ST.MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

AN ASSESEMENT ON GROUND HANDLING SUPPORT SECTIONS' STRUCTURE OF ETHIOPIAN AIRLINES

BY
ABDELLA SIRAJE

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SMUC
ADDIS ABEBA

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TABLE OF CONTENTS

Appendix

List of Tables

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Mintzberg said that every organized human activity from making pots to placing man on the moon gives rise to two fundamental & opposing requirements, the division of labor into various tasks, and the coordination of these tasks to accomplish the activity. (Grant, 2008)

Restructuring is the corporate management term for the act of reorganizing the legal, ownership, operational, or other structures of a company for the purpose of making it more profitable, or better organized for its present needs. Alternate reasons for restructuring include a change of ownership or ownership structure, de merger, or a response to a crisis or major change in the business such as bankruptcy, repositioning, or buyout. Restructuring may also be described as corporate restructuring, debt restructuring and financial restructuring. (http://en.wikipedia.org/wiki/Restructuring)

Today the world class air lines are facing challenges with economic crisis with regard to operating expense and declining number of passengers. Ground handling is one part of support to Air craft dispatch operation, offers variety of G.S.E. (Ground support equipments) that needs skilled operators. In E.A.L. (Ethiopian Air lines), the sections involved in ground handling are under different divisions, which can significantly affect the performance and efficiency of the airline it self and customer air lines. (http://www.paconsulting.com/our-thinking/challenges-airlines-face/)

E.A.L. as one part of world class air lines, exits in Today's highly competitive business environment is expected to enhance its return. This

can be achieved by maximizing profits through increased efficiency and delay-free transportation service that certainly give large share of the market in which it competes & operates. Ground handling is one of the main and basic inputs to its operations support; however, Without these handling services on time performance the turn-around time of the air craft cannot be minimized as much as efficiently as needed in terms of Passengers boarding, baggage handling, cargo loading & un- loading for air craft dispatch support services.

This study concentrates on the ground handling support activities in E.A.L. and its contribution associated with head count, administration, accidents and equipment utilization & standardization. It is also a meant to assess about restructuring of Ground handling support sections specifically in E.A.L. It will try to explore the limitations of the dispersed ground handling sections working for the same operation support, in relation to the advantage of restructuring the sections to enable them as part of the air lines revenue generator.

Dispersed structure is a major determinant for efficiency and as a whole for the success of an organization. In order to ensure this, these ground support sections shall be restructured, categorized and re arranged per their nature of work and contribution to the operation. This will result delivery of the right support at the desired time.

1.2 Background of the Organization

Ethiopian Airlines was founded on December 30, 1945, by Emperor Haile Selassie with assistance from Trans World Airways. It commenced operations on April 8, 1946, with a weekly service between Addis Ababa and Cairo with 5 Douglas DC-3 propeller-driven aircraft.

It started long-haul services to Frankfurt in 1958 and inaugurated its first jet service in January 1963 from Addis Ababa to Nairobi. In 1965, it changed from being a corporation to a share company and changed its name from Ethiopian Air Lines to Ethiopian Airlines. It is wholly owned by the government of Ethiopia and has 4,700 employees (at March 2007)

Although it relied on American pilots and technicians at the beginning, by its 25th anniversary in 1971, E.A.L. was managed and fully staffed by Ethiopian personnel. It is one of the few profitable African airlines. E.A.L. provided basic Pilot and Aviation Maintenance Training to trainees from various African countries E.A.L. commenced "Vision 2020" aim to increase passenger traffic to 3 million, revenue to 1 billion US Dollars and the staff to 6,000. In its fiscal year 2007/2008, the airline transported 2.5 million passengers and generated 9.2 billion birr revenue (USD 900 million) with net profit of 507 million birr (USD 56 million).(http://www.ethiopianairlines.com)

The Ethiopian Airlines fleet includes the following aircraft (at 25 January 2010)

Table 1-1

Ethiopian Airlines aircrafts

Passenger Aircraft	**In Fleet**	**Orders**	**Notes**
Airbus A350-900	0	12	
Boeing 737-700	7	0	Two of type operating for Asky Air
Boeing 737-800	2	10	
Boeing 757-200	7	0	Various seat configurations, most common stated
Boeing 767-300ER	10	0	Various seat configurations, most common stated
Boeing 777-200LR	0	5	
Boeing 787-8	0	10	Entry into service: Mid 2011
Bombardier Dash 8 Q400	0	8	Entry into service: March 2010
Fokker 50	5	0	Replacement aircraft: Bombardier Dash 8
Total	**32**	**45**	
Cargo Aircraft	In Fleet	Orders	Notes
Boeing 747-281BCF	2	0	Operated by Southern Air
Boeing 757-260PCF	2	0	
McDonnell Douglas MD-11F	2	0	
Total	**6**	**0**	

Source(http://www.ethiopianairlines.com)

1.2 Statement of the Problem

It is a paradox for E.A.L., which is endowed with vast experienced professionals, highly skilled management staffs and of resources & favorable geographical operating condition, to find these ground handling sections in a dispersed manner. Bridging the three continents, E.A.L. has got an absolute advantage over other competitive world class air lines operating to and from African countries. (http://www.ethiopianairlines.com)

Air craft ground handling is not an easy operation by its nature. It involves major different operations support. E.A.L., which is operating in complex business environment, is involved in a self contained Ground handling support providing sections which also includes Cabin service and Passenger services. But here the subject focuses mainly on the section: Base service Dispatch handling which is under Director Base service, Appearance control and facility handling which is under Director Air craft maintenance, Unit Loading device (ULD) Management which is under Director Cargo terminal, and Ramp services which is under Director Addis Abeba Air port hub operations. These handling sections have familiarized operational nature but dispersed under different divisions.

