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IMPLEMENTATION OF MAGICBANDS AT THE WALT DISNEY WORLD

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CASE DESCRIPTION

The primary subject matter of this case concerns information systems implementation at the Walt Disney World. Secondary issues examined include adoption of new mobile technologies, m-commerce, customer relationship management, information technology enabled organizational change, and big data. The case has a difficulty level appropriate for junior level courses or higher. The case is designed to be taught in three class hours and is expected to require four hours of outside preparation by students.

CASE SYNOPSIS

Imagine a child watching Snow White and The Seven Dwarfs on DVD before visiting the Magic Kingdom in Orlando, Florida. Once on vacation, the child rides the Seven Dwarfs Mine Train. While on the ride, the child hears the same music played in the movie, visualizes the same characters, and smells the mine that was featured in the movie. Afterwards, the child attends a meet and greets with the Snow White princess and a couple of the dwarfs. Nowadays, with IT processes that will be discussed in this case study, Snow White can call on the child by their name if they are wearing a special RFID-enabled wristband known as a MagicBand. That personal touch and experience is something that the child will likely remember for many years to come.

This case examines the Walt Disney Company's use of information technology in the theme parks, especially, the recent introduction of MagicBands at the Orland Disney World. Disney has always prided itself on being one of the best service providers in the world. They have long used the slogan "happiest place on earth" to describe their amusement parks. The introduction of MagicBands exemplifies what Disney does so well in connecting their customers to a memorable personalized experience. Overall, this case illustrates a company's application of information technology to serve a customer-centric business model.

HIDING IN PLAIN SIGHT: ORGANIZATIONAL SENSE-MAKING OF TOXIC LEADERSHIP AND FOLLOWERSHIP BEHAVIOR

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ABSTRACT

Organizational members – as leaders and followers – navigate a spectrum of uncertainty, relationship building while fostering trust – to collectively move toward organizational business goal attainment. Unfortunately, not all leaders or followers embark on this endeavor with transparency, authenticity, or noble goals. These individuals are often described in the literature as toxic and their impact on organizational and operational effectiveness is highly destructive. A complex web of interdependent behavioral patterns emerge between and among toxic leaders and toxic followers – each participating in strategic message construction, orchestrated internal situations or circumstances presented under the guise of organizational mission consistency. Comparable with rampant organizational bullying, both toxic leadership and toxic followership reflects a pervasive infiltration within organizational frameworks. This thought leadership paper examines narrative accounts of actual organizational members' narrative accounts of seemingly normal daily organizational operations where toxic leaders and leaders hide in plain sight. The paper explores the similarities and variance of these narratives to discern the dynamics that distinguish assertive from toxic leadership and followership behavior. This paper examines the connection of toxicity within the organizational culture, intrapersonal mitigation of both leader and follower behavioral expectations, sense-making, deceptive communication, and ethical decision making as they inform and impact key business performance indicator measurement, interpretation and data driven strategic decision making. Finally, this paper illuminates the emergent challenges associated with development and implementation of frameworks designed to a thought leadership framework to organizational can use to identify, prevent, and eradicate toxicity – within the overarching organizational culture and among individual employees' roles as leader and follower.

SMALL TOWN ORGANIZATION – BIG CITY PROBLEMS: THE CASE OF STRATEGIC DECISION MAKING FOLLY

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ABSTRACT

This case follows the recent history of a small, liberal arts college struggling with declining enrollment and increasing employee turnover. The case facilitates students' situational analysis and application of sound decision-making strategies. According to the Rational Decision-Making Process, the first, and arguably the most critical component, is to correctly identify the root problem(s). However, many managers and executive-level leaders only identify and address the symptoms of the business problem. Students will consider a spectrum of variables contributing to the complexity of the organization's current situation. These include prior strategic organizational decisions, saturated market place, organizational communication, ethical leadership, and employee engagement. Their goal is to apply sound decision-making strategies through their discernment and identification of symptoms versus root business problems and development of recommendations to optimize both organizational and operational effectiveness. This case challenges senior undergraduate business students or first year MBA students to examine key business performance indicators, diagnose the root problem(s), and develop a comprehensive plan of action.

HIPPA COMPLIANCE AND FRIENDSHIP CAN BE AT ODDS, A CASE STUDY

Sarah J. Holt, Southeast Missouri State University
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ABSTRACT

The case centers on a report of a HIPPA privacy rule breach at a surgical center. Even after signing compliance documents and undergoing training on HIPPA privacy rules, the desire to help a friend won out over complying with HIPPA rules and cost two employees their jobs and put the entire organization at risk.

