

The management activities of selected airlines

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The main purpose of this article is to summarise the results of a diploma work which analyzes the management with a stronger focus on crisis management trying to incorporate it into the organizational structure of the selected airline. In this work we have also tried to highlight the importance of drills for emergency situations in aviation. The work is split into three chapters and includes 9 figures and 1 table. The first chapter is devoted to the general view on management, crisis management, organization, decision-making processes and a field where this process can be performed. The second part analyzes the current situation of a selected airport company and describes the current state of crisis and emergency management. The third chapter compares the original organisational structure with the organisational structure amended by us and also includes suggestions for emergency exercises and coordination of the components involved in a crisis when solving the problem.

K e y w o r d s: Management, organization, crisis management, emergency, Integrated Rescue System

1 INTRODUCTION

In the societies through different kinds of management even in the past the preventive measures occurred to mitigate the consequences of economic crises of business and searching for ways how to prevent critical states or natural disasters. Even knowledge of principles of crises or evaluation and analyzes of resources did not prevent originating of new crises which have led to economic losses. That is why new approaches and a new system of management started to minimize human and economic losses which is the crisis management representing this new theory.

According to various experts, the term crisis management could be defined as complex of knowledge about possible crises, occasions and consequences of crises, but also about principles, methods and possibilities of solutions. The crisis management has a task to create a methodology for the safe human society and material values in prevention of crisis consequences.

The crisis management has a coordination character. It connects and coordinates different parts of enterprises and professions. The most important task of crisis management could be considered as the management during crisis situations which is a different situation compared to effective operational climate of a company. That is why in an organisational structure the attention is paid to the sections that prepare and realise different crisis plans.

Usually in larger companies these sections can be stable parts of the organisation structure (security

service, fire or other departments). Some special services can be realised by the training of own employees from different departments of the company. On the other hand, companies often use an external organisation to cover these services.

The first chapter deals with theoretical knowledge about management, organisation structures, decision making processes, and environment and management tasks. This chapter also defines crisis management.

The second chapter deals with an analysis of present situation and is focused on the organisational structure and crisis management of a chosen company. This company is Bratislava Airport.

The third chapter is devoted to the design of a new organisation structure. In this chapter we describe our view on the crisis management in the airport company. We try to find some suggestions to the efficient company management. Our tools are rebuilding of an organisation structure and additional position of a crisis manager.

Next we create a training system for coordination of airport company internal and external elements during unexpected situation.

2 THE NATURE AND IMPORTANCE OF MANAGEMENT

Management is a system or set of different activities of managing of employees or an enterprise under the conditions of economy market. It is defined according to four main functions: planning, organizing, leading and controlling. It has 3 meanings: 1 – practical activity (managing), 2 – scientific discipline

(logically organized set of knowledge of the principles, methods and procedures of management), 3 – a particular group of people (managers).

A manager is a person who prefers the own career to other life spheres. As professionals they also earn more. The way they represent themselves, the way other people think about them and the amount of attention they are willing to pay to things they want to say play an important role in business as well as in life.

A zealous professional:

- shows a professional attitude – to customers and employees
- takes care of personal appearance – good manners, smart clothes, good health
- develops the professional image – customers and clients join the financial success with competence
- acts as a professional – asking questions, explaining, presenting
- is well informed – keeping surveys, using new methods and tools
- respects colleagues – appreciation and confidence, encouragement
- remembers the family and friends – good relationship, common experiences
- likes people – socializes and communicates with people, encourages them
- keeps on top – relies on truth, is responsible and acts fair

The organisational structure, which is to a certain extent an analogy to a skeleton of living organism, gives people in the organisation the opportunity to perform their tasks in an organized way. The organisational structure enables to distinguish the managers' positions from those of other employees, to formulate rules and procedures and to delegate authority. In this sense the organisational structure enables to reduce employees' behaviour indefinites. For the purpose of this work the classification of organisational structures according to the professors Bohuslava Mihalcová and Michal Pruzinský was chosen. According to these authors the organisational structures are classified into two large groups:

- 1) Traditional organisational structures where a line-and-staff organisational structure, functional organisational structure and divisional organisational structure can be included
- 2) Flexible organisational structures which are further classified into a target project organisational structure (project coordination, project organisational structure, matrix organisational structure) and team structure

The aim of the work has also been to consider the environment where the decision making and the tasks performed. Each organisation works, i.e. implements its function and targets in the certain environment from which the resources are drawn and to which the results of activities are delivered. The environment is therefore a condition for the existence of an organisation. The organisation internal environment determines the quality of internal processes. The importance of social environment has increased lately due to the perception of organisation, its products and its behaviour towards the public.

