

## Grounded: Frank Lorenzo And The Destruction Of Eastern Airlines

Grounded Frank Lorenzo and the Destruction of Eastern Airlines Beard Books

David Walsh examines the historically insular unions in the airline industry, where the need for cooperation has been heightened in the era since deregulation. Guided by organizational theory, he analyzes extensive data on pairs of unions, coalitions, and the airline union network as a whole, finding a complex web of connections. Drawing on quantitative data from his network analysis, on the historical background, and on descriptive case studies, including the Eastern Airlines strike, Walsh identifies the possibilities and the limitations of labor solidarity.

From a New York Times bestselling author, a fresh and detail-rich argument that the best way to lead is to be fair Can you succeed without being a terrible person? We often think not: recognizing that, as the old saying has it, "nice guys finish last." But does that mean you have to go to the other extreme and be a bully or Machiavellian to get anything done? In *The Art of Fairness*, bestselling author David Bodanis uses thrilling case studies to show there's a better path, leading neatly in between. He reveals how it was fairness, applied with skill, that led the Empire State Building to be constructed in barely a year--and how the same techniques brought a quiet English debutante to become an acclaimed jungle guerrilla fighter. In ten vivid profiles featuring pilots, presidents, and even the producer of *Game of Thrones*, we see that the path to greatness doesn't require crushing displays of power or tyrannical ego. Simple fair decency can prevail. With surprising insights from across history--including the downfall of the very man who popularized the phrase "nice guys finish last"--*The Art of Fairness* charts a refreshing and sustainable new approach to cultivating integrity and influence.

Eastern Air Lines began in 1926 when aviation pioneer Harold Pitcairn started the first carrier air mail route from New York to Atlanta under his company, Pitcairn Aviation. Clement Keys of National Air Transport bought the company in 1929, changed the name to Eastern Air Transport and began passenger service the next year on daily round trips between New York and Richmond. The growing airline was purchased by General Motors and became Eastern Air Lines in 1934. World War I flying ace Edward V. Rickenbacker purchased the airline four years later and led it to become by the 1950s the most profitable airline in the United States. Former astronaut Frank Borman became president of

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Eastern in 1975 and tried to manage the airline through deregulation, labor union conflict, and heavy debt, ending with the sale of Eastern to Frank Lorenzo and Texas Air in 1986. The airline entered bankruptcy in March 1989 and ended service in less than two years. This detailed history follows Eastern from start to finish, studying such corporate decision-making as aircraft purchases and route expansions, as well as the personalities that shaped the airline throughout its history. In-Depth Interviews with the Biggest Names in Mixed Martial Arts Competition and Regulation in the Airline Industry  
The Rise and Fall of America's Local Service Airlines  
Inside JetBlue, the Upstart that Rocked an Industry  
The Self-destruction of Braniff International  
Negotiating Rationally  
The Reporter's Handbook

Since the end of World War II, European airlines have revealed their own operational style. By analyzing seven European flag-carriers, Diemel and Lyth provide a comparative study of the airline business, covering government policy, aircraft procurement, network growth, commercial performance and collaboration with other airlines and transport modes. This study also seeks to explain why national flag-carriers have survived in an age of globalization and strategic alliances. A concluding chapter views the contrasting American air transport industry.

A collection of 14 papers by Johnston and other scholars.

In *Negotiating Rationally*, Max Bazerman and Margaret Neale explain how to avoid the pitfalls of irrationality and gain the upper hand in negotiations. For example, managers tend to be overconfident, to recklessly escalate previous commitments, and fail to consider the tactics of the other party. Drawing on their research, the authors show how we are prisoners of our own assumptions. They identify strategies to avoid these pitfalls in negotiating by concentrating on opponents' behavior and developing the ability to recognize individual limitations and biases. They explain how to think rationally about the choice of reaching an agreement versus reaching an impasse. A must read for business professionals.

