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Q no 5: Looking at the current unstable situation how will you apply the six step of decision making to cope with the problem?

Ans : Effective Problem Solving and Decision Making

Types of Decision Makers

Problem solving and decision making belong together. You cannot solve a problem without making a decision. There are two main types of decision makers. Some people use a systematic, rational approach. Others are more intuitive. They go with their emotions or a gut feeling about the right approach. They may have highly creative ways to address the problem, but cannot explain why they have chosen this approach.

Six Problem-Solving Steps

The most effective method uses both rational and intuitive or creative approaches. There are six steps in the process:

Identify the problem

Search for alternatives

Weigh the alternatives

Make a choice

Implement the choice

Evaluate the results and, if necessary, start the process again

Identify the problem

To solve a problem, you must first determine what the problem actually is. You may

think you know, but you need to check it out. Sometimes, it is easy to focus on symptoms, not causes. You use a rational approach to determine what the problem is. The questions you might ask include:

What have I (or others) observed?

What was I (or others) doing at the time the problem occurred?

Is this a problem in itself or a symptom of a deeper, underlying problem?

What information do I need?

What have we already tried to address this problem?

For example, the apprentice you supervise comes to you saying that the electric warming oven is not working properly. Before you call a repair technician, you may want to ask a few questions. You may want to find out what the apprentice means by "not working properly." Does he or she know how to operate the equipment? Did he or she check that the equipment was plugged in? Was the fuse or circuit breaker checked? When did it last work?

You may be able to avoid an expensive service call. At the very least, you will be able to provide valuable information to the repair technician that aids in the troubleshooting process.

Of course, many of the problems that you will face in the kitchen are much more complex than a malfunctioning oven. You may have to deal with problems such as:

Discrepancies between actual and expected food costs

Labour costs that have to be reduced

Lack of budget to complete needed renovations in the kitchen

Disputes between staff

However, the basic problem-solving process remains the same even if the problems identified differ. In fact, the more complex the problem is, the more important it is to be methodical in your problem-solving approach.

Search for alternatives

It may seem obvious what you have to do to address the problem. Occasionally, this is true, but most times, it is important to identify possible alternatives. This is where the creative side of problem solving really comes in.

Brainstorming with a group can be an excellent tool for identifying potential alternatives. Think of as many possibilities as possible. Write down these ideas, even if they seem somewhat zany or offbeat on first impression. Sometimes really silly ideas can contain the germ of a superb solution. Too often, people move too quickly into making a choice without really considering all of the options. Spending more time searching for alternatives and weighing their consequences can really pay off.

Weigh the alternatives

Once a number of ideas have been generated, you need to assess each of them to see how effective they might be in addressing the problem. Consider the following factors:

Impact on the organization

Effect on public relations

Impact on employees and organizational climate

Cost

Legality

Ethics of actions

Whether this course is permitted under collective agreements

Whether this idea can be used to build on another idea

Make a choice

Some individuals and groups avoid making decisions. Not making a decision is in itself a decision. By postponing a decision, you may eliminate a number of options and alternatives. You lose control over the situation. In some cases, a problem can escalate if it is not dealt with promptly. For example, if you do not handle customer complaints promptly, the customer is likely to become even more annoyed. You will have to work much harder to get a satisfactory solution.

Implement the decision

Once you have made a decision, it must be implemented. With major decisions, this may involve detailed planning to ensure that all parts of the operation are informed of their part in the change. The kitchen may need a redesign and new equipment. Employees may need additional training. You may have to plan for a short-term closure while the necessary changes are being made. You will have to inform your customers of the closure.

Evaluate the outcome

Whenever you have implemented a decision, you need to evaluate the results. The outcomes may give valuable advice about the decision-making process, the appropriateness of the choice, and the implementation process itself. This information will be useful in improving the company's response the next time a similar decision has to be made.

Q no 3: Base on four skills of amnagment ,conceptual ,interpersonal ,tecnical political how will you run airline business ?

Ans: All industries need management, and the managers who perform that function need to possess certain skills. Before we talk about those skills, though, it's important to understand that the title of manager actually refers to three distinct groups of people within an organization: top-level or executive managers, middle managers, and first-line managers. Each level has a different area of managerial responsibility and reporting structure.

