

"A man is
great by
deeds, not by
birth"
-Chanakya

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Case Study

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ORGANIZATIONAL LEARNING IN A CRISIS: AI 1344

Nycil George ¹
Anita Kerai ²

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Please contact the corresponding authors, if you would like to access the full case study.

¹Assistant Professor, Strategic Management Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - nycilg@iimk.ac.in, Phone Number - 0495-2809677

²Assistant Professor, Strategic Management Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - anitak@iimk.ac.in, Phone Number - 0495-2809678

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Abstract:

This case traces the events leading up to and the immediate aftermath of the fatal crash of Air India Express Flight, AI 1344. The flight was a special repatriation flight run by the Government of India under the Vande Bharat Mission to bring back stranded Indian citizens during the COVID-19 pandemic. AI 1344 was operating between Dubai and Kozhikode. Twenty-one people lost their lives and more than seventy-five people were seriously injured in the incident.

While several factors can be attributed to the fatal accident, the terrain of the airport, particularly the tabletop runway, received a lot of attention. That Air India Express had a similar crash in another tabletop airport, ten years earlier, comes up as an inevitable comparison. Other questions centered on the airline itself, and its operations designed around a low-cost model. Finally, the timing could not be worse, given the unprecedented lockdown and safety measures brought about by the COVID-19 pandemic.



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Indian Institute Management Kozhikode
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Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809237/ 238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

