

**NO IQRA NATIONAL
UNIVERSITY HAYATABAD
PESHAWAR**



NAME: yasir zaman

ID.NO:16729

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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 the airline and be specific)

Answer:

Visionary Leadership

A visionary leader is someone who develops a canny sense of the unknown, which can include the long-term future, what potential customers are looking for, or the hidden trends in the market or industry in which they operate. Visionary leaders can often envisage, in general terms, the various ways in which the organisation might respond to those developments, and thereby have a sense of vision that can position the organisation to meet those challenges. Their vision is often emergent and laden with possibilities, so it cannot be articulated in clear terms, but can often only be expressed in terms of a general direction which may take a more definite shape over time. Examples of visionary leaders include inventors, strategists, marketers, and business 'gurus' who are able to gain a deep insight into how complex markets operate. A strategist, for example, may develop a sense of the various long-term directions in which an organisation can go, He/she may also see a common theme that enables the organisation to move forward in a way that keeps the long-term options open. This sense of direction isn't derived directly from market data, but more a form of educated guesswork or intelligent hunch.

Visionary leadership is the preferred style of INTJs and INFJs. It makes use of the Jungian function intuition, in an introverted direction. There is an [optional leadership pack](#) that examines your use of each of the leadership styles and how you can develop.

How they manage the staff:

Visionary leadership is widely seen as key to strategic change. That's because visionary leadership does not just set the strategic direction — it tells a story about *why* the change is worth pursuing and inspires people to embrace the

change. Not surprisingly, then, science and practice have a very positive view of visionary leadership as a critical leadership competency.

But our research finds that the positive impact of visionary leadership breaks down when middle managers aren't aligned with top management's strategic vision. This can cause strategic change efforts to slow down or even fail.

When we think of visionary leaders, our first blush response is to think of CEOs. Widely celebrated people like Steve Jobs, Walt Disney, and Oprah Winfrey come to mind. But visionary leadership is not just important for senior managers; it also matters for middle and lower level managers, who play a key role in carrying out strategic change. Their ability to inspire their own teams and create strategic alignment — a shared understanding of and commitment to the company's strategy — within them is a core element in successful strategy execution.

This is why company leadership frameworks typically list visionary leadership as a key leadership competency for managers. For example, Google's data-driven Project Oxygen identified visionary leadership as one of the eight traits of stellar middle managers.

However, this emphasis on visionary leadership relies on an untenable assumption: that managers outside the C-suite are always aligned with company strategy. What if they are not?

We studied visionary leadership and strategic alignment in two service organizations in Western Europe (one in the energy industry and another in the transportation industry). Both companies were going through similar processes of strategic change, and creating strategic alignment throughout the organization was a high priority goal in both companies. We surveyed 136 managers and their teams to assess visionary leadership (rated by team members), strategic alignment in the team (determined by computing the agreement between team member rankings of strategic priorities), and the strategic alignment of the managers with top management (determined by computing the agreement between the manager's ranking of strategic priorities and the CEO's ranking of strategic priorities). We also interviewed several of the managers and their employees to get a deeper understanding of the relationships found in the survey research.

Our findings unambiguously support the conclusion that visionary leadership is a double-edged sword. When middle managers were aligned with top management's strategic vision, things played out as the widespread view of

visionary leadership would suggest: the more these managers engaged in visionary leadership (by communicating their vision for the future and articulating where they wanted their team to be in five years,) the greater the shared understanding of strategy in their team, and the more the team was committed to strategy execution.

For managers that were misaligned with the company strategy, however, the dark side of visionary leadership became evident. The more these misaligned managers displayed visionary leadership, the less strategic alignment and commitment were observed among their teams.

Our interview findings extended these results. Employees of misaligned visionary managers indicated that their managers created confusion and uncertainty about what the company strategy entailed. This disengaged their teams from the company strategy. As one employee from a team with a misaligned visionary manager explained: *“Well, we talk a lot about strategy with our manager. But I don’t see a clear company strategy. I rather choose to focus on my daily tasks and leave it [strategy] for what it is.”*

Whereas visionary leadership thus was a positive force when managers were aligned with the company strategy, it became a negative force standing in the way of strategic alignment when the manager’s vision diverged from the company’s.

The importance of these findings lies in the fact that they caution against what is common practice in many companies. Many companies invest heavily in leadership development. Almost invariably, visionary leadership is seen as a crucial leadership competency in such efforts.

At the same time, companies tend to invest markedly less in creating strategic alignment among their managers. Rather, managers are charged with aligning the organization around the strategy as if their own alignment with the strategy is a given by virtue of their position. Research on strategy execution has documented, however, that there are a range of reasons for why managers may *not* be aligned with company strategy (e.g., they’re too focused on the interests of their own business unit and can’t see the bigger picture). Managers’ strategic alignment cannot be assumed as a given.

