

# PROBLEM SOLVING PAPER

This paper will discuss an aspect of organizational behaviour in the field of Orthopaedics Department. The main issue discussed is cognition-based trust and its importance in good leadership and smooth running of the organization.

## Organization

Orthopaedics department of Lahore General Hospital is a highly specialized surgical department. It deals with complex surgical treatments. Trauma cases, bony deformities, spine problems, joint and ligamentous issues from the whole Punjab are referred to this department. The surgical teams are divided into various groups that cater the patients needs and also serve the function of teaching the new orthopaedic aspirants. A healthy environment between the employees and the managers is need round the clock. Active communication between the surgical teams and the other departments of the hospital is crucial.

Because of the tertiary nature of the hospital and scarcity of resources, the work load of the department is skyrocketing. A very strong team leader and manager is needed to optimize the surgical process and manage the department for its smooth running. This team leader is known as Head of the Department and is responsible for patronizing all the surgeries, managing the ward policies, taking issues to hospital managements, managing the ward finances, teaching the post-graduate residents and leading the new research projects for betterment of patients.

## Problem

Recently, the Orthopaedic department was faced with a new problem. The active Head of Department was transferred from the hospital and is at Secretary Health's disposal. This created a large gap in the management that needed to be filled with an equally effective Head of department. A new Professor is appointed to take the place of Head of Department. But the employees are very reluctant to trust this new leadership. They have not seen the new Professor at such a post before and feel that he might not be able to run the department as well as the previous head of department. His credentials, experience and previous researches are not considered up to the mark. This has changed the climate of the department and the efficacy of the ward is being negatively affected. There are trust issues of the employees as they have not seen the new professor doing complex and critical surgeries. The professor has not held any managerial post before becoming the new head of department.

# Problem Solving Paper

**Stephen K. Reed**



## **Problem Solving Paper:**

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## Table of Contents Problem Solving Paper

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1. Understanding the eBook Problem Solving Paper
  - The Rise of Digital Reading Problem Solving Paper
  - Advantages of eBooks Over Traditional Books
2. Identifying Problem Solving Paper
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Problem Solving Paper
  - User-Friendly Interface
4. Exploring eBook Recommendations from Problem Solving Paper
  - Personalized Recommendations
  - Problem Solving Paper User Reviews and Ratings
  - Problem Solving Paper and Bestseller Lists
5. Accessing Problem Solving Paper Free and Paid eBooks
  - Problem Solving Paper Public Domain eBooks
  - Problem Solving Paper eBook Subscription Services
  - Problem Solving Paper Budget-Friendly Options
6. Navigating Problem Solving Paper eBook Formats
  - ePub, PDF, MOBI, and More
  - Problem Solving Paper Compatibility with Devices
  - Problem Solving Paper Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Problem Solving Paper
  - Highlighting and Note-Taking Problem Solving Paper
  - Interactive Elements Problem Solving Paper
8. Staying Engaged with Problem Solving Paper

- 
- Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Problem Solving Paper
  - 9. Balancing eBooks and Physical Books Problem Solving Paper
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Problem Solving Paper
  - 10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  - 11. Cultivating a Reading Routine Problem Solving Paper
    - Setting Reading Goals Problem Solving Paper
    - Carving Out Dedicated Reading Time
  - 12. Sourcing Reliable Information of Problem Solving Paper
    - Fact-Checking eBook Content of Problem Solving Paper
    - Distinguishing Credible Sources
  - 13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development
    - Exploring Educational eBooks
  - 14. Embracing eBook Trends
    - Integration of Multimedia Elements
    - Interactive and Gamified eBooks

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