Traces the history of the Braniff airline and discusses how the mismanagement of the company resulted in its bankruptcy

Frank Lorenzo and the Destruction of Eastern Airlines

Evolution of International Aviation

Labor in the New Urban Battlegrounds

Hard Landing

Grounded

Aviation and the Role of Government

The First Half Century of the Air Line Pilots Association

**Business Bankruptcy: Financial Restructuring and Modern Commercial Markets provides students with a contemporary stand-alone business bankruptcy text.**

**Designed to teach financial restructuring law in a realistic twenty-first century**

commercial context, the book uses problem sets to explore not only Chapter 7 and 11 bankruptcy, but also out-of-court restructuring, modern financial products and transactions, and advanced in-court restructuring topics. New to the Second Edition: Clear thematic structure emphasizing the limitations on out-of-court restructuring and how bankruptcy attempts to address those limitations  
Reorganized chapter flow tracking traditional order of bankruptcy topics  
Substantially condensed text through elimination of extra cases and statutory excerpts Updated problem sets, including coverage of privacy issues in bankruptcy sales and capstone strategic issues Expanded coverage of out-of-court restructuring  
New chapters providing overview of bankruptcy process and summary comparing issues in out-of-court and in-court restructuring Professors and students will benefit from: Unique coverage of out-of-court restructuring providing students with realistic view of contemporary restructuring practice and showing what Chapter 11 adds to the financial restructuring toolkit Detailed coverage of modern financial products and markets—derivatives, securitization, loan syndications, and claims trading—familiarizing students with the dynamics of the modern restructuring landscape Comprehensive expository text clearly explaining the operation of the Bankruptcy Code and the policy issues involved In-depth case-studies contextualizing judicial decisions within the larger strategic picture Incorporation of actual deal documents, including a bond indenture, a loan syndication agreement, ISDA Master Agreement, and a restructuring support agreement Modular design enabling optional coverage of advanced topics

If you are one of over 700 million passengers who will fly in America this year, you need to read this book. *The Next Crash* offers a shocking perspective on the aviation industry by a former United Airlines pilot. Weaving insider knowledge with hundreds of employee interviews, Amy L. Fraher uncovers the story airline executives and government regulators would rather not tell. While the FAA claims "This is the golden age of safety," and other aviation researchers assure us the chance of dying in an airline accident is infinitesimal, *The Next Crash* reports that 70 percent of commercial pilots believe a major airline accident will happen soon. Who should we believe? As one captain explained, "Everybody wants their \$99 ticket," but "you don't get [Captain] Sully for ninety-nine bucks." Drawing parallels between the 2008 financial industry implosion and the post-9/11 airline industry, *The Next Crash* explains how aviation industry risk management processes have not kept pace with a rapidly changing environment. To stay safe the system increasingly relies on the experience and professionalism of airline employees who are already stressed, fatigued, and working more while earning less. As one copilot reported, employees are so distracted "it's almost a miracle that there wasn't bent metal and dead people" at his airline. Although opinions like this are pervasive, for reasons discussed in this book, employees' issues do not concern the right people—namely airline executives, aviation industry regulators, politicians, watchdog groups, or even the flying public—in the right way often enough. In contrast to popular notions that airliner accidents are a thing of the past, Fraher

**makes clear America is entering a period of unprecedented aviation risk.**

**An expose of the airline industry covers such events as the rise of Southwest Airlines, Pan Am's attempt to take over National, and the battle between British Airways and Virgin Air**

**"Small Cities 'to be Hurt Tremendously' by Airline Cuts" "Airline Subsidy Cuts Leave Three Towns Flightless" "No Convenient Route to Buffalo" -actual newspaper headlines, 2007-08 It wasn't always like this. At least, not during the era of the Local Service Airlines. From the 1950s through the mid-1980s, these feisty, colorful startups provided a level of service unheard of today, reaching small communities across America. They had to. Encouraged and supported by the Civil Aeronautics Board, these privately-owned companies were mandated to bring reliable scheduled airline transportation-plus airmail and small package service-to the citizens of places like Enid, Oklahoma; or Walla Walla, Washington; or Kokomo, Indiana-and other places ignored by the bigger and older airlines. The "locals" may have begun with second-hand propeller-driven equipment, like the legendary DC-3, but by the mid-60s they were operating turboprops and jets-just like the bigger airlines. And some of these Locals, especially Frontier and Ozark and Piedmont, eventually gave the big boys a run for their money. One Local, Allegheny, became today's US Airways. These truly were Airlines For the Rest of Us, and this is the story of how they began, how they grew, and why they disappeared.**