How do you ensure that managers are aligned on your company’s strategy? Our experience working with companies around strategic alignment suggests it starts with creating strategic alignment among middle managers before strategy

execution efforts begin. This should not be one-time communication but a dialogue; people will only take ownership of strategic change if they are consistently persuaded by its value. Our research suggests that such efforts are well-advised to ensure that companies benefit from developing their managers' visionary leadership rather than suffer its dark side.

How airlines are maintaining the staff salaries;

PIA: , PIA stands for Pakistan international air line. It has large in number staff members in it. Its staff comprises of ground operations and too consist of air operations. We have flight attendants and air hostess, we have air line pilots and commercial pilots, we have the officers linked with the category of engineers and sub engineers. Talking about the senior PIA Officers, we have directors and we have managing directors as well. We have CEO and chairmen, we have too board of directors. Be it this Pakistan international air line or be it any other kind of air line, it comprise of many departments. In the same way under this airline of PIA, we have ground operations department, air operations department, crew and cabin crew department, engineering and marketing department, HR and administration department. All of these departments and all of these PIA officers, they ensure that their airline gets keep on working and gets keep on going in a smoother. On this page, we will let our readers know about the PIA Officers Salary Basic and their Pay Scale Allowances.

PIA Officers Allowances

All of the PIA Officers, no matter that they are working at the junior level or they are working at the senior level, they enjoy allowances and they get incentives which are give by their department. Their first important allowance is that they get concession on their plane tickets.

PIA OFFICERS SALARY BASIC PAY SCALE ALLOWANCES

This incentive is too given too their family members and blood relations. For the making of national flights and for the international flights, they can enjoy suitable number of concessions. They have incentives to get loans as well. They get special pays if these PIA Officers will show better and improve performance. They get free of cost medical facility, as long as these PIA Officers are doing their duty and they are not on the retirement period by far then they can have medical facilities and medical services on the free of cost basis



Question no :2

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

Answer;

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

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.

Interpersonal Category

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

1. **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.
2. **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.

3. **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.

4. **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.
5. **Disseminator** – This is where you communicate potentially useful information to your colleagues and your team.
6. **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.

7. **Entrepreneur** – As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them.
8. **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.
9. **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.
10. **Negotiator** – You may be needed to take part in, and direct, important negotiations within your team, department, or organization.

Airport operations encompass all of the processes involved in an airport to ensure your experience runs as smoothly as possible. This includes airport customer service, TSA, gateway operators, and more. Given the often busy nature of airports, proper operations are integral to ensure the thousands of people that flock in and out of its walls make it to their destinations safely. Like many fields, **airport operations** is a very diverse industry with a

plethora of opportunities to be explored. There are four main segments of airport operations.

Each plays an important role in the full functionality of an airport. Without an airport operations department, plenty of missed flights, poor security checks, and overall chaos would ensue. Let's delve more into this exciting and dynamic field.

Types of Airport Operations

Within an airport, there are generally four divisions:

- Landside operations
- Airside operations
- Billing and invoicing
- Information management

Here's the breakdown for each.

Airside operations

Those who work airside operations oversee the airfield, ramps, safety, and security of the airport. If you've ever looked outside your airplane window before taking off or after landing and witnessed individuals directing vehicles or carrying out duties on the landing, they are working in airside operations. This department works to make sure the entire airside environment runs as efficiently as possible. This includes:

- Coordinating responses to airside incidents, accidents, emergencies.
- Allocation of aircraft parking and aircraft escorts.
- Conducting runaway and taxiway inspections.
- Policing airside driving.
- Vehicle escorts for companies and contractors requiring airside access.
- Day-to-day management of wildlife to reduce the risk of bird interference on aircraft.

Landside operations

Those who work in landside operations have a customer-serviced role overseeing the terminals, concourses, roadways, and properties surrounding the airport. They also conduct

the day-to-day operations inside the terminals and parking decks. Like airside, landside deals with safety and security operations. **Terminal operations** falls under this category.

Landside operations is crucial to what the passenger experiences while going through the airport. Working in this field, you'll understand the needs of the customers and implement tools to make their experience better. If you believe this industry is for you, it's good to consider the many common positions out there, keeping in mind that these depend on the size and demand of each airport.

Billing and Invoicing

Individuals who work in billing and invoicing handle both aeronautical and non-aeronautical revenue. Ledger or accounting systems contain information regarding airport finances: flight bills, handling invoices, cash, sales within the airport (points-of-sales), staff payrolls, etc. People in this division typically have a background in business, accounting, or finance.

