

ORGANIZATIONAL BEHAVIOR



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Short Description

ORGANIZATIONAL BEHAVIOR case study

Description

Case3:

FAIRFIELDS NURSING HOME

Fairfields Nursing Home is a well-respected facility established primarily to provide medical attention to the elderly and to other invalid or semi-invalid persons. The home is owned by five businesspeople, and one of the men, Lewis Starrker, serves as full-time administrator. The patients or their relatives pay rather sizeable monthly fees for the continuing care provided. The service and attention given by the home is considered by most to be excellent. In the early years, the home was rather small, and the administrative problems were few. As the capacity of the home was increased and the volume of patients began to grow, the duties of the administrator grew too large for starker to handle alone. About five years ago, an assistant administrator was hired and given the duties of overseeing the business office, building and grounds maintenance, and laundry and housekeeping activities. Complete authority was given to the assistant administrator over these activities. In addition, the assistant administrator was designated to serve in the full capacity of the administrator when the administrator was away from the nursing

home. In

this event, all workers were under his jurisdiction. About a year ago, the position of assistant administrator became vacant, and Bentley Cantrell was hired to fill the position. The current duties of the assistant administrator remain basically identical to the responsibilities outlined five years ago.

Cantrell is well qualified for his position. He has a bachelor's degree in management with a good foundation in accounting. For two years prior to coming to Fairfields Nursing Home, he was office manager in a position where he supervised purchasing, receiving and delivery, and payroll and book-keeping. On occasion he also worked on the problems of the physical plant of the hospital and its upkeep. Mr Starrker is somewhat disappointed in Cantrell's performance over the past year. Cantrell knows how the work should be done, and he gets along with the employees; but he fails to handle problems promptly. He puts off telling his subordinates what to do and is especially reluctant to correct them when they make a mistake. The reluctance to act apparently cannot be explained by ignorance, because when Starrker confronts Cantrell with the need for action, Cantrell always proposes a good solution. However, when Cantrell is instructed to move ahead, he expresses doubt that the supervisors and employees beneath him will be able to follow his instructions. Many times he elects to do a job himself rather than direct his subordinates to handle it.

Questions:

- 1. Consider the organizational chart for Fairfields Nursing Home. What problems, if any, do you see in the planned structure for the nursing home? Do the spans of supervision seem to be about right?**
- 2. How are the supervisors of the three shifts and the nurses, helpers, and therapist who report to them different from other workers at the nursing home according to the planned structure?**

- 3. Does the organization need a mechanistic structure or an organic structure? Why?**

- 4. How would the organization structure look if the organization was organized as a network structure? Who would the partners be? What would be their responsibilities?**

- 5. What problems exist at the nursing home that aren't related to its structure?**

Details

- 1. Case study solved answers**

- 2. pdf/word**

- 3. Fully Solved with answers**