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# **BARGAINTOWN.COM**

## **TEACHING NOTE**

**Gary Brunswick, Northern Michigan University**

### **CASE DESCRIPTION**

*The case focuses on a (fictitious) small but growing website that competes with market giants such as eBay.com, Craigslist.com and many others. The entrepreneur behind Bargaintown.com is troubled by one aspect of his business – sellers who may be obtaining their products through illegal and/or illicit means. While the business is quite profitable, the entrepreneur (Lars Bobnock) wonders what, if anything, he can or should do about this potential problem. The primary purpose of the case relates to business ethics, and how a firm should respond to the potential of unethical and illegal practices. The case has a moderate level of difficulty (3-4), and is designed for 2<sup>nd</sup> to 4<sup>th</sup> year undergraduate students; it can be taught in one class session, or spread over two or more class sessions. Students can expect to spend 2-4 hours to complete the case, outside of normal class time.*

### **CASE SYNOPSIS**

*Lars Bobnock, and his wife Tuula, had an idea and started a local or regional version of a website similar to eBay.com or Craigslist.com, and they called the business Bargaintown.com. A unique feature of Bargaintown.com was that buyer and seller could drop off / pick up items at the garage connected to the Bobnock home. Sales revenue for Bargaintown.com started to accelerate after several years, and Lars began to wonder whether or not some of the sellers on Bargaintown.com were actively engaged in criminal activities – namely stealing products from brick and mortar retail stores and then selling them on Bargaintown.com. Lars contemplates 5 different options as a way to deal with the possibility of his involvement in illegal, immoral and/or unethical behavior via Bargaintown.com.*

### **NOTES TO INSTRUCTORS**

This case can be used in a variety of classroom settings, most notably when the topics of marketing ethics and/or social responsibility are being addressed in the course. These topic areas might be found in an introductory marketing course, introduction to business course, entrepreneurship course, or as a case early in a course related to marketing strategy or marketing management. Students, working individually or in teams, can be assigned the possible case teaching questions discussed below. The case is a good example of a broader set of issues given the changing nature of transactions in many economies throughout the world (i.e, the evolution towards consumer-to-consumer (C2C) transactions).

It should also be noted that Bargaintown.com is a fictitious company (or it was at the time that this case was authored – August 2017), but the issues and examples used in the case reflect a range of research and experiences developed by the case author over time. A number of comparisons can be made between Bargaintown.com and similar competitors such as eBay.com, Craigslist.com, and numerous other smaller competitors.

## POSSIBLE CASE TEACHING QUESTIONS

### 1. *Is Bargaintown.com engaging in unethical practices ? Are they socially irresponsible ?*

This question should spur some lively debate among students. The first place students should start or begin in approaching this question is to figure out what these terms mean – ethical and socially responsible. First, according to Pride and Ferrell, marketing ethics is defined as “principles and standards that define acceptable behavior as determined by various stakeholders, including the public, government regulators, private-interest groups, consumers, industry and the organization itself. The most basic of these principles have been codified as laws and regulations to encourage marketers to conform to society’s expectations for conduct”. Based upon this definition, Bargaintown.com may be in violation of existing laws (assuming the rule of law or context is similar to what exists in the United States of America) in that they are either knowingly or unknowingly facilitating the sale and distribution of stolen goods (especially given the drop off / pick up service offered by the company). A notable issue would seem to be whether or not Lars and his wife, Tuula, have any knowledge that they are actively involved in facilitating the sale and distribution of stolen goods. It would seem difficult, if not impossible for any website or mobile app similar to Bargaintown.com to determine whether or not the items being sold are stolen goods. However, if notable patterns exist (i.e., the same seller selling large quantities of new products (still in the original packaging) with no rationale explanation as to where these new products came from), then some burden of responsibility seems to lie with Lars, Tuula and Bargaintown.com. In fact there have been examples where law enforcement agencies have located stolen goods being sold online, sometimes with the cooperation of the company who owns the website or mobile app.

The case text refers to several of the major theories related to ethics, such as egoism, utilitarianism, duty-based ethics, virtue ethics. Students should be encouraged to do additional research on what each of these theories represent and how they might be applied to the situation at Bargaintown.com.

Additionally the case text also poses some additional ways to think about ethics, such as the golden rule (act in a way that you would hope others would act toward you), and the TV test (what would you say if the “60 minutes” TV crew or the local TV station suddenly showed up and starting asking you questions). This is sometimes referred to as “how would you explain this to your mother”. Students can be asked to comment on these scenarios, as well as be encouraged to seek out professional codes of ethics (the American Marketing Association might be used as an example or starting point).

Turning to the issue of social responsibility, Pride and Ferrell define social responsibility as “An organization’s obligation to maximize its positive impact and minimize its negative impact on society. Social responsibility thus deals with the total effect of all marketing decisions on society”. Based upon this decision, it does not seem entirely clear that Bargaintown.com is socially irresponsible. Assuming some stolen goods are being sold via the website, and that Lars and Tuula are truly unaware (and have made good attempts to ensure that no stolen goods are sold), the positive benefits that the website provides would seem to outweigh the negatives. For example, Bargaintown.com provides a valuable service to legitimate sellers, and allows for the “repurposing” of many used products, which in turn helps the physical environment by not throwing out used products which would fill up landfills and require more resources to replace these discarded products.

*2. Is there possible evidence in the case that Bargaintown.com is involved in the selling of stolen goods ?*

While the case does not provide any direct evidence to answer this question, there are hints in the case text that Lars is concerned about specific sellers possibly selling stolen goods via Bargaintown.com. Students should be encouraged to further examine the sales data contained in the case, particularly noting the 4<sup>th</sup> column, which shows significant growth in the “drop fee” category:

<u>Year 1</u>	<u>Overall Sales Revenue</u>	<u>5% Commission</u>	<u>Drop Fee</u>	<u>Total</u>
Quarter 1	\$ 1,411.27	\$ 70.56	NA	\$ 70.56
Quarter 2	\$ 3,936.33	\$ 196.82	NA	\$ 196.82
Quarter 3	\$ 7,449.49	\$ 372.47	NA	\$ 372.47
Quarter 4	\$ 12,014.56	\$ 600.73	NA	\$ 600.73
Yearly Totals	\$ 24,811.05	\$ 1,240.58	NA	\$ 1,240.58
<b><u>Year 2</u></b>				
Quarter 1	\$ 25,377.57	\$ 1,268.88	\$ 120.00\$	1,388.88
Quarter 2	\$ 33,469.03	\$ 1,673.45	\$ 710.00\$	2,383.45
Quarter 3	\$ 49,551.32	\$ 2,477.57	\$ 840.00\$	3,317.57
Quarter 4	\$ 88,479.12	\$ 4,423.96	\$ 1,290.00	\$ 5,713.96
Yearly Totals	\$ 196,877.04	\$ 9,843.86	\$ 2,960.00	\$ 12,803.86



**Year 3**

Quarter 1	\$ 105,467.14	\$ 5,273.36	\$ 3,470.00	\$ 8,743.36
Quarter 2	\$ 151,598.22	\$ 7,579.91	\$ 3,900.00	\$ 11,479.91
Quarter 3	\$ 167,429.39	\$ 8,371.47	\$ 4,620.00	\$ 12,991.47
Quarter 4	\$ 201,469.04	\$ 10,073.45	\$ 5,730.00	\$ 15,803.45
Yearly Totals	\$ 625,963.79	\$ 31,298.19	\$ 17,720.00	\$ 49,018.19

One interpretation of the 4<sup>th</sup> column, looking at the data for year 3 in particular, would be that in the 4<sup>th</sup> quarter of year three, approximately 573 pairs of buyers and sellers took advantage of the drop off / pick up service (i.e., products being left in the Bobnock garage) over a 3-month period. Doing some rough math, that would mean over a 90 day period, somewhere between 6-7 times each day (7 days a week) this service was used. Compared to the 4<sup>th</sup> quarter of the previous year, only 129 instances of the use of this service occurred over a 90 day period, which means 1-2 times per day, on average, 7 days a week. This is a huge increase in just one year. Perhaps the drop off / pick up service is perceived as increasingly valuable by sellers and buyers on Bargaintown.com. However, are some of these items being dropped off at the Bobnock's garage stolen? This is where Lars and Tuula might consider developing some internal policies and procedures, focused primarily on dealing with sellers who seem to be selling a lot of new products, still in the original packaging. As a legal fallback position, the Bobnock's should consider a stated policy requiring sellers to document the origin of the products they are selling on the website when larger numbers of new products are being sold. Students should be asked how they would proceed, with the knowledge that they might be holding (albeit temporarily) stolen goods in their garage.

