



Total Marks: 50

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

Note: Attempt all questions

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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.

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)
2. Based on ten Managerial roles of Mintzberg, how will an airline manage its operations? Mention all the roles with examples.
3. Based on four skills of management, Conceptual, Interpersonal, Technical, Political how will you run airline business.(conceptual answers only)
4. Is the decision making in Airline Business centralized or decentralized? Support your answer with logical reasoning.
5. Looking at the current unstable situation, how will you apply the six steps of decision making to cope with the problem?

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Qno 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: A **visionary leader** turns vision into reality by creating a vivid image of the target they need to attain and creating a specific strategic plan for the coming year. The **leader** details what goals the company must accomplish and the specific **responsibilities** of each key team member. A visionary leader is an individual who sees the potential for how the world should exist and then takes steps to get there. You can achieve visionary without a leadership role—become an idea guy, for instance. And, you can successfully lead people to accomplish a course of action, while not having a vision for the change you'd like to create.

These two abilities combined—the ability to see the potential for change combined with the ability to lead others creates a visionary leader. If you want to become a visionary leader (or work for one) here are the three main characteristics you want to actively strive to develop or find.

Risk Taking

Change **is never risk-free**. And it's rare that the solutions come immediately. George Washington didn't trounce the British in the first battle. Defeating the British took years. It took sacrifice the sacrifice of many people who were committed to the vision of self-governance and freedom from English control.

You don't need to put your life on the line—Steve Jobs and Jeff Bezos slept comfortably at night over the years—but you may need to put your livelihood on the line. Jobs was fired from his own company. Visionary **leadership is all about change** and change means risk-taking.

Listening

Contrary to popular opinion, a visionary leader doesn't just go forth ignoring all the naysayers and do what he or she thinks is best. Yes, you will find that there are a lot of naysayers that you need to ignore, but you also have to listen to what people are saying.

This makes the difference between the big idea guy and the visionary leader. If you're not willing to listen and accept advice, look at how the market is changing, and take feedback seriously, you won't succeed. It's fine to say, "No, I've

considered all of those possibilities and I'm still moving forward with my idea." But, if you haven't considered the other possibilities, you're setting yourself up for failure.

A good leader hears the voices of your team members. And your team needs to feel heard by their leader. You aren't a real leader unless [people follow you voluntarily](#), and for that to happen, they need to feel heard.

Takes Responsibility

A visionary leader knows that his or her ideas are different and are a significant risk and the [people that follow such a leader](#) are also taking a chance in doing so. So, it's critical that you take responsibility for your actions and your vision.

This is not only when events go poorly—it's also to make sure that they don't go poorly in the first place. The leader is responsible for ensuring that the finances are available to pay people and keep the project moving forward. You must ensure that you treat people fairly.

Remember, having a vision is much like having a child. You would do anything and sacrifice everything for your child, but when you want anyone else to participate in raising that child, you have to pay them. A vision is the same: you cannot expect your team to sacrifice like you are willing to do. It's not their vision; it's yours.

A visionary leader can become a great force in changing the world or an industry, but this leadership and participation aren't always necessary. Sometimes you need a leader who just keeps people [enthused about staying on the same path](#). But, when you need change, you often need a person with a vision.

PIA Airline Pilot Salaries. Airline **Pilot salaries** at **PIA** can range from Rs77,504-Rs82,979. This estimate is based upon 1 **PIA Airline Pilot salary** report(s) provided by employees or estimated based upon statistical methods. A person working as a **Flight Attendant in Pakistan** typically earns around 52,400 PKR per month. **Salaries** range from 25,700 PKR (lowest) to 81,800 PKR (highest). An entry level **aircraft maintenance engineer** (1-3 years of experience) earns an average **salary** of Rs 820,212. On the other end, a senior level **aircraft maintenance engineer** (8+ years of experience) earns an average **salary** of Rs 1,378,460

To create the new staff management mechanism, we had the chance to collaborate with the International Air Transport Association (IATA).

The staff section was designed to implement a system as close to reality as possible. So what happens in reality? Each purchased aircraft and route comes with staff hiring, and that's exactly the path we took on Airlines Manager.

