

THE CASE OF RHONDA

Joseph Kavanaugh, Sam Houston State University;
Carol J. Cumber, South Dakota State University

Case Objectives and Use

The case illustrates a rather common personnel issue often encountered by managers responsible for supervising long-term employees. While the setting is a small advertising and graphics design studio, it is applicable for all organizational scenarios. Students will gain insight into the following dimensions:

1. The importance of progressive discipline.
2. The management of job actions and summary termination.
3. Behavior which helps and hinders teamwork.
4. How to motivate employees.
5. An employer's obligation to meet the needs of all employees, not just satisfy the needs of one.

This case is designed for use with undergraduate and graduate level Human Resource Management, Human Resource Law, and Small Business Management classes.

Case Synopsis

The case involves a long-term, highly productive employee who has increasingly become less productive and disruptive in the workplace. Because of the strength and quality of her past contributions, the owners of the small business which employs her have been reluctant to confront the issue directly. The situation continues to deteriorate as the employee seeks to change employment, while deceiving her employers regarding her interest in strengthening her contributions to the firm. Falsification of a recommendation letter leads to the employee's termination.

Contact Person

Joseph Kavanaugh, Department of Marketing and Management, Sam Houston State University, Huntsville, TX 77341. Voice: 936.294.1236. Email: kavanaugh@shsu.edu.