Polly, a former employee of Southside Surgical Center called her friend, Donna, an office technician at the surgical center and said that she had been diagnosed with lung cancer. Donna then shared the news with Mary, a nurse at the center who suggested they pull up Polly's scans from St. John's Hospital. Mary located the scans from the St. John's site and then asked a physician at the Southside Surgical Center to take a look at the scan. The physician did not realize the situation he was in and noticed that after making a quick remark about the scan results there were 10 or more employees behind him.

When the CEO of Southside Surgical Center learned of the violation (same day of the occurrence), he knew he had to take immediate action and confronted the employees involved. Mary was informed that because of her actions she could be liable for a $50,000 fine from the Office of Civil Rights and that Southside Surgical could also be fined for the same amount unless corrective action occurred. It was explained to Mary that a word of mouth request from someone who is not a patient is not sufficient to breach another organization's system to look up information. Both Mary and Donna were terminated.

This case underscores the power of "significant others" in the workplace and how their influence may cause a breach of ethics and laws. The cost of HIPPA privacy compliance is monetary as well as emotional. This case illustrates that the costs are born by the individual and the organization. Even with appropriate training, individuals may not recognize the full impact of their actions and put an organization at risk.

ABBOTT LABORATORIE'S STRATEGIC CHALLENGES

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CASE SYNOPSIS

Abbott Laboratories is a diversified healthcare company that was founded in 1888. It has four business segment that are diagnostics, medical devices, nutrition, and pharmaceuticals. With innovative products and success in emerging markets, the company is keeping its presence in the pharmaceutical industries. In the changing market and environment, to evolve the business, Abbott Laboratories split into two companies on January 2013. A research-based pharmaceutical business company, AbbVie was established. By separating a research-based pharmaceutical business, Abbott could focus on expanding to emerging markets and develop products from a concentrated environment. Abbott has a world's best-selling drug that generates almost 60 percent of sales which is Humira. It is a biologic drug that consists of human and/or animal materials compared to traditional drugs that are made of small-molecule, chemical processed drugs. The sales revenue of Humira have been growing and it is likely to stay in that way. However, the patent expiration of the drug is near. The product is still a market leader from the revenue they earn, but the biosimilar, which is a copy of biologic drugs, are launching by the competitors. Although it is not easy to produce biosimilar drugs, many companies are targeting to produce Humira's biosimilar drugs. To prevent declining sales of Humira and avoid the after-effect of patent expiration, what should Abbott Laboratories do to sustain their competitive advantage?

TRANSFORMING A NONPROFIT ORGANIZATION: A CASE OF UTILIZING EFFECTIVE LEADERSHIP AND MANAGEMENT TO ACHIEVE MARKETING SUCCESS

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Michael J. Martin, Fort Hays State University
Mary C. Martin, Fort Hays State University

CASE DESCRIPTION

The primary subject matter for this case is management and marketing of nonprofit organizations. Secondary issues examined include strategic management, marketing strategy, leadership, transformational leadership, and organizational change. The case has a difficulty level appropriate for first year graduate level courses. The case is designed to be taught in one class session equivalent to one and a half hours. It is expected to require between three and six hours of outside preparation by students.

CASE SYNOPSIS

The Downtown Development Corporation (DDC) in Fletcher, NE was a non-profit organization that organized events in downtown Fletcher, a small community that underwent a downtown revitalization. The DDC hired consultants to develop a marketing plan for downtown Fletcher and the plan was received well by the DDC Board. However, shortly after, a city commissioner publicly questioned the organization's mission and activities resulting in public scrutiny of the DDC. The DDC was asked to make a presentation to the commissioners in order to justify its existence and receive funding for the next year. They were successful in securing funding, but the DDC had done nothing with the marketing plan. The board president grappled with challenges in the organization's mission and vision, resources, management, and leadership. She did not know how the DDC would be able to successfully implement the marketing plan in light of the problems. She wondered, "How should the DDC proceed with the marketing plan? Would the city and community members support the marketing plan and continued funding? Do I have the right Executive Director in place to successfully lead the DDC? If we lose city funding and community support, will we have to dissolve the organization?"

The discussion questions included in the Instructors' Notes address the strategic management of a nonprofit organization (including its mission, vision, and strategic plan), the importance of a SWOT analysis in developing marketing strategy, the differentiation between management and leadership, and models of organizational change and transformational leadership in the context of a nonprofit organization.

WE MUST INNOVATE...TOMORROW: THE PERILOUS JOURNEY TOWARD HEALTHCARE INNOVATION

Vivian Resnik, Pfeiffer University and Legacy Rehabilitation
Danny Jackson, Pfeiffer University and Interstate Batteries
Kelli Lynn Fellows, Pfeiffer University

CASE DESCRIPTION

The primary subject matter of this case concerns operational and organizational effectiveness; ethics; diffusion of innovations; and strategic leadership. Secondary issues examined include change management, organizational communication, multigenerational workforce and stakeholders; and strategic decision making. The case has a difficulty level of five, appropriate for first year graduate level. The case is designed to be taught in three class hours and is expected to require two hours of outside preparation by students.

