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**Question No#1:** Being visionary leaders how are they managing the staff? Find out how airlines are maintaining the staff salaries. Name airline and be specific.

**Answer No#1: Airline Companies in Pakistan:**

The civil aviation authority of Pakistan emerged with the Pakistan international airlines corporation to become the national flag carrier of Pakistan. For several years PIA remained the core operational airline of Pakistan, till the Private airlines emerged, The private airlines like Air Blue and Shaheen soon grabbed the attention of the customers with their high professional services and extraordinary performance. And since that the airlines business got a great variety in Pakistan, and today apart from PIA Pakistan have a large number of airlines basis.

**Current Situation in Airlines:**

Since the Pandemic took place by March in Pakistan and the government headed towards the strict lockdown, all the associations businesses and organisations faced the hard time. Moeed Yousaf the special assistant to PM on national security division and strategic policy planning in Pakistan, said that in addition to commercial flights this will also cover the chartered flights, diplomatic and cargo flights will be allowed to land in the country. After this big news it was a tragic time for all the airlines associations in Pakistan, because never in the history of Pakistan , the airlines got shuttled down for unknown time, this was very sudden and hard time for all the airlines basis.

**Emirates Airlines:**

After a gap of two months, emirates has resumed scheduled services from Pakistan while ensuring the implementation of measures for health and safety purposes of it's staff and passengers, keeping all the places of contacts safe and providing the best safe services to all the customers. And taking the check balance system of COVID-19 seriously.

**Management of staff:**

The visionary leadership of Emirates airlines association have directed same precautions and management for the staff in this pandemic as the government has directed them towards. The following are the important measurements taken by the airline.

Free baggage allowance will be made for all the domestic flights.  
For economy class flights the total carriers will be 20 to 35 Kg.

For executive economy class flights the total carriers will be 25 to 40kg. Revised excess baggage charges will be 250 PKR per kg with exclusive of all taxes.

This will be applicable to all domestic flights except for Skardu.

### **Agenda setting for staff under the Airline:**

The following are the agendas fixed by the Emirates airlines for the staff safety and for the good Management of the customers.

All the basic precautions will be taken by the staff that includes use of sanitizers, masks and gloves, disinfectant spray inside the airline and giving all safety to the staff and customers in waiting's and on airbus as well.

Upon arrival of all the passengers , corona virus test will be done for each of the passenger.

Passengers will be sent to self isolation and airlines association will be declared free.

After the result of the tests done, the positive cases will be contacted by the government for further notice.

Emirates is currently flying from Karachi daily, from Islamabad on Thursdays and Saturdays and from Lahore on Mondays, Tuesdays, Thursdays, Fridays and Sundays.

### **Salaries status of the Emirates Airlines:**

**The aviation industry has been among the worst hit by the outbreak, which has dented travel demand and forced major airlines to lay off staff and seek government bailouts.** Due to the direct suspension of flights the airlines have severely affected with all the Management and staff duties and salaries.

Emirates extended their due dates of salaries to September 30<sup>th</sup> as they announced the current budget and control line in pandemic affected and they are left with low expenses, that's why they can not arrange the salaries for their staff.

Emirates told employees on Sunday that it would extend a three month wage cut due to end this month until September 30.

Pay cuts will also be deepened, with some basic salaries reduced by 50%.

Emirates had previously reduced basic wages reduced by 25% to 50% for three months from April, with junior employees unaccountability.

Emirates had laid off staff due to the impact of it's business.

In this hard time where the employees faces difficulty while not getting salaries and running their houses with all the challenges these days, therefore the airline business is too at great risk and facing all the hard times, while now with the domestic flights and few international flights the air base is able to pay off for the daily expenses the air base needs, therefore it is at great risk that If the pandemic stays for more then this time the airlines will be compelled to cut down all the salaries and takes out half of it's employees which will indeed a big challenge for the community to deal with poverty.

**Question No#2:** Based on 10 managerial roles of Mintzberg, how will an airline manage it's operations? Mention all roles with examples.

**Answer No#2: Managerial roles of Mintzberg:**

As a manager one have many roles and duties to fulfil on daily while on monthly and yearly basis as well. The duties of managerial skills circulates around the association he works for and also the customers and staff linked to that association, that'swhy managers role in an association is tough and hard. And it is more of a professional work to deal with.

The 10 roles given by Henry Mintzberg in his book in 1995 are the following.

- Figurehead.
- Leader.
- Liaison.
- Monitor.
- Disseminator.
- Spokesperson.
- Entrepreneur.
- Disturbance handler.
- Resource allocator.
- Negotiator.

