

## Case Study Analysis: A Remarkable Turnaround - Advanced Management and Leadership in Nursing

Sabreen S. Basheer

College of Home Economics, King Abdul Aziz University, KSA

[S.Basheer1988@yahoo.com](mailto:S.Basheer1988@yahoo.com)

**Abstract:** The main purpose of this paper is to let students to apply various types of  $t$  test in ideal way by covering their assumptions in appropriate manner. Note, see my manuscript "preliminary data screening" in Vol 1(1), 17-20.

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### Case 2.2: A Remarkable Turnaround

Carol Baines was married for 20 years to the owner of the Baines Company until he died in a car accident. After his death, Carol decided not to sell the business but to try to run it herself. Before the accident, her only involvement in the business was in informal discussions with her husband over dinner, although she has a college degree in business, with a major in management.

Baines Company was one of three office supply stores in a city with a population of 200,000 people. The other two stores were owned by national chains. Baines was not a large company, and employed only five people. Baines had stable sales of about \$200,000 a year, serving mostly the smaller companies in the city. The firm had not grown in a number of years and was beginning to feel the pressure of the advertising and lower prices of the national chains.

For the first 6 months, Carol spent her time familiarizing herself with the employees and the operations of the company. Next, she did a citywide analysis of companies that had reason to purchase office supplies. Based on her understanding of the company's capabilities and her assessment of the potential market for their products and services, Carol developed a specific set of short-term and long-term goals for the company. Behind all of her planning, Carol had a vision that Baines could be a viable, healthy, and competitive company. She wanted to carry on the business that her husband had started, but more than that she wanted it to grow.

Over the first 5 years, Carol invested significant amounts of money in advertising, sales, and services. These efforts were well spent because the company began to show rapid growth immediately. Because of the growth, the company hired another 20 people.

The expansion at Baines was particularly remarkable because of another major hardship Carol had to confront. Carol was diagnosed with breast cancer a year after her husband died. The treatment for her cancer included 2 months of radiation therapy and 6 months of strong chemotherapy. Although the side effects included hair loss and fatigue, Carol continued to manage the company throughout the ordeal. Despite her difficulties, Carol was successful. Under the strength of her leadership, the growth at Baines continued for 10 consecutive years.

Interviews with new and old employees at Baines revealed much about Carol's leadership. Employees said that Carol was a very solid person. She cared deeply about others and was fair and considerate. They said she created a family-like atmosphere at Baines. Few employees had quit Baines since Carol took over. Carol was devoted to all the employees, and she supported their interests. For example, the company sponsored a softball team in the summer and a basketball team in the winter. Others described Carol as a strong person. Even though she had cancer, she continued to be positive and interested in them. She did not get depressed about the cancer and its side effects, even though coping with cancer was difficult. Employees said she was a model of strength, goodness, and quality.

At age 55, Carol turned the business over to her two sons. She continues to act as the president but does not supervise the day-to-day operations. The company is doing more than \$3.1 million in sales, and it outpaces the other two chain stores in the city.

### 1. Questions

1.1. How would you describe Carol's leadership traits?

Major leadership traits of Carol can be described in the following points:

**Intelligence**

Carol did a citywide analysis of companies that had reasons to purchase office supplies. Based on her understanding of the company's abilities and her assessment of the potential market for their products and services; she developed a specific set of short term and long term goals for the company. Carol decided to not sell the business, she wanted to carry on the business that her husband had started. Her cognitive abilities are evident in the significant growth of the company during her tenure as president.

In addition, her degree in business with a major in management helped her to take a lot of the right steps for the company in the areas of marketing as well as the right time of investment. These steps made Carol's the intelligence traits.

**Self confidence**

Carol decided to not sell the business, her vision that Baines could be a viable, healthy and competitive company. Moreover Carol spent a lot of months to be familiar with the employees of the company to know the working style and the process which is being followed by the company. These steps allowed Carol to feel assured that her attempt to influence others are appropriate and right.

Although Carol was diagnosed with breast Cancer, she continued to manage the company throughout the ordeal.

**Integrity**

Carol was a model of strength, goodness, quality, honesty and trustworthiness to her work. Her efforts were well spent in advertising, sales and services. This was reflected in the expansion of the company and made it go up, the growth at Baines continued for 10 consecutive years.

Carol was a very solid person who has a strong set of principles and she took responsibility for her actions regarding the company. These points exhibit the integrity trait of Carol.

**Sociability**

Carol was courteous, tactful, and sensitive to others' needs, show concerns for their wellbeing. She cared deeply about others and was fair and considerate. She created a family-like atmosphere at Baines. Carol was devoted to all the employees, and she supported their interests. For example, the company sponsored a softball team in the summer and a basketball team in the winter.

1.2. How big a part did Carol's traits play in the expansion of the company?

Carol traits played an important role in the expansion of the company. Her intelligence, self-confidence, integrity and sociability in a rough time exemplified great leadership in the eyes of her

employees, and this led to the expansion of the company.

Her Intelligence regarding not selling the business after her husband's death, she made a citywide analysis of companies that had reason to purchase office supplies. She had a vision that Baines could be a viable, she wanted to carry on the business that her husband had started, but more than that she wanted it to grow, and that's what happened.

Her Self-confidence in taking the decisions regarding the company, and facing obstacles that make her difficult to accomplish her goals such as her disease and it's side effect which included hair loss and fatigue.

Her Integrity in protecting investment and the money in areas of financing, advertising and services. Whereas, over the first 5 years, Carol invested significant amounts of money in advertising, sales, and services. These efforts show rapid growth immediately. Because of the growth, the company hired another 20 people.

Prior her joining the company, there were only five employees in the company and Baines had stable sales of about \$200,000 a year.

Carol was successful. Under the strength of her leadership, the growth at Baines continued for 10 consecutive years.

Carol did not neglect the social aspect at the company, she cared deeply about others and was fair and considerate. She created a family-like atmosphere at Baines.

Carol was devoted to all the employees, and she supported their interests. For example, the company sponsored a softball team in the summer and a basketball team in the winter.

In addition, her college degree in business, with a major in management degree was proved to be useful as she made confident investments in the areas of marketing, advertisement and sales which helped the company to rise to new heights and make more procurements and recruitments.

Her leadership traits made company doing more than \$3.1 million in sales and it outpaces the other two chain stores in the city.

In fact she expanded the business more than what her husband thought. She increased the number of employees based on the growth of the company; she also increased the sales.

1.3. Would Carol be a leader in other business contexts?

Of course yes, Carol can be a leader in other business contexts, because she has the abilities and traits to be a leader. She has a college degree in business, with a major in management. This will help

her to be a leader in any field and to manage any area in her business.

She was intelligence her problem solving skills and cognitive abilities were evident in the significant growth of the company during her tenure as president.

She was Self-confidence, she continued to manage the company in spite of her breast cancer.

She was a model of strength, goodness, quality, honesty and trustworthiness to her work.

She cared deeply about others fair and considerate. She believes in creating a family-like atmosphere, she has a great positive attitude.

Carol has exemplified leadership traits that are valuable across the board, as well as the ability to enter a business situation and come out successful.

**Corresponding Author:**

Sabreen S. Basheer  
College of Home Economics,  
King Abdul Aziz University, KSA  
E-mail: [S.Basheer1988@yahoo.com](mailto:S.Basheer1988@yahoo.com)

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