Primarily, the structural dispersion problem in connection with the Ground handling & operation support sections in E.A.L. is, Ground support Equipment (G.S.E.) 'shortage' resulted from independent usage of equipments by supporting sections, repetitive and sudden Equipment failure, less-managed Idle man hour between operation support, and Un-Safe air side movement which can result customer dissatisfaction on passengers when flight is canceled due to accident happen on air craft. More over there can also be remarks from safety regulatory bodies that cross check the operational safety of the air line per the international

standards and requirements. Most of the time reports of delay which is associated with ground handling sections are ascribed with equipment shortage, Equipment break down or man power shortage. Human error or accidents that happen in the air side are also the other causes that need a closer & careful insight for the associated cost that demand E.A.L. intolerable cost. (http://www.ethiopianairlines.com)

1.3 Research Questions

The study tries to investigate:

1. What are the factors that affect the overall performance of the section?
2. How the sections current structure affect their performance?
3. What are the policies and measures for ground handling support activity performed by these sections?
4. What are the corrective measures taken to minimize/avoid the problems in the dispatch support activities related?

1.4- Objective of the Study

The general objectives of this study is to analyze and get an insight of the actual practice of ground handling services adopted by E.A.L. so as to review with the current ongoing operation. It also tries to examine the ground handling service providing sections so as to maximize their contribution with regard to the air line's performance and the overall operation support.

Specifically, the study attempts to:

1. Assess the Ground handling performance of the different sections during the previous years,

2. Indicates the merits of re structuring the ground handling service,
3. Examines if there are revised policies and measures taken to maximize the performance of these sections,

The study tries to analyze significant factors associated with the accidents and identify ways to reduce it in order to contribute for corporate safety, efficiency and productivity.

1.5 Significance of the Study

This study, apart from analyzing of the ground handling and dispatch operation support practices in E.A.L., tries to identify problem areas, which exit in the system and suggest improvements. The paper tries to see the benefits of structural improvement and indicate some of the disadvantages in relation to the dispersed structure of handling support sections. It addresses wise utilization of man power by minimizing operators' idle time, avoidance of repetitive equipment mechanical failure, human error & accident.

The study tries to find out how accident related problems could be minimized by achieving safe air side movement. In light of this, the study aids the concerned department in scrutinizing the activity of each dispersed section. Moreover, The student researcher believes that the Change management department of E.A.L. can pay due attention to the recommendations and advice the concerned section to up to date and revise the current organizational structure of Ground handling support sections in accordance with the standard that best fits the air line's growing operation needs. It also helps to clearly identify Operation support related problems which is reported in delay meetings, Accident reports.

Due to the above reasons the paper contributes something to E.A.L. and can be used as a basis for another exhaustive study. Besides all reasons, as a proposal for the degree program in St.Mary's University college it helps the student researcher to combine all the skills and knowledge's he acquired in classes during the last three years in relation to his current working position in the air line as Sr. maintenance planner in the ground support and transport maintenance section. It also helps him to apply his knowledge in the maintenance support practically and provide a good proposal for the company.

1.6 Scope of the Study

This study is confined to analysis of Ground handling practice of E.A.L. As part of its self contained handling sections, besides E.A.L., it is also engaged in providing support for other international carriers, V.I.P air crafts and customer air lines that fly to and from Addis Abeba. These Sections are structured since from the birth of E.A.L. , therefore; the nature of the problem as a problem can't be easily traced and needs due research. However, this study focuses only on the areas of these Ground support sections in relation to their role to the air line. It focuses on specific sections that play a major role in the dispatch operation performance of the Air line. Nevertheless, the study only goes to the extent of its self contained nature in ground handling service experience of E.A.L., but it may slightly tried to look at some of the contents, structure & experiences of external ground handling companies' like The DANTA which is Dubai Airport ground handling Services. So the limitation of this paper was a detailed international Experience of ground handling which is due to lack of data.

1.7 Definition of Terms or Operational Definitions.

Ground Handling: In aviation, aircraft ground handling defines the servicing of an aircraft while it is on the ground and (usually) parked at a terminal gate of an airport.

Airport ramp: The airport ramp or apron is part of an airport. It is usually the area where aircraft are parked, unloaded or loaded, refueled or boarded. Although the use of the apron is covered by regulations, such as lighting on vehicles, it is typically more accessible to users than the runway or taxiway. However, the apron is not usually open to the general public and a license may be required to gain access.

Ground support equipment (GSE): is equipment found at an airport, usually on the ramp, the servicing area by the terminal. This equipment is used to service the aircraft between flights. As its name implies, GSE is there to support the operations of aircraft on the ground. The functions that this equipment plays generally involve ground power operations, aircraft mobility, and loading operations for both cargo and passengers

1.8 Research Design and Methodology

1.8.1 Research Design

Because of the nature of the subject and its scope, the type of study employed is basically descriptive survey method .This is because it explains the state of affairs in the ground handling support sections as it exists at present , what has happened and what is happening in the sections.

