SECTION A

Answer one question. Each question is worth 25 marks.

1. “It is imperative that managers understand the significance of Organisational Culture in order to create the right environment within their organisations. Using Handy’s Cultural Types and one other theorist, critically discuss this statement.

2. Identify and then explain the determinants of structural design clearly establishing the linkages to Organisational Behaviour.

3. Organisational Conflict can have positive as well as negative effects. Evaluate this statement and use examples to support your answer.

4. Caribbean managers can influence individual behaviour and organisational outcomes by using different power bases. With reference to five (5) sources of power, discuss how managers can improve their effectiveness in Caribbean organisations.

TURN OVER
SECTION B
Answer ALL questions from Part B

5. BRINKER INTERNATIONAL CASE

Among other labels and titles, Norman Brinker has been called entrepreneur, pioneer, visionary, and mentor. These titles and labels were acquired through the forty plus years of his legendary career in the restaurant industry.

Always looking for a challenge, Brinker started his restaurant career in the late 1950s as a partner in the Jack-in-the-Box restaurant chain. As a result of this initial experience he developed a love for the restaurant business. In 1966, he developed Steak and Ale, the forerunner of what is now referred to as casual dining. In 1971, he sought out another challenge, in the restaurant industry, developing the Bennigan's chain. In 1976, he sold the Steak and Ale and Bennigan's chains to the Pillsbury Corporation, becoming a vice president for Pillsbury. He quickly ascended to the presidency of Pillsbury but left in 1983 to buy a 40 percent interest in the Chili's restaurant chain. In 1984, Brinker International was formed and Norman Brinker pursued an aggressive growth strategy for the company.

Since its formation, Brinker International has developed into "the premier casual dining restaurant company in the world and has received numerous accolades through the years for its outstanding performance." Brinker International now owns, operates, or franchises more than 1,100 units in forty-seven states and twenty nations. The Brinker International brands include Chili's Grill and Bar, Romano's Macaroni Grill, Cozymel's Coastal Mexican Grill, On the Border Mexican Grill & Cantina, Maggiano's Little Italy, eatZi's Market & Bakery, Big Bowl, and Comer Bakery Café. Brinker International has annual revenues of $3 billion. In both 2000 and 2001, Brinker International was listed among the "400 Best Companies in America" by Forbes magazine.

Brinker has been recognized on numerous occasions for his leadership capabilities. He is "widely regarded as one of the most influential chain builders in food service history." Brinker's leadership philosophy is that "winners attract winners." Brinker clearly has confidence in himself—justifiably so. He has successfully led several companies in a highly competitive industry in which many failures occur. Moreover, Brinker likes to surround himself with people who believe in themselves and are (or can be) successful. He says: "The people I've been able to attract over the years are terrific individuals. They want to do better. And the success is contagious."

Under his leadership, Brinker International has developed a culture "driven by integrity, teamwork, passion, and an unwavering commitment to making sure each and every guest has an enjoyable dining experience." Through example and personal involvement, Norman Brinker has promoted an ethical organisational culture where people respect one another and work collaboratively in seeking to provide excellent meals and excellent service.
Norman Brinker is nearing the end of his formal leadership within the restaurant industry, but his influential reach will continue. In retiring from Brinker International in 2000 but remaining as chairman emeritus, Norman Brinker formally turned over the leadership reins of the company to Ron McDougall, a protégé whom he had groomed since the two began working together in 1974 at Steak and Ale. In passing the leadership torch to McDougall, Brinker observed that his successor "is one of the strongest, most visionary individuals that I've ever been associated with. He is a born leader, an adept team-builder, and the best strategist in the business."

As chairman emeritus, Norman Brinker will not be involved in the day-to-day operations of Brinker International. However, he will "travel and address franchisee groups, spreading his casual dining gospel of good management, great food and fun that was his hallmark throughout his career." Moreover, Richie Jackson, executive vice president of the Texas Restaurant Association, says, "I'm sure that Norman will still be building leadership and mentoring in his capacity as chairman emeritus."

Another issue Brinker International has to deal with relates to the organisational structure, which has an exceptionally wide span of control and some departmental leaders have been heard expressing concern over the numbers of associates who are formally under their responsibility.

a) Identify the major presenting issues in the case. (10 marks)

b) Justify your selection of these major issues. (10 marks)

c) What recommendations would you offer to resolve them? (15 marks)