**Year 2**

	<b>Drop Fees</b>	<b># of Total Drops</b>	<b>Avg. Drops Per Week</b>
Quarter 1	\$ 120.00	12	.92
Quarter 2	\$ 710.00	71	5.46
Quarter 3	\$ 840.00	84	6.46
Quarter 4	\$ 1,290.00	129	9.92
Yearly Totals	\$ 2,960.00	296	5.69

**Year 3**

	<b>Drop Fees</b>	<b># of Total Drops</b>	<b>Avg. Drops Per Week</b>
Quarter 1	\$ 3,470.00	347	26.69
Quarter 2	\$ 3,900.00	390	30
Quarter 3	\$ 4,620.00	462	35.54
Quarter 4	\$ 5,730.00	573	44.08
Yearly Totals	\$ 17,720.00	1,772	34.08

As mentioned in the case text, one option might be for the Bobnock's to contract with a local shipping business (something similar to the "UPS Store") to use their physical store and location as point of drop off and pick up. This will add additional costs for each transaction, however, which will have to be covered either by Bargaintown.com and/or the buyer and seller. On the other hand, additional traffic would be generated for the business serving as the drop off / pickup point, and this could be a selling point in negotiating with prospective business partners. Additionally, the mobile app Roadie is mentioned in the case text as a possible solution, and might be discussed in class as a possible option to make the business more scalable.

*3. How do competitors to Bargaintown.com handle situations where stolen goods might be offered for sale via their website / mobile app ?*

As described in the case, an example policy from eBay.com is offered, and could serve as the starting point for class discussion on what policies and procedures should be in place for a company such as Bargaintown.com:

*The sale of **stolen property** violates state, federal, and international law, and we notify law enforcement of any attempts to sell **stolen property** on our site. We also support the investigation and prosecution of sellers who violate this **policy**. Make sure your listing follows these guidelines.*

*[Stolen property policy - eBay](https://pages.ebay.com/help/policies/stolen.html)*

*<https://pages.ebay.com/help/policies/stolen.html>*

One suggestion would be to have students, in small groups, come up with a draft set of policies and procedures that would build upon the eBay.com example. Another possible thread of discussion would be to play "devil's advocate" and ask if the eBay.com policy, or any policy for that matter, would have any meaningful impact upon would-be criminals who want to sell stolen goods online. Is the eBay.com policy just a form of legal protection for the firm ? All of this discussion might also be put into the context of the overall level of theft or "shrinkage" that occurs in retailing (referring to the Wall Street Journal article that is cited in the case text). Students should be asked to come up with a current estimate of how much retail shrinkage occurs, and in general how important of an issue is this for retailers.

*4. How should Lars proceed regarding his concerns about stolen goods being sold on Bargaintown.com ? Evaluate each of the 5 options outlined in the case.*

A series of 5 possible courses of action are presented in the case. Prior to analyzing and/or discussing these options, students should be asked if they have any ideas for additional options which could be included in the subsequent analysis and discussion (i.e., is Lars missing anything in terms of possible options ?). The first option stated in the case is to develop some type of

agreement, which would be signed by sellers on Bargaintown.com, requiring some (or perhaps all) sellers to document the origin of the goods they are selling on the website. Students should be asked to consider the pros and cons of this approach (and of all of the options listed in the case and any others developed by students – perhaps developing a chart or figure that would depict all possible options, and each of the +/- for the various options). The real question seems to be what, if any, impact would such a document have on those sellers engaged in the selling of stolen goods? Is this option just a mechanism to protect Lars and Tuula from possible legal prosecution?

The second option stated in the case is a more extreme approach, in that Lars and Tuula would simply sell Bargaintown.com and let someone else worry about any potential problems. While this would ultimately eliminate the dilemma Lars feels he is facing, the downside issue clearly is the acceleration of revenue which Bargaintown.com is experiencing – selling now might mean the Bobnock's lose out on a huge amount of revenue in the future. Students should be asked to discuss this option at greater length; how much future revenue might the Bobnock's be missing out on if they sell now? Is selling now the “easy way out” and a way to “wash their hands” of the situation?

The third option stated in the case would seem to eliminate some of the concerns which Lars has in the case – by eliminating the drop off / pick up service, the Bobnock's would not be in physical possession of potentially stolen products. On the other hand, this optional service offered on the Bargaintown.com website seems to be generating an increasing amount of revenue, and is an interesting point of differentiation for the company. Many of the websites and mobile apps who serve as competitors to Bargaintown.com do not offer such a service (albeit the drop off / pick up service is most attractive to sellers and buyers who are within a reasonable distance of the Bobnock's garage). Going even further, if Bargaintown.com expands and grows (in a geographic sense) might “local franchises” or “affiliates” be established in different geographic areas in order to offer this same drop off / pick up service in many communities? Students should be encouraged to debate the short-term and long-term implications of discontinuing the drop off / pick up service. Can a partnership be forged with a local (or even regional) business which would serve as the drop off / pick off point(s) in many different geographic locations?

The fourth option stated in the case should generate, perhaps, the most discussion among students, and could be broken down into several sub options: approach the county prosecutor, approach the local police agencies, or meet with the lawyer for Bargaintown.com.

Approaching the county prosecutor and/or law enforcement agencies would be viewed as “taking the high road”, but possibly could result in some legal action being taken against the Bobnock's (albeit their initiative and cooperation might significantly mitigate any charges that would be laid against them and Bargaintown.com). Meeting with the lawyer for Bargaintown.com would be the “safest” approach, and probably would be the most popular choice for most students, when considering this 4<sup>th</sup> option, but could also be viewed as “lawyering up” in anticipation of future legal problems. On the other hand, legal counsel might be instrumental in developing a more meaningful set of policies and procedures for Bargaintown.com in moving forward (and reducing or eliminating the possibility of the selling of stolen goods).

Finally the fifth option stated in the case is a bit of an off-shoot of the last (4<sup>th</sup> option) in that the Bobnock's could do some extensive research on how other major and minor competitors approach the dilemma of possibly selling (or being involved in the sale of) stolen goods. This

might be a good exercise for students in preparing to discuss or present this case – take a look at the similar and/or relevant selling policies and procedures for competitors such as eBay.com, Craigslist.com, Decluttr.com, Letgo.com and Offerup.com, among others.

