

Principle of Management

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

Visionary leaders:

A visionary leader is a person who has a clear idea of how the future should look. They set out concrete steps to bring a vision to life, and then they lead a team of people in that direction. The leaders who emphasized on vision are more successful. Management mostly aim on top leaders who can motivate and help their employee to engage in their work with care and dedication.

1. They support the vision of employee engagement.
2. Visionary leaders work as transformational leaders , it has the ability to quickly achieve the task to meet the company standards
3. A visionary leader is always expected to engage employees to their work strongly, so the employee feel motivated, emotionally attached, committed to future and understand the future vision by contribution of courageous leaders.

Visionary leadership best practices:

- Develop a vision statement
- Vision Guiding
- Emotional Commitment
- Performance measures
- Provide structure
- Constant communication
- Understanding the business
- Build rapport
- Always seek improvement
- Be detailed

So, as visionary leader to ensure credibility and positive feelings from employees, it is good practice for visionary leaders to go into the situation with a well-thought-out visionary plan.

Qatar Airline maintaining the staff salaries as:

Qatar Airways is working on reducing and deferring cost and as part of that the airline has implemented a “Solidarity Programme ” as it’s called.

With this, mid-level and above Doha based staff are deferring a portion of their basic salaries:

- Salaries will be subject to a 50% deferral
- This is expected to last for three months, starting from April 2020, though “the position will be kept under review depending on the economic situation”
- The company will credit salaries back “as soon as possible when circumstances allow”
- It’s not entirely clear what constitutes “mid-level Doha based staff,” though it sounds like this isn’t just management

At this point it wouldn’t be unreasonable or surprising to see Qatar Airways cut employee salaries:

- Their workforce isn’t unionized (which isn’t to say that they should do it, but rather that they could do it)
- Most employees are working less than usual right now
- This is an unprecedented situation

2: Based on ten managerial roles of Mintzberg. how will an airline manage its operation? Mention all the roles with examples.

The Roles

1. Figurehead
2. Leader
3. Liaison
4. Monitor
5. Disseminator
6. Spokesperson
7. Entrepreneur
8. Disturbance handler
9. Resource allocator
10. Negotiators

Category	Roles
Interpersonal	Figurehead Leader Liaison
Informational	Monitor Disseminator Spokesperson
Decisional	Entrepreneur Disturbance handler Resource allocator Negotiator

1. Interpersonal category

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

- **Figurehead**

As a manager, you have social, ceremonial and legal responsibilities. You are expected to be source of inspiration. People look up to you as person with authority, and as figurehead. For example in which managers represent their teams and build confidence by image, behavior, cultivate humility, and empathy.

- **Leader**

This is where you provide leadership for your team, your department or perhaps you entire organization; and it's where you manage the performance and responsibility of ever one in the group. In which managers use leaderships skills like they enhance leadership skills and this will give you a thorough understanding of your current abilities.

- **Liaison**

Managers must communicate with internal and external contacts. For example in which managers work on your professional networking and techniques.

2. Informational category

The managerial roles in this category involve processing information.

- **Monitor**

In this role, managers regularly seek out information related to your organization and industry, looking for relevant changes in the environment. For example in which managers gather information and do effective reading strategy, and learn how to keep up-to-date with industry news.

- **Disseminator**

This is the way where you communicate potentially useful information to your colleagues and your team. In which managers learn how to share organizational information with team briefings and focus on improving your writing skills.

- **Spokesperson**

Managers represent and speak for their organization. In this role you are responsible for transmitting information about your organization and its goals to the people outside it. E.g. how managers to be represent your organization at conference.

3. Decisional category

- **Entrepreneur**

As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them. In which managers works on your problem solving and creativity skills.

- **Disturbance handler**

When an organization or team hits an unexpected roadblock, it's the manager who must take charge. It's also helpful to be able to manage emotion in your team.

- **Resource allocator**

Managers have to determine where organizational resources best applied. This involves allocating funding, as well as assigning staff and other organizational resources. In which managers have to ability to manage firm's resources, manage a budget and cut cost. Qatar airline managers use VIRO analysis.