These roles are divided into 3 categories:

Category	Roles
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Category	Roles
Interpersonal	Figurehead Leader Liaison
Informational	Monitor Disseminator Spokesperson
Decisional	Entrepreneur Disturbance Handler Resource Allocator Negotiator

### 10 managerial roles applied to airlines operations:

The 10 managerial roles that are written down by Henry Mintzberg are applied to the managerial system of Airlines operations.

#### Figurehead:

In this pandemic the manager of an airline will make sure to full fill the ceremonial as well as legal responsibilities of customers, passengers and the staff of the air base. The manager will be the source of inspiration by this pandemic for all the poor staff working under the Airline and as well as the passengers that are traveling in fear. All eyes will be on the manager as the leading role.

#### Example:

PIA after the plane crash called on a direct conference, tried to calmly explain the situation to the effected people, were continuously apologizing for all the loss and are paying for all the rents of effected residents until the houses are built back for them.

#### Leader;

This pandemic has created differences in employees staff members and

departmental head, whereas leadership work is to make each person bounded to one platform and remove all the grudges among each person under that association.

**Example:**

Emirates and Etihad airways connecting with the employees explaining them their hard situations, and trying to stay at same point. Trying to help employees by their own and asking for salaries cuts due to pandemic.

**Liaison:**

Heads of airways should keep continuous contacts with it's internal and external sources, keep them updated about the current status and also get to know about them and thwir point of views as well.

**Example:**

Emirates calling all it's passengers who took the tickets and got delayed due to government notice , giving them updates about the current situation and making them sure about their safe money return or contacting to upper heads about situation.

**Monitor:**

This roles plays where the manager looks for information regarding the organisation , looking for changes in the environment, looking for researches in the market and collecting data to make a whole view of surroundings and their status.

**Example:**

Emirates looking what Etihad or Shaheen airways are adopting, what are currently government status, what precautions international airways are taking.

**Disseminator:**

Here the manager Communicates with all his potential and information, and circulate his acknowledgements about the situation to his team and all the employees in the organization, it shows a team work and keeping updated all the team about same things.

**Example:**

Mohamed Youssef the manager of Emirates sending letters and mails to the staff explaining about current finance status and asking them to cooperate with the team till September.

**Spokesperson:**

Managers are also spokesperson for their organisation, manager is responsible to transmit information of goals achievements tasks hurdles to the whole organisation.

**Example;**

PIA Management telling the team about their less revenue and hardships in the current times, updating them with hurdles of the systems and views goals and achievable things in future.

**Entrepreneur:**

As a manager you not only control over things and command but also make new plans goals and work on which team can work better to achieve something different, the Management has to work differently in order to bring the organisation name forward in the eye of public and market.

**Example:**

Shaheen airways providing good system in the airbus to the passengers, they have guide liners and babysitters in the airbus. Which attracts the passengers more because they need ease for which they pay big.

**Disturbance handler:**

When the organisation turn to the red block the manager takes the charge in urgency and takes steps to go for any options that can save the situation, in order to save the organisation the manager adopt any step and handle all the hurdles by that time.

**Example:**

PIA manager taking steps over the time of plane crash to handle the hate they were receiving.

**Resource allocator:**

Managers need to determine where all the organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.

**Example:**

Kuwait Airways looks forward to all the best services in the light of all funds and resources from organisation.

**Negotiator:**

Managers may be needed to take part in, and direct, important negotiations within their team, department, or organization.

**Example:**

PIA manager taking part to negotiate with the upper house and also controlling over the team and department.

**Question No#3:** Based on four skills of management, Conceptual, Interpersonal, Technical, Political how will you run airline business.

**Answer No#3: Management Skills:**

The management skills are produced to make the managerial system good and authentic of any organization, it is applied to make it in order and create a good Strategic platform and business for the team. Without management skills the organisation activities will be irregular and will not work properly.

The four skills of management are:

Conceptual

Interpersonal

Technical

Political

**Interpersonal Skill:**

Management in airways are all about passengers and customers you deal with on daily basis, and being able to build successful relationships with the staff passengers and customers is integral. If you want to lead a team, you'll need to earn the respect of those who you work for, work with and importantly those who you serve to, For this you need to know how to effectively deal with other people. Setting time to get to know your team members on both personal and professional level, through social activities or team recognising training, while still maintaining professional boundaries, will go a long way to earning their respect. You will need to demonstrate your managerial qualities and authority, while maintaining the ability to play your part as a member of a team.

**Conceptual Skills:**



It is important for managers to understand the work of the airway he works for, and to navigate interpersonal relationships deftly within the air base, staff and also the passengers, managers can efficiently knock out the to-do list only to find out later that the tasks are not linked to meaningful goals and a coherent strategy. Managers who have conceptual skills will must have the ability to think creatively and understand complicated or abstract ideas. But before we dive into conceptual skills.

