Dr. Timothy Brotherton

Editor

Journal of Critical Incidents

April 25, 2014

Dear Dr. Brotherton:

Please find attached a Critical Incident titled “High Heels and Low Morale” for consideration for publication in your journal. We have also included the accompanying Teaching Note. This incident and note was presented at the Conference in Chicago in March 2014. We would like to express our gratitude to the discussants and audience who provided excellent comments for our revision at the Conference. A list of the changes made based on the comments is appended below.

The Critical Incident is based on secondary resources obtained from primarily from the Internet. It is not under consideration for publication elsewhere, nor has it been published in whole or in part previously. All authors approve of its submission to your journal for publication.

Thank you in advance for your kind consideration of this submission.

Sincerely yours,

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LIST OF CHANGES MADE TO MANUSCRIPT BASED ON DISCUSSANT COMMENTS:

Please find below the list of required and suggested changes made by the discussants of our CI at the Conference in Chicago in March 2014. We list the comment and then our response in italics directly below. We wish to thank our discussants for their thoughtful input.

**Must Do Items for Critical Incident**:

1. Move last paragraph and make it first paragraph to improve the hook.

*Response: In addition to moving the gist of the last paragraph to the beginning, we also re-wrote the introduction to set up a scene where the anxiety of the protagonist is obvious and serves to draw the reader in. The students will identify with our protagonist and wonder what they would do in a similar situation. We believe this considerably strengthens our hook.*

1. Use past tense

*Response: We have rewritten the entire CI in the past tense.*

1. Change from first person to third person

*Response: We have rewritten the entire CI in third person.*

**Suggested Items for Critical Incident**:

1. Obtaining permission or rewrite using secondary research

*Response: Upon the suggestion of our discussants and Chair, we have changed the company in the case and rewritten it entirely from archival data. The case still deals with an almost identical situation but none of the authors have had any contact with the company in the case and all information was entirely obtained from archival sources that was are clearly cited at the end.*

1. Clarify the kind of a case the decision maker

*We have rewritten the introduction to clarify that this is a decision case where the decision maker is the protagonist. In addition, we now state upfront exactly the decision our protagonist is facing.*

1. Various suggestions pertaining to other topics and questions that might be included such as:
   1. Task focus vs. relationship focus
   2. Are the interns paid or unpaid
   3. Add an epilogue
   4. Add a question on what students might expect from an internship

*Response: (a) We chose to not change the focus of the CI and TN from how to treat low morale to a task vs. relationship culture, as we do not believe that to be the strength of this CI. An instructor however, may choose to bring up that issue and tie it to the CI during class discussion.*

*(b) We chose to not go into the legal issues of paid vs. unpaid internships, as that was not the focus of the CI.*

*(c) Though many fashion magazines have chosen to end their internship programs, it is unclear from public sources (websites and blogs) exactly what should be included in an epilogue for this case, thus we have chosen to not add one at this time.*

*(d) We added this suggestion as an additional question in the TN. We thought it would enhance the class discussion and encourage student participation.*

**Must Do and Suggested Items for Teaching Note**: There were no must do items for the Teaching Note, though one participant suggested we use higher order terms from Bloom’s taxonomy to better reflect the skills students will acquire in our Learning Objectives. We have made the suggested change.