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 time card 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.

APPENDIX A

Worksheet for Case Study One
"The Petty Cash Fund Loan"

1. **Define the problem.**

2. **Develop alternative solutions.**

3. **Evaluate alternative solutions (pros and cons).**

4. **Select best alternative.**

APPENDIX B

Case Study Two
"The Promotion/Demotivational Dilemma"

Jack Spratt is the Director of Accounting at Tide University. He began working at the University just after graduating from that institution with a degree in Industrial Management. Jack has worked hard for 14 years. Basically, he is a nice guy—he has earned the respect of staff and faculty, and he does a good job. He has had to work extra hard to keep up-to-date with changes in the accounting and financial computing fields because of his lack of formal training in college accounting.

You are Chief Business Officer, and the position of Comptroller has become available. You have advertised for the position, stating that applicants should have a C.P.A. certificate or the equivalent of appropriate education and/or experience. There are numerous qualified applicants for the position. The President of the University continuously stresses that key positions must be staffed by highly experienced and qualified individuals in order for the University to maintain high credibility and remain competitive in the marketplace in terms of staffing, recruiting students and fund raising. As the Chief Business Officer in support of the Personnel Director, you have always stressed that strong consideration should be given to promoting qualified individuals within the organization to provide for upward mobility of staff. The position must be filled in three weeks.

Jack Spratt has applied for the position, and several influential faculty, staff and community members have recommended him highly. Many employees are saying that because Jack has been at the University for 14 years, he will get the job. The President has just announced that the University will be pursuing the purchase of a new computer system within the next year, and the first system to be put into operation will be the financial and accounting system.

APPENDIX B

Worksheet for Case Study Two
"The Promotion/Demotivational Dilemma"

1. **Define the problem.**

2. **Develop alternative solutions.**

3. **Evaluate alternative solutions (pros and cons).**

4. **Select best alternative.**

Case Study Three
"The Misdirected Electronic Mail Message"

It was Monday morning and President Jim Johnson sat motionless at his desk as he read the electronic mail message on the screen before him. He and his entire cabinet of Vice Presidents and deans were listed as recipients of an email message sent by Vice President Wolthrup to Dean Garcia which, as he read it, stunned him.

In her three years as Vice President of Administrative Services, Elizabeth Wolthrup had developed an impressive track record and was generally regarded as a very capable, no-nonsense administrator. Bill Garcia, in his fifth year as Dean of the College of Business Administration, was well known as an amiable fellow who had built up his school by using his considerable contacts among leaders in the local business community. Bill and his wife, Cecilia, who had recently won a seat on the City Council, often socialized with the Johnsons.

The email message began, "Dear Billy Boy" and continued:

"I'm still tingling with the memories of last night…you (no, WE) were wonderful…m-m-m-m…time will pass slowly till we can be together again. It will be so-o-o hard to just be 'normal' when you're sitting across from me at Cabinet today…see you then…xxx Beth."

Reeling with disbelief that such a message appeared at all, President Johnson looked up as his secretary stepped to his door to announce that the members of his cabinet were arriving for their usual Monday morning meeting in his office.

How would you advise him to handle this situation?

APPENDIX C

Worksheet for Case Study Three
"The Misdirected Electronic Mail Message"

1. **Define the problem.**

2. **Develop alternative solutions.**

3. **Evaluate alternative solutions (pros and cons).**

4. **Select best alternative.**

APPENDIX D

Case Study Four
"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 Four
"Teamwork in Crisis"

1. **Define the problem.**

2. **Develop alternative solutions.**

3. **Evaluate alternative solutions (pros and cons).**

4. **Select best alternative.**