Information Management

Information management refers to the collection and distribution of daily flight information. People who work in information management store seasonal and arrival/departure information, and keep track of the connection with airlines. This department is integral to the timeliness of flight arrivals and departures and the organization of the flight schedule.

Examples of Airport Operations Jobs

The field of airport operations is full of opportunities. Each position plays a part in the smooth functioning of an airport. These parts come together to make the process run smoothly, like a well-oiled machine. Here are a few positions that one should consider if they are interested in a career in airport operations:

- **Airport Information Specialist:** Working in this position, you'll be responsible for getting information to passengers and employees who need it, and monitoring information centers daily.
- **Airport Operations Agent:** Among other daily tasks, you'll make sure the airport functions properly, monitoring and helping airport operations. You'll help ensure that the airport stays safe and secure, which includes monitoring security systems and airport equipment.

- **Airport Operations Senior Agent:** At the senior level, you'll be responsible for airfield inspections and responding during airport emergencies. This position also requires monitoring airfield related construction projects, surveillance inspections, and airfield fueling equipment, ensuring that everything is up to code and FAA safety regulations. Safety and security are pretty crucial at all levels.
- **Airport Security Compliance Specialist:** This position within airport operations strictly enforces federal regulations. But, this position also involves dealing with airport operations on-demand as they come up. A large part of airport security compliance is working with the local and federal agencies that are present, like Visible and Intermodal Prevention and Response (VIPR), Transportation Security Administration and the Department of Homeland Security. This position will also require you to perform inspections and audits for compliance reasons.
- **Air Traffic Controller:** Work in control towers, approach control facilities, or route centers, coordinating the movement of aircrafts to maintain safe distances between them.

Airport Operations Entry-Level Roles

Some entry airport roles that might not seem related to the bigger picture of airport operations could still be useful for your career goals. For example, **passenger service agents** check, board and deplane passengers, and is a great gateway job to become familiar with the airport environment and understand the customer experience.

Whatever your role within airport operations, you'll be involved in some capacity in the safety and efficiency of an airport's very demanding ecosystem. It's important to have the necessary training to meet the demands of these professions.



Question no3:

Based on four skills of management, Conceptual, Interpersonal, Technical, Political how will you run airline business.

Answer;

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. Good management skills are vital for any organization to succeed and achieve its goals and objectives. A manager who fosters good management skills is able to propel the company's mission and [vision](#) or business goals forward with fewer hurdles and objections from internal and external sources.

Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and [time management](#). Good managers are almost always good leaders as well. In addition to leading, a critical role of a manager is to also ensure that all parts of the organization are functioning cohesively. Without such integration, several issues can arise and failure is bound to happen. Management skills are crucial for various positions and at different levels of a company, from top leadership to intermediate supervisors to first-level managers.

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.

Examples of Management Skills

There is a wide range of skills that management should possess to run an organization effectively and efficiently. The following are six essential management skills that any manager ought to possess for them to perform their duties:

1. Planning

Planning is a vital aspect within an organization. Planning is one's ability to organize activities in line with set guidelines while still remaining within the limits of the available resources such as time, money, and labor. It is also the process of formulating a set of actions or one or more strategies to pursue and achieve certain goals or objectives with the available resources. The planning process includes identifying and setting achievable goals, developing necessary strategies, and outlining the tasks and schedules on how to achieve the set goals. Without a good plan, little can be achieved.

2. Communication

Possessing great communication skills is crucial for a manager. It can determine how well information is shared throughout a team, ensuring that the group acts as a unified workforce. How well a manager communicates with the rest of his/her team also determines how well outlined procedures can be followed, how well the tasks and activities can be completed, and thus, how successful an organization will be.

Communication involves the flow of information within the organization, whether formal or informal, verbal or written, vertical or horizontal, and it facilitates smooth functioning of the organization. Clearly established communication channels in an organization allow the manager to collaborate with the team, prevent conflicts, and resolve issues as they arise. A manager with good communication skills can relate well with the employees and thus, be able to achieve the company's set goals and objectives easily.

3. Decision-making

Another vital management skill is decision-making. Managers make numerous decisions, whether knowingly or not, and making decisions is a key component in a manager's success. Making proper and right decisions results in the success of the organization, while poor or bad decisions may lead to failure or poor performance. For the organization to run effectively and smoothly, clear and right decisions should be made. A manager must be accountable for every decision that they make and also be willing to take responsibility for the results of their decisions. A good manager needs to possess great decision-making skills, as it often dictates his/her success in achieving organizational objectives.