Top managers: These are the highest level of managers within an organization, and they are tasked with setting organizational objectives and goals. These managers scan the external environment for opportunities, help develop long-range plans and make critical decisions that affect the entire organization. They represent the smallest percentage of the management team. Many times these managers have titles such as chief executive, operations manager, or general manager.

Middle managers: Mid-level or middle managers allocate resources to achieve the goals and objectives set by top managers. Their primary role is to oversee front-line managers and report back to top-level managers about the progress, problems, or needs of the first-line managers. Middle managers span the distance between production operations and organizational vision. While top managers set the organization's goals, middle managers identify and implement the activities that will help the organization achieve its goals.

First-line managers: The primary responsibility of first-line managers is to coordinate the activities that have been developed by the middle managers. These managers are responsible for supervising non-managerial employees who are engaged in the tasks and activities developed by middle managers. They report back to middle managers on the progress, problems, or needs of the non-managerial employees. These managers are on the front lines, so to speak, where they are actively involved in the day-to-day operations of the business.

Managerial Skills

The skills needed to succeed at each level of management vary somewhat, but there are certain skills common to all. Robert Katz identifies three critical skill sets for successful management professionals: technical skills, conceptual skills, and human skills. While these three broad skill categories encompass a wide spectrum of capabilities, each category represents a useful way of highlighting the key capabilities

and their impact on management at different levels.

Technical Skills

Of the three skill sets identified by Katz, technical skills are the broadest, most easily defined category. A technical skill is defined as a learned capacity in just about any given field of work, study, or even play. For example, the quarterback of a football team must know how to plant his feet and how to position his arm for accuracy and distance when he throws—both are technical skills. A mechanic, meanwhile, needs to be able to take apart and rebuild an engine, operate various machinery (lifts, computer-scanning equipment, etc.), and know how to install a muffler, for example. Managers also need a broad range of technical abilities. Front-line managers, in particular, often need to use technical skills on a daily basis. They need to communicate up the chain of command while still speaking the language of the workers who are executing the hands-on aspects of the industry. A technical skill for a front-line manager might include a working understanding of a piece of equipment: the manager must be able to coach the employee on its operation, but also be able to explain the basic functions of the machinery to upper managers. Managers in other corporate roles and at higher levels also require technical skills. These can include office-based competencies such as typing, programming, Web-site maintenance, writing, giving presentations, and using software such as Microsoft Office or Adobe.

Conceptual Skills

Conceptual skills are also crucial to managerial success. Conceptual skills enable one to generate ideas creatively and intuitively and also show comprehensive understanding of contexts or topics. Conceptual skills tend to be most relevant to upper-level thinking and broad strategic situations (as opposed to lower-level and line management). As a result, conceptual skills are often viewed as critical success factors for upper-managerial functions.

The key to this type of skill is conceptual thinking. Although conceptual thinking is difficult to define, it is generally considered to be the ability to formulate ideas or mental abstractions. When combined with information and a measure of creativity, conceptual thinking can result in new ideas, unique strategies, and innovative solutions. While all levels of management benefit from conceptual thinking, upper management spends the most time with this mindset, since it is largely tasked with identifying and drafting a strategy for the broader operational and competitive approach of an organization. Because this kind of strategic planning includes

generating organizational values, policies, mission statements, ethics, procedures, and objectives, upper managers need to possess strong conceptual skills.

While upper management may use the conceptual skill set most, middle managers and front-line managers must also both understand and participate in the company objectives and values. Of particular importance is the ability to communicate these critical concepts to subordinates and decide which information to convey to upper management.

Tracking and collecting the results of conceptual thinking are parts of a feedback loop. Conceptual skills are important in empowering managers in all levels of an organization to observe the operations of an organization and frame them conceptually as an aspect of that organization's strategy, objectives, and policies. Conceptual thinking allows for accurate and timely feedback and organizational adaptability.

Human Skills

The development of human skills— a combination of social, interpersonal, and leadership skills—is central to the success of any manager.

Over the years, the conventional definition of management has become less specific, as managerial functions can include staffing, directing, and reporting. Modern companies have fewer layers of management, as these companies now tend to delegate (rather than concentrate) responsibilities and authority to achieve goals. As a result, businesses often expect managers to lead or guide people, rather than

giving out instructions for every action or task. The ability to lead people is therefore a central component of human skills.

