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## Special Issue CASE Association - Best in Case for 2005 Editor's Introduction

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## Special Issue CASE Association - Best in Case for 2005 Editor's Introduction

The CASE Association, through its long-standing affiliation with the Eastern Academy of Management, is pleased to be able to have its Best in Case for 2005 made available to classroom teachers and organizational researchers through this special section of *Organization Management Journal*. As an instructional case, the primary purpose of "Firing and Conspiring at Existo's Springfield Operation" is the delivery of education. However, this education is delivered using rigorous case research as so aptly demonstrated by the authors here.

"Firing and Conspiring at Existo's Springfield Operation" has survived three levels of reviews in order to be presented to you. It survived:

- A double-blind review process to be selected for inclusion at the annual meeting of CASE, held with the May 2005 meeting of the Eastern Academy of Management in Springfield, Massachusetts.
- A double-blind review process in which a panel of Fellows of the CASE Association selected the Best in Case award, including John Seeger (Bentley College), Peggy Naumes (University of New Hampshire), and me, Jim Carroll (Georgian Court University).
- In-person reviews with annotations provided. This face-to-face review process has long been a hallmark of many case research organizations, including The CASE Association.

The case itself is stunning. Starting with a mass firing of the full sales staff of a major part of a Fortune 500 company, it then records the history that led to that event. Yet the recorded events may represent only a small portion of the ethical/cultural issues in the company. Readers are put in the role of the CEO and are left wondering how to proceed. The case forces the reader to deal with the ethics of sales, agency theory, and contract law. The complexities here require the use of complex analytical tools such as stakeholder analysis. Yet, surprisingly, a graduate student and company insider did the basic case research. Two CASE Fellows, Barry Armandi and Herb Sherman, polished the case and wrote the Teaching Note. As these are real facts in the case, it was necessary to disguise the company and location.

As is our policy, the Teaching Note is not published here. This practice limits access to it by future students. The Teaching Note is available from the authors. The excellent quality of the case is far exceeded by the quality of the Teaching Note. The authors provide analyses appropriate to prepare in-advance discussion of the case with suggested time allocation shown, as well as role-play use. Even an epilogue is provided. Users of the case will find a highly developed synthesis of the relevant literature to aid them in preparing to deliver learning in the target topics.

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