Movie Case Analysis Crimson Tide. (Starring Denzel Washington & Gene Hackman) This 1995 Film, Crimson Tide, is based on the fast-moving, provocative film about a nuclear ballistic submarine which has received orders to do the unthinkable - launch a nuclear first strike against Russia. The strike is ordered to prevent a threatened launch of nuclear missiles which have come into the possession of a rebellious Russian ultra-nationalist - a frighteningly plausible contemporary situation. At this most critical moment, the command structure falls apart as a dispute between the Captain and Executive Officer over the proper course of action results in the crew splitting into two combative factions. The ship convulses as the rival groups take, then lose, control of command. With the clock ticking toward the last possible moment for launch, the situation must be resolved one way or another, with potentially disastrous consequences to an incorrect decision. The strength of the film is that the Captain and the Executive Officer are both right and wrong. The case study shows the potential conflict that can occur when two senior officers Leadership Style and Strategy differs and the course of action to be followed. The dependence of a leader on the willingness of followers is exposed, showing the internal conflict that followers experience when the actions of a leader seem to deviate from their understanding of the mission and values of the organization. In addition, there is a racial undertone in the film, since the Captain is white and the Executive Officer is black. Topics Include: Leadership styles, Power/Authority, Followership, Ethics/Values, Cultural Diversity, Team Breakdown, Why Leaders Fail, Authoritative Leadership Theories Covered: Theory X and Y, Behavioral Perspective Film Information: 1995, rated R, 116 minutes, color QUESTIONS: 1) Give the definition of leadership used in this text, and then explain the following components of leadership: process, influence, group context, and goal attainment. 2) Distinguish between assigned and emergent leaders. Which of these bests describe Captain Ramsey (Gene Hackman) and Lt. Commander Hunter (Denzel Washington.)? Use concepts from the text and examples from the movie to illustrate 3) Fairhurst (2007) argues that the leadership process can be negotiated through the communication between leader and follower, and not solely stem from a leader’s traits, skills, and behaviors. Give an example from the movie of how a leader and follower can talk together to mutually understand an issue and see how it should be dealt with. 4) What are the “Big Five” personality factors? How do they affect your leadership abilities and capabilities? Which factor(s) was most strongly associated with leadership? Discuss which of these personality traits are identifiable in Captain Ramsey (Gene Hackman) and Lt. Commander Hunter (Denzel Washington.). Explain how these factors benefited Captain Ramsey (Gene Hackman) and Lt. Commander Hunter (Denzel Washington.). in a leadership context. Use concepts from the text and examples from the movie to illustrate (C2) 5) . What are some examples of situations in which a leader must demonstrate behavioral flexibility? Use concepts from the text and examples from the movie to illustrate. (C3-13) 6) Compare and contrast Blake and Mouton’s managerial grid theory to the Ohio State and Michigan studies. Which of the five major style, best describe Captain Ramsey (Gene Hackman) and Lt. Commander Hunter (Denzel Washington.). Use concepts from the text and examples from the movie to illustrate. (C4-3) 7) Does a leader’s motivation for adapting his or her leadership style have any effect on followers? In other words, would a leader with a high concern for task differ from a leader with a high concern for relationships? Use concepts from the text and examples from the movie to illustrate. (C5-6) 8) Which leadership behaviors in the SLII model best describe the situational approach of Captain Ramsey (Gene Hackman) and Lt. Commander Hunter (Denzel Washington.). Use concepts from the text and examples from the movie to illustrate. (C5-P). 9) Distinguish between transformational, transactional and charismatic leadership styles. Which, if any, best describes Captain Ramsey (Gene Hackman) and Lt. Commander Hunter (Denzel Washington.). Use concepts from the text and examples from the movie to illustrate. (C8-6)