1.8.2 Population and Sampling Technique

Population: The population for the study is employees of Base service Dispatch handling which are under Director Base service, employees of Appearance control and facility handling which are under Director Air craft maintenance, employees of ULD Management which are under Director Cargo terminal, and employees of Ramp services which are under Director Addis Abeba Air port hub operations. Some employees in some sections couldn't not be considered in this study. Because, they don't have direct relation with the subject matter. Therefore, the population is 112 employees, out of which 67employees from Ramp service, 30 employees from Base service, 9 employees from appearance control & Facility handling and 6 employees from U.L.D. management. The samples represented the ground handling support sections are: Managers, Supervisors, Leads, and G.S.E. operators. From the total population of Lead and GSE Operators, 40 % was taken for questionnaire distribution. A stratified random sampling technique was used so as to draw reliable conclusions. Because, the dispersed nature of the ground handling support sections doesn't constitute homogenous groups. These are Lead GSE Operator, GSE Operator I and GSE Operator II which were under the four sections. Simple random sampling was used to distribute the questioners for each respondent. But, Interviews is made with Managers, supervisors.

1.8.3 Types of Data to be used

Both primary and secondary data sources are employed. Primary data: The primary data is collected through interviewing the responsible department heads and distributing questionnaires.

Instruments of Data Collection

Primary data: It is data that you collect yourself using such methods as:

1. Direct observation - lets you focus on details of importance to you and let you see a system in *real* rather than *theoretical* use.
2. Interviews - slow, expensive, and they take people away from their regular jobs, but they allow in-depth questioning and follow-up questions. They also show non-verbal communication such as face-pulling, shrugging, hand gestures, sarcastic expressions that add further meaning to spoken words. A problem with interviews is that people might say what they think the interviewer wants to hear; they might avoid being honestly critical in case their jobs or reputation might suffer.

The first advantage of primary data is that it can be collected from a number of ways like interviews, telephone surveys, focus groups etc. Secondly, it can be also collected across the national borders through emails and posts. Thirdly, it can include a large population and wide geographical coverage. Fourthly, it is relatively cheap and no prior arrangements are required. Moreover, primary data is current and it can better give a realistic view to the researcher about the topic under consideration.

On the other hand, the major disadvantage of primary data is that it has design problems like how to design the surveys. The questions must be simple to design a general lingo (understandable). Some

respondents do not give timely responses. Sometimes, the respondents may give fake, socially acceptable and sweet answers and try to cover up the realities. In some primary data collection methods there is no control over the data collection. Incomplete questionnaire always give a negative impact on research. Primary data can be relied on because you know where it came from and what was done to it. It's like cooking something yourself. You know what went into it.

Secondary data: It is collected from external sources such as: TV, radio, internet, magazines, newspapers, reviews, research articles, and stories told by people the interviewer know. There's a lot more secondary data than primary data, and secondary data is a *whole lot* cheaper and easier to acquire than primary data. The problem is that often the reliability, accuracy and integrity of the data is uncertain. Who collected it? Can they be trusted? Did they do any preprocessing of the data? Is it biased? How old is it? Where was it collected? Can the data be verified, or does it have to be taken on faith? Often secondary data has been pre-processed to give totals or averages and the original details are lost so you can't verify it by replicating the methods used by the original data collectors.

Secondary data analysis saves time that would otherwise be spent collecting data and, particularly in the case of quantitative data, provides larger and higher-quality databases than would be unfeasible for any individual researcher to collect on their own. In short, primary data is expensive and difficult to acquire, but it's trustworthy. Secondary data is cheap and easy to collect, but must be treated with caution.

To summarize, the data collection the researcher uses include: Literature review on restructuring & company effectiveness, Interview with concerned department staffs, and Questionnaire for selected section employees.

Methods of Data Analysis

Data collected from respondents of questionnaire: leads, and Operators and interviews that were made with Managers, supervisors, are analyzed in such a way that useful conclusions are cultivated. In light of this, the collected data is organized through editing, classifying, tabulating, and counting. Totals are converted into proportions of percentage so that the raw data is transformed into meaningful information that is used to arrive at a rational conclusion.

1.9 Organization of the Study

The organization and overall content of this study can be described as follows:

The first part focuses on introduction which includes background of the study, historical background of E.A.L., statement of the problem, research questions , objectives of the study, significance of the study, Scope of the study, definition of terms , research design and budget for the research & time schedule.

The second part primarily focuses on the review of literature related to restructuring. The third part deals with analysis of data in connection with the actual practice of Ground handling support in Ethiopian air lines. The final part concentrates on conclusion and recommendation on the overall study based on the analysis of collected data.

CHAPTER TWO

Review of Related Literature

2:1 Organization & Organizational Structure

Organization: involves division of work among people whose effort must be coordinated to achieve specific objectives and to implement pre determined strategies. Sheldon defines Organization as a process of combining the work which individuals or groups have to perform with facilities necessary for its execution, that the duties so performed to provide the best channels for efficient systematic positive and coordinated application of available efforts.

(Management Process and organization behavior,2006)

Organizational structure is a mainly hierarchical concept of subordination of entities that collaborate and contribute to serve one common aim. An organization can be structured in many different ways and styles, depending on their objectives .The structure of an organization will determine the modes in which it operates and performs.

The structure of the organization can be defined as the way in which labor is divided into distinct tasks and coordination is achieved among these tasks. (Grant, 2008)

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. Individuals in an organizational structure are normally hired under time-limited work contracts or work orders, or under permanent employment contracts or program orders. The relation ship between the management system and organizational structure is similar to that the skeleton and bodily system in the human body.