The attention has also been paid to risk management we define the main tasks, targets, activities and levels of risk management; classify risk situations and the top risk management bodies. The risk management is a specific management activity of a corresponding managed system aimed at solving of a risk situation using specific principles, methods and procedures to overcome the negative effects of the situation and to renew the operation of the given system. The risk management in its institutional form is a group of employees dealing with the analysis of risk occurrence in the given system, their causes and possible consequences and with looking for methods and measures to prevent and eliminate such situations. Risk management as a theoretical discipline is a logically organised system of knowledge of possible risks, their causes and consequences on the level of providing the security of state, society as a whole; it is knowledge of principles, possible methods and measures for solving a risk situation.

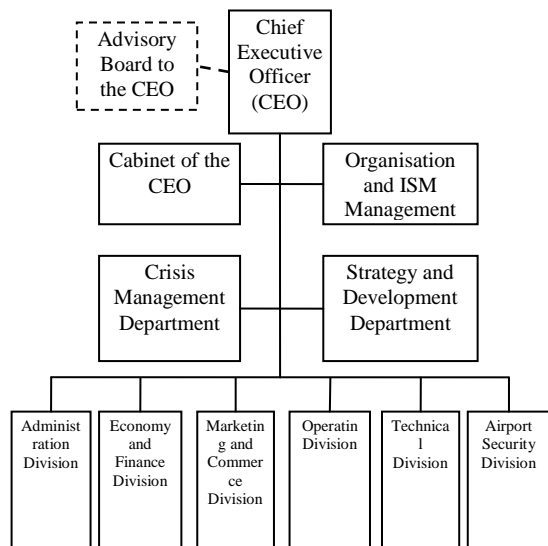
The summary is aimed at joining the general view of management, a manager as a person and professional, some types of

organisational structures, the environment where the decision making is performed and risk management.

3 ANALYSIS OF THE ACTUAL STATE

The second chapter is focused on the present state of M.R. Štefánik Airport, its organisational structure and risk management which also includes an integrated rescue system comprised of a fire and rescue service and rescue and ambulance service.

The organisational structure of M.R. Štefánik Airport is strongly centralised; the centre decides about everything = authoritative leadership.



Further, the attention was paid to risk management in an air traffic service the task of which is to provide the security for aviation; another task is safeguarding of civil aviation against acts of unlawful interference. Last but not least task of risk management consists of the security protection of passengers, crews, and ground staff and public that is the main task within all issues connected with the safeguarding.

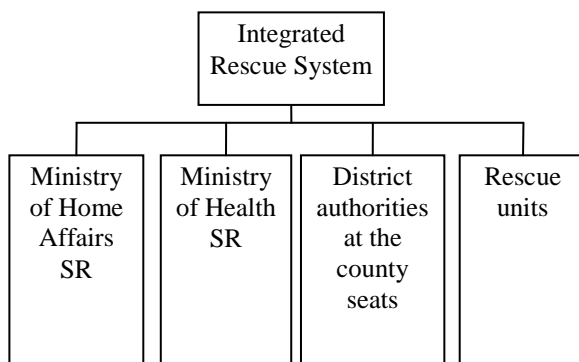
For the purpose of further analysis of this issue it is important to give basic definitions within risk management: acts of unlawful interference, security, security check, security appliances,

security programmes, detection of control, incident, severe incidents, aircraft accidents, aircraft emergency incidents.

In this chapter it is considered important to familiarize with the national security documents such as a national civil aviation security programme, airport security programme and airport emergency plan.

We want to stress the importance of state actions in the field of risk management by listing the essential legislative standards.

The chapter analyses the integrated rescue system which includes also the fire and rescue service and rescue and ambulance service. The integrated rescue system is a coordinated procedure of its organs while ensuring their preparedness and performing activities and measures for providing assistance in emergency. The operation of the integrated rescue system is illustrated in the following scheme:



The chapter summary: this chapter illustrates the importance of the organisational structure and risk management in air traffic services which should have an important position in the organisational structure due to high probability of risk situation occurrence. It is essential to highlight the importance of coordination of individual components of the integrated rescue system that is substantial in risk management.

