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COURSE: Principles of Management

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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?

Brief Introduction to Emirates:

Emirates Airlines is an organization based in United Arab Emirates (UAE) with worldwide publicity. Emirates is known far and wide for its services and luxury it offers to its customers. The company makes flights globally and services among best airlines in the realms of operations, creativity, innovation, customer focus, management and leadership roles.

Outbreak of Covid-19 and Emirates:

With the outbreak of COVID-19, many countries have imposed travel restrictions, both domestically and internationally, on entry for operating crew and passengers. Such action has resulted downfall

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For many Airlines But Emirates with its Creative Solutions have taken another course of Action. Such has ~~Required~~ compelled Emirates to amend its operating schedule instead of complete shutdown either by Reducing the Frequencies or canceling the flights to specific destinations.

Considering the fact that many flights are on stand-by and low load on workforce, Emirates are offering unpaid leave for up to one month at a time instead of downsizing.

Emirates also have activated the Crisis Management Center to closely monitor and take decisive action across all areas of ~~the~~ business. The measures includes providing medical advice to staff, implementation of practices at the airport to meet specific country travel requirements as well as adjusting a schedule and amending capacity to meet passenger demand across different regions. The safety and health of Emirates customers and employee is taken very seriously.

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and are following up-to-date medical guidelines. Emirates have stepped up aircraft cleansing and air infecting those zones which in case gets infected.

Whereas, the Salaries of staff is concerned Emirates has made a clear cut of approximately 30% of the total gross salaries of the employees. Which still is far better than many other Airlines in the competition.

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Question #02:

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

The Emirates airline will manage its operation using the following ten managerial roles of Mintzberg.

Interpersonal category:

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

1- Figure head:

The top management of Emirates like directors and CEOs must be a source of inspiration and motivation for the lower management staff. In hard times like such, they should always motivate and encourage the staff so that they may not fear and show persistence in their job.

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2- Leader:

The leaders working in Emirates for different departments must be able to foster a proper work atmosphere and motivates and develop sub-ordinates. They should make sure that staff is wearing proper safety equipments and abide by the new safety rules and Regulations.

3- LIASION:

These teams should allow proper communication in between the various departments of Emirates. Including the Flight operations, Flight crew weather monitoring etc. They should also maintain a network of External contacts to gather information.

Informational Roles :

The Managerial roles in this category involve processing information.

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4- Monitor:

Things are never static in a business especially in Airline. So the successful manager is one who is constantly monitoring the situation around and make quick changes as necessary. For example, with the implementation of lock down in the state, less people or none would be able to fly. Therefore, the manager should plan the operations accordingly. Maintenance of less aeroplanes and less active staff.

5- Dissemination:

It does not good to manager if he/she collects information from different sources and keeps it to him/herself. Therefore, the manager should communicate it to the rest of the team as soon as possible. i.e. Knowing the knowledge of new rules and regulations for counteracting the pandemic from higher authorities must be communicated to the staff working at low management.

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6- Spokesperson:

In this role, the manager is responsible for transmitting information about the organization and its goal to the people outside.

For example, in such hard times when people can't travel from one place to another either domestically or internationally, they should be informed about the travels. So accordingly they can manage their work.

Decisional Category:

The managerial roles in this category involves using information.

7- Entrepreneur:

Sometimes working in large organization like emirates is like running your own small business. Even though there still are managers at above level to whom to answer but one must still like an Entrepreneur to think to some problems. For example, crew manager encounters a situation where the crew is tested positive with corona. Without

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waiting for any answer from above
he should directly Report to
medical and Isolate that crew.

8- Disturbance Handler:

It is completely
Inevitable to avoid any kind of
Disturbances during the work. Especially,
during such pandemic, either One crew
member fights with another or
a customer fights with the
security guard based on not
implementing proper safety equipment.
Therefore, handling such disturbance should
also be a skill of a manager.

9- Resource Allocator:

One of the most
important skill of a Manager is tackle
the job by using the allowable
Resources that are limited. For Example,
during such pandemic people and staff
frequently uses hand sanitizers and
masks. Therefore it may be possible that
Resources gets finished. Thus as a
manager he/she should keep in mind
an Alternative.

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10 - Negotiator:

Business is all about negotiation. Here Negotiation does not mean that to go outside the organization and set new terms and goals. But to negotiate with own team members to do a specific task based on the skills. In such pandemic, Emirates would have downsized and therefore would have less crew to do the job. Using the right management to allocate same crew to perform different tasks.

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QUESTION #03:

Based on four skills of Management . . .
. . . . airline Business .

