

Course: Organization Behavior

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Question# (3)

Ans: Despite a number of highly successful years throughout the 1970's, the airline eventually had to come to an end. Pan Am, having once called itself "*The World's Most Experienced Airline*", eventually filed for bankruptcy protection in January 1991. Due to rising fuel costs, as well as an inability to operate domestic routes the airline was starting to run at a loss. The airline also suffered from several public relations hits in 1988. This was the year that saw a Pan Am B747 crash in Lockerbie, sparking a \$300 million lawsuit, as well as an additional fine from the FAA for 19 security failings.

Delta claimed that Pan Am was losing around \$3 million per day of operation in the later months of 1991. Requiring \$25 million just to keep flying for another week, Pan Am was able to convince a bankruptcy judge that they were close to making a deal regarding continued operations with TWA on the 3rd December. As such the airline opened for business as usual on 4th of December, however, was shut down within an hour. Around 7,500 employees instantly lost their jobs.

The last commercial Pan Am flight operated between Bridgetown and Barbados using a B727 aircraft.

Although several airlines have tried to revive the Pan Am brand over the years, ultimately none have been successful. Today Pan Am legacy lives on as one of the largest names in aviation history.

Question # 4:

Organization have uniform culture:

Organization culture represent a common perception held by the origination members .this was mad explicit when we defined culture as a system of shard meaning we should expect there for that individuals with different background or a different level in the organization well tend or describe the organization culture in similar term.

Acknowledgment that organization culture has common properties does not mean however that there cannot be subculture within any given culture most large organization have a dominate culture and numerous sets of sub culture .a dominate culture express the core values that are shared by a majority of the organization members when we talk about an organization we are referring to it dominate culture it is this macro view of culture that given an organization its dishonest personality subculture tend to develop in large organization to reflect common problems situation.

Question# (1)

Ans: 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 media 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 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.

Question#2

Ans: 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 and created the potential for crisis which was incubated during the remainder of the decade.

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.