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❖ Exaim	Final Assignment
❖ Semester	Third
❖ Field	Computer science

Question1:

Do you agree that good communication reduces uncertainty; in your opinion could it have saved Pan Am?

As far as my prospectus is concerned yes the effective communication strategies in high-uncertainty environments would definitely help to reduce uncertainties. Its for sur that the best designed and executed strategies are always associated with productivity gains, efficiency improvements, cost and decreases employee turnover and it also improves employees moral. In my opinion communication was one of the reasons that led Pan Am from disaster to crisis, the perception of the crisis organization were determined by media coverage. As Pan Am had supposed to be a well communicated in order to be in better touch with there employees and also with the customers but they didn't do so an If Pan Am had communicated in a good manner and provided good information at that time it would had surly saved them from falling into crisis, but they failed to provide information in a timely way and it resulted that the media focused on victims' families. And as a result of the information basis , and as to the cause an explosion . 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.

Question2:

Based on the case study do you think Pan Am was flexible in their decision making?

No, Pam Am was not flexible in their decisions. And they could make some better decisions during the turnaround phase. As the airline had built up a formidable

route network internationally but the senior executives had realized for some time that the way onward had to increase the feeds to their services. 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. 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.

Question3:

In your opinion where do you think they made a mistake that caused the failure to the airline.

The Pan Am company had done some of the most worst mistakes during their services which eventually caused the failure to the airline. The company had 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 (IGS) called "Internal German service" network to Lufthansa for \$US150 million. Pan Am had finally decided that to remain as a viable carrier it must sell one of its remaining jewels in the crown - its transatlantic route

operation. attempting 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, Pan Am re-negotiated loans to enable it to restructure its finances which had been decimated by the Gulf crisis. 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'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 debt burden and filing of bankruptcy protection saw remaining assets sold and the adoption of a divest or end-game strategy. These were the some of the most important mistakes that was don by the company and eventually that caused the Pam AN airline as a failure .

Question4:

What can you generalize from the case study based on information, was it a group culture organization?

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

Question 5:

Write a summary of the case study and be more specific on what you understood out of this study.

The main purpose of this study is encouraging and understanding of the practical value to managing and communication practitioners of the positive lessons from issue and crisis management cases. This study uses a 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. 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 . Originality value While academics are familiar with the use of communication case analysis, this study 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. 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.