Management system provides the mechanism of communication, decision making, and control that allow companies to solve the problems

of achieving both coordination and cooperation.The factors that influence the efficiency of Organizational units arrangement are economies of scale, economies of utilization, learning and standardization of control system. Therefore, if we are considering the advantages of grouping together the activities, we are dealing where scale economies are present. On the other side the benefit of exploiting efficiencies from grouping together similar activities that result from full utilization of employees refers to economies of utilization. (Grant, 2008).

An effective organizational structure shall facilitate working relationships between various entities in the organization and may improve the working efficiency within the organizational units. Organization shall retain a set order and control to enable monitoring the processes.

Today's managers have rediscovered that business is not easy. Management has always been and continues to be among the most complex, risky, and uncertain of all human endeavors. Indeed, how could anyone have ever thought otherwise? If managing were simple, why do the majority of businesses fail? Why do even companies that become successful stay that way for such short periods of time? How do leading companies allow themselves to be overtaken by upstarts? Why do so many successful managers have trouble replicating their success when they change companies?

The challenges of management are eternal and extraordinarily difficult. How can a company devise products and services that satisfy customers, and then create and deliver them in a profitable way? How can a company retain customers in the face of new competitors, and respond to new needs without sacrificing its existing position? How does a company distinguish itself from other companies with similar offerings

and identical goals, and maintain its success as times change? Devising the answers to these questions is the eternal management agenda.

Periodically, the answers to the above questions are codified, written down in management books, taught at business schools, and enshrined in the folklore of working managers. But although the problems are eternal, the solutions are not. Each generation of Managers faces a world different from that faced by its predecessors, and so each must find its own direction.

Traditional organizations are not friendly to processes. They are structured around departments, each focused on one task and that task alone. In such organizations, no one knows or cares that others are doing related work. Each unit speaks its own language and remains aloof from the others. As a result, customers' orders are like travelers passing through a series of rival kingdoms, where border guards give them a hard time before stamping their visas so they can proceed. With processes broken into disconnected pieces, each hidden in a separate department, no one is in a position to see the end-to-end process, much less make it work smoothly. Departmental managers are narrowly focused on their own turf, while top managers are too far away from the action to comprehend the work being done on the front lines.

In balkanized working environment, bad habits and pointless work flourish. Each department is burdened with assorted checkers, expediters, supervisors, and so on—people whose work is an artifact of the disconnected process and adds not a whit of direct value to the customer, who, presumably, is the target of the effort. Unfortunately, even work that adds no value for customers does add cost.

Errors proliferate in a process less environment. Sharing neither a common vision nor a common terminology, departments mis-

communicate, leading to mistakes that require rework or that alienate customers or both. The absence of process also makes companies clumsy and sluggish. Handoffs between departments generate enormous delays. And since no one has authority or perspective on the overall process, no one is in the position to adapt it to special or changing customer needs.

How then have traditional organizations that submerge their processes under functional departmental structures managed to survive for hundreds of years and create the great prosperity of the industrialized world? The short answer: That was then, and this is now. What was once satisfactory no longer is. Today customers no longer tolerate the poor levels of performance with which they once had no choice but to be satisfied. Low cost, high quality, and rapid response are now taken for granted; they are essential simply for getting the customer's attention, let alone his or her business.

Without rigorous attention to processes, achieving even such minimally acceptable performance is impossible. In the absence of a process focus, a company cannot consistently deliver the performance levels that customers always wanted and now demand. Instead, it will be overwhelmed with overhead, beset by delays, and plagued by errors; it will operate unpredictably and inconsistently. Without precise process designs and common integrating goals, employees have little chance of consistently operating in ways that customers find convenient. They will have even less chance of successfully performing and coordinating the broader range of activities needed to deliver higher levels of value-added. As work gets more demanding and more complex, process becomes absolutely essential.

Grant in his book quoted that great strategy; lousy implementation is an epithet applied to organizational failure. Also he wrote about the problem in coordination saying, no matter how great the specialists skill;

with out the individual coordination of their effort production doesn't happen. If organizations are to perform complex activities at extreme level of efficiency, and reliability, coordination by rulers, directives or mutual adjustment is not enough. (Grant, 2008)

2:2 Business Process Improvement & Business Process Reengineering

Business Process Improvement (BPI) is a systematic approach to help an organization optimize its underlying processes to achieve more efficient results.

The organization may be a for-profit business, a non-profit organization, a government agency, or any other ongoing concern. Most BPI techniques were developed and refined in the manufacturing era, though many of the methodologies have been successfully adapted .It should be noted that BPI focuses on "doing things right" more than it does on "doing the right thing". In essence, BPI attempts to reduce variation and/or wastage in processes, so that the desired outcome can be achieved with better utilization of resources.

BPI works by:

1. Defining the organization's strategic goals and purposes *(Who are we, what do we do, and why do we do it?)*
2. Determining the organization's customers (or stakeholders) *(Who do we serve?)*
3. Aligning the business processes to realize the organization's goals *(How do we do it better?)*

Business Process Reengineering: it is also known as BPR, Business Process Redesign, Business Transformation, or Business Process Change Management. Reengineering is a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, speed, and service. BPR combines a strategy of promoting business innovation with a strategy of making major improvements to business processes so that a company can become a much stronger and more successful competitor in the marketplace.

