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**SEMESTER 4<sup>TH</sup>**

**SECTION A**

**DEPARTMENT OF BS SOFTWARE ENGINEERING**

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

**ANSWER:**

### **Emirates steps up COVID-19 safety measures for passengers and staff.**

All Emirates cabin crew, boarding agents and ground staff in direct contact with passengers will now wear personal protective equipment

Emirates and Dubai International Airport (DXB) are stepping up precautionary measures at the airport and on-board to help protect the health and safety of its employees and customers. The new measures follow the introduction of rapid COVID-19 tests for passengers at DXB.

All cabin crew, boarding agents and ground staff in direct contact with passengers will now wear personal protective equipment (PPE) which includes a protective disposable gown over their uniforms, and a safety visor, in addition to masks and gloves.

At Dubai International Airport, gloves and masks are mandatory for all customers and employees. Thermal scanners monitor the temperatures of all passengers and employees stepping into the airport. Physical distancing indicators have been placed on the ground and at waiting areas to help travellers maintain the necessary distance during check-in and boarding.

The airport team has also installed protective barriers at each check-in desk to provide additional safety reassurance to passengers and employees during interaction over the counter.

Onboard Emirates' flights, seats are pre-allocated with vacant seats placed between individual passengers or family groups in observance of physical distancing protocols.

Emirates has also modified its inflight services for health and safety reasons. Food and beverages continue to be offered in the form of bento-style boxes to reduce contact between the crew and customers during meal service, and minimise risk of interaction. The personal boxes provide customers with sandwiches, beverages, snacks and desserts.

Similarly, to reduce the risk of spreading the virus by touch, magazines and other print reading material are temporarily unavailable. Cabin baggage are currently not accepted on flights; carry-on items allowed in the cabin are limited to laptop, handbag, briefcase or baby items. All other items have to be checked in, and Emirates will add the cabin baggage allowance to customers' check-in baggage allowance. Also, customers have to wear their masks and gloves throughout their journey from check-in until they disembark.

All Emirates aircraft will go through enhanced cleaning and disinfection processes in Dubai, after each journey.

### **FLY EMIRATES Cost reduction measures**

The Emirates Group has undertaken a series of measures to contain costs, as the outlook for travel demand remains weak across markets in the short to medium term. This includes:

- Postponing or cancelling discretionary expenditure
- A freeze on all non-essential recruitment and consultancy work

- Working with suppliers to find cost savings and efficiency
- Encouraging employees to take paid or unpaid leave in light of reduced flying capacity
- A temporary reduction of basic salary for the majority of Emirates Group employees for three months, ranging from 25% to 50%. Employees will continue to be paid their other allowances during this time. Junior level employees will be exempt from basic salary reduction
- Presidents of Emirates and data – Sir Tim Clark and Gary Chapman – will take a 100% basic salary cut for three months

**On the decision to reduce basic salary, Sheikh Ahmed said:** “Rather than ask employees to leave the business, we chose to implement a temporary basic salary cut as we want to protect our workforce and keep our talented and skilled people, as much as possible. We want to avoid cutting jobs. When demand picks up again, we also want to be able to quickly ramp up and resume services for our customers.”

The Emirates Group has strong liquidity, with a healthy cash position but it is prudent that it take steps to reduce costs at this time. Emirates remains committed to serving its markets and looks forward to resuming a normal flight schedule as soon as that is permitted by the relevant authorities.

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

**ANSWER:**

### **Centralization and Centralized**

Centralization is the degree to which decision-making authority is concentrated at higher levels in an organization. In centralized companies, many important decisions are made at higher levels of the hierarchy, whereas in decentralized companies, decisions are made and problems are solved at lower levels by employees who are closer to the problem in question.

The decision making process in airline business is mostly centralized because many decisions are made by top level management.

### **Southwest Airlines Co.’s**

Southwest Airlines Co.’s organizational structure promotes centralized decision-making processes. As a major low-cost carrier with international operations, the company has an organizational design representative of a business configuration that enables strong corporate headquarters in controlling all areas of operations. In this structural system, Southwest possesses a rigid hierarchy that addresses strategic management concerns. The corporate structure facilitates the administration of the aviation company’s resources, including human resources. In its organizational development, starting as a local carrier in Texas and now an international low-cost airline business, Southwest has largely maintained its organizational design and its organizational structure’s characteristics. It is apparent that the company finds its corporate structure ideally applicable to its operations in the transportation sector. Its profitable performance and large operational scale indicate that Southwest Airlines benefits from its

organizational structure's implementation to address business needs and strategic challenges in the international commercial aviation industry.

Reason for Centralized Hierarchy.

A major characteristic of the U-form organizational structure is a centralized hierarchy, which in this case defines Southwest's system or arrangement of resource and activity groups and how they relate to each other.

For example, at the organizational headquarters, senior executives make the decisions that are relayed and implemented throughout the commercial aviation operations. The corporate structure's relaying and corresponding lines of authority are vertical (top-down), starting from Southwest's CEO, down to the rank-and-file employees in daily operations. Thus, the aviation company's organizational chart represents the CEO and other senior executives at the top of a pyramidal structure, with the bottom groups representing the frontline employees. Centralization ensures the fulfillment of Southwest Airlines Co.'s corporate vision and mission statements in terms of executive control and direction of the enterprise toward strategic goals and objectives. This organizational structural characteristic ensures centralized control on all airline operations. Also, this type of corporate structure aggregates expenditure and minimizes redundancies, thereby contributing to the effectiveness of Southwest Airlines Co.'s generic strategy and intensive growth strategies in using low costs as the main basis for penetrating current markets.