Therefore, you can manage EACH hired person: choose agency workers, [hire new recruits under permanent employment contracts](#), and above all: [train them so they become more efficient](#) in 45 different trainings.

Don't forget to go to the Staff section in the [Research and Development](#) center to unlock many researches!

Qno 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

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.

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.

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.

Applying the Model

You can use Mintzberg's 10 Management Roles model as a frame of reference when you're thinking about developing your own skills and knowledge. (This includes developing yourself in areas that you consciously or unconsciously shy away from.)

First, examine how much time you currently spend on each managerial role. Do you spend most of your day leading? Managing conflict? Disseminating information? This will help you decide which areas to work on first.

Next, get a piece of paper and write out all ten roles. Score yourself from 1-5 on each one, with 1 being "Very skilled" to 5 being "Not skilled at all."

Once you've identified your weak areas, use the following resources to start improving your abilities in each role.

Figurehead

Figureheads represent their teams. If you need to improve or build confidence in this area, start with your image, behavior, and [reputation](#) . Cultivate [humility](#) and [empathy](#) , learn how to [set a good example at work](#) , and think about [how to be a good role model](#) .

Leader

This is the role you probably spend most of your time fulfilling. To improve here, start by taking our quiz, [How Good Are Your Leadership Skills?](#) This will give you a thorough understanding of your current abilities. Next, learn how to be an [authentic leader](#) , so your team will respect you. Also, focus on improving your [emotional intelligence](#) – this is an important skill for being an effective leader.

Liaison

To improve your liaison skills, work on your [professional networking](#) techniques. You may also like to take our Bite-Sized Training course on [Networking Skills](#) .

Monitor

To improve here, learn how to [gather information](#) effectively and [overcome information overload](#) . Also, use effective [reading strategies](#) , so that you can process material quickly and thoroughly, and learn how to [keep up-to-date with industry news](#) .

Disseminator

To be a good disseminator you need to know how to share information and outside views effectively, which means that good communication skills are vital.

Learn how to share organizational information with [Team Briefings](#) . Next, focus on improving your [writing skills](#) . You might also want to take our [communication skills quiz](#) , to find out where else you can improve.

Spokesperson

To be effective in this role, make sure that you know how to [represent your organization at a conference](#) . You may also want to read our articles on [delivering great presentations](#) and [working with the media](#) (if applicable to your role).

Entrepreneur

To improve here, build on your [change management](#) skills, and learn [what not to do when implementing change](#) in your organization. You'll also need to work on your [problem solving](#) and [creativity skills](#) , so that you can come up with new ideas, and implement them successfully.

Disturbance Handler

In this role, you need to excel at [conflict resolution](#) and know [how to handle team conflict](#) . It's also helpful to be able to [manage emotion in your team](#) .

Resource Allocator

To improve as a resource allocator, learn how to [manage a budget](#) , [cut costs](#) , and [prioritize](#) , so that you can make the best use of your resources. You can also use [VRIO Analysis](#) to learn how to get the best results from the resources available to you.

Negotiator

Key Points

Mintzberg's 10 Management Roles model sets out the essential roles that managers play. These are:

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

You can apply Mintzberg's 10 Management Roles model by using it as a frame of reference when you want to develop your management skills. Work on the roles that you fulfill most often as a priority, but remember that you won't necessarily fulfill every role as part of your job.

QNO3:Based on four skills of management, Conceptual, Interpersonal, Technical, Political how will you run airline business.(conceptual answers only)

ANS:

BalkConsort is putting together what it expects will be a solid management team combining extensive aviation industry experience with significant experience in finance, accountancy, and management. An initial project team is in place. As more advanced planning continues on the airline and investment is in place, the full core management team will be finalized and its members brought on-board.

More than in most businesses, management is critically important to an airline, and especially an airline envisaged as this one is. To reiterate a point made early in this plan, the right management team is seen as the first and foremost key to the success of the overall venture. We endeavor to have such a team.