4. Delegation

Delegation is another key management skill. Delegation is the act of passing on work-related tasks and/or authorities to other employees or subordinates. It involves the process of allowing your tasks or those of your employees to be re-assigned or re-allocated to other employees depending on current workloads. A manager with good delegation skills is able to effectively and efficiently re-assign tasks and give authority to the right employees. When delegation is carried out effectively, it helps facilitate quick and easy results.

Delegation helps the manager to avoid wastage of time, optimizes productivity, and ensures responsibility and accountability on the part of employees. Every manager must have good delegation abilities to achieve optimal results and accomplish the required productivity results.

5. Problem-solving

Problem-solving is another essential skill. A good manager must have the ability to tackle and solve the frequent problems that can arise in a typical workday. Problem-solving in management involves identifying a certain problem or situation and then finding the best way to handle the problem and get the best solution. It is the ability to sort things out even when the prevailing conditions are not right. When it is clear that a manager has great problem-solving skills, it differentiates him/her from the rest of the team and gives subordinates confidence in his/her managerial skills.

6. Motivating

The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behavior or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, and more. There are two primary types of motivation that a manager can use. These are intrinsic and extrinsic motivation.

Bottom Line

Management skills are a collection of abilities that include things such as business planning, decision-making, problem-solving, communication, delegation, and time management. While different roles and organizations require the use of various skillsets, management skills help a professional stand out and excel no matter what their level. In top management, these skills are essential to run an organization well and achieve desired business objectives.

How will you run airline business;

Virgin America began flying in 2007. That might not sound so interesting, except it's now been 10 years since the successful launch of a new scheduled jet airline in the United States. That's not only the longest stretch without new entrants in the deregulated era, it's the longest stretch without a successful start-up in the entire history of U.S. aviation.

Clearly there are still financiers with pockets deep enough to fund an airline. But a confluence of events — financial, competitive, operational — has dampened enthusiasm. And so consumers lose out on new non-stop service, more flight options and lower fares.

What obstacles?

Airline deregulation in 1978 **opened the floodgates for start-ups**, when the Department of Transportation's barrier to entry for new carriers was reduced from providing "public convenience and necessity" to being "fit, willing and able." In all, 129 new airlines began flying interstate scheduled service with jet aircraft between 1979 and 2003; only a handful still operate.

This isn't to say there haven't been attempts at sustained scheduled operations recently. There were troubled launches for Dynamic International Airlines (which has repeatedly canceled new routes) and

the new **PEOPLE**express, which flew for about 90 days. Currently Portland, Maine-based Elite Airways is attempting scheduled service but just postponed launching its newest route. Meanwhile, new airlines have begun operating commuter, intrastate, charter, “subscription” and cargo operations; think new Eastern Air Lines, GLO, JetSuite and OneJet. As for start-ups waiting in the wings, the DOT’s **current** list of pending applicants hasn’t been amended since 2015. Among those still in limbo is **Avatar Airlines**, which plans to offer \$19 fares and seeks financing in part through crowdfunding.

So why is launching an airline so hard? Despite Boeing’s core mission of nurturing new carriers, it offers a **sobering assessment** for would-be aviation pioneers: “Starting an airline is tough. Running a **PROFITABLE** airline is even tougher.”

For openers, there are the **many regulatory requirements**, including Economic Authority from the DOT and Safety Authority from the Federal Aviation Administration. Meeting these prerequisites is the first step before even beginning to execute a business plan — next comes securing routes, buying/leasing aircraft, hiring employees, deciding how to sell tickets, etc. Then there are the usual airline pressures — maintenance, labor issues, fuel prices, foul weather.

Requirements for certification include proof of necessary capital and background checks on key executives to ensure “managerial competence” and no history of safety violations or consumer fraud. Also, all American carriers must be owned and controlled by U.S. citizens, with no more than 25% foreign investment (a loophole that almost grounded Virgin America due to Richard Branson’s role).

Question no:4

Answer;

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 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 topic.

GS: 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 be 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. GS: Lower labor costs and increased employee efficiency are what it is all about. Applying workforce management optimization software enables an airline to get a higher performance from their employees and takes away the personal agenda for better operations. Additionally, consistency is now being applied to rule standards and shift standards whereas before you could have the same exact airplane flying from Dallas to Los Angeles, for example, but with different rules and team sizes at each station. With a centralized planning tool in place, there is now a consistent approach to these standards. Overall, it addresses critical long-term strategic challenges, while optimizing workforce management and end-to-end processes for improved productivity, staff satisfaction, customer service and fiscal integrity.



Question no 5;

Answer:

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:

1. Identify the problem
2. Search for alternatives
3. Weigh the alternatives
4. Make a choice
5. Implement the choice
6. 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



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