Answer:

Conceptual skill:

Conceptual skill require the having the ability to visualize the enterprise as a whole, to envision all the functions involved in a given situation or circumstance and to understand how one part depends upon the other.

Such skill in airline Business is used for suggesting new technology, entering the international market, introducing new aircrafts by trading the old ones and so on. Also to enhance the customer experience, hiring of trained staff and boarding crew.

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Interpersonal Skill:

One of the most important skill an airline manager / managers must have to ensure smooth operations. A manager must be able to communicate easily with the top and lower management staff. Must be able to communicate with groups and individuals and motivating and praising for their work. Keep reporting the higher authorities for what's going on.

Technical Skill:

Such skill is a knowledge of activities involving ~~em~~ methods, processes and procedures. A manager must be able to have certain knowledge about what's going on within the airline operations. i.e. manager should know about the boarding process, security checking mechanisms and other related stuff. Most managers, especially at lower or middle level, needs technical skill for effective task performance.

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Political Skill:

The skill to effectively understand others at work and such knowledge to influence others to act in ways that enhance one's personal/organizational objectives.

Managers of airline industry must be possessing political skill so that they know how to delegate responsibilities and inspires colleague to work together to reach a common goal.

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Question No 4:

Is the decision making in Airline Business centralized or decentralized? Support your answer with logical Reasoning.

Answer: The decision making in Airline Business is centralized. This means that a small handful of individuals make most of the decisions in a company. The top management of Airline Industry, who has complete control over decision making, sets specific goals and objectives and communicate it to the lower management who has to strictly execute those goals.

The Reason that Airline Industry is centralized because it is a very complicated and sophisticated business with intricate operations to control. A small mistake in the business decision and everything will fall apart. It is made centralized so that experts at top level should control over training, services

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they offer and make sure the company's core objectives and values are maintained. It will also have potential to improve the organization as a whole instead of just one smaller airport at a time. Centralization of Airlines also helps standardize products and services they offer. Means Emirates aeroplanes either in Pakistan, UK, UAE or any other country will be same and this speeds up preparation and procurement.

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Q5 Looking at current Unstable situation, how will you apply the six steps of decision making to cope with the problem?

Answer:

STEP 1:

1- IDENTIFYING and DIAGNOSING PROBLEM:

Emirates as a leading airline service provider is greatly affected by the novel pandemic COVID-19. Due to the closure of travel both domestically and internationally have brought Emirates to hard and tough times. There is a total of 16% decline in the Revenue generated. Emirates to cope with the problem must be deciding to chose new alternatives.

STEP 2:

2- Generating Alternatives Solutions:

The Emirates to ensure its Business Health and Reputation must cope up with sturdy solutions.

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The alternatives are listed as,

① Repatriation of Special Flights:

Upon the request of government and customers to support the repatriation of citizens. This means that passengers located in far countries and are trapped due to lockdown can be returned to their homeland safely. This will help the Emirates to generate revenue and keep operating its work.

② Flights as a Cargo:

Emirates can also utilize their flights for the shipment of cargos both domestically and internationally. This is best as compare to Stand-by flights.

③ Grounding large scale Aircrafts (A380):

Emirates to optimize their cost of operations can use small scale aircrafts as compare to big ones.

This will help in the reduction of maintenance, crew cost etc.

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(4) Reducing Employees Number and Frequency of Flights:

The last and most un-
-profitable course of Action can be that
Emirates provide unpaid leave for
their employees and reduce sign-
-ificantly the Frequency of Flights.

STEP 3:

Evaluating Alternatives:

Making detailed
cost Estimation and planning for Each
alternative can help Emirates in
selecting the best alternative out of
these. Calculating the Risk associated
with Each Alternative. Also listing
all the pros and cons.

STEP 4:

Making the Choice:

After Anticipating
the outcomes of Each Alternative, Now
is the time to make the decision. Out
of the many Alternative suggested, one
has to be chosen. In present case,
the alternative -1: Special Flights For
Repatriating passengers seems to be the

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most prominent of all. That is because, this alternative will keep running the operation of flights and will keep on making the profit though, it is less and not to the normal but still it is better than nothing.

STEPS:

Implementing:

Now that we have made the choice, it is time to implement the infrastructure to support the decision. An overall meeting should be called for Board of Directors and CEOs. They have to look thoroughly and sign for the confirmation of the alternative selected.

STEP 6:

EVALUATION:

Once after implementation, the decision implemented is evaluated to check whether the decision fulfills the need or not. If in case this doesn't work out then starting again from step 2 and defining other alternatives.

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