Realistically, most organizations need managers who can view their teams analytically and objectively, evaluate inefficiencies, and make unpopular choices. However, it's misguided to think that a manager has to be distant from or disliked by subordinates to execute these responsibilities. Creating a healthy work environment that's conducive to development, constructive criticism, and achievement simply requires strong human skills—especially in the realm of communication.

Good managers understand not only what they are trying to say but also the broader context and implications of saying it. A sender communicating a message to a receiver is not simply transmitting factual information. Other dimensions of the exchange are just as important: empathy, self-reflection, situational awareness, and charisma all play integral roles in communicating effectively and positively.

In sum, technical, conceptual, and human skills are all needed to be an effective manager. As a manager moves up the organizational ladder, he or she may find that success requires fewer or different technical skills and a heavier reliance on interpersonal and human skills.

Q no 2: Based on ten mangerial roles of mintzberg, how will an airline manage it opperation ? mention all the role?

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

Mintzberg published his Ten Management Roles in his book, "Mintzberg on Management: Inside our Strange World of Organizations," in 1990.

The ten roles are:

Figurehead.

Leader.

Liaison.

Monitor.

Disseminator.

Spokesperson.

Entrepreneur.

Disturbance Handler.

Resource Allocator.

Negotiator.

The 10 roles are then divided up into three categories, as follows:

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

Let's look at each of the ten managerial roles in greater detail.

Interpersonal Category

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

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.

Informational Category

The managerial roles in this category involve processing information.

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.

Decisional Category

The managerial roles in this category involve using information.

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.

Q no 4: in the decision making in air line busniess centralized or decentralized ?

Support your answer with logical reasoning?

Ans: 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.

the current status of airlines using a centralized vs. decentralized approach regarding their workforce planning

GS: 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

decentralized The belief is that centralized planning takes power away from the city or field locations. They lose control and feel like corporate headquarters, "Big Brother," is in charge, and that there is little insight into what their specific location needs. From a financial perspective, you will never find an airport operator that believes they are over-staffed. They always want more people and to be prepared for the worst-case scenario. However, since financial decisions are made at the corporate level, having staff standing around just to be available in case they're needed is looked at as a cost factor that can be reduced. To avoid the misconception regarding centralized planning and feeling of a loss of control, there needs to been a lot of communication and coordination between the groups. Some airlines are very good at this and do it much better than others. The key to making it work is transparency and open communication.

centralized planning works Without question, there are increased costs associated with poor planning. Conversely, effective workforce management planning substantially reduces costs. How much depends on the level of sophistication currently. If an airline is transitioning from a manual process, or a less robust software tool, the benefit can be quite large when switching to a fully optimized software tool. It all depends on the airline and how it has been previously handling planning.

Q no 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:

1 Background

This briefing note discusses the concept of leadership and its underlying elements of discipline, skills, proficiency, knowledge, decision making and judgment. Every pilot should understand the basic concept of leadership because it is a personal quality that can profoundly influence flight safety.

2 Introduction

Leadership is a quality that is easy to recognize but difficult to define. When an individual exercises good leadership, others want to follow him/her because they recognize that the leader is improving the chance for team success. Leadership is both an inherent personal quality and a learned set of skills. In order to achieve good leadership, each pilot must understand both the elements of effective leadership and the consequences of poor leadership.

3 Data

Poor leadership is a contributor to accidents and incidents. While it is difficult to quantify specifically which events were caused by poor leadership, it is not unreasonable to consider leadership as one of the causal factors in the 70 percent of accidents and incidents that are attributed to human factors. In addition to safety consequences, poor leadership is likely responsible for many other weaknesses and inefficiencies in aviation operations that lead to poor performance and wasted money.

Additional detailed data associated with the components of leadership can be found in the following briefing notes: *Discipline, Pilot Judgment and Expertise, Communication, Decision Making, Introduction to Airmanship* and *Risk Assessment*.

4 Leadership Defined

Pilots and other members of the aviation community vary in their definition of leadership. Some believe that leadership involves *influencing people* by providing purpose, direction and motivation while operating *to accomplish the*

mission and improve the organization. Others believe a person with outstanding leadership possesses the human qualities required to make good judgments and decisions. Still others define leadership as a professional attitude or a personal aptitude similar to decision making. Finally, leadership can be defined as an outcome — if others willingly follow you, you are a leader.

All of these definitions have merit, as does a more comprehensive view of leadership that is a composite of values, attributes and principles.