CASE SYNOPSIS

Contemporary healthcare organizations drive innovation – charged with optimizing operational effectiveness and quality service delivery through technology. Riding the technological wave, administrators mandate handheld device (e.g., iPads; tablets) purchase, and require immediate use across patient-care delivery and documentation (e.g., electronic health records). Yet, clinicians' (e.g., occupational, physical, and speech therapists) work flow and service delivery is inhibited by conflicting physical expectations and productivity goals. With increasing productivity expectations accompanying each technological innovation requirement, one must consider at what cost?

Corporate level decision making often contradicts clinicians' implementation capacity. Further, business risks specific to technology remain including: (1) financial costs of emergent technology; (2) complying with strict patient information privacy and security regulations; (3) limited healthcare-specific technological vendor market. Increasing rates of masters of health administration and masters of business administration degrees expand organizational leaders' educational prowess. However, are these degrees actually creating a wider gap between corporate and clinical employees? Poised to address critical business issues, are they equally footed to address co-existing ethical dilemmas?

Doing the right thing is more important than doing things right. Is the technology expense providing optimal return on investment (ROI) toward patient and stakeholder needs? Are things being done right – buying the latest tablet, upgrading software, staff training for technology and emergent regulatory requirements? What is the best way to achieve technological relevance and optimized skilled patient care?

Written by MHA/MBA graduate students, this case provides students with tangible, current nuanced business and ethical dilemmas faced by contemporary health organizations, and the moderating role of continued graduate education therein.

DISCHARGING STUDENT LOANS IN BANKRUPTCY: GOOD LUCK WITH THAT

Joseph Labatt, University of the Incarnate Word
Michael Forrest, University of the Incarnate Word

CASE DESCRIPTION

This case speaks to the real financial fears resulting from burdensome student loan debt experienced by millions of students upon leaving college. Unlike other types of debt obligations held by creditors, student loan debt falls into a special category and is not readily dischargeable in bankruptcy, absent proof of "undue hardship" that precludes paying back the loans. The major topics of the case are bankruptcy, consumer protection, legal environment of business, and ethics. Given the applicability of the topic to students who will soon be obligated to make student loan payments, the case is appropriate for students from junior level and higher, including graduate studies. The case is designed to be taught in one class period, with the expectation that students will have spent two hours in preparation outside of the classroom.

CASE SYNOPSIS

In his 2016 State of the Union address, President Barack Obama argued that "We have to make college affordable for every American. No hardworking student should be stuck in the red." Indeed, "stuck in the red" is an all too common condition for American students. Outstanding student debt in the United States, by some estimates, stands at $1.2 trillion, held by borrowers numbering in the tens of millions. For these debtors, what began as an optimistic investment in higher education has turned to deep disillusionment and a sense of betrayal. High paying jobs students counted on too often fail to materialize. Instead, college graduates are caught in a perpetual struggle to manage high loan payments. What follows is a story of one such student.

The case chronicles the vicissitudes of Rory Grette, who borrowed money to pay for a prestigious undergraduate degree and graduate school that he did not finish. A family crisis, economic downturn, lost job, consumer debts, and unexpected medical bills left Rory in financial straits. He seeks to discharge his student loans and other debts in bankruptcy. The question is whether the required payment of his student debt constitutes an "undue hardship."

JUST JOKING OR SEXUAL HARASSMENT?

Joyce Beggs, UNC Charlotte
Edward Jernigan, UNC Charlotte

CASE SYNOPSIS

The primary subject of this case concerns human resource management as it pertains to instances of sexual harassment in the workplace. Data were gathered for the case from field research, and names of the company and the individuals were changed. The case has been class room tested. Marilyn Belcher is faced with what appears to be a case of sexual harassment at Bailey Lumber Company. Susan Morris, a college student hired for the summer, seems to be a victim of sexual harassment at the hands of one of an older, more experienced worker, Dave Netto. The episode was reported by Jon Dickinson, who was also harassed by Dave but this was never reported.

The purpose of the case to provide students with an example of sexual harassment, to provide an opportunity to examine the consequences of not having explicit policies to cope with problems before they arise, to develop sexual harassment policies, and to recommend strategies to cope with this episode properly.

The case can be taught in a 45-minute class. The case study can be used in an undergraduate class in human resource management, principles of management, or business and society. The case could be used as a role ply exercise with Marilyn attempting to mediate between Susan, Dave, and Jon.