- **Negotiator**

Managers to be needed to take part in, and direct, important negotiation within your team, department, or organization. Improve your negotiation skills by learning about win-win Negotiation and Distributive Bargaining.

3: Based on four skills of management, how will you run airline business?

1. Conceptual skill

Conceptual skills are the skills managers use to think and conceptualize about abstract and complex situations. Using these skills, managers see the organization as whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important to top managers.

2. Interpersonal skills

Which involve the ability to work well with other people both individually and in a group. Because all managers deal with people, these skills are equally important to all level of management.

3. Technical skills

Job specific knowledge and techniques needed to proficiently perform work tasks. The skills tend to be more important for first-line managers because the typically manage employees who use tools and techniques to produce the organizations products or services the organizations customers.

4. Political situation

Qatar airline was adapting to a regional political dispute that has prevented it flying some routes, and that those restrictions would not necessarily push it into the

red for the current financially year. Qatar airline operations are running as normal with no disruptions.

4: Is the decision making in airline business centralized or decentralized? Support your answer with logical meaning.

Qatar airline business is centralized. Because all decisions taken by top level management. A centralized organization is structured by a strict hierarchy of authority where most decisions are made at the top by one or a few individuals. In that system the records for several people or units are located in one, central location.

Qatar Airways has implemented to provide a single centralized repository to revise and track all operational and non-operational company manuals and documentation for operational readiness. The ability to create, author, edit and mark all changes in a visible manner over the web enables team members to easily keep abreast of, and be alerted to, relevant procedural modifications as and when they happen. The corporate document management system can house documents uploaded by any of the airline's headquarter and outstation offices, which means a document can be created and uploaded in London and reviewed by stakeholders in Doha, Tokyo and Moscow simultaneously – anytime, anywhere. The system allows authors to collaborate more easily with best-in-class web-based editing functionality and document owners and regulators can manage and approve new revisions seamlessly, corporate policies and manuals can be viewed from mobile devices and configured for defined user groups too.

One of the most satisfying elements of this successful airline is high level of collaboration between the Qatar airways project team and the project managers.

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

QATAR Airline to take firm steps in response to COVID-19 (coronavirus). The airline's robust measures include amending its flight schedule, working with

governments to take people home, and introducing new policies to ensure the health and safety of staff, and maintaining its vital cargo operations.

In addition, the airline continues to support the State of Qatar's efforts to manage the coronavirus outbreak, and has acquired and transported “ adjusting our flight schedules on a daily basis, and since the outbreak of the virus we have stepped up our already robust hygiene practices. In these efforts, we do not work alone. Grateful for the support we have received from local and national governments and entities, which we are working in close partnership to overcome this pandemic.”500,000 test kits, which will arrive in different countries and will donate these to local health services.

Step One:

Identify the problem of Covid-19 is the situation is internal or external. External may be a government directive; internal may be supply-chain issues.

Step Two:

Gather relevant information to ensure the right people are in the room, representing a cross-section of experience from the business to fully understand the impacts.

Step Three:

Identify the alternatives to separate facts from assumptions. Internal facts about the impacts need to be provided to the team; external facts need to come from trusted sources, including government directives.

Step Four:

The team should consider most likely, best-case and worst-case outcomes and be prepared for a range of potential scenarios.

Step Five:

The most likely and worst-case scenarios need to be considered across a range of areas specific to the countries.

Step Six:

To take action for this is the opportunity to distil the information into an agreed list of actions, some to be completed now and some later, to help the team priorities.

Step Seven:

This is the communications strategy, which should consider all stakeholder groups, internal and external, and the best way to communicate.

"People think when they are in a crisis the situation couldn't get any worse," Botha says. "A lot of organizations are just dealing with the pandemic, but an organization could be tipped if they had a cyber-attack right now.

Most of the organization, including people, supply chain, strategy, financial and reputation.

So, Qatar airline applies the six step of decision making to cope with the current covid-19 problem in that way.

The End