



*Iqra National University, Peshawar*  
**Assignment 2020**  
**Course Title: Principle of Management**

**Total Marks: 50**

**Note: Attempt all questions**

**Instructor: Zarpash Zaman**

**This assignment is based on Airline businesses, as the novel coronavirus COVID-19 continues to cause economic and social turmoil across the globe, the airline industry is suffering particularly acute hardships.**

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1. Being visionary leaders how are they managing the staff? Find out how airlines are maintaining the staff salaries. (Name the airline and be specific)

Ans

Visionary leaders are driven and inspired by what a company can become. They are not bogged down with technical details, but they are big picture people whose intent is to usher in new eras of innovation and development. Visionary leaders are usually brought in during a unique time in an organization. Transformational leaders may be invited to an organization to encourage employee motivation and create leaders. Charismatic leaders might be used to inspire a company to stay the course and generate excitement around the mission and vision. Visionary leaders are tasked with helping to move toward innovation and cultivating a new direction for the company. Therefore, if a business is looking to move to the next level and take on new initiatives or re-evaluate their vision, then a visionary leader is likely the person they should consider working with. Difficult transitions call for the traits of a visionary leader, and it is essential companies realize that when thinking of the type of leader they want to bring in to lead. Leadership is never easy, especially during times of transition or change. It can be even harder when trying to unite a company toward one vision. There are a lot of different personalities, self-interests, and work styles to think about. To be successful, visionary leaders need to remember that their job is not just to get the company to the ultimate goal, but it is to inspire and involve others along the way. Their strength is in creating unity and company loyalty.

**2. Based on ten Managerial roles of Mintzberg, how will an airline manage its operations? Mention all the roles with examples.**

**Ans**

As a manager, you probably fulfill many different roles every day.

For instance, as well as leading your team, you might find yourself resolving a conflict, negotiating new contracts, representing your department at a board meeting, or approving a request for a new computer system.

Put simply, you're constantly switching roles as tasks, situations, and expectations change. Management expert and professor Henry Mintzberg recognized this, and he argued that there are ten primary roles or behaviors that can be used to categorize a manager's different functions. In this article and video, we'll examine these roles and see how you can use your understanding of them to improve your management skills.

### **The Roles**

The ten roles are:

1. Figurehead.
2. Leader.
3. Liaison.
4. Monitor.
5. Disseminator.
6. Spokesperson.
7. Entrepreneur.
8. Disturbance Handler.
9. Resource Allocator.
10. Negotiator.

### **Figurehead**

As a manager, you have social, ceremonial and legal responsibilities. You're expected to be a source of inspiration. People look up to you as a person with authority, and as a figurehead.

## **Leader**

This is where you provide leadership for your team, your department or perhaps your entire organization; and it's where you manage the performance and responsibilities of everyone in the group.

## **Liaison**

Managers must communicate with internal and external contacts. You need to be able to network effectively on behalf of your organization.

## **Monitor**

In this role, you regularly seek out information related to your organization and industry, looking for relevant changes in the environment. You also monitor your team, in terms of both their productivity, and their well-being.

## **Disseminator**

This is where you communicate potentially useful information to your colleagues and your team.

## **Spokesperson**

Managers represent and speak for their organization. In this role, you're responsible for transmitting information about your organization and its goals to the people outside it.

## **Entrepreneur**

As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them.

## **Disturbance Handler**

When an organization or team hits an unexpected roadblock, it's the manager who must take charge. You also need to help mediate disputes within it.

## **Resource Allocator**

You'll also need to determine where organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.

## **Negotiator**

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

**3. Based on four skills of management, Conceptual, Interpersonal, Technical, Political how will you run airline business. (conceptual answers only)**

**Management Skills:**

Management skills can be defined as certain attributes or abilities that an executive should possess in order to fulfill specific tasks in an organization. They include the capacity to perform executive duties in an organization while avoiding crisis situations and promptly solving problems when they occur. Management skills can be developed through learning and practical experience as a manager. The skills help the manager to relate with their fellow co-workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization.