**Foundations of Dispute Resolution**

**U.S. Department of Transportation**

**The Needless Destruction of Eastern Air Lines and the Valiant Struggle to Save it**

**The Epic Contest for Power and Profits That Plunged the Airlines into Chaos**

**Managing With Power**

**Reconsidering a Century of Flight**

**The Next Crash**

*Presenting theories about why humankind, despite its efforts for peace, is in a perpetual state of conflict, the members of the Stanford Center on Conflict and Negotiation consider the obstacles to and processes for harmonious communication*

*Although much has been written about how to make better decisions, a decision by itself changes nothing. The big problem facing managers and their organizations today is one of implementation--how to get things done in a timely and effective way. Problems of implementation are really issues of how to influence behavior, change the course of events, overcome resistance, and get people to do things they would not otherwise do. In a word, power. Managing With Power provides an in-depth look at the role of power and influence in organizations. Pfeffer shows convincingly that its effective use is an essential component of strong leadership. With vivid examples, he makes a compelling case for the necessity of power in mobilizing the political support and resources to get things done in any organization. He provides an intriguing look at the personal attributes—such as flexibility, stamina, and a high tolerance for conflict—and the structural factors—such as control of resources, access to information, and formal authority—that can help managers advance organizational goals and achieve individual success.*

*Details methods for locating documents and evidence*

*The Assault on Labor details the 1986 strike against Trans World Airlines (TWA) by the Independent Federation of Flight Attendants (IFFA), a predominantly female labor force of over 6000 members who garnered respect throughout the labor movement for their solidarity and determination in a three year*

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*struggle to return its workers to the line.*

*Politics and Influence in Organizations*

*Airlines for the Rest of Us*

*Bluestreak*

*Encyclopedia of American Business History*

*Final Destination - Disaster*

*The 1986 TWA Strike and the Decline of Workers' Rights in America*

*Aviation in Florida*

Modern mergers and acquisitions, or M&A as it's more commonly known, is a new phenomenon. The buying and selling, the breaking up and combining of companies-the essence of M&A-has been a part of commerce throughout history, but only in our era has M&A itself become a business. In 2007, before the recession hit, it was a \$4.4 trillion global enterprise. And yet, it remains largely unexplored. Discrete stories have been pulled from the annals of M&A, both true and fictionalized, that have become touchstones for wealth and excess. Who can forget Gordon Gekko and his "Greed is Good" speech? But while there have been a few iconic characters and tales to emerge, no one has told the rich history of M&A, until now. This is a look into that world and the people who created it. This reads like Dallas meets Wall Street, told through an intriguing narrative that not only brings to light in gritty detail all of the back room drama of such powerful players as Carl Icahn and Ronald Perelman, Marty Lipton and Joe Flom, Jimmy Goldsmith and Sumner Redstone, but also reveals how the new generation, including activist whirlwind Bill Ackman and iconoclastic new Delaware judge Leo Strine, will dominate the next tsunamic, and imminent, M&A boom.

Providing sweeping coverage of U.S. labor history, this resource contains over 650 entries, encompassing labor history from the colonial era to the present. Written as an objective social history, the "Encyclopedia" encapsulates the rise and decline, and continuous change of U.S. labor history into the 21st century.

A comprehensive yet easy-to-read guide through the intricacies of the Chapter 11 corporate bankruptcy process. Ideal for executives, management, board members, and other professionals who need to become conversant in the corporate bankruptcy process.

Strikes have been part of American labor relations from colonial days to the present, reflecting the widespread class conflict that has run throughout the nation's history. Against employers and their goons, against the police, the National Guard, local, state, and national officials, against racist vigilantes, against their union leaders, and against each other, American workers have walked off the job for higher wages, better benefits, bargaining rights, legislation, job control, and just plain dignity. At times, their actions have motivated

groundbreaking legislation, defining new rights for all citizens; at other times they have led to loss of workers' lives. This comprehensive encyclopedia is the first detailed collection of historical research on strikes in America. To provide the analytical tools for understanding strikes, the volume includes two types of essays - those focused on an industry or economic sector, and those focused on a theme. Each industry essay introduces a group of workers and their employers and places them in their economic, political, and community contexts. The essay then describes the industry's various strikes, including the main issues involved and outcomes achieved, and assesses the impact of the strikes on the industry over time. Thematic essays address questions that can only be answered by looking at a variety of strikes across industries, groups of workers, and time, such as, why the number of strikes has declined since the 1970s, or why there was a strike wave in 1946. The contributors include historians, sociologists, anthropologists, and philosophers, as well as current and past activists from unions and other social movement organizations. Photos, a Topic Finder, a bibliography, and name and subject indexes add to the works appeal.