Business Reengineering means starting all over, starting from the scratch. It means forgetting how work was done in the age of mass market and deciding how it can best be done now.

(Hammer and Champhy,1993)

Different definitions can be found. This section contains the definition provided in notable publications in the field:

1. "... the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed."
2. "Encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions."

(http://www.hammerandco.com/publications-agenda-ch1.html)

Additionally, Davenport points out the major difference between BPR and other approaches to organization development (OD). Especially on the continuous improvement or TQM movement, he states:

"Business Process Reengineering, although a close relative, seeks radical rather than merely continuous improvement. It escalates the efforts of

JIT and TQM to make process orientation a strategic tool and a core competence of the organization. BPR concentrates on core business processes, and uses the specific techniques within the JIT and TQM ”toolboxes” as enablers, while broadening the process vision."

The main proponents of reengineering were Michael Hammer and James A. Champy. In a series of books including *Reengineering the Corporation*, *Reengineering Management*, and *The Agenda*, they argue that far too much time is wasted passing-on tasks from one department to another. They claim that it is far more efficient to appoint a team who are responsible for all the tasks in the process.

Business process reengineering is one approach for redesigning the way work is done to better support the organization's mission and reduce costs. Reengineering starts with a high-level assessment of the organization's mission, strategic goals, and customer needs. Basic questions are asked, such as "Does our mission need to be redefined? Are our strategic goals aligned with our mission? An organization may find that it is operating on questionable assumptions, particularly in terms of the wants and needs of its customers. Only after the organization rethinks what it should be doing, does it go on to decide how best to do it.

The old ways of managing no longer work. The organization charts, the compensation schemes the hierarchies the vertical organization, the whole tool kit of command –and- control management techniques no longer work. This doesn’t mean that the hierarchical chain of command or detailed job descriptions are completely vanished from corporate life. (Champhy,1995)

As a structured ordering of work steps across time and place, a business process can be decomposed into specific activities, measured,

modeled, and improved. It can also be completely redesigned or eliminated altogether. Reengineering identifies, analyzes, and redesigns an organization's core business processes with the aim of achieving dramatic improvements in critical performance measures, such as cost, quality, service, and speed.

According to the Toronto *Globe and Mail,* (1995) January 26, pp. B26, one of the popular current "re-engineering" Gurus, G. Hamel, has this to say about Taylor's ideas today: “When I am in a mean mood, I call re-engineering '21st century Taylorism. If you read Frederick Winslow Taylor from the beginning of the century, there are three fundamental things he taught: “Find the best practice wherever it exists.” Today we call it benchmarking, “Decompose the task into its constituent elements.” We call it business process re-design. , “Get rid of things that don't add value.” Work out, we call it now. , So we're doing these things one more time and we need to do them. But here the argument is that simply getting better is usually not enough, whether it involves cycle time, quality or whatever.

(http://www.faqs.org/abstracts/Business/Why-restructuring-adds-value)

2:3 The Implementation Basis

In order to achieve the major improvements BPR seek for, the change of structural organizational variables, and other ways of managing and performing work is often considered as being insufficient. For being able to reap the achievable benefits fully, the use of information technology (IT) is conceived as a major contributing factor. While IT traditionally has been used for supporting the existing business functions, i.e. it was used for increasing organizational efficiency, it now plays a role as enabler of new organizational forms, and patterns of collaboration within and between organizations.

The following four points must be addressed for re engineering to successes. The firs one is the Issue of purpose which should deal with what the business stands for. The other one is issue of culture that deals with the company's whole culture. More over, Issues of process and performance deals with the worker performance, the Management performance, and the whole enterprise performance. The last one is Issues of people who do want to work with the new changed environment. These are the points which seem hard to pose as a question. (Champy, 1995)

BPR derives its existence from different disciplines, and four major areas can be identified as being subjected to change in BPR these are - organization, technology, strategy, and people - where a process view is used as common framework for considering these dimensions.

Business strategy is the primary driver of BPR initiatives and the other dimensions are governed by strategy's encompassing role. The organization dimension reflects the structural elements of the company, such as hierarchical levels, the composition of organizational units, and the distribution of work between them. Technology is concerned with the use of computer systems and other forms of communication technology in the business. In BPR, information technology is generally considered as playing a role as enabler of new forms of organizing and collaborating, rather than supporting existing business functions. The human resource dimension deals with aspects such as education, training, motivation and reward systems. The concept of business processes - interrelated activities aiming at creating a value added output to a customer - is the basic underlying idea of BPR. These processes are characterized by a number of attributes: Process ownership, customer focus, value adding, and cross-functionality.

2:4 Prerequisites for Restructuring

Symptoms indicating the need for organizational restructuring are : When new skills and capabilities are needed to meet current or expected operational requirements, When accountability for results are not clearly communicated and measurable resulting in subjective and biased performance appraisals , When Parts of the organization are significantly over or under staffed , When Organizational communications are inconsistent, fragmented, and inefficient , When Technology and/or innovation are creating changes in workflow and production processes , When Significant staffing increases or decreases are contemplated, When Personnel retention and turnover is a significant problem , and When Workforce productivity is stagnant or deteriorating and Morale of employees is deteriorating.
(http://en.wikipedia.org/wiki/Organizational_structure)

