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Day 1 as CEO of Dover University Hospital: An In-Basket Case

Introduction

This case study simulates a realistic scenario in a business environment. It requires you to think outside the box, make decisions under time constraints, and find solutions to problems that you may face as a business leader.

Your handling of this situation will demonstrate your time management skills, your understanding of how human relationships work, your working knowledge of management and leadership principles, how you handle pressure, and how you delegate tasks and assume authority.

You will now step into the shoes of administrator Raymond Wilcox, who has taken over at a large hospital on short notice. Wilcox starts his first day with 15 items in his in-box (or in-basket). He has only limited time to read the items in his in-basket and then to organize and prioritize his work schedule for this first critical week of work before he must leave for the airport for an urgent business trip.

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This case was developed by Professor Michael Provitera of Barry University. This case and teaching note were developed for academic purposes to simulate a scenario that often occurs in the business world. They do not portray an actual company, protagonist, or event.