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Making decisions plays a critical part in the success of an organization. Therefore, every management team is required to use the information available and make rational decisions that will either impact individuals' lives around the company or alter the organization's progress. Also, through making decisions, the company can easily achieve its objectives and goals. Like other organizations, Qantas airline is also facing substantial operational challenges (Ross, 2014). The chief executive officer, Alan Joyce, must make hard decisions to reestablish the operations' development due to increased losses incurred in the augmented prices in fuel and weakening economy. The paper will analyze the probable decisions and recommendations the chief executive officer of Qantas has to make in the struggle of reinstating the organization.

Question 1

The choice to be made by Alan Joyce of whether to sell the Qantas flyer program is both strategic and operational. According to Buhler (2001), strategic decisions are those that deal with the overall environment where the company operates, the whole resources as well as individuals involved in forming the organization. Therefore, Alan's decisions will have an impact on the whole population in Qantas, and thus, the resources of the company will be interfered with. Furthermore, while the top-level management chooses whether to sell the Qantas flyer program in the organization, it indicates a strategic decision (Buhler, 2001). To restore the organization's operations, the organization must focus on the success of the company's objectives and goals. As the chief executive officer of Qantas airlines, Alan has the responsibility of restoring the organization's operations by guaranteeing that they do not encounter losses of assets and access of vital information to the rivals and clients.

The decision can also be considered operational because it focuses on solving the problem at that time. According to Buhler (2001), operational decisions are those that deal with the management of day to day activities. Therefore, whether to sell the Qantas flyer program aims to solve problems in both the long term and short term. Moreover, the decision to be chosen is non-programmed. The decision is non-programmed if it does not appear on a repetitive basis (Kourdi, 2003). In this case, Alan is trying his best to make choices that will reinstate Qantas airline to its steadiness and stop it from failure. Consequently, he has to develop several decisions that will ensure the organization has succeeded. Although Qantas' frequent flyer program is essential to the company, Alan has to make the decisions that will benefit the future of the company with as minimal risk as possible (Ironside, 2014). Also, as the company's chief executive officer, Joyce will need to use the best approach to ensure he assesses the various available strategies to handle the problem and select the best that will improve the company's performance and increase the revenues.

Question 2

A good leader needs to be fast in decision-making because it determines the business's success or failure. Although there are decisions that can be made quick and easy without giving out total concentrations, some are complex and challenging, hence needing proper concentration. For instance, the decision that ¹ Joyce needs to make on whether or not to sell the frequent flyer program is an intricate and high-risk decision. Therefore, selecting the best approach will be important. As the chief executive officer of Qantas, Joyce should use analytical approach of rational decision-making and effective decisions (Buhler, 2001). Several steps need to be followed when using an analytical approach. Alan will need to develop goals that he wants to achieve before making the decision. Goals are very crucial because they will help him to

recognize the primary contributors to the problem. Also, through this, Joyce will manage to examine the problem and create tactical objectives.

The next step is to recognize the different methods of addressing the problem. This step entails coming up with several ways of handling the challenge from the most basic ones to the intricate ways. After Joyce has developed the goals and evaluated the problem, he will need to come up with alternative methods of solving the problem and identify the cost of execution of each approach and the related risks. Similarly, they will move to examinations of the selected alternatives. In this step, the utmost approach that is considered to be more effective and economical is chosen. Furthermore, the method should aim to attain the best outcomes in the shortest time possible. Correspondingly, based on the situation Qantas airline is facing, the method selected should be cost-effective to reduce more expenditures that will overwhelm the company financially as well as focusing on the objectives developed and achieving the goals efficiently. Joyce will assess the chosen method and ensure it has more benefits than the risks associated with its implementation. Also, the consequences of the approach will be reviewed and if it is not operative, Joyce will need to move to the next alternative and evaluate it again. Lastly, Joyce will have to decide and implement the method and procedures to attain the goals. Hence, the method will be documented for future references if it has addressed all the problems encountered.

Question 3

I would recommend Joyce to utilize a rational approach because the company's knowledge and experience are on the fingertips. Kourb (2003) emphasize that the rational approach of decision making is where the individuals involved in making choices have enough information concerning the alternatives and the intellectual ability to assess every choice against

the others. Therefore, having been in the field for six years, he acknowledges the importance of addressing the problems as they arise. This indicates that Joyce cannot decide on the choices that will make the company fail or disrupt its future activities. Furthermore, considering the inadequate time of handling the problem, Alan will have to incorporate an approach that will ensure the challenge is addressed efficiently and reinstate the company's stability and revenues.

A new chief executive officer from another company and with no knowledge and experience of airlines will have to use the intuitive approach. According to Kourdi (2011), an intuitive decision-making approach is a process that provides solutions to a problem without practical reasoning or essential assessment of the dangers and benefits of the used method. The new chief executive officer has no acquaintance of how the Qantas operates. There is not enough time for the new leader to inspect the organization's current position and other possible solutions. For that reason, the intuitive approach will work best because the new chief executive officer will depend on instincts and the condition's state with the least evidence. Moreover, being the new manager, they do not want to enter the position and begin with substantial losses; therefore, they can decide on the best solutions to minimize the risk and save the company through an intuitive approach.

In summation, having analyzed the probable decisions and recommendations the chief executive officer of Qantas has to make in the struggle of reinstating the organization, it is clear that the decision-making process is a very critical procedure in every organization. Normally, top-level management such as the chief executive officer faces challenges in making critical decisions. In this case, Alan Joyce has experienced a challenge and has to utilize both strategic and operational decision-making to save Qantas airlines from massive losses and the failing

economy. Furthermore, analytical technique will be the best method to use in making the decision as well as using rational approach.

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