The core subject restructuring is central to company effectiveness. Many researchers talk about effectiveness by emphasizing similar out put variables. There has been a move away from single measure assessment of effectiveness. For example Hersely in his book "Management of O.B" wrote that researchers like: Peter B.Vail noted organizational stakeholders are increasingly looking for "winning" in five categories of values: Economic value, Technological values, Communal values, Sociopolitical values, and Transdental values. These five categories reflect a growing emphasis on organizational values. He also quoted that a similar test was developed by Professor Robert S. Kaplan and business consultant David P. Norton writing in the Harvard business review which both the researcher suggested that businesses should concentrate on four perspectives in setting performance measures from the customer point of view, from the internal operations perspective,

from the change perspective and from the financial perspective. (Herslay, 2003)

When a business expands, the chain of command will lengthen and the spans of control will widen. When an organization comes to age, the flexibility will decrease and the creativity will fatigue. Therefore organizational structures shall be altered from time to time to enable recovery. If such alteration is prevented internally, the final escape is to turn down the organization to prepare for a re-launch in an entirely new set up. Problems related to quality are caused by the system (processes), *as J. M. Juran said, it reach 85*%, however; the rest 15% are a result of the workers. (A.C.E. Presentation)

Hammer in his book “The Agenda” wrote that the world is spinning faster than ever before at ahead spinning rate, change is occurring on multiple fronts simultaneously and at an overwhelmingly pace. The continuous quality improvement process which was originated by Taylor, is fair to say, his disciples are still trying to catch up. Leaders should periodically examine the organizational structure of their enterprise to assure that it continues to provide. The points of leverage in organizations are the beliefs and worldview of their leaders and decision makers. The sense of purpose, vision and commitment of an organization's leadership play a critical role in the results it can accomplish. (Hammer, 2001)

A company that has been restructured effectively will theoretically be leaner, more efficient, better organized, and better focused on its core business with a revised strategic and financial plan. If the restructured company was a leverage acquisition, the parent company will likely resell it at a profit if the restructuring has proven successful.

As we can see, organizations develop, modify and change their structures so that they align with their strategies. Being at risk of losing

profits or even going bankrupt due to the major financial downturn today, companies are moving to restructuring, Not only because they unable to maintain multiple management levels any more, but are also in need of a more flexible structure to cope with new threats and competitors. As Hammer said the indicators of change remain unnoticed because every one is working busily to peruse the status quo. Routine is both a blessing and a curse for organizations. (Hammer, 2001)

2:5 Steps in Restructuring

Before the reengineering is established, the system should be clearly understood: What it does , how well or poorly it performs, and the critical issues that govern its performance. This enables to eliminate the frequently committed errors in reengineering which will be carried out.(Hammer and Champy,1993)

Lets look the following steps

1. Consider hiring a turnaround specialist--as either an interim manager or a consultant--to help with restructuring. An outsider often brings objectivity and a fresh point of view
2. Analyze the extent of the problems. Is the profit picture merely ailing or is it terminally ill? Is the company's core business still financially viable?
3. Develop a restructuring plan and present it to the board of directors, management and employees. It may also be advisable to show the plan to certain outsiders, such as bankers and other creditors, and to major vendors.
4. Start at the top. Replace weak members of top management and the board of directors. Then reduce management layers. Unprofitable companies are often bloated with middle managers.
5. Investigate the possibility of restructuring debts or acquiring bridge loans to finance the restructuring costs.

6. Identify the most profitable customers. These aren't necessarily the biggest accounts. Concentrate on buyers who make few demands on the customer-service department, rarely return products and require only minimal marketing attention to prompt repeat orders.
7. Prune less-profitable product lines and increase financial and employee investment in more-profitable areas. Withdraw completely from unprofitable markets.
8. Close some facilities to reduce overhead. Consolidate divisions to eliminate duplicate administrative functions, and/or sell off underperforming divisions of the company.
9. Lay off employees or reduce some jobs from full to part time. Although this is one of management's most painful tasks, it's often essential for improving the profit picture.
10. Outsource costly services. Paying a flat fee to have selected services performed may reduce expenditures associated with in-house employees.
11. Move part--or all--of the company to another state (or country) to obtain lower employee wages, reduced power rates and/or special tax incentives.
12. Form a partnership with another company to share administrative services or technical expertise.
13. Investigate the latest technology for streamlining operations and/or improving products. Auto response voice-mail programs can handle phone inquiries. Robotic production components are becoming increasingly sophisticated and cost-effective.
14. Schedule personnel meetings to deal with the questions and concerns of remaining employees. After restructuring, the company's management will need to explain new procedures and financial projections. (http://www.hammerandco.com/publications-agenda)

2:6 Critics on Reengineering

The critics were fast to claim that BPR was a way to dehumanize the work place, increase managerial control, and to justify downsizing, i.e. major reductions of the work force ,[1] and a rebirth of Taylorism under a different label. Despite this critique, reengineering was adopted at an accelerating pace.

Reengineering has earned a bad reputation because some projects have often resulted in massive layoffs. This reputation is not altogether unwarranted, since companies have often downsized under the banner of reengineering. Further, reengineering has not always lived up to its expectations. The main reasons seem to be that:

1. Reengineering assumes that the factor that limits an organization's performance is the ineffectiveness of its processes (which may or may not be true) and offers no means of validating that assumption.
2. Reengineering assumes the need to start the process of performance improvement with a "clean slate," i.e. totally disregard the status quo.
3. Other criticism brought forward against the BPR concept include
4. It never changed management thinking, actually the largest causes of failure in an organization
5. Lack of management support for the initiative and thus poor acceptance in the organization.
6. Exaggerated expectations regarding the potential benefits from a BPR initiative and consequently failure to achieve the expected results.
7. Underestimation of the resistance to change within the organization.
8. Implementation of generic so-called best-practice processes that do not fit specific company needs.