Local Solidarity in a Global Economy

An Organizational Analysis of Cooperation and Conflict Among Airline Unions

That's What Fashion Is

Freefall

Financial Restructuring and Modern Commercial Markets

Business Bankruptcy

The Assault on Labor

*Tracing the antecedents and the creation of the U.S. Department of Transportation, this work assesses its role in both the control of transportation and the encouragement of big businesses in the industry. The U.S. government has struggled for over a century with the complex issue of transportation regulation. The prevailing view from the 1880s until recently was to consider private transportation a public utility, which led to the creation of the DOT in 1966. This work covers much of the regulation/deregulation debates from Hoover to the Nixon presidencies, and focuses on the bipartisan crescendo for deregulation led by Gerald Ford and Edward Kennedy. Whitnah also analyzes the heated debate over airline deregulation that resumed in the Carter years and continues to have an impact today.*

*The purpose of this book is twofold. First, it lays out the forces that shaped the international aviation industry and that changed all the rules in the drive for liberalization. Second, it looks at the many interesting and difficult choices ahead that the airline industry in general and the international aviation industry in particular face. These choices include many*

*dichotomies: pulling back from the trend toward liberalization or embracing the liberalization trend, merging in search of profitability or fragmenting the industry in search of economies. These possible futures are explored including the pros and cons of each future from a national, consumer, employer, and employee perspective. As with the previous two editions, Evolution of International Aviation reviews the historical development of the international aviation system. From this foundation it then provides an updated and expanded account of the current state of the aviation and aerospace industry including profitability, consolidation, and merger activity. New to this edition, the book broadens the coverage of the industry segments - airlines, air cargo, and manufacturing - to include the emerging commercial space sector. It also emphasizes the relationship between aviation and the political process, exploring the sustainability of this mode of transportation in a world of climate change, high oil prices, and political instability. Because this book is intended for both the interested amateur and the more serious student, references are provided in the text and at the end of each chapter to allow for further in-depth study. The third edition also adds to each chapter a set of learning objectives and a concluding series of questions for discussion. Presents an alphabetically-arranged reference to the history of business and industry in the United States. Includes selected primary source documents.*

*Traces the history of airline deregulation, examining the complicated strategems, colorful personalites, and unfortunate decisions involved*  
*On Different Planes*

*The Boom, Bust, and Boom Culture of M&A*  
*Entrepreneurial Management and Public Policy*  
*A History, 1926-1991*

*Splash of Colors*

*Lessons and Stories from My Nonstop, Mostly Glamorous Life in Style*  
*The Art of Fairness*

Florida—land of perpetual sunshine, open spaces, and endless blue skies perfect for flying. Blimps, hot air balloons, bi-wings, jets, space shuttles—you name it: if you can fly it, you can fly it here, and many aviators have. From the launch of Amelia Earhart's final flight to the worlds first scheduled airplane flight, important events in aviation have taken place in Florida. Filled with gorgeous color paintings by artist William Trotter, this book offers the definitive history of aviation in Florida—from the open-cockpit bi-wing planes used by the barnstormers of the 1920s to the jumbo jets and space shuttles of today.

Labor in the New Urban Battlegrounds examines a diverse array of innovative strategies for revitalizing the labor movement by forming alliances outside the workplace with a variety of community groups, social movements, and faith-based

organizations, particularly those that address civil rights, immigrant rights, and consumer concerns. This book presents case studies of issues—such as living wages, community development corporations, and local politics—around which urban coalitions are built in "union towns" (New York City, Boston, Buffalo, and Seattle), "frontier cities" (Los Angeles, Miami, San Jose, and Nashville), and European cities (London, Frankfurt, and Hamburg). Introducing the role of urban social context in the field of labor revitalization, the editors have chosen cases with different outcomes—cities in which strong coalitions have enabled new union influence are contrasted with those in which such coalition building has been thwarted. As they survey the successes and failures of the new urban labor movement, the editors and contributors conclude that actor choice, strategic innovation, coalition building, and the urban context of labor organizing are key elements in the revitalization of the labor movement and the renewal of democracy. This book will allow the labor leaders of the future to learn from the recent experiences of their peers throughout the United States and Europe.