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# **COST OF AUTO REPAIRS: CUSTOMERS BE AWARE**

## **INSTRUSTORS' NOTES**

**Narendra C. Bhandari, Pace University, New York**

### **CASE DESCRIPTION**

*The primary objectives of this case are as follows: (a) To select an auto service shop for replacing and repairing certain auto parts: replacement of valve cover gaskets, a left lower control arm, and rear struts in an old Honda Accord. (b) To get cost estimates and warranties from two auto service centers for the work to be done. (c) To compare these cost estimates and warranties. (d) To negotiate price and warranties and select one of the auto service centers to do the work.*

*Secondary issues examined in the case include the following: (a) To discuss the different ways some auto repair shops rip off their customers; (b) To discuss the various options and strategies that customers can use to choose reasonable auto service centers and have their car repairs done at reasonable prices.*

*It involves a real life customer and two real life auto service centers. Their actual names, however, have not been used here.*

*While the case contains several financial numbers, the case resolution does not require any above average financial knowledge or background.*

*The case is appropriate for junior and senior level students. A teacher would need about an hour to explain it to them, particularly how to answer its questions. Depending upon the kind of research and fieldwork the teacher would require his/her students to undertake, each student may spend 1-3 hours of his/her time to answer those questions.*

*This case can be used in courses dealing with topics such as decision making, comparison shopping, bargaining, consumer behavior, franchising, entrepreneurship, and marketing. It could be assigned as an individual or as a team project.*

### **CASE SYNOPSIS**

*Owning a car is often a necessary evil. You must have it in order to manage your daily routines. Imagine that you are driving to or from work, or going on a vacation, and your car has a major breakdown. You pull over, bang on the car dashboard, use some of your favorite slurs, call for help, and have your car towed away to an auto repair shop. You feel helpless and stressed all the way! But now a different kind of stress takes over. Now you have to hold your breath until you find out what is wrong with your car that you left at the auto service before going home.*

*The shop owner calls you explaining what needs to be done to fix your car, often using technical jargon that you don't understand a bit. You don't have much of a choice. You give a go ahead; wondering how much you have been ripped off?*

*Auto service costs are escalating every year. This case would help students learn how to select an auto service center by analyzing and comparing selected centers' cost data and other terms of service.*

*Some widely known auto service franchises would be introduced. A teacher can ask the students to use this introductory material to further study them to select which franchise they would like to join if they wanted to.*

*Key words: Auto service. Cost of auto service. Role of gender in the cost of auto service. Selecting an auto service center. Auto service warranties. Auto service franchises.*

## **RECOMMENDATIONS FOR TEACHING APPROACHES**

The Teaching Note contains 8 questions and their answers. Most of the material for answering questions 1 and 2 is available in the case itself.

Some additional information, as provided only in the teaching notes, not in the case, would help students learn which auto service center the customer did actually use and why? It would also help students, and customers in general, learn about the following important topics: (a) Auto repair rip-offs. (b) Treatment of women vs men by auto repair shops. (c) When is the time to take a vehicle to an auto service center. (d) Need to visit a couple of auto service centers to check them out. (e) How to avoid auto-repair rip offs, how to obtain competitive quotes and negotiate the final price. (f) How one can obtain information about starting a franchise auto service business.

The question that deals with getting pertinent information about opening a franchise auto service center from some of the well-known franchises, would encourage research related to entrepreneurship and business planning.

In order to answer these important real-life questions, useful for all auto owners, students would have to do the necessary outside research work, the depth of which would depend upon the faculty and the students using this case for learning.

Clearly, all these questions provide lots of learning opportunities for students. A teacher can assign them to students on an individual basis or using a team approach.

## **QUESTIONS AND ANSWERS**

### **Question 1**

Compare Moon Auto's quotations, as presented in Exhibit 1, with the one from Sun Auto, as presented in Exhibit 2. Which auto service center would you select? Why? Which one do you think that Mr. Richard Nolan, the customer in the case, selected, and why?

### **Answer**

I prepared Exhibit 3 in order to make my decision. Based on this comparison, I would select Sun Auto for servicing my auto. My reasons for this selection are as follows.

1. Its overall cost of doing the work was lower by \$487.40 (\$868.44 vs. \$1,355.84), or 56.1% ( $\$868.44 = 100$ ). See Exhibit 3.
2. It offered better warranties (2 years on parts and 6 months on labor) as compared to those offered by Moon auto (1 year on parts and 3 months on labor). See Exhibit 3.

Given these advantages, Sun Auto is not only cheaper, it also offered better warranties than those by Moon Auto.

### **Richard Nolan's Decision**

Mr. Richard Nolan showed Sun Auto's car repair quotations to Moon Auto's manager and asked him to match it per their agreement. The manager was shocked seeing the huge differences

in the price quotations and warranties. He said that he will call him back. He then discussed it with Moon Auto's head office. According to the manager, the supervisor in charge of such situations at the head office also found these differences unbelievable. According to the local manager, the supervisor at Moon Auto's head office first thought that Mr. Nolan probably got such a great deal from Sun Auto because he had a friendly relationship (or something like that) with them. So the supervisor at Moon Auto's head office called some other Sun Auto Service Center(s) on his own to verify the validity of those quotation and terms that Mr. Nolan has received. He was then satisfied with the accuracy of Sun Auto's quotation and terms.

The manager of the local Moon Auto Service Center, then agreed to match the price quotation that Mr. Nolan received from Sun Auto Service Center. The manager also agreed to match the warranties offered by Sun Auto.

With regard to using struts, the manager clarified that they also use the appropriate Monroe Quick strut kits that feature a pre-assembled replacement bearing plate, upper and lower spring isolators, an upper spring seat, a coil spring, a boot kit, and a premium Monroe Sensa-Trac strut, as mentioned on Monroe's website.

Accordingly, Mr. Nolan's cost of repairs was reduced by a whopping \$487.40 (from \$1,355.84 to \$868.44), or 56.1% ( $\$868.44 = 100$ ). The warranties were also increased to 2 years for parts and 6 months for labor. See Exhibit 3.

## **Question 2**

What are the Implications of this difference in the cost of repairs and warranties between Sun Auto and Moon Auto?

### **Answer:**

Clearly, there are some important implications for customers, Sun Auto, and Moon Auto, as discussed below.

### **Implications for Customers**

For millions of consumers, it is important to shop around and compare costs of auto services. Before agreeing to a price with an auto service shop, a customer should first get the shop to agree to match a competitor's price if it is lower than theirs within a given time period, say within thirty days.

### **Implications for Moon Auto**

Moon Auto should recognize that it has a major competitive disadvantage as compared to Sun Auto. It should bring down its prices and terms of vehicle services to levels that are competitive within its local market.

While it got an opportunity to compare its auto service/repairs with that of Sun Auto in this particular situation, it may never know how many customers they are losing who, knowing such price differences, don't even bother to come to them.

### **Implications for Sun Auto**

It is a huge opportunity for Sun Auto to promote their competitive cost advantages. It should let the world know about the cost savings and better warranties they offer. Properly promoted, this can help not only its auto service business, but also its other related businesses.

### Question 3

According to the National Highway Traffic Safety Administration, consumers lose “tens of billions of dollars each year due to faulty or unnecessary car repairs.” (Gini Graham Scott, 2014). Give examples of some such rip-offs.

### Answer

The Automotive Service Association says the majority of the service repair industry is ethical and only charges the consumer for necessary work (Wagschal, et al. 2014). However, some of them do deceive customers every chance they get. Their rip offs come in many shapes and forms. Here are some examples.

They may use -the bait-and-switch approach. They may entice customers to come in with low cost specials, such as an oil change at a low price; and then add on unnecessary repairs, such as, doing an air-conditioning flush. Or they may recommend you to replace a dirty filter, by showing you a dirty filter, which actually is not from your car. They may charge customers for more time than they actually spent. They may use reconditioned parts, instead of the new ones as agreed upon.

