DILEMMA AT DEVIL'S DEN Case Study Solution



Dilemma at Devil's Den

Presented by Kristen Monnin, Zak Burch, and Matt Fig

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TheCaseSolutions.com Overview

-The story of Susan at Mt. Eagle College

-Working at Devil's Den, contracted by College Food Services (CFS)

-Written by Kim Johnson and Allan R. Cohen

-Em

-No college students were hurt in the making of this case

What problems has Susan identified with the night shift operations of the Devil's Den?

-Employees taking food for themselves in large quantities/allowing friends/fellow students to do the same

What are the causes of these problems?

- -Very low wages
- -Tolerant student management
- -Poor inventory control
- -Unlocked food storage room

Devil's Den Dilemma

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How is management encouraging or contributing to this behavior?

- -No effort to establish leadership, control, discipline etc.
- -Laid back student managers maintaining the status quo
- -It all comes down to the toxic culture!

What is Susan's dilemma, and why does she feel this way?

- -Susan feels she has a responsibility to report the unethical situation
- -Based on her upbringing and understanding of fiscal responsibility as a finance major

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Why do the other employees perceive the situation differently? Very poor training, continuing the cycle of poor leadership

- -Separation from CFS lack of accountability encourages poor culture

What is keeping Susan from spilling the beans? -Lack of authority

- -Fear of being frowned upon without any actual change
- -Desire of becoming a student manager herself

In the interest of keeping her job but also ending the behaviors, what should Susan do?

- -One possibility would be anonymously communicating with an authority via email or note, excluding herself from any liability
- -Stronger, obvious involvement and confrontation to the problem. She should start by speaking with the one full-time day manager
- -Her desire to change the store for the good of the company shows initiative, strong willpower

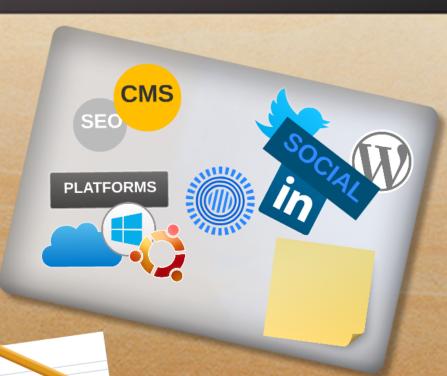
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