

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

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## **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

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# 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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