You see a “check engine” light sign in your car. And, they may panic you by saying that your engine is in trouble, which actually is not the case. You end up spending lots of money for something that only required plugging a cord back. Among some mechanics, jokingly, it is sometimes known as “idiot light”.

And they can get away with it all because you trust them, or because, like most customers, you don’t know a thing about auto repairs. And they know it that you don’t. Stealing in broad day light!

According to Larry Hecker, president of the Motorist Assurance Program, a nonprofit group that accredits repair shops, customers should be especially concerned if the shop makes every recommendation sound like an emergency. (Consumer Reports (May 09, 2017).)

### **The Service Centers with Questionable Record**

You should also checkout prior record and practices of service centers, no matter how widely known are they?

For example, in the 1990’s Sears was charged with defrauding customers by recommending unnecessary repairs. Sears agreed to scale down its service offerings and scrap its commission based incentive programs for its employees, among others. (Fisher, 1992).

Today Sears, even when its overall retail business continues to decline, its auto service centers continue to gain consumer confidence. Recently, for example, while Sears announced the closing of its Kokomo retailing store; it also clarified that its auto service center would continue to operate because of customer demand (Tire Business, August 18, 2017).

Sears is also establishing new auto service centers using its new DieHard Auto Centers format (Zimmerman, 2017).

Similarly, in 2009, the then Attorney General, Jerry Brown, charged Maurice Irving Glad, a Midas franchisee in California, for cheating customers by using a bait-and-switch scam. The franchisee agreed to pay \$1.8 million to settle the allegations. Midas International Corp. agreed to acquire Glad’s 22 shops and honor all guarantees or warranties previously given to customers. (Giles 2010).

Today, Midas continues to gain customers.



Likewise, the NBC4 NEWS in its 2013 investigation found that that seven out of eleven Jiffy Lubes were engaged in deceptive practices. Jiffy Lubes is the largest car repair chain in the U.S., with about 2000 franchises and 22 million customers. (Gini Graham Scott, 2014).

Customers should be very careful, no matter what shop they want to deal with.

#### **Question 4**

Are women treated differently than men, when dealing with auto repairs shops?

#### **Answer**

In their noted research study, Busse, et al. (2013) found “that women are quoted higher prices than men when callers signal that they are uninformed about market prices. However, gender differences disappear when callers mention an expected price for the repair.” The authors also found “that repair shops are more likely to offer a price concession if asked to do so by a woman than a man.”

#### **Question 5**

How do you negotiate with an auto service center to assure that it is charging you a reasonable price?

#### **Answer**

Many customers often hesitate to negotiate auto repair prices. And those who do negotiate, they will find that negotiating prices is easier with the independent auto repair shops, than it is with auto dealerships and auto repair franchises. However, remember that Mr. Nolan was able to negotiate prices with Moon Auto, a small business franchise, when he presented them with a much lower quotation from Sun Auto.

Mr. Nolan could also have obtained a fair price estimate from AutoMD, even before going to Sun Auto and shown it to Moon Auto. Presenting a “fair price” estimate can be quite helpful. “In a nationwide study of repair shops, over two-thirds of the shops CHANGED their price quote when presented with the AutoMD.com industry standard price.” Remember though, that a customer should negotiate prices before any work is done

The following sources also provide information about the competitive prices charged by various auto service centers are charging for a particular item or service: [consumerreports.org](http://consumerreports.org), [repairpal.com](http://repairpal.com), and [openbay.com](http://openbay.com). (Kirchheimer, 2017)

#### **Question 6**

When should you take your auto to a mechanic for servicing?

#### **Answer**

You should read your car owner’s manual, follow its maintenance schedule for oil change, coolant, tire pressure, etc.

Use your common sense to recognize potential problems. For example, there is a problem, if it looks like a problem (such as leaking oil); if it smells like a problem (such as smell of burning something or feeling nauseous); if it sounds like a problem (such as squeaks or rattles); or if it feels like a problem (such as brakes are not working, or a bumpy car ride, or air conditioner not blowing cool air): It is time to consult a mechanic.

**Question 7**

Suppose someone's vehicle needs some service. What guidelines would you recommend to select an auto service center to go to?

**Answer**

Selecting a proper auto repair shop would depend upon several situations, some of which are presented below.

If your vehicle needs service in an emergency situation, your choices are limited. You may have to go to the first auto service center you can drive to, or have your vehicle towed to that place; or the place the tow-truck tows it to. You should contact your insurance company as soon as possible. Often, the auto service center would be paid directly by your insurer. You would be required to pay the deductible. It is important that you keep the necessary documents with you or in your car, whether it is an emergency situation, or not. These include your ID, driver's license, vehicle registration, and insurance.

You should go to your vehicle-dealership if your vehicle is covered by a warranty, original or extended. Going to the dealership is also a proper choice if your vehicle has been recalled for fixing some defects. Dealerships have access to the manufacturer's latest technical service bulletins which provide instructions for how to fix various problems.

If you have a special kind of vehicle, such as a classic vehicle or a foreign vehicle, consider going to an auto service center that specializes in servicing such cars. They should have the necessary training, equipment, and the up-to-date information to do the work.

**Checking Out before checking In**

Whatever the situation, here are some suggestions to check out the reliability of an auto service center before you check in your vehicle for servicing. They would also help you avoid the rip-offs mentioned above.

Consult your family or friends for recommendations.

Check auto service center's website. Look for information about them on Consumer Reports car repair estimator and the Mechanics Files at Cartalk.com. Search the Internet using Google, Yelp, etc. Review any comments the customers may have made.

Check with the Better Business Bureau.

Make sure that the auto service center is located within a reasonable distance to you. Narrow down your choices to a couple of auto service centers and then visit them.

**Visiting and Selecting Auto Service Centers**

When visiting an auto service center, check if it has any of the following symbols of recognition (Boyle, 2017):



These symbols suggest that the center has knowledgeable technicians to work on your vehicle. Irrespective of such symbols, don't hesitate to ask its manager about their experience in

servicing vehicles like yours. Don't hesitate to ask for employees' certifications, such as the National Institute for Automotive Service Excellence (ASE) certificates.

The people at the auto service center should be pleasant. The center should be reasonably clean (subject to the nature of its service), have a comfortable area for waiting, and have clean bathrooms.

You should get the cost of work to be done in writing. It should include all the necessary costs, broken by parts and labor. This would prevent the center to add on unnecessary costs later on. An auto service center may charge you a fee for providing such an estimate, especially if your vehicle has to be inspected first.

The center should explain the cost estimate to you in the language you understand. It should also explain the warranties they offer for parts and labor. Ask if they would match the cost and warranties their competitors offer, in the case you want to first check them out, like Mr. Nolan did.

Remember that the Sun Auto Service Center offered a 6-month warranty on labor and 2 years' warranty on parts; while the Moon Auto Service Center offered only a 3-month warranty on labor and 1-year warranty on parts. These differences are substantial.

The work must be done only after it has been approved by you. Price is an important part of your decision. But it is only one part. You also need to consider other variables as noted above.

After the work has been done, make sure that it was done as agreed upon, and the prices have been charged as agreed upon. Also get all of your old parts back.

### **Question 8**

If you think that you were ripped off by the auto service center in any way, what can you do?

### **Answer**

If you feel that you have been ripped off by the auto service center you went to, here are some of your options.

1. Ask the auto repair shop to refund the excess money that you have been charged; and/or fix your auto as agreed upon.
2. Tell the repair shop manager that you will post comments on websites such as AutoMD.com, Yelp, etc.
3. Do post your comments on AutoMD.com, Yelp, etc.
4. Make a complaint to the Better Business Bureau.
5. File a lawsuit against the auto center.

