**Question (a):** What has sustained Southwest culture ?

**Answer:** In the airline industry Southwest Airlines has differentiated itself with its strong culture. This company has built an emphasis on keeping a good relationship with its employees. Southwest's primary goal is to keep its employees happy and have a positive attitude towards customers. During the interview process, they make sure that the applicants smile and have a good sense of humor. Employees are chosen to work at Southwest for life.   
Using an airline can be a stressful experience, with the flight delays, lost luggage, weather problems and security issues. This can lead to a very unsatisfied customer. However, with Southwest's culture, employees are trained to be friendly and can handle negative situations that leave the customer very happy. Also, the management is trained to resolve problems on the spot. 

**Question two : Do you think upstart airlines can successfully duplicate this culture?**  
  
**Answer :** It might be able to duplicate part of the culture but not all of it, since they already penetrated the market with their competitive edges as offering reserved seats, free live-satellite TV, more fuel-efficient planes and younger lower paid workers. Which makes sense why they can hardly see themselves as the underdogs, since they are likely to win being the top dogs of the market.  
  
**Question three:** Now that the company is no longer the underdog what can Southwest’s management do to retain it’s high-productivity culture?  
  
**Answer :** The organization should motivate employees to work as hard as they were before. The case now is that part of their compensation is cut due to the decrease of their shares’ value and dividends. Which justifies their aggressive demand for having higher...

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