4 PROPOSALS

The third part of the work summarizes the knowledge from the previous chapters and we have created a new organisational structure for the

M.R. Stefanik Airport with highlighted importance of risk management and its control. We assigned a top manager of the risk management department a new position - a coordination centre operator and the following tasks of the position:

Tasks of an coordination centre operator	
At times of stability	During the risk situation
To prepare the training of risk situation occurrence	To announcement of the risk situation occurrence to FRS, RAS*, employees of a district office
To keep the training documentation	To inform FRS, RAS, employees of district office about the nature of the risk situation
To keep evidence of materials necessary for rescue operations	To provide for the coordination and connection among FRS, RAS, employees of district office
	To keep documentation about the origin and nature of a risk situation

*FRS – fire and rescue service, ARS – ambulance and rescue service

In the next part of the work a proposal for training course of solving an emergency situation. The course is aimed at coordination of individual elements of risk management; the objectives of the course are organisation, coordination, managing and performing of rescue activities during an emergency situation. The course will train all basic components of an integrated rescue system on a theoretical as well as practical level. Its main target is to test the coordination of the risk management department which was given a new position in the organisational structure of M.R. Stefanik Airport.

It is also aimed at the newly created position that the top manager from the risk management department was assigned, i.e. the position of the coordination centre operator. The aim of the course is:

- to improve the preparedness of the leading and executive organs while solving an emergency situation and elimination of its consequences
- to test and improve the coordination of crisis task forces of the city of Bratislava, its districts, the components of the integrated rescue system and M.R. Stefanik Airport
- to practice the activities of rescue organs, conducting of partial evacuation of residents from the endangered areas
- to test and practice requiring for forces and means supporting risk management of the airport
- to practice the newly created position of the coordination centre operator

For the training we have included the procedure of carrying out an operation of fire and rescue service, rescue and ambulance service and employees of the district office.

The chapter summary: the aim of this part is to emphasise the importance of an appropriate organisational structure from the point of view of delegating tasks to its individual parts of the organisational structure and communication and coordination among individual parts of the organisational structure. The importance of the preparation for different risk situations is highlighted as well. The training is aimed at the coordination and tasks for individual parts participating in solving emergency situations.

5 CONCLUSIONS

The aim of this work was to clarify the essential concepts of management and organizational structures, to provide suggestions on how to improve the organizational structure of the airline company and to create a unique scheme of procedures in case of a crisis event. We focused mainly on solving crisis events; hence we chose the issues of crisis management.

Crisis management is a set of activities relating to monitoring of risk factors, prevention of emergency situations, planning, organizing, controlling and implementing actions to create conditions for the successful prevention, avoidance and solving of crisis situations. The crisis management is also represented by the competent employees.

In terms of management, we understand organization as a managed social system that is a systematically arranged, specific and real, relatively closed unit, created in order to meet the objectives. That is why we consider accurate splittings of control into individual organizational units as the main basis of smoother functioning of the organization.

Sooner or later, every company has to deal with a crisis situation. The existence of the company depends on the level of readiness and quality of the crisis management team, also on the effectivity of the implementation of crisis plans. The crisis can be minimized by early, vigorous and effective actions. We can also determine it as the series of usually sudden events which form the very real potential for adverse, even catastrophic consequences. The crisis is always set directly and can never be predicted. Aside from legal aspects of any crisis situation, perceptions created from the beginning to the solution of the crisis can dramatically affect the reputation and financial position of the company.

The complexity of crisis management requires a deep examination that is why we want to highlight the importance of this issue. This work contains constructive suggestions for alteration of the organizational structure and creation of new ways of exploitation of the top manager of crisis management. It also includes an example of solving one of many possible critical events focused on organization, coordination, management and execution of rescue during an emergency.

By applying crisis management for a specific company, we demonstrated the significance and importance of its position in a context of crisis management. Clearly it can be stated, that effective management of a crisis directly depends not only on the type of changes required in the organization and its overall economic situation, but especially on the structure

of the crisis team and its ability to manage and design the implementation of changes into the organization affected by the crisis.

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