Case Studies in ORGANIZATIONAL BEHAVIOR and THEORY for HEALTH CARE

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The goal of this book is to provide students, instructors, and practitioners with a compilation of case studies that allow the reader to “see” the theories and concepts of organizational behavior and theory being played out in stories. The case studies may be used in conjunction with my textbooks, Organizational Behavior in Health Care, Second Edition, and Organizational Behavior, Theory, and Design in Health Care. They may also be easily used without the referenced textbooks, as each case study can support the various learning objectives of leadership and management courses in nursing, health administration, or public health at both the graduate and undergraduate levels.

The cases included in this book were developed by a diverse group of individuals. Many of the contributing authors are practitioners who wanted to share their stories so others could learn from them. Other cases were developed by academicians with many years of classroom experience teaching organizational behavior and organization theory. As such, readers get the best of both worlds!

There are many individuals whose efforts contributed to this case book becoming a reality. First, many thanks to the contributing authors for sharing their knowledge and experiences through these case studies. Second, I wish to thank the many individuals at Jones & Bartlett Learning who collectively support the process that allows an author’s idea to develop into a high-quality product. This book, as well as all of my other achievements, would not have been possible without the continuous support of my husband and children, who I am eternally thankful for having their presence in my life. Finally, I wish to acknowledge and thank the dedicated healthcare professionals who provide excellent care in a
very complex, ever changing environment. It is my sincere wish that this book
provides them with the knowledge and skills necessary to make their lives a little
easier as they build a collaborative patient-centered care environment.

I look forward to receiving your feedback and suggestions for future editions.
You may reach me at nborkows@fiu.edu.

With best regards,

Nancy Borkowski, DBA, CPA, FACHE, FHFMAM
The diversity of the 36 cases presented in this book is a reflection of the many situations that healthcare managers encounter on a daily basis. Each case provides the reader with a greater understanding of how and why individuals behave the way they do as they interact with others, groups, and their environments.

As you review the Table of Contents, you will notice that a few international cases have been included in this book. These international case studies demonstrate that although healthcare professionals may reside in different countries, human behavior is similar and managers must deal with issues of leadership, motivation, and conflict when confronted with situational and technological changes, poor communication, and misaligned resources.

You will find that some case studies are lengthy, which is necessary so a complex condition (i.e., change) with many characters and numerous interactions may be successfully played out for the reader. This is very realistic to the situations that healthcare managers encounter throughout their careers. Other cases are concise and directly on point to emphasize a particular theory or concept. All of the cases have extensive teaching materials that can be used to enhance the student’s learning experience.
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