

**To Change or Not to Change:
("Other People's Money")**
wayne.smith@csun.edu
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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; this is 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. His name is 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)...

Andrew “Jorgy” Jorgensen

The following subject categories were taken from the outline for our MGT 360 class. Identify the most important, relevant issues from the video clip, and identify a key theory that helps *explain* or *predict* a management-related outcome. (*Student Last Names A-K*)

<u>General MGT 360</u> Subject Area	<u>Specific</u> Theory, Model, or Framework	Issue(s)/Example(s) from the Movie
<i>The Role of the Manager</i>		
<i>Ethics/CSR</i>		
<i>Human Resources</i>		
<i>Change Management</i>		
<i>Culture/Diversity and Personality</i>		
<i>Decision-making</i>		
<i>Conflict Management</i>		
<i>Strategy – Vision/Values, Mission, Objectives, S.M.A.R.T. Goals</i>		
<i>Strategy – External analysis</i>		
<i>Strategy – Internal analysis</i>		
<i>Strategy – Entrepreneurship and Control</i>		
<i>Organizational Structure</i>		
<i>Teams</i>		
<i>Communication</i>		
<i>Motivation</i>		
<i>Power</i>		
<i>Leadership</i>		

Larry “the liquidator” Garfield

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