Mike Straka, host of HDNet's "Fighting Words," sits down with the men who have shaped one of the fastest-growing sports on the planet in his new book. Through some of the most comprehensive and entertaining interviews ever recorded with MMA's biggest names, Straka paints a full picture of this incredibly unique and highly entertaining sport. Inside readers will find interviews with many of the giants of MMA, including Chuck Liddell, Randy Couture, Cain Velasquez, Frankie Edgar, Dana White, Renzo Gracie, Ken and Frank Shamrock, Bas Rutten, and Jon Jones.

While most studies in negotiation and conflict management have focused on cognitive aspects, few have addressed the impact of social processes and contexts on the negotiation process. Addressing this need, Roderick M Kramer and David M Messick have brought together original theory and research from leading scholars in this emerging field. A wide range of topics is covered including: the role of group identification and accountability on negotiator judgement and decision making; the importance of power-dependence relations on negotiation; intergroup bargaining; coalitional dynamics in bargaining; social influence processes in negotiation; cross-cultural perspectives of negotiation; and the impact of social relationships on n

Encyclopedia of U.S. Labor and Working-class History

A Giant Cow-Tipping by Savages

Volume I

Deregulation and the Shakeout in the Airlines



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The Epic Contest for Power and Profits That Plunged the Airlines Into Chaos

Puppets in Chaos

The Machinist

Founded by Thomas H. Davis in 1948, Piedmont Airlines was one of the most respected regional airlines of its time.

This exhaustive history follows the airline from its humble beginnings at Smith Reynolds Airport in Winston-Salem, North Carolina, to its 1989 absorption into USAir after a buyout at the highest price ever commanded by a regional airline.

Drawing upon corporate documents, local news stories, and countless personal interviews with former Piedmont employees, the author tells the airline's history in detail.

Nearly 100 photographs show the airline's development, and two appendices provide comprehensive lists of its fleet and service destinations. Fully indexed.

In this updated paperback edition of a "rich, readable, and authoritative" Fortune) book, Wall Street Journal reporter Petzinger tells the dramatic story of how a dozen men, including Robert Crandall of American Airlines, Frank Borman of Eastern, and Richard Ferris of United, battled for control of the world's airlines.

An examination of the relationship between competition and the deregulation and liberalisation of the US and European air transport sectors reveals that the structure of the air transport sector has undergone a number of significant changes. A growing number of airlines are entering into horizontal and vertical cooperative arrangements and integration including franchising, codeshare agreements, alliances, 'virtual mergers' and in some cases, mergers with other airlines, groups of airlines or other complementary lines of business such as airports. This book considers the current legal issues affecting the air transport sector incorporating recent developments in the industry, including the end of certain exemptions from EU competition rules, the effect of the EU-US Open Skies Agreement, the accession of new EU Member States and the Lisbon Treaty. The book explores the differing European and US regulatory approaches to the changes in the industry and examines how airlines have remained economically efficient in what is perceived as a complex and confused regulatory environment. Competition and Regulation in the Airline Industry will be of particular interest to academics and students of competition law as

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well as EU law.

Final Destination: Disaster is a book that will open the eyes of many about the inner working of those that are running the show at the very top level of any corporation. Former Astronaut Frank Borman was the CEO at Eastern Airlines when the demise was destined to happen. You have greed at the center ruling the decisions that are made with or without the concensus of the Union. You also have implications that point right up to the Reagan administration that intertwines with the Iran-Contra affair. This journey will take you to how the crash of Eastern Airline Flight 980 lead to the downward spiral that needed to be kept out of the public eye. All of this plus more are in the pages of this unbelievable read.