### **Technical Skills:**

It comprises the knowledge and capabilities to perform specialized tasks related to a specific field. The field is computer programming, and technical skills may include aspects like knowledge of computer languages, knowledge of advanced algorithms, or knowledge of assembly languages related to the basic functions of a computer. The Management in airway should be aware of all the technical faults and technical skills, he should communicate with air base on several issues of systems machines and flights faults.

### **Political Skills:**

Politically skilled managers have different roles in all the organizational matters, but in airlines the manager with political skills is also an important factor, Politically skilled managers have impulse control. They tend to choose their organizational battles wisely and size up situations before deciding how to present ideas to others. They also involve in maintaining good relationships with people at all levels in the organization.

**Question No#4:** Is the decision making in Airline Business centralized or decentralized? Support your answer with logical reasoning.

### **Answer No#4; Decision Making in Airlines :**

The airlines duties are tough drastically rough and very quick to decide to opt for optimal solutions, in this business the Management and managerial board are bounded and the whole air control team has to do a very quick process, because this is completely different from rest of the business processes.

### **Centralised Decision Making:**

The Airline's business has a centralised Decision Making method where the team heads decide all the specific big things, the flights decision the aircraft's the air marshal, the systems control and all the specific air base decisions are based on the upper head department of the Airline's, while the rest of the department works on the continuous commands of the upper department instructions. They are connected from control rooms to air bus to runways and next landing spots all are connected and the pilots to all the down departments are getting instructions from the main control room. They work on it.

## **Decentralised Decision Making:**

The Airline's business also has somehow decentralised Decision Making because the whole Airways runs on the flights and by air process, where sometimes the flights gets error or the circumstances changes, the instructions directed from upper head department can not be followed in those circumstances that's why on the spot the pilot or lower department workers have to do a quick decision to optimise the risk of coming hurdles to avoid the tragic incidents.

## **Logical reasoning:**

The logical reasoning for the both decision making are:

## **Centralised Decision Making Logical reasoning:**

In PIA the upper head department decides and directs the lower departments for their actions, they command them to take the next flight with due date, or when an error or bug happens the upper house decides what to do.

## **Decentralised Decision Making Logical reasoning:**

But while in PIA When while on air the airbus faces the hurdle, then that time the pilot or the local control room decides what to or how to overcome the problematic time, they decides while to take the airbus down to near runway in an emergency or to fix it while landing or what the On spot workers can do to decide best possible decision.

## **Conclusion:**

Airways business can make their decisions on both decentralised and centralised basis.

**Question No#5:** Looking at the current unstable situation, how will you apply the six steps of decision making to cope with the problem?

**Answer No#5: Steps of decision making:**

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative solutions. Using step by step decision making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

The Six steps of decision making are the following:

Identify the decision.

Gather relevant information.

Identify the alternatives.

Weight the evidence.

Choose among alternative

Take action and review the final decision.

### **Identify the decision:**

While in current situation when the airway faces all the hurdles at same time, the organisation has to take quick decision, like the Air blue Airlines took a decision to shut down their services until 30<sup>th</sup> June, this was a quick final analysis of all the situation and then they reached to a decision to shut down their services.

### **Gather relevant information:**

The airway organisation needs to gather the information related to the current status from the pandemic, find ways and look around to other organizations in the market, look to others strategy making and what they apply to the current hurdles they facing. They find out what information is needed, the best sources of information, and how to get it. This step involves both internal and external.

### **Identify the alternatives:**

After getting all the relevant information , you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives, the organisation will look to what they can do for their organisation to overcome the risks and uncertainties.

### **Weight and evidence:**

Put all the gathered information decisions and final points on the table. Evaluate whether the need identified in Step 1 would be met or resolved through the use of each alternative. As you go through this difficult internal process, you'll begin to favour certain alternatives, those that seem to have a higher potential for reaching your goal.

### **Choose among alternatives:**

After all the evidence and weighing all the circumstances now you are ready to select the alternatives that seems to be best one for you. You may even choose a

combination of alternatives. Your alternatives maybe similar to what you decision at the start or it maybe completely different from that.

### **Take action and review final Decision;**

Take an action on all that you decided, put it on the table, finalize it and fix it as a permanently implementation. You are ready to implement all the alternatives that you took in the last steps, evaluate your decision, at this you have resolved all the problem or if it is not resolved still you took all the decisions that is needed to turn to other point.

### **Example:**

Air Blue Airlines faced the financial crisis with the beginning of the pandemic, the look into other airways, their stances and all the implementation other made, then they brought their problems to the table, they looked into their implementation, like what they can do to implement and get to better at the end they reached to a point where they decided to shut down the services till June.