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

**ANSWER:**

Following are the four management skills that are essential to run Airline business.

1: Technical Skills: AS we know It's a digital age and many things are done or available by computer technology, marketing activities must be design to grab the attentions of many travellers out there, Advertisements and bill boards must be displayed in such a way that are approachable or visible to everyone, most sophisticated and trained employees should be chosen to run the airlines.

2: Conceptual Skills: As a manager try to develop effective plan because as a manager it is your responsibility to go through all the proposals and find to implement only those projects that are more beneficial to the company and as well to the employees.

Conceptual skills that allow manager to visualize the entire organization making right decisions to reach the organizational goals, As a manager you have the ability to think for tomorrow instead for today, to know existing competitors like PIA, AIR BLUE, FLY EMIRATES, you must have to know the next steps of your competitors and provide better services which their organization are not providing, Look at the emirates airline they first take training from PIA now emirates is one of the best Airline in the world

3: Interpersonal skills: As a manager you must need to find out the strength and weaknesses of the employees and must try to help them to perform better. As an Airline planner you must know where and when the particular strategy needs to be executed.

Communication skills is a must for manager. You must be able to convey ideas and information to others and receive information and ideas from others effectively.

5: Political Skills: In order to be a good manager in the organization of the airline, you must stay in touch with other person who are supporting his or her company. As a manager you need to know that running the airline business is not a piece of cake and required a lots of efforts to run such industry. So you need to be careful any time and getting know about other airline managers is also interesting.

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

ANSWER:

### **Informational Category:**

The managerial roles in this category involve **processing** information.

1. Monitor: Figure out what the average costs of aircraft and crew members are, as well as try to get the information from other airline companies and try to advertise better programs.

2. Disseminator: When your are talking about effective plan, try to coordinate with other leaders on board.

3. Spoke person: Organize meeting and communicate about projects and educate them like how to cope up effectively with losses in the aviation business.

### **Interpersonal Category:**

The managerial roles in this category involve providing information and ideas.

4. Figurehead: As a manager try to socialize with various crew members, and try to know what challenges they are facing, And as a manager try to overcome the challenges they faced. They look at you as an inspiration and you have to try to relate to them

5. 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.

Try to provide every information that is related to COVID19 that this is an epidemic, And we all have to fight with it rather than fear it. Try to create their mindset in such a way that together we will overcome all of these losses.

6. Liaison: Seek not to get information about your own carrier, but also get information about other airlines and try to keep in touch with them. As a manager, you need to stay up to date with the airline industry. You need to build a bridge of contact with other societies on behalf of your airline.

## Decisional Category:

The managerial roles in this category involve **using** information.

7. Entrepreneur: As a president try to implement new strategies to overcome the crises of this Covid19. Arrange new and exciting travel packages so that others will be drawn.

8. Disturbance handler: Owing to the catastrophe caused by the pandemic, seek to introduce measures to cope up with the damage. Constantly try to resolve the conflicts, if any, between workers and airline crew

9. Resource allocator: Decide who is going to get how much pay and how the funds are going to be distributed. Set the budget aside for the maintenance of the aircraft and crew members.

10. Negotiator: Take note of every single point when showing your airline point of view. Keep in mind the goals and how to protect them on behalf of the company.

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

ANSWER:

### **A SUCCESSFUL DECISION MAKING FLIGHT PLAN:**

Armed with scenarios and data, and able to adjust for the nonstop flow of updates, our flight plan will help airlines succeed in the new normal. Though it is sufficiently dynamic to adapt to new circumstances, it offers stable guidance when it comes to fundamental, structural changes in the size and shape of an airline.

### **According to the flight plan, airlines should take the following actions:**

- They should start by determining the optimal size and dimensions of their networks and fleet, and they should do so within the next few weeks. They should make big decisions—including which fleet types to recommission first and which routes are most likely to recover—on the basis of several demand and market structure scenarios and while optimizing for free cash flow. Digital support tools can provide network and fleet teams with the data-driven, granular simulations that help companies make the right big decisions on short notice.
- At the same time, airlines should consider M&A and consolidation opportunities. We expect that leading airline groups will be reviewing options, including potential divestitures and the sale or purchase of minority equity stakes.
- The next step is to resize and restructure the operating model and organization using a zero-based approach, which can be done in a matter of weeks. For example, BCG helped one global network carrier to redesign the entire organization—including process redesign, organization size, and structure—in four weeks. The same approach can also be

applied to procurement (in order to manage external providers) and technology. This work adds value that will remain well after the crisis is over.

- Airlines should also prepare for ramping up, once airports and countries reopen. Our work with several leading carriers reveals that the period of ramping up will be even more challenging and dynamic than the one for ramping down. Network redesign (which typically occurs from 4 to 13 times a year, with time to subsequently validate and hand over the schedule to resource providers) will now likely have to be done weekly. What's more, the time between developing and implementing the plan may be only a week or two—and will have to be accomplished despite the displacement of aircraft and staff. Designing this process, and again leveraging digital tools to make the right tradeoffs, will be a major challenge that airlines will need to address as soon as possible.
- Finally, of course, finance teams will need to be closely involved to protect cash levels, capture revenues as soon as possible, and delay cash-outs as much as possible. Airlines should establish a project management office to manage cash until the environment stabilizes and regular financial processes and routines can be implemented once again.

“These are turbulent times for airlines, yet the industry’s response so far has been nothing short of impressive. Companies that take a data-driven, action-oriented, and digitally supported approach will have the best chance to emerge stronger from the COVID-19 crisis”.

THE END.