institution. In this plenary session, the future of service-based interactive cases is discussed by a panel of leading experts in case and service-learning methodologies.

Session 22

**ROUNTABLE DISCUSSION  
EDUCATIONAL ISSUES**

**B. Gloria Johannessen**  
California State University-Pomona  
POMONA, CALIFORNIA, U.S.A.  
**Amelia Klein**  
Wheelock College  
BOSTON, MASSACHUSETTS, U.S.A.

This interactive session offers participants an opportunity to engage in a conversation about issues related to language and cultural diversity. The session will follow the format of the Cross-National Teaching Forum. Those attending the session will be invited to share the challenges and experiences they have encountered teaching (and *teaching about*) multilingual and multicultural populations.

**LEADERSHIP PRACTICUM EXPERIENCE:  
BUILDING A CASE FOR CHANGE**

**Ana Gil-Garcia**  
Northeastern Illinois University  
CHICAGO, ILLINOIS, U.S.A.

In the course of the years 1977 to 2005, I have collected school leadership graduate students' reflections on their internship experiences. Many thoughtful and profound pieces of writing have described acutely the world of school leadership. Sixty five graduate students talked about their successes, failures, frustrations, and obstacles found during their exposure to administrative and academic aspects of the school leadership career. The process of internship that results from applying, the strategic, instructional, organizational and contextual leadership represented the guidelines to be followed by practicum students at their different workplaces. The experiences provided interns with substantial responsibilities, interactions, and involvement with students, parents, staff, and community leaders. Their reflections revealed those multiple school environment interactions.

Session 23

**THE SEARCH FOR CORE ORCHESTRATING THEMES IN STUDYING  
THE AUSTRALIAN WINEMAKERS' ENTREPRENEURIAL SPIRIT  
USING A CASE-BASED CONFIGURATIONAL THEORY  
RESEARCH: THE EXAMPLE OF CASELLA WINES**

**Yvon Dufour**  
**Peter Steane**  
Macquarie Graduate School of Management  
SYDNEY, NEW SOUTH WALES, AUSTRALIA

Configuration theory suggests that organizations are made up of constellations of mutually supportive elements that work together in thematic synergy to enhance effectiveness. However few researchers have set the task to investigate those central themes that orchestrate the parts together producing the driving character of the firm, let alone in the wine industry. Using the example of the most successful wine exporter in Australian wine industry history our paper suggests that moving from one configuration to another might not be as difficult as initially thought.

## **CHANGING THE GUARD: LAUNCHING A NEW CEO AND A NEW BEGINNING AT WALTERS & O'NEIL**

**Kim Johnston  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

The arrival of a new CEO heralds both the promise and opportunity of organisational change and adjustment. This case study explores the challenges and opportunities of taking a strategic approach to introducing a new CEO into a medium sized organisation. The CEO perspective of this case provides a unique insight into the journey of a CEO integrating both personal and professional goals into the setting. The window of opportunity that arises for a new CEO to effect change is an important insight for management and organisational communication students.

## **DOCTORED FINANCIAL RESULTS AT MACMED HEALTH CARE LTD: SENDING THE RIGHT MESSAGE**

**Viola Makin  
Vida Botes  
University of South Africa  
PRETORIA, SOUTH AFRICA**

In 1999 the holding company of multimillion-rand health care group Macmed went into provisional liquidation, with some R1-billion in liabilities, making it the largest corporate liquidations in South Africa. A total of 16 banks had a combined R976-million exposure to Macmed although initially it was stated, "It is too early to say whether there has been mismanagement or poor corporate governance". It however, acknowledges that "there appeared to be financial irregularities around Macmed's business transactions with empowerment partner Malesela, describing them as 'possible over-invoicing'."

In the three years prior to Macmed's insolvency, 16 listed South African companies had been declared insolvent; corporate morality, had hit an all-time low!

Session 24

## **IS THE IMAX MPX SYSTEM A SOLUTION FOR MULTIPLEXES UNDER PRESSURE?**

**Jon Silver  
Griffith University  
BRISBANE, QUEENSLAND, AUSTRALIA  
John McDonnell  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

Movie theaters have always been a critical distribution channel for motion pictures, and still are for the Hollywood studios since the economic model used in the industry is weighted to cinema releases. However in recent years movie theaters, especially in North America, have faced bankruptcies on a massive scale due to several factors. The case examines the industry and new technologies as a possible solution to getting audiences back to theaters. It asks the reader what they would do as a theater operator if faced with the choice of a significant investment in a new technology to counter adverse environmental and industry trends.

