

**Spring 2020 Final-Term Examination**

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**Course: Organizational Behavior**

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* **Attempt all questions.**
* **Read The case study and answer the following accordingly.**

**Question# (5) Write a summary of the case study and be more specific on what you understood out of this study.**

The purpose of this paper is to encourage understanding of the practical value to managing and communication practitioners of the positive lessons from issue and crisis management cases. Design, methodology and approach, unlike many other areas of management writing, which focus on new approaches and best practice, issue and crisis management cases often highlight “PR disasters”. This paper uses well known examples to explore the reasons for this focus on failure and proposes ways for managers to move beyond schadenfreude to secure genuine learning and competitive advantage from the adverse experiences of others. Findings, whereas many industry cases are self‐serving and prone to wisdom after the event, there is a growing body of authoritative case‐books and other material which can provide useful evaluation and benchmarking for an organization's own activity, both internal and external. Originality value While academics are familiar with the use of communication case analysis, this paper explores the range of published case study resources for practitioners and other managers who may be less aware of what is currently available and how independent analysis and insight can help facilitate effective performance against accountability.

**Question# (2) Based on the case study do you think Pan Am was flexible in their decision making?**

Pam Am was not flexible in their decision making they could have made better decisions during the turnaround phase. Internationally the airline had built up a formidable route network but senior executives had realized for some time that the way forward was to increase the feeds to these services. The inconvenience to passengers of having to change from a ‘domestic ‘airline to Pan Am for international travel was sustainable within the marketplace only as long as regulation was in place on international routes. In anticipation of the problems of deregulation. However, with the advent of deregulation, the lack of feeders became a distinct, rather than a potential, threat. In order to overcome these difficulties, Pan Am sought to develop the domestic feeder system it needed through the acquisition of National Airlines. The purchase of National was deemed a strategic error, given that the cost of the acquisition was excessive in terms of cash and because of incompatible aircraft and routes alongside a range of inherited labor problems. The lack of adequate domestic feeder flights following the advent of deregulation, combined with the problems arising out of the ill-fated acquisition of National, bode ill for Pan Am’s and created the potential for crisis which was incubated during the remainder of the decade.

**Question# (3) In your opinion where do you think they made a mistake that caused the failure to the airline.**Pan Am made numbers of mistakes in its turn around phase. It found itself in the post-deregulation with an inflexible and heavily unionized work force together with a mixed aircraft fleet of varying standards. This, coupled with the company’s management culture, developed during the secure regulatory years, was to prove to be a problem. With Pan Am’s fortunes waning during the highly competitive the organization’s Pan Am was again faced with selling what little assets it had to remain viable as the crisis took a heavy financial toll on the organization. It also sold its Internal German Service (IGS) network to Lufthansa for $US150 million. Pan Am decided that to remain as a viable carrier it must sell one of its remaining jewels in the crown - its transatlantic route operation. However, any attempt to clear the sale would require the British government agreeing to ease restrictions on new carriers operating from Heathrow. Delays through inter-governmental negotiations followed and, in the interim, TWA attempted to take-over Pan Am in a $US375 million deal. Finally, terminating any takeover bid by TWA, Pan Am applied for Bankruptcy Protection in the US courts. Pan Am re-negotiated loans to enable it to restructure its finances which had been decimated by the Gulf crisis. Pan Am’s revenue generation had been severely curtailed due to the lack of demand. During the initial turnaround attempt, the acute crisis events of Lockerbie, economic recession and the Gulf war were too great for Pan Am to counter with its eroded asset base and diminished route system. The ensuing debt burden and filing of bankruptcy protection saw remaining assets sold and the adoption of a divest or ’get out now’ end-game strategy.

**Question# (4) What can you generalize from the case study based on information, was it a group culture organization?**

We could generalize from the case study based on information that the organizational culture represents common perception, this was made clear when we defined culture as a system of shared meaning. We should expect, therefor that individuals with different backgrounds will tend to describe organization’s culture in similar terms. The organization promote cooperation among the countries of Latin American and the U.S. It was established (as the International Union of American Republics) at the first Pan-American conference, which was called by U.S. secretary of state in order to reach agreements on various common commercial and juridical problems among the countries of the Americas.

**Question# (1) Do you agree that good communication reduces uncertainty; in your opinion could it have saved Pan Am?**

Yes! effective communication strategies in high-uncertainty environments can help reduce uncertainties, and forge a unified bond between leaders and employees. Well designed and executed strategies are associated with productivity gains, efficiency improvements, cost reductions, improved morale, and decreased employee turnover. In my opinion communication was one of the reasons that led Pan Am from disaster to crisis, the stakeholders perception of the crisis organization were determined by media coverage. The way in which the media depict the crisis with the depth and intensity of coverage influenced the stakeholders. Media was considered the antagonist in a crisis scenario. Because of medias highly influential role, the company had to be prepared to take immediate control of informational flow in a crisis plan. If Pan Am communicated in a good manner and provided good information at that time it would have saved them from falling into crisis, but Pan Am’s failure to provide information in a timely way resulted media focusing on victims’ families. As a result of the information vacuum, rumors as to the cause of the explosion thrived.