### **Question 9**

How can a potential entrepreneur get information about opening a franchise auto service center from some of the well-known franchises?

### **Answer**

To acquire and manage an auto service center franchise requires entrepreneurial skills, hard work, and technical know-how. Such enterprises also have good business potential. Each franchise has its own requirements for its franchisees. One should get the necessary information from the franchisors he/she may be interested in. He/she should also consult his/her attorney, accountant, and financial advisor. Here is a list of some of these franchises and their website addresses. Good luck.

1. AAMCO: <http://www.aamco.com/>
2. Express Oil Change & Tire Engineers: <https://www.expressoil.com/>

3. Fleet Service International, Ltd: <https://fleetservicesint.com/>
4. Grease Monkey: <http://www.greasemonkeyintl.com/>
5. Honest-1 Auto Care: <https://www.honest-1.com/>
6. Maaco Collision Repair & Auto Painting: <https://www.maaco.com/>
7. Meineke Car Care Center: <https://www.meineke.com/>
8. Merlin 200,000 Mile Shops: <https://www.merlins.com/>
9. Midas: <https://www.midas.com/>
10. Pep Boys: <https://www.pepboys.com/>
11. Ziebert: <http://www.ziebart.com/>

**Exhibit 3**  
**Moon Auto's and Sun Auto's Comparative Quotations and Terms**

	Items	Moon Auto's Quotation			Sun Auto's Quotation			Cost Over Charges by Moon Auto in \$, and in %
								<b>Col. 8 = 100</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
		<b>Labor \$</b>	<b>Parts \$</b>	<b>Total \$</b>	<b>Labor \$</b>	<b>Parts \$</b>	<b>Total \$</b>	
1	Valve cover gaskets	165	173.98	338.98	74	69.99	143.99	194.99
								135.42%
2	Left lower control arm	135	169.99	304.99	135	169.99	304.99	0
								0
3	Rear Struts (2)	180	339.98	519.98	144	120	264	255.98
								96.96%
4	Computerized wheel alignment	89.99		89.99	89.99		89.99	0
								0
5	Shop supply		13.2	13.2		8.66	8.66	4.54
								52.42%
	Sub Total	569.99	697.15	1267.14	442.99	368.64	811.63	
6	Sales tax		88.7	88.7		56.81	56.81	
7	Total	569.99	785.85	1,355.84	442.99	425.45	868.44	487.40
								56.12%
8	Conditional Warranty	3 months on labor	1 year on parts		6 months on labor	2 years on parts		

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# **WELLS FARGO AND THE UNAUTHORIZED CUSTOMER ACCOUNTS: A CASE STUDY**

## **TEACHING NOTE**

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### **CASE DESCRIPTION**

*The case discusses the controversial sales practices at one of the largest financial institutions in the country that led to unprecedented penalties by the Federal Reserve. The case exposes students to corporate governance policies within an organization, especially the ethical responsibilities of those charged with governance. The case can be used in an undergraduate or advanced auditing class and students can utilize the Committee on Sponsoring Organization or COSO framework to formulate responses. The COSO framework defines internal control, including corporate governance, and provides a systematic approach to internal control evaluation and assessment. The case can also be used in a management course that discusses leadership and/or corporate governance issues. The case is designed to be taught in one class period and is expected to require approximately two hours of outside preparation by students. The case is based on real events as reported in various media outlets.*

### **CASE SYNOPSIS**

*\$185 million! This was the initial combined fine levied by the oversight bodies against Wells Fargo (the Bank). They alleged that the Bank engaged in improper activities by opening or applying for over 3.5 million bank accounts and credit cards without customers' knowledge or approval. This action was done using a customer intensity model in which the Bank aspired to be the market leader in the cross-selling of products and services to existing customers. Employees who noted inappropriate activities by their colleagues reported the issues to the Bank's ethics hotline and to those charged with governance. These employees faced retaliation for reporting the potential violations and were either demoted, resigned, or terminated. Facing mounting pressures from various regulators and Congress, the Bank acknowledged the controversial sales practices and agreed to discontinue their use. The Bank eventually reached an agreement with the Federal Reserve that imposed significant penalties and restricted it from future growth until risk management practices were addressed.*

### **INSTRUCTORS' NOTES**

#### **Recommendations for Teaching Approaches**

The objective of the case is to help students utilize critical thinking skills to assess an ongoing corporate scandal. The case is flexible and could be used in several courses. For instance, it could be used in the undergraduate auditing course (a) to help students understand internal control and fraud, and (b) as an experiential learning opportunity since students will be utilizing The Committee on Sponsoring Organization of the Treadway Commission (COSO)

framework. The case could also be used as one of the cases in a graduate auditing course to achieve the same goals as the undergraduate course, and in a management course to discuss the importance of corporate governance.

The COSO framework is the existing tool used by organizations and accountants to assess internal controls. The framework defines internal controls and provides a systematic approach to internal control evaluation and assessment.

The case is best completed in groups either as an in-class or out-of-class graded assignment. The group size, grading scale, and assigned points are at the specific instructor's discretion. If the case is used as an in-class activity, the students should read the case prior to attending class and the discussion questions should be answered in class. Depending on usage, instructors should ensure that a discussion of internal controls focusing on the difference between the control design and its effectiveness, occurs prior to assigning the case. The internal control discussion should incorporate the COSO framework since it is widely used and is the foundation for any internal control discussion. As noted below, the assignment requires approximately 2-3 hours of student time and no advanced preparation time other than reading the case is required by the instructor.

### **Learning Outcomes**

Students will be able to:

1. Learn about the COSO framework and be able to utilize it to assess a fraudulent situation
2. Understand the importance of an effective corporate governance process in an organization

### **Case Implementation and Effectiveness**

The case was class tested in an undergraduate auditing class in the fall of 2017 (n=22). The case was assigned as a group project (groups of four members) and students reviewed the COSO framework (executive summary) prior to answering the discussion questions. The executive summary was made available to the students via the course management system.

The students reported that it took approximately 2-3 hours to complete the assignment. This was inclusive of the COSO reading, the actual reading of the case on an individual basis, and the group meeting to formulate cohesive solutions to the discussion questions.

Although they had heard about the events discussed in the case, the students were surprised at the extent of the problem and that management and the board claimed ignorance. Overall, they found the case interesting, easy to read, and thought it was appropriate for classroom use. Furthermore, they noted that the case was useful in helping them understand and apply the COSO framework, especially as it relates to the control environment component.

### **DISCUSSION QUESTIONS**

1. *The “tone at the top” is considered a key component of an organization’s corporate governance process. Use the fundamental principles within the control environment component of the Committee of Sponsoring Organizations of the Treadway Commission (or COSO) framework to discuss:*
  - i. *The company’s commitment to integrity and ethical values*
  - ii. *The Board of Directors’ independence from management*



- iii. *The structures, reporting lines, and appropriate authorities and responsibilities established by management in the pursuit of objectives*
- iv. *The organization's commitment to attract, develop, and retain competent individuals*
- v. *The organization's ability to hold individuals accountable for their internal control responsibilities*

See Appendix A

2. *Comment on the effectiveness of the Bank's overall control environment*

The organization's control environment was effectively designed to address internal control issues. However, as noted in Appendix A, the control environment did not operate since management personnel suppressed internal control issues (e.g., controversial sales practices) identified by employees and brought to its attention. This suggests an overall poor "tone at the top" at the company.