9. Over trust in technology solutions.
10. Performing BPR as a one-off project with limited strategy alignment and long-term perspective.
11. Poor project management.

The most frequent and harsh critique against BPR concerns the strict focus on efficiency and technology and the disregard of people in the organization that is subjected to a reengineering initiative. Very often, the label BPR was used for major workforce reductions. Thomas Davenport, an early BPR proponent, stated that: "When I wrote about "business process redesign" in 1990, I explicitly said that using it for cost reduction alone was not a sensible goal. And consultants Michael Hammer and James Champy have insisted all along that layoffs shouldn't be the point. But the fact is, once out of the bottle, the reengineering genie quickly turned ugly." (http://www.hammerandco.com/publications-agenda)

2:7 Who shall formulate the Strategy?

Companies do not reengineer processes; People do. Corporate strategy is being set at the corporate level and business strategy at the business level. In reality, business strategies are formulated jointly by corporate and divisional managers. In most diversified divisionalized companies, business strategies are initiated by Division Managers, the role of corporate manager is to probe, apprise amend and approve divisional strategy proposals. The critical issue for corporate management is to create strategy making process. Before dealing the details of the process of reengineering there need to define the “who” and how the companies select and organize the implementation team.
(Hammer and Champhy,1993)

P. Herslay in his book quoted that Organizations are like human systems and their system structure includes the worldview, beliefs, and

mental models of their leaders and members. Re structuring Organization & changing organizational behavior requires changing the belief system of its personnel. This process of changing beliefs is called learning. Effective learning requires clear, open communications throughout the organization. Organizational performance ultimately rests on human behavior and improving performance requires changing behavior. Therefore organizational restructuring should have as a fundamental goal the facilitation of clear, open communication that can enable organizational learning and clarify accountability for results. . (Herslay, 2003)

CHAPTER THREE

Analysis, Presentation and interpretation.

3:1 Analysis of Data

In this section, data obtained by way of questionnaire were analyzed and interpreted so that conclusion could be drawn based on findings.

It has three sections intended to address the operators and lead operators. However, Interview was conducted with Supervisors and managers of two sections.

All except few, the questions are closed ended, which respondents were asked to select the closest to their view on a three point scale.

The first part of the questionnaire is about the general back ground information and the respondents working location. Its second part focuses on the Performance factors of the sections. The third part is on the structure of the sections. The last part is related with policy and procedures of the sections.

The questionnaire was distributed with a schedule intended to be returned within a week. But due to the shift allocation of operators, it took over two and half weeks to get most of the reply. Out of the 43 questionnaires distributed, 30 were returned.

It is summarized in the table below

Table 1 Respondents Characteristics & related issues

Item no.	**Description**	No.Of respondents	% of response
1	Male respondents	30	100.00
2	Female respondents	0	0.00
3	Certificate Holders	17	56.67
4	Diploma Holders	12	40.00
5	Degree Holders	1	3.33
6	GSE Operator I	16	53.33
7	GSE Operator II	10	33.33
8	Lead GSE Operator	4	13.33
9	Operators in Appearance control & Facility handling.	3	10.00
10	Operators in Base service	10	33.33
11	Operators in ULD Management	2	6.67
12	Operators in Ramp service	15	50.00
13	Service Less than 2 years	5	16.67
14	Service from 2.1 – 4 years	5	16.67
15	Service from 4.1 – 8 Years	6	20.00
16	Service from 8.1 – 10 Years	7	23.33
17	Above ten Years of Service	7	23.33
18	Current position Service Less than 2 years	5	16.67
19	Current position Service 2.1 – 4 years	6	20.00
20	Current position Service 4.1 – 8 Years	7	23.33
21	Current position Service 8.1 – 10 Years	7	23.33
22	Current position Service Above ten Years	5	16.67

As it can be seen in the tables 1 above, all the operators are male in sex due to the nature of their work and the company's preference of employment for the position. Out of the total respondents 57 % were certificate holders, 40 % were Diploma holders and 3% Degree holder only. This is due to the qualification criteria of their job nature, which requires driving skill with minimum or average knowledge of technical skill. There were 53 % GSE Operator I, 33 % GSE Operator II and 13% Lead GSE Operators. This implies that most of the operators are Operator I which is at junior level.

The highest numbers of respondents were from Ramp Services section that counts 55 %. This is due to the wide operation support involvement of the section. The second highest respondents were from Base Services section, which ranks 29 %. They are involved in air craft push back, towing, positioning services, and provide delivery services like air craft jack, compressors, etc. for maintenance crew. Appearance control & Facility handling and U.L.D. Management sections operators are 8 % each. The U.L.D. management section in the operation support is mainly involved at making ready the G.S.E. and unit loading devices to ramp services and cargo section operations. However facility handling and appearance control section is to handle the maintenance support in the hangar maintenance only. Due to these both the two sections have such number of employees.

Majority of the respondents have served the air line 4.1 years to 10 years. This constitutes about 43 %. Where as 32 % of the respondents are below 4 years of service. The remaining 23 % are above ten years. When we look the Service year of respondents on their current position, Majority of the respondents are 4.1 years to 10 years which constitutes around 47 %. On the other hand 36 % of the respondents are below 4 years. The remaining 17 % are above ten years.

