

**MBA-II / SEM-IV / LEADERSHIP AND SUCCESSION
PLANNING (2024-25)****COMPREHENSIVE CONCURRENT EVALUATION 2024-25****Course Code: 414 HR****Course Name: Leadership and Succession Planning****Faculty Name: Dr. Asita Ghewari**

The course is evaluated on the basis of two components

Sr. No.	Parameter / Component	Marks	Date
1	Case Study	50	1 st March 2025
2	Online Certification	50	15 th March 2025

CCE 1: Presentation on Wage and Salary Administration

Case study: Leadership and Succession Planning at Disney

Introduction

The Walt Disney Company is one of the world's largest entertainment conglomerates, known for its innovative leadership and strategic decision-making. However, the company has faced both successful and challenging leadership transitions over the years. This case study examines Disney's key leadership successions, highlighting the impact of different leadership styles and the importance of effective succession planning.

Leadership Transitions at Disney

Walt Disney to Roy O. Disney (1966–1971)

After Walt Disney's death in 1966, his brother Roy O. Disney took over leadership. Although Roy was not as creatively driven as Walt, he focused on financial stability and successfully completed Walt Disney World in Florida. However, this transition was not pre-planned, leading to initial uncertainty about the company's direction.

Michael Eisner's Leadership (1984–2005)

In the 1980s, Disney was struggling. Michael Eisner, a former Paramount executive, was appointed CEO in 1984, alongside Frank Wells as President. Eisner revitalized Disney by focusing on blockbuster films (*The Lion King*, *Beauty and the Beast*) and expanding into TV, theme parks, and acquisitions like ABC and ESPN.

However, after Wells' sudden death in 1994, Eisner centralized power, leading to tensions with top executives and creative leaders. His attempt to bring in Michael Ovitz as a successor failed, leading to Ovitz's departure after just 14 months. By the early 2000s, Disney's board and investors pressured Eisner to step down due to poor succession planning and declining performance.

Bob Iger's Era (2005–2020)

Eisner was succeeded by Bob Iger in 2005. Unlike Eisner, Iger focused on collaboration and strategic acquisitions, such as Pixar (2006), Marvel (2009), Lucasfilm (2012), and 21st Century Fox (2019). He also successfully launched Disney+.

Despite his success, Iger extended his tenure multiple times due to difficulties in finding a successor. When he finally stepped down in 2020, Bob Chapek, former head of Disney Parks, was named CEO.

Bob Chapek's Short-Lived Tenure (2020–2022)

Chapek faced immediate challenges, including the COVID-19 pandemic and internal conflicts. His leadership style, which focused more on cost-cutting than creativity, led to tensions with Disney's creative teams. He also faced backlash over Disney's response to social and political issues.

Due to declining investor confidence and employee dissatisfaction, Disney's board removed Chapek in 2022 and reinstated Bob Iger as CEO.

Bob Iger's Return (2022–Present)

Iger's return aimed to stabilize Disney, restructure the company, and find a long-term successor. However, challenges remain in ensuring a smooth transition to the next generation of leadership.

Discussion Questions

Understanding Leadership Styles

1. How did Michael Eisner's leadership differ from Bob Iger's?
2. What leadership qualities made Iger more successful in managing Disney compared to Chapek?
3. How do leadership styles impact a company's creative and financial performance?

Succession Planning Challenges

4. Why did Disney struggle with succession planning multiple times?
5. What steps could Disney have taken to ensure a smoother leadership transition from Iger to Chapek?
6. How can companies balance internal promotion and external hiring for leadership roles?

Crisis Management and Leadership Impact

7. How did the COVID-19 pandemic challenge Chapek's leadership at Disney?
8. What lessons can other companies learn from Disney's handling of leadership transitions?
9. What should Disney prioritize in choosing its next CEO to avoid past mistakes?

Final Reflection

10. If you were a board member at Disney, what key qualities would you look for in the next CEO?

CCE 2: Online Certification

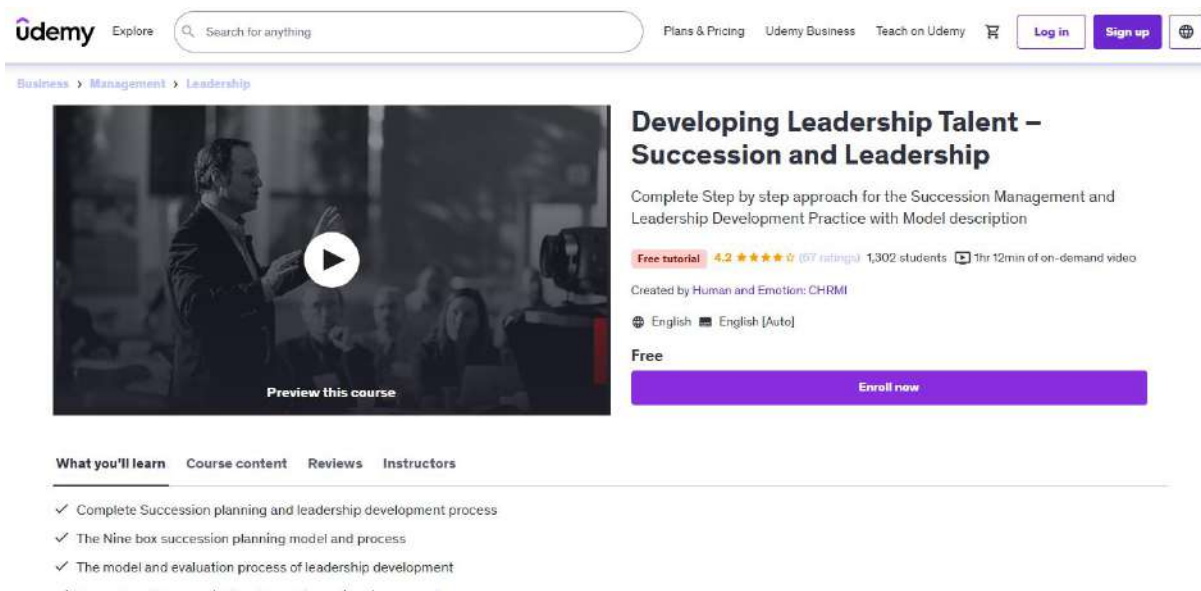
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