3. *Comment on the effectiveness of the corporate governance process at the Bank and its ability to respond timely to the controversial sales practices.*

The controversial sales practices began in 2011 and management did not respond in a meaningful way until 2015. During this period, red flags such as reports to the ethics hotline and to senior management were ignored by the company and the reporting employees silenced (through reprimands and terminations). The prevailing corporate culture was to increase sales at any cost. This increase in sales and the resulting profits enriched management including the CEO [who was also chairman of the board of directors (BoD)]. One might assume that with increase in profit and the resulting increase in the company's share price, management and the board ignored the red flags. The board and management only responded to the business practice when faced with external threats (local prosecutors and regulators). These actions do not demonstrate effective governance at Wells Fargo and its leadership did not respond to the issues in a timely manner.

4. *Did the board of directors (BoD) adequately fulfill its oversight responsibilities?*

The BoD delegated day to day responsibilities for the organization to the executive leadership team. It also created various committees that included board and management personnel charged with addressing business risks and strategies. The BoD provided the executives with the autonomy and authority to perform its function. The company adopted a decentralized structure to allow business decisions to occur closer to its customers.

The BoD held regular meetings with management to facilitate open communication and to ensure the reporting and resolution of business issues in an efficient manner. In the case of Wells Fargo, the CEO (a management function) and the chairman (a board function) roles were performed by the same individual – a potential conflict of interest. It does appear that the CEO was aware of the sales practices but it's not clear from the case if the

information was shared with the fellow board members (they deny any prior knowledge). The BoD has ultimate oversight responsibilities and it did not adequately fulfill its role.

5. *Do you agree with the senator on the removal of the directors who were on the board during the scandal?*

[Instructors Note: This is an opinion-based question so expect some variation in students' responses]

We agree with the senator. The directors that were on the board during the scandal should be removed. The bank had several problems with its risk management practices, and the board did not take an active role in ensuring that those risks were mitigated. Although the board's independent review report placed the blame on the decentralized organizational structure, this was the structure created by management and supported by the board (since the structure was not changed). Ultimately, the board of directors is responsible for creating a tone that emphasizes the importance of a strong internal control environment and high ethical standards. Clearly, the tone was not properly established by the board and it bears responsibility for the resulting failure.

### EPILOGUE

At the time of the case, Wells Fargo continued to face fallout from its account scandal and other governance issues. For instance, the company disclosed that it enrolled customers in auto insurance they did not need and that it paid a \$142 million class action settlement. Because of the governance issues and the increased associated costs, the bank received a credit rating downgrade from a rating agency.

Meanwhile, a California district court judge ruled in October 2017 that two cases against the Bank's officers and directors could proceed to trial. The lawsuits were filed by shareholders seeking to recover losses sustained from the account opening scandal. The defendants in the separate lawsuits are 15 current and former board members, and four current or former officers.

On February 2, 2018, the Federal Reserve (the Fed) reached a settlement with Wells Fargo in which it imposed penalties on the Bank for years of misconduct and barred it from future growth until it fixed the problems. Flittler, Appelbaum & Enrich (2018) noted that "The settlement is an attempt by the Fed to impress upon banks that their boards of directors should be vigorous, independent watchdogs — and if they fail, there will be consequences." The Fed also sent letters to the former chief executive officer and board chairman in which it criticized their performance as an example of ineffective oversight which is inconsistent with an entity of the Bank's size and scope.

The settlement required the Bank to (a) replace four members of its 16-person board by the end of 2018, (b) submit a plan for improving its board oversight and risk management processes to the Fed within 60 days, (c) have third parties conduct reviews of the plans and their effectiveness, and (d) have another third-party review risk management processes after the Fed's limit on asset growth is removed. (Flittler, Applebaum & Crowley, 2018). In commenting on the need for such penalties, The Fed chair noted that "We cannot tolerate pervasive and persistent misconduct at any bank and the consumers harmed by Wells Fargo expect that robust and comprehensive reforms will be put in place to make certain that the abuses do not occur again," (Gara, 2018).

In April 2018, the Bank reported that it faced a potential \$1 billion in fines from two more regulators to settle unrelated mortgage and auto loans and compliance risk management concerns. The Bank is still in negotiations on an appropriate amount with the regulators. In the meantime, the Bank is focusing its communication efforts on its customers to regain their trust.

### **DISCLAIMER**

This critical incident and teaching note were prepared by the authors and are intended to be used for class discussion rather than determining either effective or ineffective handling of the situation. The case is based on real events as reported in various media outlets.

### Appendix A: The COSO Framework – Control Environment

COSO Component – Control Environment	Related Principle	Comment on the design or existence of this principle within the organization	Comment on the operating effectiveness of this principle within the organization
	i. The organization demonstrates a commitment to integrity and ethical values.	The organization has an ethics hotline and the process for reporting ethical issues was communicated to employees. This suggests that it was committed to an ethical environment	Employees who reported ethical issues to management were disciplined, including being terminated. Also, it appears that the hotline was not monitored by an independent party and employees had no whistle blower protection. These actions are not consistent with an organization that is committed to integrity and ethical values.
	ii. The board of directors (BoD) demonstrates independence from management and exercises oversight of the development and performance of internal control.	The BoD structure was designed to provide adequate oversight of the company. It operated through several committees including risk, which had risk mitigating (including internal control) responsibilities	The CEO was also the chairman of the BoD. So functionally, the board did not have adequate independence from management
	iii. Management establishes, with board oversight, structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.	The organization had an Executive Leadership Team in place with responsibilities for the different business units. It also had a decentralized structure which gave business units the autonomy to pursue objectives. The leadership team reported to the BoD on a regular basis	The decentralized structure may have attributed to the scandal since decisions were made by a business unit that enriched unit personnel. Also, the Executive Leadership Team was not transparent in their interaction with the BoD
	iv. The organization demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives	The case did not specially address the company's hiring practices	The company rewarded those employees who were willing to engage in the misleading sales practices. Such employees received bonuses and promotions for 'looking the other way'. Employees who balked at the engaging in

		the sales practices were demoted and/or terminated
v. The organization holds individuals accountable for their internal control responsibilities in the pursuit of objectives	The CBD organizational structure had several layers of management personnel with responsibilities for specific activities. This structure suggests that these managers (e.g., branch, regional) also had internal control responsibilities	The CBD management team circumvented the internal control since they approved of the deceptive sales practices and encouraged personnel to “do what it takes” to achieve goals. They rewarded personnel who achieved the goals and punished who reported the matter to the ethics hotline.

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# **A SYSTEM ANALYSIS, DESIGN, AND DEVELOPMENT CASE STUDY: XTREME ADVENTURE TOURS RESERVATION SYSTEM**

## **TEACHING NOTES**

### **CASE DESCRIPTION**

*The primary purpose of this case study is for Systems Analysis and Design, Systems Development, and Database courses. Students examine realistic dialog and Interview Notes, as well as existing documents. For Systems Analysis and Design courses, the students should be able to follow this realistic case study of a small business which arranges “adventure-style” tours and conduct the planning, analysis, and design phases of the System Development Life Cycle (SDLC), using either a traditional or object-oriented approach. Deliverables would include process and data diagrams and modeling, and user interface designs, and should require approximately 12-15 hours to complete, outside normal class time. In System Development courses, e.g., capstone courses for a computer information systems major, students can use this case study to not only analyze and design a solution, but actually develop the solution using various windows or web-based tools. This solution could be Windows, web or mobile-based, although the recommended solution is for a Windows environment. The entire project should require approximately 20-25 hours to develop a working system. For Database courses, this case could be used to illustrate database design techniques, resulting in the creation of appropriate data models and physical database designs. This should require approximately 10-12 hours to complete. The case study is of moderate difficulty – ranging from a three to five on the GJBP difficulty scale, and is designed for junior and senior level students, but could also be used in similar graduate courses.*

### **CASE SYNOPSIS**

*Dr. Thomas Waggoner, an information systems professor at the local university, wants to book a camping and kayaking adventure tour for his family through a local tour agency. In the course of the conversation, he realizes that the tour agency could greatly benefit by using a computerized system to track customer reservations. He discusses the idea with the students in his classes. Dr. Waggoner’s students interview the tour agency’s owner and develop a list of the requirements for this new system.*

### **CASE PURPOSE/OBJECTIVES**

The purpose of this case study is to provide an opportunity for information systems students to apply data modeling, process modeling, and user interface design skills to a semi-realistic scenario. Additionally, students in database courses can apply their knowledge and skills to design the class diagram/entity relationship diagram, as well as create a physical database based on the



information requirements in this case. Furthermore, students in system development/capstone courses can use this case as a comprehensive project, proceeding through the system development life cycle and develop a working tour reservation system for Xtreme Adventure Tours. The interview notes and supporting documents help add a sense of reality.