6.1 Organizational Structure

Reflecting the overall nature of the organization envisaged, there is very little hierarchy in the organizational plan for the airline. In an operation where safety and accountability are so much at issue, obviously someone has to be in charge, and there also have to be clear lines of authority (and expertise) in the operational aspects of the airline. But beyond that, the organization is designed around flexibility, a high level of personal accountability and responsibility, and common cross-training and sharing of responsibilities as need arises and circumstances permit.

The levels of organization (reflected in the personnel and salary chart in the Personnel section of this plan) are as follows:

- President and chief executive officer (who reports to the Board of Directors of the airline company).
- Vice president and general manager.

- Functional vice presidents for the core areas of commercial activities, finance, and operations.
- Directors covering sales and marketing, communications, human resources, flight safety, flight operations, ground operations, maintenance, and information systems.
- Managers in sales and marketing, as well as in station management functions.
- Professional, engineering, ground handling, service, and other support personnel.

On the flight side, which reports to the director of flight operations and also responds to the director of flight safety, there are only three levels of personnel:

- Captain;
- First officer;
- Flight attendant.

Salary scales and levels of authority have been simplified and based on a rational scale allowing for similar levels, though of different natures, of functional work to be compensated at the same pay levels. The overall objective is to foster an atmosphere of cooperation and shared responsibility to the overall mission, which is to provide the customer and client with the best possible, safest, and most satisfying experience with the airline. Cross-training and cross-functioning are important parts of the organization plan, as explained in more detail elsewhere in this document.

6.2 Management Team

A complete management team, covering the elements of administration, aviation, and finance, is being assembled. This team brings together a wide range of skills and backgrounds covering the key areas needed to form, launch, and operate the airline, and from a range of national origins.

6.3 Management Team Gaps

It is premature to speak of management team gaps until a core management team is named. The individuals who will play leading roles with the new airline will need

to possess the widest possible range of the requisite skills. The current project team believes investors in the airline will want to play a key role in helping formulate core management. Once primary investment is established, that step can be undertaken, and it is anticipated that the core team will be finalized quickly.

The new airline will need people with skill, experience, energy, and vision to head up and serve in such areas as information management, flight safety, aviation operations, aviation maintenance, ground operations, sales and marketing, communications, and human resources management. Also good pilots, co-pilots, cabin crew members, and ground staff, and administrative staff.

BalkConsort anticipates putting together the best possible airline management team in the business, one that also shares the common vision of what this new airline truly can be and what it can become.

6.4 Personnel Plan

Along with aircraft acquisition and operating costs, personnel costs represent one of the two largest cost factors faced by the new airline. Additionally, the airline's personnel will largely determine the success of the venture. Therefore, it is crucially important to develop and implement an effective personnel operations and compensation plan.

The Personnel Plan for the new airline reflects the stress on the use of technology to reduce staffing and costs, and the concomitant stress on customer service. Consequently, staffing is heavier (with individual function directors) in such areas as information technology and oversight of such functions as human resources, flight safety, flight maintenance, and ground operations than might otherwise be the case with a smaller regional airline. On the other hand, functions such as sales and marketing, bookkeeping and finance, and personnel management are reduced, with the assumption being that the effective use of advanced, cost-efficient informational technologies in these areas will make up for the reduced staffing, resulting in significant cost savings while providing superior results at less effort.

It is assumed, based on the experience of other regional airlines in Europe, that something on the order of 60-70 percent of all reservations and bookings will be made electronically, and such passengers will be ticketed and checked-in electronically using special electronic check-in kiosks such as those employed successfully by the U.S. carrier Continental Airlines, leading to major cost savings in areas such as sales, reservations, and ground check-in staffing, as well as in commissions paid out to outside travel agencies.

Staffing in the sales and marketing area is aimed at targeted customer contact to generate corporate and group business, rather than individual sales, and to develop special marketing programs designed to generate significant increases in both passenger and cargo business. Responsibilities will be divided along both regional and functional lines, with three regional sales and marketing managers (notionally responsible for Western Europe North, Western Europe South, and Southeast Europe & Turkey) and two targeted, global sales and marketing managers (one responsible for special sales aimed specifically at the peak traffic/special flights/holiday travel/charters market, the other for air cargo sales), reporting to one director of sales and marketing. Additional personnel will answer customer inquiries and take reservations on the telephone at central headquarters, with phone calls forwarded to them from throughout the airline market area, and also will respond to e-mail/website-forwarded inquiries.