## **ZERO UNDERSTANDING**

**Gayle Kerr  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

Coca-Cola has always been it. The marketer which spoke the language of the youth, by understanding their target market and the aesthetics and values that surrounded them. But has the target market's move into new media spaces lost the traditional mass marketer? A case from the Australian market suggests zero understanding of both their target market and their use of the new media.

The objectives of this case are:

1. To examine Australia's biggest advertising launch for 22 years – Coke Zero
2. To consider the marketer's understanding of their target market and how they embrace and inhabit new media spaces
3. To test the ethical parameters of using counter-culture credibility such as blogs to launch traditional mass media campaigns

## **THE EXPECTED AND THE UNEXPECTED: CASES OF URBAN COLLEGE STUDENTS AND PROFESSORS**

**Janice L. Nath  
Myrna D. Cohen  
Anjoo Sikka  
University of Houston – Downtown  
HOUSTON, TEXAS, U.S.A.**

For over a decade, educators have found that students in urban settings may need ways of approaching education that are different from traditional students to bring about success. Related studies address mostly K-12 settings; fewer studies investigate urban college students. This university is located in a downtown locale with an open-enrollment policy, attracting many from the low-income, multicultural neighborhoods nearby. This paper investigates several cases of non-traditional students whose university experiences may help improve understanding for those who work with students in urban, higher educational settings. The study also includes survey results from professors and additional students.

**Session 25**

## **THE CASE METHOD AS AN ALTERNATIVE FOR COMPETENCE DEVELOPMENT AND EVALUATION**

**Juan Alejandro Cortés Ramírez  
Universidad Pontificia Bolivariana  
MEDELLÍN, ANTIOQUIA, COLOMBIA**

Within Business Schools, the Case Method is, in general, the "teaching" method used by the majority of teachers. Nevertheless, the way in which it is used is not always the right one. This is why this article tries to show the paradigm that still subsists today in business schools regarding the Case Method, which include the mistakes committed in its application. Also mentioned is how the Case Method is perceived from the qualitative research field and what is proposed to take advantage of the cases in order to develop student competences, both undergraduate and graduate.

# **THE USE OF THE CASE STUDY METHOD IN THE PROCESS OF INTERNATIONALIZATION OF A GROUP OF SMALL AND MEDIUM VENEZUELAN ENTERPRISES**

**Dan Stefan Ioan  
Universidad Metropolitana  
CARACAS, VENEZUELA**

This work attempts to present the internationalization of a group of small and medium Venezuelan enterprises through the use of the case study method. Based on the General Objective of elaborating a feasible, high-quality Export Plan. The project pursues the following specific objectives: (1) to create— an international outlook among the entrepreneurs, (2) to motivate the entrepreneurs and their directive teams to focus on the international market, (3) to pass on essential knowledge about international marketing and (4) to provide advisory service in the elaboration of the Export Plan.

## **SPEAKOUT LIMITED: MORE THAN JUST A BRAND**

**Simon Moore  
Queensland University of Technology  
BRISBANE, QUEENSLAND, AUSTRALIA**

One the more significant challenges for any organization that deals in multiple markets is maintaining brand consistency, especially for those that operate in the not-for-profit or social sectors. Additionally the influx of competing brands increases the challenge for new enterprises that wish to position themselves within a cluttered market. This case study has been developed to illustrate a successful and rapidly growing Australian-based social enterprise which has beaten the odds by creating a self-sustainable model. The challenge however is how this organization overcomes the confusion created by its diverse range of activities while maintain it competitive advantage.

**Session 26**

## **THE CASE METHOD IN DIFFERENT PEDAGOGICAL PERSPECTIVES**

**Bengt Kjellén  
Stockholm University  
STOCKHOLM, SWEDEN  
University West  
UDDEVALLA, SWEDEN**

When arguing for the validity of the case method, its proponents have to a large extent relied on general beliefs in “activity pedagogy” or the benefits of creating reasonably realistic replicas of actual situations. The evidence for this has often been either based on relatively limited examples or more or less anecdotal. Attempts to put the method in a pedagogical and theoretical perspective have been relatively rare. This is not surprising in itself, since pedagogy as praxis of teaching and pedagogy as academic discipline often has had rather little in common; at least in Sweden, research in education and teacher training have traditionally been performed in different institutions. The author believes, however, that it is necessary to put the claims of the case method in relation to different views on learning and knowledge, in order to gain more academic acceptance for the method and its practitioners. This paper is intended as an initial effort to outline what such an approach might entail and how the praxis and status of the case method and its practitioners could benefit from a firmer grounding in the pedagogical perspectives of today.