## METHODOLOGY

This case is based on the author's own experiences and has been modified to be more applicable to a classroom setting. The names and specific details have been changed. This case study presents a realistic opportunity for students to analyze, design, and develop a tour reservation system for a small "adventure-type" tour business. The scenario should be reasonably understandable to most students. This case study has been used by the author in a systems analysis and design course with great interest and success and the author has incorporated suggestions from his students to enhance the case.

## TEACHING SUGGESTIONS

This case is designed to be used as a major project in either a systems analysis and design course, a database course, or a systems development/capstone course. In my systems analysis and design courses, I generally have students work in teams of 3-4 to complete a project of this size. I introduce the project approximately halfway through the semester, after we have finished discussing the planning and analysis phases of the system development life cycle. The students are able to begin work on the planning (e.g., system proposal) and analysis requirements (e.g., process modeling, data modeling) while we begin discussing the design phase during class. As the students are completing the analysis work, they can then begin working on the design requirements (e.g., user interface design). The case is to be completed by the last week of the semester. The case is most appropriate at the undergraduate level, but could be used in graduate-level systems analysis and design, database, and system development courses.

To incorporate the practice of project management, an additional requirement, particularly in a systems development/capstone course, could be added to develop a work breakdown structure, schedule, and budget using a tool such as Microsoft Project. The students should then keep track of their actual time worked and examine variances, illustrating the difficulty in developing time estimates on system development projects. A discussion of the variances could be included in the pre-implementation review (for systems analysis and design) or post-implementation review (for system development/capstone). The pre(post)-implementation review is an excellent technique to allow the students to reflect on their project, identifying what went well, and also what did not go well. The review often touches on topics such as tools used, scheduling issues, group dynamics, etc.

As the instructor for the course in which this case is used, you will need to have both good technical skills and project management ability. Most likely the different groups in your class will be working on a variety of case studies and projects, and you will need to help them stay focused, e.g., with milestone deadlines, as well as help solve their technical issues.

### **Requirements for Systems Analysis and Design Students:**

1. Prepare a system proposal that includes an executive summary, the requirements of the system, and identification of your team members.

2. Develop appropriate process models (Use Case Descriptions/Diagram or Data Flow Diagrams – context level, level 0, level 1) per your professor's instructions.
3. Develop the appropriate data model (Class Diagram or Entity-Relationship Diagram) per your professor's instructions.
4. Develop preliminary screen and report designs for each user interface identified above.
5. Prepare a one-page "pre-implementation review" outlining lessons learned - what went right and what went wrong on this project.

### **Requirements for Systems Development Students:**

1. Complete the above requirements, or refer to the packet of materials provided by your professor.
2. Using Microsoft Access, Visual Basic, or other appropriate development tool, develop a comprehensive, user-friendly, working system that will meet the requirements of Xtreme Adventure Tours.
3. Prepare a user manual describing how to use the system.
4. Prepare a one-page "post-implementation review" outlining lessons learned – what went right and what went wrong on this project.

### **PROPOSED SOLUTION**

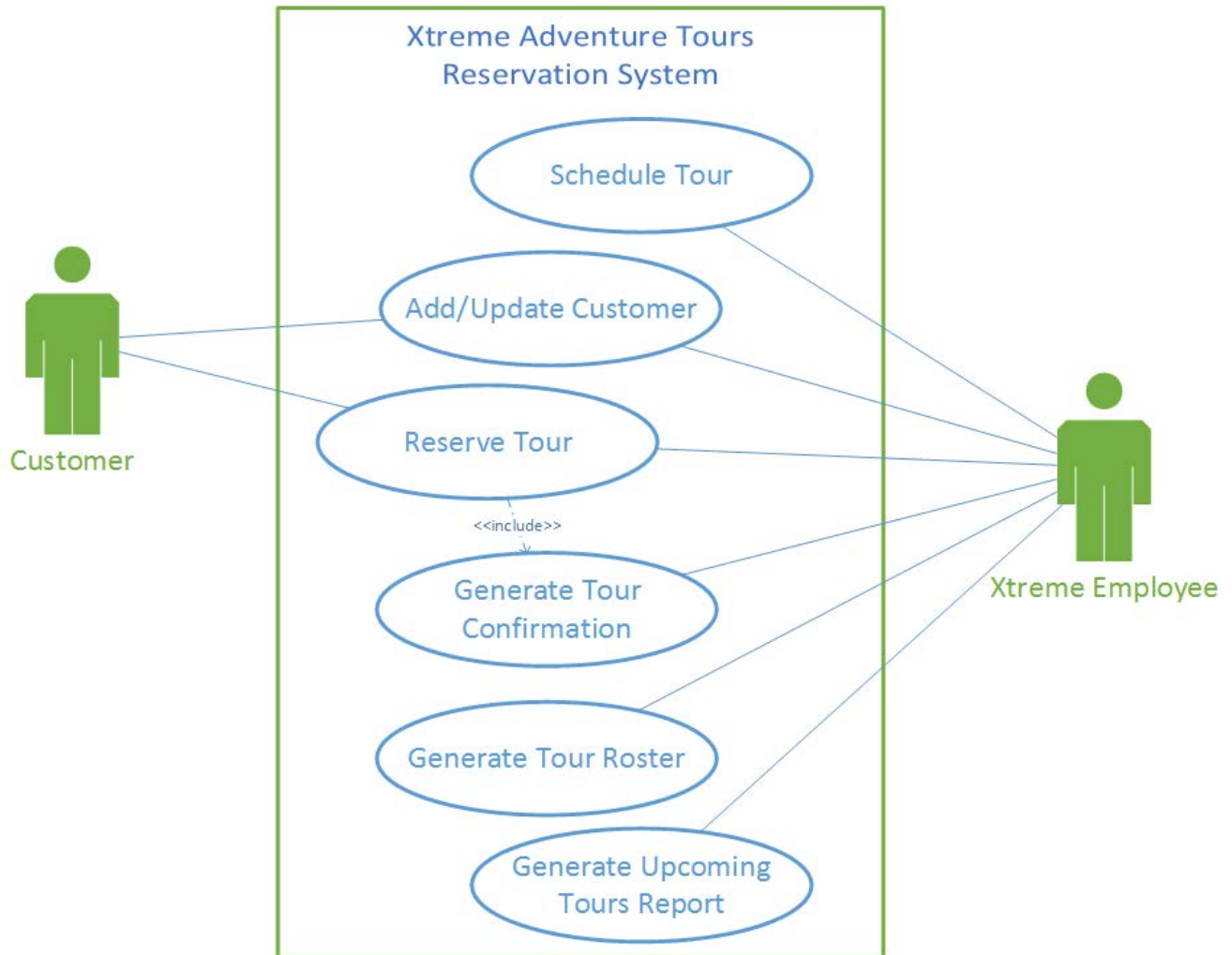
The suggested solution as shown in the appendices is based on an object-oriented approach and includes a use case diagram (see Appendix 1) and class diagram (see Appendix 2), but the case can certainly be conducted using a traditional approach, wherein the students would develop data flow diagrams and entity relationship diagrams. In addition, example user interface designs for screens (see Appendix 3) and reports (see Appendix 4) are provided.

