

**To Change or Not to Change:
("Other People's Money")**
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Course: MGT 360
Title: Management and Organizational Behavior (3 units)

"There is no such thing as change. There are only transitions."
---Parmenides (5th century BCE)

Purpose

The purpose of this document is to help structure the discussion for the critical management topic of *organizational change*. In particular, we will use a clip from the popular movie "Other People's Money" (1991).

Scene setup

In this movie, Danny DeVito plays a businessperson ("Larry Garfield", aka "Larry the Liquidator") who buys up various businesses and sells off the assets of the business to others. The business in question is New England Wire and Cable; a company that has been in business for several decades, but has been struggling recently. The current CEO, and son of the founder of the company, is a well-respected man—both in the company and in the industry—Andrew "Jorgy" Jorgensen, played by the well-known actor, Gregory Peck.

Over time, many employees have also invested part of their retirement savings in the company by buying company stock. Also, this company is one of the largest, if not the largest, employers in this small, rural town.

At the annual shareholders' meeting, an important vote of the shareholders—to elect the members of the Board of Directors—is forthcoming on the future of the company. Andrew and Larry have, to say the least, different perspectives on the future of New England Wire and Cable...

(roll clip)...

Change

The following categories were taken from the textbook—Carpenter (Chapter 7) “Organizational Structure and Change”. Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

<i>Drivers of Change</i>	Issue(s)/Example(s) from the Movie
<i>Workplace Demographics</i>	
<i>Technology</i>	
<i>Globalization</i>	
<i>Changes in Market Conditions</i>	
<i>Growth</i>	
<i>Poor (Organizational) Performance</i>	

<i>Resistance to Change</i>	Issue(s)/Example(s) from the Movie
<i>Disrupted Habits</i>	
<i>Personality</i>	
<i>Feelings of Uncertainty</i>	
<i>Personal Impact of Change</i>	
<i>Prevalence of Change</i>	
<i>Perceived Loss of Power</i>	