**Types of Management Skills**

According to American social and organizational psychologist Robert Katz, the three basic types of management skills include:

**1. Technical Skills**

Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives. These skills not only involve operating machines and software, production tools, and pieces of equipment but also the skills needed to boost sales, design different types of products and services, and market the services and the products.

**2. Conceptual Skills**

These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyze and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face.

**3. Human or Interpersonal Skills**

The human or the interpersonal skills are the skills that present the managers' ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results.

#### **4. Political Skills**

"Most people think of political skills as manipulative and negative, but basically, it is building connections with other people," Andrew Wefald, one of the study's authors and a professor at Kansas State University, said in a statement. "In a positive sense, politically skilled people foster supportive and trusting environments to benefit organizations and are going to be more transformational leaders, which will lead to higher job satisfaction."

#### **4. Is the decision making in Airline Business centralized or decentralized? Support your answer with logical reasoning.**

Decision making is the cognitive process of selecting a course of action from among multiple alternatives. The decision-making process produces a choice of action or an opinion that determines the decision maker's behavior and therefore has a profound influence on task performance. Decision making in an aeronautical environment involves any pertinent decision a pilot must make during the conduct of a flight. It includes both preflight go/no-go decisions as well as those made during the flight. In aeronautics, decision making is of particular importance because of the safety consequences of poor decisions.

Airlines are having a good year in terms of high demand. However, that has led to increased challenges relating to two areas of their highest costs: fuel and labor. Regarding the latter, airlines' labor costs have been steadily escalating over the past several years, placing added pressure on profit margins. International Air Transport Association's (IATA) Chief Economist Brian Pearce estimates that higher labor costs will take airlines' 2017 profit margins to approximately 8%, which is down from 2016. Understandably, the airlines are continuing to focus on new workforce management approaches that will help them contain costs. One area which is receiving a lot of attention is centralized vs. decentralized workforce planning. INFORM GmbH spoke with one of its own top Workforce Management Consultants and former Operations Manager George Schuver (GS) about this timely topic.

Fifteen to 20 years ago, workforce planning was primarily managed at the local level with each station doing their own planning. Now, in North America, for example, the top six largest airlines are all deploying centralized

planning at the corporate headquarters level. This is a function of both a greater awareness of the advantages centralized planning provides, and the fact that airline workforce management planning tools have continue to mature to better meet the airlines' needs. It is an extremely demanding task with many moving parts. To meet high service levels, there is a constant need to assign qualified staff to various tasks, many of which are subject to the volatile nature of industry workloads. There are always flight cancellations and changes, aircraft changes, fluctuating passenger and baggage load factors, as well as numerous human factors such as employee sickness, schedule preferences, team preferences, etc. All of these can wreak havoc on airline operations and profits. Only with effective, well-organized processes in place can some of these unavoidable factors be mitigated.

**5. Looking at the current unstable situation, how will you apply the six steps of decision making to cope with the problem?**

Ans:

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Using a 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.

**Step 1: Identify the decision**

You realize that you need to make a decision. Try to clearly define the nature of the decision you must make. This first step is very important.

**Step 2: Gather relevant information**

Collect some pertinent information before you make your decision: what information is needed, the best sources of information, and how to get it. This step involves both internal and external "work." Some information is internal: you'll seek it through a process of self-assessment. Other information is external: you'll find it online, in books, from other people, and from other sources.

**Step 3: Identify the alternatives**

As you collect 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. In this step, you will list all possible and desirable alternatives.

#### **Step 4: Weigh the evidence**

Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. 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 favor certain alternatives: those that seem to have a higher potential for reaching your goal. Finally, place the alternatives in a priority order, based upon your own value system.

#### **Step 5: Choose among alternatives**

Once you have weighed all the evidence, you are ready to select the alternative that seems to be best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely be the same or similar to the alternative you placed at the top of your list at the end of Step 4.

#### **Step 6: Take action**

You're now ready to take some positive action by beginning to implement the alternative you chose in Step 5.