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FINAL-TERM: ASSIGNMENT

SUBJECT : ORGANIZATIONAL BEHAVIOR

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PROGRAM : BS (CS)

Question no 1

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

Answer:

Yes in my opinion Pan Am would be saved if he, when uncertainty information is processed, interpretation differences between individual readers, misunderstandings and biases may occur (such as availability heuristic, confirmation bias, overconfidence effect/bias) - relative changes in risks can sound alarming, but can be seriously misleading if the baseline risk is not clear - risk experts artificially separate the probability and magnitude components of a risk, but non-scientific audiences don't, leading to an under-appreciation of low probability high impact events - framing influences the interpretation of uncertainties. When uncertainty information has been read and processed, the question remains whether and how this information is used (for example, in the policy process, public debate or to form a personal opinion), and whether it is used 'correctly'. Uncertainty information that was processed may simply be forgotten after reading it.

Question no 2

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

Answer:

No, Pan 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.

Question no 3

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

Answer:

A key factor I believe is that unlike most of us, airlines really have no choice about admitting their mistakes. When an airplane crashes, the news is splashed across the media. As a consequence, all crashes are seriously investigated. In fact, because of the culture of safety that has developed in aviation over the years, even "incidents" or near crashes are investigated too. The main point of these investigations is not to place blame but to figure out what went wrong and to find ways to improve the system so that the mistake isn't repeated. Another factor may well be that many of those responsible for safety suffer very direct consequences if mistakes are made. Flight crews die in plane crashes too. And so the design of airplanes, maintenance practices, and safety training of flight crews have steadily improved.

Modern aviation is awash in checklists. In the cockpit, there are preflight checklists, takeoff checklists, before landing checklists, and of course a sheaf of emergency checklists. You might remember the famous "miracle on the Hudson" flight of 2009, in which Captain Chesley Sullenberger and First Officer Jeffrey Skiles successfully ditched their Airbus A320 in the Hudson River without the loss of even one of the 155 people on board after losing both engines soon after takeoff. What were they doing in the cockpit? While Sullenberger flew the plane, Skiles did what his training dictated. He immediately went to the engine failure and "ditch" checklists. Amazingly, he got through the entire "restart engine" checklist, which meant that he tried all available means of restarting the engines, in the three and a half minutes before the plane hit the water.

Question no 4

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

Answer:

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 promotes cooperation among the countries of Latin America and the U.S. We should expect, therefore, 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.

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

Question no 5

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

Answer:

The plastic explosive that detonated in the forward cargo hold triggered a sequence of events that led to the rapid destruction of the aircraft. Winds scattered victims and debris along an 81-mile-long corridor 845 square miles in area.

The Lockerbie bombing became the subject of Britain's largest criminal inquiry led by its smallest police force, the Dumfries and Galloway Constabulary. This widely regarded assault on a symbol of the United States, with 189 of the victims being Americans, stood as the deadliest terrorist attack on American civilians until the attacks of September 11, 2001.

The determined investigation over more than 11 years was a jigsaw-puzzle assembly by many cooperating law-enforcement, intelligence, and legal personnel from numerous countries—including a CIA electronics expert who uncovered a key piece of evidence.

In 1989, months after the plane crash and end of the formal recovery effort, a piece of scorched shirt was discovered. The piece contained a fragment of circuit board that the heat of the explosion had fused into the shirt's polyester fabric.

The Scots photographed the circuit-board fragment and gave a photo to the FBI, who passed a copy to the CIA where a Directorate of Science & Technology (DS&T) electronics expert observed two things that reminded him of a device he had seen before—a timer from an earlier Libyan terrorist attack. Further analysis confirmed that the fragment exactly matched part of a timer circuit manufactured specifically for the Libyans.