A Reference History

The Encyclopedia of Strikes in American History

Negotiation as a Social Process

Fighting Words

How Short-Term Profit Seeking Trumps Airline Safety

The Power of Decency in a World Turned Mean

*Describes the evolution of JetBlue from an upstart underdog into a revolutionary company that has transformed the aviation business, offering a behind-the-scenes look at the company's unusual corporate culture, its leadership and management principles, and innovative approach to business. Reprint.*

*Looks at the role of corporate heads, union leaders, bankruptcy attorneys, and investment bankers in the demise of Eastern Air Lines, and argues that the company fell prey to bad management*  
*On December 17, 1903, Orville and Wilbur Wright soared into history during a twelve-second flight on a secluded North Carolina beach. Commemorating the 100th anniversary of the first flight, these essays chart the central role that aviation played in twentieth-century history and capture the spirit of innovation and adventure that has characterized the history of flight. The contributors, all leading aerospace historians, consider four broad themes relating to the development of flight technology: innovation and the technology of flight, civil aeronautics and government policy, aerial warfare, and aviation in the American imagination. Through their attention to the political, economic, military, and cultural history of flight, the authors establish that the Wrights' invention--and all that followed in both air and space--was one of the most significant technologies of the twentieth century, fundamentally reshaping our world. Supported by the First Flight Centennial Commission The contributors are Janet R. Daly Bednarek, Tami Davis Biddle, Roger E. Bilstein, Hans-Joachim Braun, David T. Courtwright, Anne Collins Goodyear, Roger D. Launius, William M. Leary, David D. Lee, W. David Lewis, John H. Morrow, Dominick A. Pisano, and A. Timothy Warnock.*

*Joe Zee, the Editor in Chief of Yahoo Style, former creative director of ELLE magazine, and co-host of the new ABC talk show FAB Life, takes readers behind the scenes of the crazy and wonderful world of fashion in That's What Fashion Is, packed with never-before-seen color photographs from Joe's personal collection. From his early years styling shoots for Vanity Fair's "Hollywood" issue with famed photographer Annie Leibovitz to his role playing himself on MTV's reality show The City to making celebrities look fabulous in the pages of ELLE and reporting live from the red carpet. Joe lets*

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*readers in on how the fashion industry really works, from the fashion disasters to the blockbuster successes. How do you shoot an entire magazine spread in Paris in 24 hours? What's a stylist to do when he receives a panicked call from a dress-less Cameron Diaz on Oscar day? And how do they make those celebrities look so great in the magazines? These first-person stories are combined with accessible and practical tips for women everywhere, including what to wear on your first day of work, how to take a great selfie, and how to look amazing at any age. For the first time, this ultimate fashion insider lets readers in on tales, tricks, and tips previously known only to the fashion elite in this funny and frank book.*

*An Investigator's Guide To Documents and Techniques*

*Flying the Line*

*Rapid Descent*

*The Executive Guide to Corporate Bankruptcy*

*European Commercial Air Transport since 1945*

*Phoenix Rising*

*Eastern Air Lines*

*This volume brings together leading research articles in to the theory, research findings and applications of modern dispute resolution. The articles relate to a wide variety of settings and cover the primary processes of negotiation, mediation and arbitration, as well as exploring combinations and hybridization of those processes. Also included are articles on the search for 'value-added' or 'pie-expanding' creative solutions; the choosing of strategies, based on game theory, economics and social and cognitive psychology; how foundational theories have been altered or modified, depending on contexts, and numbers of parties and issues; and what issues are raised by the 'privatization of justice'. The articles span both the 'science' and 'art' of dispute resolution, consider the relationship of peace to justice and include both empirical (descriptive) and normative (prescriptive) assessments of how these processes of dispute resolution function.*

*The inside account of how Frank Lorenzo took over a sputtering Airlines and flew it into the ground. With access to the major players -- the guarded Lorenzo and his inner circle, former Eastern Airlines president Frank Borman, Peter Ueberroth, and union boss Charlie Bryan -- author Aaron Bernstein explains how Lorenzo brought a corporate raider's mentality to running a business, and how its failure marked a watershed in the 1980s "Age of Greed".*

*Piedmont Airlines*

*What Really Happened to Eastern Airlines*

*A Complete History, 1948-1989*

*Flying the Flag*

*Barriers to Conflict Resolution*