

## CASE STUDY #2

**Overview:** The purpose of this case study is to make connections between and demonstrate your understanding of the different topics we have covered this semester. As you may have noticed, media outlets often provide a rich context for exploring the application of management and organizational behavior theories and themes in a variety of contexts. One such media outlet is cinema, or more specifically, Hollywood's interpretation and portrayal of people as they relate to their jobs and personal lives. While there are many movies that are directly relatable to management and organizational behavior, one exemplar is *The Devil Wears Prada*.

**Assignment:** The *Devil Wears Prada* touches upon several topics we have discussed thus far. This assignment involves watching the *Devil Wears Prada* and answering the questions below. The case study should be between 5-6 pages in length (maximum 6 pages).

**Tips:** One suggestion for successfully completing this assignment is to read and re-read the questions (to ensure you understand what is being asked), and then take notes while you watch the movie. This will help in answering the questions and being able to relate this movie to the topics we have covered both in class and in the book. You may use quotes to support your responses, but remember to use quotation marks. Refrain from overusing quotes from the movie.

### **Individual Differences and Fit**

1. On which personality characteristics were Andy and Miranda different? Identify at least two personality factors on which they differ, and provide at least two examples from the movie to support each of your answers.
2. In your opinion, did Andy experience person-job or person-organization fit or misfit and why? Use at least three specific examples from the movie to support your argument.
3. In class, we discussed the importance of job attitudes, stress, and behavior (e.g., performance, turnover). Please discuss the relationship between these three factors and how it changed throughout the movie. Please use specific examples from lecture, the book, and the movie to support your response.

### **Leadership**

1. Drawing on two contingency or recent leadership theories, discuss how Miranda was effective and/or ineffective as a leader? For each theory you choose, please select three examples from the movie to support your answers.

### **Motivation**

2. Drawing on two motivation theories, suggest specific strategies you think the company could implement to increase the work motivation of a person in Andy's role. Discuss how they would be implemented or applied.

## CASE STUDY RUBRIC

---

### **WRITING (30/100 points)** *(punctuation, grammar, spelling, and clarity)*

---

- **0 - 14 (Poor):** Errors are distracting and show a lack of understanding of sentence-level grammar or the basic conventions of edited American English.
- **15 - 23 (Fair):** Grammar, punctuation, and spelling errors exist, but the point of each sentence is clearly understood.
- **24 - 27 (Good):** Conforms to the norms of edited American English. Uses language concisely and eloquently. Flows well from one sentence to the next and reads well aloud. The few errors present do not get in the way of reading fluently.
- **28 - 30 (Excellent):** Clearly written, well organized, and free of grammar and other language use errors.

---

### **CONTENT (70/100 points)**

*(responding to all questions with thought; recognizing and identifying connections between the assignment, the lecture, and book chapters)*

---

- **1 - 44 (Poor):** Does not directly answer all questions; may not understand what the questions are asking; fails to demonstrate knowledge of the material and a lack of understanding the theories and concepts; falls short in linking theories and concepts learned in lecture and book to the film.
- **45 - 59 (Average):** Answered most or all questions; describes or explains relevant theories but does not critically analyze what they suggest or do not suggest; does not fully explicate why specific theories were chosen, nor are the theories fully understood in the context of the film.
- **60 - 66 (Good):** Answered all questions thoughtfully, but fails to examine the theories in more depth when needed. Includes rationale for selecting certain theories, but some important nuances are ignored or misinterpreted. Interconnectedness between individual differences, motivation, leadership, and job attitudes and behaviors are relatively understated.
- **67 - 70 (Excellent):** Goes above and beyond in responding to each question by briefly introducing the chosen theories, clearly articulating why each theory was chosen, and providing insight into how each theory can be applied to the film (or potentially cannot be applied). Overall, responses reflect high degree of critical thinking, and meaningful and well-articulated ideas that delve below superficial connections between the theories and the film.