All key functional positions throughout the airline, including in the sales and marketing area, are backed up by professional support personnel, most of whom will be cross-trained in different areas, so there will always be coverage of all key functional areas as well as back-up support when work demand requires it.

In the ground-service area, the airline will utilize its own personnel to the extent practical in order to assure a more consistently positive experience for the passenger. All major destinations will be staffed by airline personnel, while at some smaller and more remote destinations, or where local practice or requirement dictates it, ground handling and service may be contracted out to local service providers.

Even in such cases, efforts will be made to utilize spare flight crew personnel to assist with oversight of ground services and respond to customer needs, again stressing the airline's focus on cross-training. Finally, as revenues and passenger demand increases, the Personnel Plan can be expanded to provide additional ground service personnel at key locations and to expand the number of locations where the airline provides its own ground-service staffing.

Again through the use of e-ticketing, e-check-in, and e-baggage tracking, ground-service staffing requirement will be very light compared with a more traditional organization. Particularly given the fairly light flight scheduling at most locations and the convenient size of the projected aircraft, check-ins should be quick and easy, with little waiting in line or fighting with crowds - major marketing advantages as well.

Given the airline's motto, "We have a job to do, and we do it every day - for you!", cross-training and cross-functioning will be core elements of the new airline's personnel-management approach. Everyone will be inculcated with the spirit that she or he is personally responsible for the passenger and the client having a positive experience when in contact with the new airline. Everyone, from the president on down, will be familiar with (and participate in) virtually every aspect of the work and customer-service process (a method employed successfully by the former PEOPLExpress and other "people-oriented" carriers and other successful service businesses). While no one will expect (nor want) a receptionist to fly the airplane, nor a sales manager to perform engine repairs, nor for that matter a pilot or flight attendant to tend to the bookkeeping, common customer-service functions like check-in, gate monitoring, baggage handling, and answering customer inquiries can and should be performed from time to time by any and all available personnel. This process also requires, however, that personnel receive actual training and experience in these various areas, so they do not become more of a hindrance than a help.

Even the airline's uniforms will project an image of ordinary people doing extraordinary work to please and make the passenger feel comfortable. There will be a stress on

informality, utilizing "non-uniform" uniforms to again stress the airline's work ethic and customer-service orientation, making both employee and client feel more at home. This approach also is in keeping with today's trend toward greater informality and equality in the work place, and away from the stilted authoritarian way of the past.

Finally, the proposed hierarchy and salary structure is designed to be both economical as well as sufficiently attractive and competitive to enable the airline to recruit good, qualified personnel. At the same time, in keeping with the overall ambience of the airline, it also stresses relative equality and fairness in its structure. A good benefits package, consistent with, and perhaps better than, available elsewhere in the industry or related industries, and the more abstract benefits of being part of a well-respected, well-functioning, professional, winning team, also will be elements attracting good employees to the new airline and keeping them on the team.

There are only about 10 pay grades provided for in the salary plan for the entire airline, including executive-level salaries, with jobs that may be markedly different in terms of function, but similar in terms of experience required, difficulty, and importance, sharing the same pay grade.

Most subordinate grades within given functions are based on a set percentage of higher-level salaries within the same general function. In addition, the plan for pay increases is straightforward and fosters clarity and understanding, rather than anxiety and unhealthy competition, among employees.

Everyone, across the board, from top to bottom in the organization, who performs satisfactorily will receive a 10 percent pay increase at the end of the first year of service (deemed to be the most difficult), and a 5 percent pay increase at the end of each subsequent year of service (with adjustments made only on the basis of specific across-the-board or localized issues like inflation, currency devaluations, and so forth).

Unsatisfactory performance merits only one of two remedies: Dismissal, or placement on a limited probationary regime to determine if problems can be remedied and the employee brought up to standard within a given time limit. Otherwise, there is no room, and no cause, for protracted anxiety on the part of the satisfactory employee concerning such issues as pay raises and related issues. The only other issue is the possibility of promotion to a higher position within the organization, and the airline will endeavor to promote its best from within whenever possible.