## **QUOTABLE VALUE: A CASE OF INCREASING VALUE**

**Belinda Luke**  
**Unitec New Zealand**  
**AUCKLAND, NEW ZEALAND**  
**Martie-Louise Verreyne**  
**The University of Queensland**  
**ST LUCIA, QUEENSLAND, AUSTRALIA**  
**Kate Kearins**  
**Auckland University of Technology**  
**AUCKLAND, NEW ZEALAND**

In 2005 Quotable Value was New Zealand's largest valuation and property information organisation with approximately 230 staff and 22 offices throughout the country. While Government reforms within New Zealand had forced this former Government department to operate in a competitive market, a booming property industry and a number of innovative projects generating new income streams had fuelled Quotable Value's success and growth. Recent changes in the economic environment, however, and predictions that the property bubble would soon burst, also presented a number of threats. The challenge for Quotable Value was how to sustain and build further growth.

**Session 27**

## **BUILDING BRIDGES OF OPPORTUNITY**

**Elizabeth Macpherson**  
**Queensland University of Technology**  
**BRISBANE, QUEENSLAND, AUSTRALIA**

One of the greatest challenges in teaching public relations strategies is in illustrating the importance of building relationships to solve what may seem the most insurmountable problem, without a large budget. This case study showcases a group of public schools that ~~who~~ joined forces to survive in a rapidly changing environment in which they were losing enrolments to the private sector. This scenario has been developed into a teaching case to demonstrate how a planned, coordinated, purposeful approach can achieve so much in a relatively short period of time by identifying and understanding the problems, and more importantly the opportunities, that exist in an organisation's operating environment.

## **KEY SUCCESS FACTORS IN TODAY'S WINE SECTOR**

**Pierre Mora  
Bordeaux Business School  
BORDEAUX, FRANCE**

For several years now, Bordeaux's vineyards have suffered from what would appear to be an interminable crisis. Some analysts view over-production as the cause. Others blame the product Bordeaux puts out, decrying its lack of adaptation to new consumer expectations. What is true is that Bordeaux producers do not tend to spontaneously adopt a market orientation. However, faced with a dilemma that seems to be getting worse and worse, many are starting to seek their salvation in marketing. The present article uses a series of case studies covering regions outside of Bordeaux to find concrete answers to these questions.

Session 28

## **A MODEL FOR ACTION RESEARCH USING THE CASE METHOD ANALYSIS**

**Jorge Alfonso González,  
ITESM Campus Guadalajara  
JALISCO, MÉXICO**

The present document shows the proposal for the Case Method usage at Tecnológico de Monterrey Campus Guadalajara, which is based on the creation of new knowledge. This is a model for a University that since its beginning has been focused more on its teaching than on investigation. It proposes the usage of four phases in order to tie the reality of the outside context by reformulating the operation of the academics entailment structures of the university, through the cases production and discussion inside an ordered system of several phases.

## **PERU'S NORTHEASTERN TOURIST CIRCUIT (CTN)**

**Otto Regalado Pezúa  
Universidad ESAN Monterrico Chico  
SURCO, LIMA, PERU**

The tourism has become an economic development key sector. Countries like Peru, with abundant tourist resources, will have to take advantage of this opportunity to find market niches and to be positioned in the emerging markets looking for cultural and/or natural experiences. The present case -relating to Peru's Northeastern Tourist Circuit (CTN)- will allow the students to meditate upon market opportunities, market niche identification, differences between resources and tourist products, tourist products design and commercialization, and other market analysis concepts advisable that it elaborate sustainable tourist development strategies in emergent countries.

## **CLOSING SESSION**

***Facilitators:***

Dr. Hans E Klein, WACRA, Needham (Boston), U.S.A.  
Prof. Charles H. Patti and Maria van Dessel, Queensland University of Technology, Brisbane, Australia  
Dr. Jorge Alfonso Gonzalez Gonzales and Gustavo Fernandez, ITESM, Guadalajara, Mexico

**Conference Adjourns**