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**Q1: How will they make a contingency plan in this situation where the employees can work with social distancing at the same time providing customer service? (10 Marks )**

**Ans:**

The 2019-2020 coronavirus pandemic was confirmed to reach Pakistan on 12th February, 2020. As of April, 2020 the number of cases in the country is over 10500, with 3000+ recoveries and 192 deaths. Banks play an important role in our daily life and also have a great effect on the development of any country. If the bank system is unorganized and inefficient, it creates mal-adjustments and impediments in the process of development. To provide customer services with maintaining social distance, banks should take few mandatory steps that can lower the risk and spread of Covid-19.

1. All commercial banks should circulate the disinfected cash, provided by the state bank of Pakistan.

2. All banks must ensure to clean, disinfect, seal and quarantine all cash being collected from hospitals, clinics and markets.

3. The banks could use such currency notes after 14 days of quarantine.

4. The bank should close the nearer branches to one another, or they should close those branches where one of their members is infected with the Covid-19 virus.

5. The banks should reduce the number of employees in their branches and they could work from home which will lead to more social distance among the employees.

6. Furthermore the banks should issue circulars in the name of Covid-19, how can they save the external and internal customers. Some examples are given below for providing the best quality services to the customers:

a. Reduce the number of feedback tables.

b. Touchless EQ functions should be available.

c. Floor management should be performed as per guidelines.

d. Sentizers availability and usage should be must in banks.

e. Sentizers availability in ATM booths.

f. Enough staff at the counter to handle the customers rush.

g. Everyone in the bank should wear a mask and gloves.

h. Unnecessary persons should not be allowed or to be near the cash or cash counter.

i. Disposable glasses should be used for drinking water.

**Q2:How will these five factors work for employees in Covid by practicing these factors in work place? ( 10 Marks)**

**1. Power Distance**

**2. Individualism vs. Collectivism**

**3. Masculinity vs. Femininity**

**4. Uncertainty Avoidance**

**5. Long-term vs. Short-term Orientation**

**Ans: 1.**

**POWER DISTANCE:**

During the time of Covid-19 crises, maintaining unity is necessary to get out of these crises together. Banks should adopt the culture of low power distance so that employees do not feel that the power is distributed unequally. The employees will have the freedom to think creatively, to voice/ present their opinion open.

**2. INDIVIDUALISM VS. COLLECTIVISM:**

Collectivism is all about incorporating everyone together into a group to accomplish more in each branch and as a whole branches should work collectively to accomplish more in less time as we are witnessing very dangerous situations that can harm the banking sector. I would not prefer pure collectivism culture. The banks should be individualised but they should consider more collectivist ideas to get rid of this worst situation.

**3. MASCULINITY AND FEMININITY:**

Masculinity and femininity cultural dimension is considered as a societal not an individual masculine society having traits like dominant, strong, assertive, brave and innovative while feminine society having traits like emotional caring vulnerable and humble. During the time of crises due to coronavirus, it's better to be dominant, assertive and strong then it is to be caring, humble, and emotional.

**4. UNCERTAINTY AVOIDANCE:**

During the time of corona virus, uncertainty avoidance is an important factor. The more banks adopt a low level of uncertainty avoidance culture so the employees in the culture do not feel threatened by uncertain situations . Furthermore, the bank should establish employees support procedures that will reduce the level of uncertainty.

**5. LONG TERM VS. SHORT TERM ORIENTATION:**

All commercial banks should give enough focus to their short term orientation which might provide quality services to customers either maintaining social distance to slow the spread of Covid-19. If the banks don't give proper attention to the current crises, it will affect both their long and short term orientation.

**Q3: Do you think that employees of banks can be Job satisfied, Job involved or Psychologically Empowered in this situation? (5 Marks)**

**Ans:**

Many companies are letting their number of employees to work from home and to limit their personal interaction replacing them with video/ telephonic interaction. Most of the employees are facing various challenges either working remotely or at office. Most of them working at office are not psychologically empowered despite wearing mask, gloves, they don't know whether such protection will protect them. Employees working remotely from home face various challenges like communication gaps can arise, or scheduled online meetings are not easy. This can cause confusion of slow operational processes. Employees are not job satisfied due to the mentioned problems and they became frustrated with the management. The banks still must play their role in understanding the need of staff. They must ensure that their well-being matters so it will keep the staff happy and satisfied.

**Q4: Do you agree with the fact that the moods and emotions of customers will be affected by this Pandemic?**

**Ans:**

in these tough and pandemic days the emotions of customers have been triggered with major and we know that impact of emotion drives an impact on the person’s behaviour. Besides these quarantine and pandemics have given some time to the people to improve their emotional intelligence and for sure who ever have worked on it have definitely had a positive impact on them, because they have got a lot of time for their self awareness, social competence and setting up some goals in their life. The interest rate has also been lower by the banks and most of the customers have withdrawn their deposits. And despite this they will be looking for new opportunities in the market as most will tend towards the online businesses and this occurred because they have realized the different faces of life and business. As this will hopefully lead to their proper understanding of their emotions and proper plans for their assets they have financially.