

# *Business Management Institute*

## Difficult Decisions: Problem Solving in Changing Times

*Dr. Jairy C. Hunter, Jr.*

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### **A. Case Study One: “The Petty Cash Fund Loan”**

Jane Nixon is a valued employee who has worked in the bookstore at City University for a number of years. She is the kind of worker you can depend on to put in extra time and effort when it is needed. She is always there in a crisis, and several times she has handled situations that would have been uncomfortable for you. You are Jane’s boss, and you really owe her a great deal.

Recently Jane came to you and admitted that for some time she has been “borrowing” money from the petty cash fund—writing false receipts to cover it. It was never much, usually \$10 or \$15, and she always repaid it. But her conscience bothered her so much that she had to confess. She also indicated that she has on occasion falsified her timecard to reflect time at work when she was actually taking time off. It was never more than two or three hours a month.

Under the personnel policies of the University, Jane’s actions are clearly cause for dismissal. She has also shared her feelings about this matter with close friends in the Receiving Department at the University. Three years ago, an employee in the Physical Plant was terminated for taking home pieces of lumber which were left over from a job on campus; however, he was a below-average employee who had only worked at the University for two years.

# **Worksheet for Case Study One**

## **“The Petty Cash Fund Loan”**

Define the problem.

Develop alternative solutions.

Evaluate alternative solutions (pros and cons).

Select best alternative.

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### **B. Case Study Two: “Teamwork in Crisis”**

An unfortunate accident has taken the life of your university’s Vice President for Finance and Operations. As tragic as this is, the timing could not be worse. A meeting with the Board of Trustees to present the coming year’s budget is weeks away. A quick check reveals that the report is far from complete. At the same time, there is an unforeseen drop in projected enrollment, adding to the difficulty of planning for the coming year.

You and the other members of the Cabinet have a matter of weeks to determine the future course of the university. Determine your priorities and establish a timeline. Present your plan to the rest of the group. Discuss.

# **Worksheet for Case Study One**

## **“Teamwork in Crisis”**

Define the problem.

Develop alternative solutions.

Evaluate alternative solutions (pros and cons).

Select best alternative.