

THE DEMISE OF RHONDA

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Case Objectives and Use

The objectives of this case are to provide students with the opportunity to learn to recognize and apply some of the basic principles of how to motivate employees, and to recognize the importance of goal setting, feedback and performance review as tools to shape employee behavior and performance. In addition, students are encouraged to recognize how job design affects employee motivation, and understand the relationship between the policy and procedures structure of an organization and employee motivation.

This is a field researched case, which is most appropriate for use in an undergraduate organization behavior or small business management course.

Case Synopsis

The case involves a long-term, highly productive employee who has become increasingly less productive and disruptive of the workplace. Because of the strength and quality of her past contributions, her employers 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. The issue presented to the firm's owners is how to rebuild the management of their agency and address some of the motivational issues in their environment for the future.

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