### **CONCLUSION**

This case study offers students an opportunity to apply concepts and techniques learned in their systems analysis and design, database, and systems development/capstone classes. The case is realistic, reasonably-sized for a major project in a semester-long course, and the scenario should be readily understandable to the students.

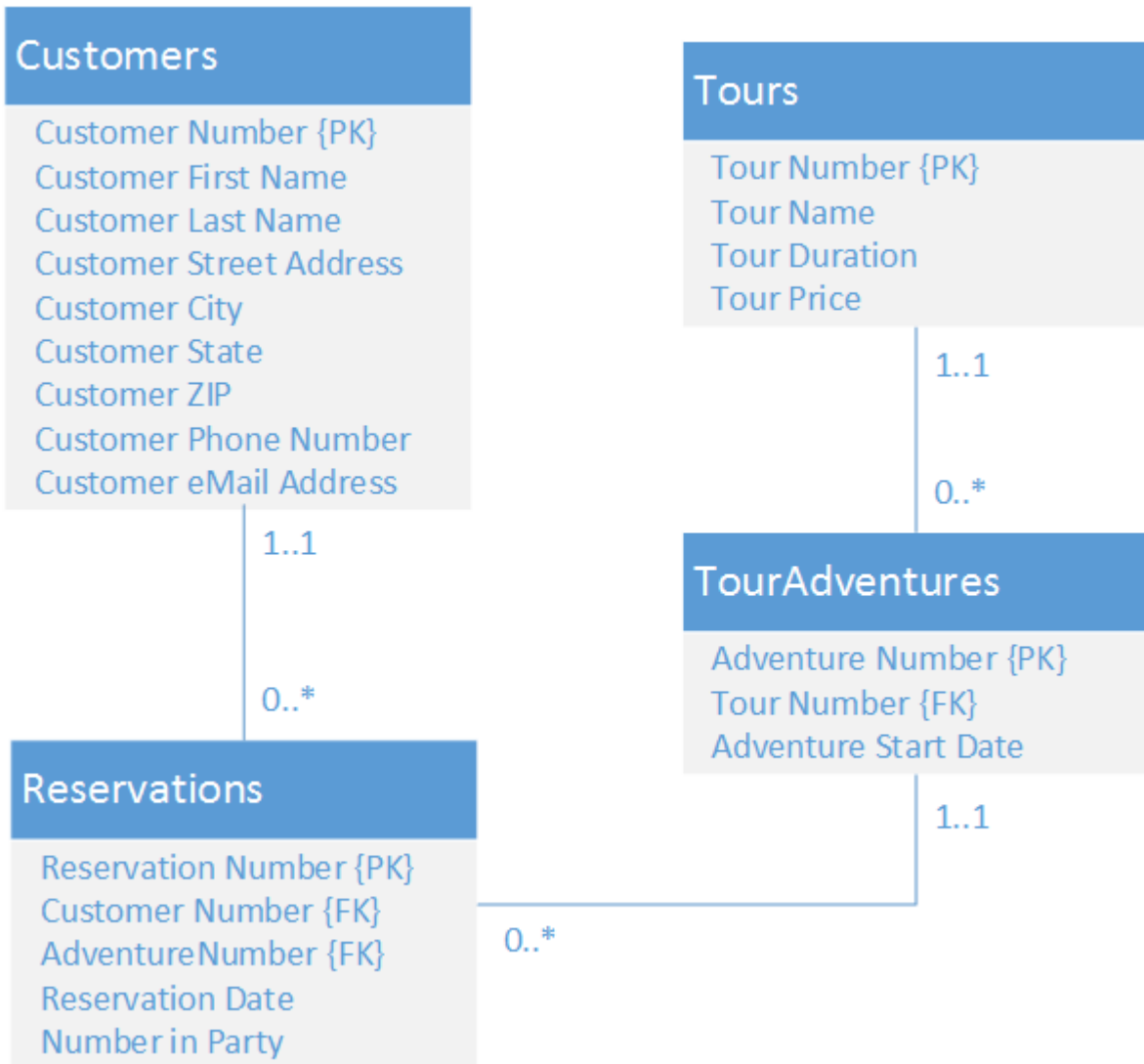
### APPENDIX 1

### Use Case Diagram



## APPENDIX 2

### Class Diagram



### APPENDIX 3

#### Customer Data Entry Screen (example)

**Xtreme Adventure Tours** **Customer Information**

Customer #  First Name  Last Name

Email Address  Phone

Street Address

City  State  ZIP

#### Tours Entry Screen (example)

**Xtreme Adventure Tours** **Tour Information**

Tour Number  Tour Name

Tour Duration (Days)

Tour Price (Per Person)

**Scheduled Adventures**

Adventure Number	Adventure Start Date
101	10/13/2017
102	10/20/2017
103	10/27/2017

**APPENDIX 3, continued**

**Tour Reservation Data Entry Screen (example)**

**Xtreme Adventure Tours**

# Make Reservation

**Reservation #:**     **Customer #:**     Toby Barlow

**Reservation Date**                       **Number In Party**

**Adventure:**

No.	Start Date	Tour No.
105	11/10/2017	3WW12
106	11/17/2017	3WW12
107	10/26/2017	5WW12

**Tour Name:**    Class 1-2 Whitewater Rafting/Camping

**Tour Duration (Days):**    3                                      **Tour Price (per Person):** \$100.00

**Adventure Start Date:**    11/17/2017                                      **Total Adventure Price:** \$500.00

**APPENDIX 4****Tour Confirmation (example)**

## Reservation Confirmation

Reservation No. **1174**Reservation Date **9/29/2017**Customer No. **1221****Toby Barlow**# in Party **5**Adventure Num. **106**Tour: **3WW12** **Class 1-2 Whitewater Rafting/Camping**Tour Duration (in Days) **3**Tour Price per person **\$100.00**Start Date **11/17/2017**Total Adventure Price **\$500.00**

**APPENDIX 4, continued**  
**Upcoming Tours Report (example)**

Tour No.	TourName	Tour Duration
3WW12	Class 1-2 Whitewater Rafting/Camping	3 Days
<b>Start Date</b>		<b>No.</b>
Friday, November 3, 2017		104
<u>Customer Name</u>		<u>Number In Party</u>
<b>Total people for this Adventure:</b>		<b>0</b>
Friday, November 10, 2017		105
<u>Customer Name</u>		<u>Number In Party</u>
Brandon Brown		4
Hailey Garcia		2
<b>Total people for this Adventure:</b>		<b>6</b>
Friday, November 17, 2017		106
<u>Customer Name</u>		<u>Number In Party</u>
Toby Barlow		5
<b>Total people for this Adventure:</b>		<b>5</b>
Tour No.	TourName	Tour Duration
5HC	Hiking/Camping	5 Days
<b>Start Date</b>		<b>No.</b>
Monday, November 20, 2017		110
<u>Customer Name</u>		<u>Number In Party</u>
Maria Morales		6
<b>Total people for this Adventure:</b>		<b>6</b>