One other issue worth considering, though it is not included in the current plan, is the possibility of offering a bonus to all employees, as a specific percentage of their pay, when the airline shows a particularly profitable year to encourage additional "pride of ownership" and esprit de corps.

A summary Personnel Plan for the first three years of operations follows in the table below, and a detailed monthly plan for the initial year is provided in the appendix.

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

ANS: **Centralized** organizational structures rely on one individual to make **decisions** and provide direction for the company. **Decentralized** organizations rely on a team environment at different levels in the business. Individuals at each level in the business may have some autonomy to make business **decisions** The air transportation system is a large, complex, interdependent, and highly dynamic infrastructure system. At a time where higher capacity and efficiency are needed to nourish a growing demand, these system properties are challenging the current centralized paradigm to model and control the system. The aim of this chapter is to motivate a decentralized approach to structure and manage the air transportation system.

Depending on the size of the organization managers can use centralized and decentralized techniques to manage, direct and make decisions in the company they work for. We will analyze the

case of a large organization in order to better support the decentralization decision-making trend. In large companies and organizations, it is very common to operate in more than one country or have subsidiaries, which increases the control and management difficulty. Top management in the head quarters of the organization needs to be focused on strategic and financial planning, differentiating their organization by producing innovation among their competitors and forecasting the economic growth for the group for the years to come.

Decentralizing the decision-making, helps top management to delegate tasks to low level managers, make them part of the business process and of the solution needed, by engaging and motivating them to succeed as being part of the project. On the other hand this decision must be implemented correctly otherwise there will be operational problems across the organization (Sobotkiewicz, 2014).

Decentralization flattens the organizational hierarchy structure helping decisions to pass across the organization and complete faster than the tall hierarchy model (La Rooy, 2012), which is necessary in modern business operations for fast decision-making.

This argument is utmost enhanced by (Van De Ven et al. 1974) research, which showed that the more complex and interdependent a project is, the less vertical the chain of command

will be, increasing to the best the interpersonal relationships on local level, offloading top decision-makers in the organization.

example

In the early days of Southwest Airlines, Herb Kelleher and his management team wanted to reduce the turnaround time for aircraft on the ground. They set a goal of fifteen minutes. They got it down to ten. Kelleher describes watching in awe as the maintenance supervisors and frontline employees came up with innovation after innovation to meet what was seen as an impossible standard. How did they do it? Southwest had already established a culture of decentralized decision making and performance. What was standard at Southwest was the exception elsewhere

QNO5: Looking at the current unstable situation, how will you apply the six steps of decision making to cope with the problem?

ANS: 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.

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.

Creative Thinking

Your creative side is most useful in identifying new or unusual alternatives. Too often, you can get stuck in a pattern of thinking that has been successful in the past. You think of ways that you have handled similar problems in the past. Sometimes this is successful, but when you are faced with a new problem or when your solutions have failed, you may find it difficult to generate new ideas.

If you have a problem that seems to have no solution, try these ideas to “unfreeze” your mind:

- Relax before trying to identify alternatives.
- Play “what if” games with the problem. For example, What if money was no object? What if we could organize a festival? What if we could change winter into summer?
- Borrow ideas from other places and companies. Trade magazines might be useful in identifying approaches used by other companies.
- Give yourself permission to think of ideas that seem foolish or that appear to break the rules. For example, new recipes may come about because someone thought of new ways to combine foods. Sometimes these new combinations appear to break rules about complementary tastes or break boundaries between cuisines from different parts of the world. The results of such thinking include the combined bar and laundromat and the coffee places with Internet access for customers.
- Use random inputs to generate new ideas. For example, walk through the local shopping mall trying to find ways to apply everything you see to the problem.
- Turn the problem upside down. Can the problem be seen as an opportunity? For example, the road outside your restaurant that is the only means of accessing your parking lot is being closed due to a bicycle race. Perhaps you could see the bicycle race as an opportunity for business rather than as a problem.