3:2 Performances, Structural & Policy implementation factors.

3:2:1 Performance related factors replies

This section of the analysis represents the performance affecting factors replies of the operators.

Table: 2 Performance Affecting Factors

Description	Max		Ave		Min	
	Qty	%	Qty	%	Qty	%
1. How do you rate your performance factors per the listed challenges?						
a) Man power shortage	9	30.00	18	60.00	3	10.00
b) Equipment shortage	15	50.00	12	40.00	3	10.00
c) Lack of organization	7	23.33	18	60.00	5	16.67
d) Poor communication	9	30.00	12	40.00	9	30.00
e) Human error & accident	2	6.67	7	23.33	21	70.00
2. How often you come across with regulatory body remarks (findings)?	4	13.33	8	26.67	18	60.00
3. How do you rate the delay caused by your section per the listed challenges?						
a) Man power shortage	13	43.33	11	36.67	6	20.00
b) Equipment shortage	16	53.33	13	43.33	1	3.33
c) Lack of organization	6	20.00	16	53.33	8	26.67
d) Poor communication	6	20.00	14	46.67	10	33.33
e) Human error & accident	3	10.00	7	23.33	20	66.67

Description	Max		Ave		Min	
	Qty	%	Qty	%	Qty	%
4. How do you rate the cause for accident per the listed challenges?						
a) Man power shortage	7	23.33	10	33.33	13	43.33
b) Equipment shortage	10	33.33	13	43.33	7	23.33
c) Lack of organization	4	13.33	16	53.33	10	33.33
d) Poor communication	6	20.00	11	36.67	13	43.33
e) Human error	3	10.00	12	40.00	15	50.00
5. How much do you prefer sharing of the listed resources with other sections?						
a) Operator	12	40.00	13	43.33	5	16.67
b) Equipment	15	50.00	11	36.67	4	13.33
6. How do you rate the below suggestions to avoid the remarks listed in 'item 3 & 4'?						
a) Man power sharing	16	53.33	7	23.33	7	23.33
b) Equipment sharing	13	43.33	8	26.67	9	30.00
c) Improving Coordination	19	63.33	9	30.00	2	6.67
d) Improving Communication facility	19	63.33	8	26.67	3	10.00
e) Training Operators	21	70.00	5	16.67	4	13.33
7. How do you rank the performance of your section?	18	60.00	9	30.00	3	10.00

As it can be seen from the table 2 above in Item 1, regarding the performance factors of the sections, equipment shortage is the most critical factor that covers the maximum point which consists 50% of the maximum reply. The second factors man power shortage and poor communication cover 30 % of the maximum points scored.

The reply for item 2 indicates that the remarks of regulatory bodies is so small in figure which is 60%.However the remaining 27% and 13% represents the number as average and maximum respectively. From the interview it is explained that regulatory bodies come and check the air line's sections based on their own independent schedule.

In item 3, the causes for delay are also ascribed mainly to equipment and man power shortage, which comprise 53 % and 43 % respectively.

The third ranked factors for air craft delay are also Lack of organization and poor communications that cover 20 % each of the maximum score. Human error and accident as a cause of delay is ranked as minimum, which is about 10% of the share.

Referring Item 4, Accident caused by equipment shortage as a challenge is ranked at maximum which is about 33 % of the share. However, man power shortage is the second highest ranked rate for the cause of accident which is 23%. Poor communication is the third highest cause for accident which ranks 20%.

Regarding the replies for Item 5, 50% of the operators' preference is equipment sharing rather than Man power sharing. However the average ranked reply which is 43% shows that they also prefer Man power sharing. So the degree of preference to share both Man power and equipment is some how equal in percentage.

On the assessment of avoiding remarks of delay and accident, which is under item 6, the operators maximally preferred training as a solution by 70%. Besides training, improving communication facility and improving coordination consist 63% each share of the suggestions recorded under the maximum level. The assessment made on the overall performance of the section is taken as maximum by 60%. However the

average and minimum percentage of reply record is 30% and 10% respectively.

3:2: 2 Organizational Structure related replies

This section of the analysis represents the result on structural related problems. It is tried to summarize in the table below.

Table: 3 Organizational Structure Related Issues

Description	Max		Ave		Min	
	Qty	%	Qty	%	Qty	%
1. How do you evaluate the Extent of service you provide?						
a)Upon user request	14	17.28	8	22.22	8	24.24
b) Per the flight schedule	26	32.10	2	5.56	2	6.06
c) Request from M.O.C.C	13	16.05	12	33.33	5	15.15
d) Request from I.O.C.C.	17	20.99	8	22.22	5	15.15
e) Request from others	11	13.58	6	16.67	13	39.39
2. Do you agree that service request should come from a single source?	Yes		No.			
	22	73.33	8	26.67		
3. How much do you rate your self per the following subjects?						
a) Your feeling of Working at the right chain of command.	18	56.25	8	38.10	4	10.81
b) Extent of authority to use other Sections equipment or human resource.	1	3.33		0.00	29	96.67
c) Ease of responsibility to handle a service request.	13	40.63	13	61.90	4	10.81

Description	Max		Ave		Min	
	Qty	%	Qty	%	Qty	%
4. How do you rank the overall performance of your section from organizational point of view?	4	13.33	16	53.33	10	33.33
5. Do you believe & agree that dispatch support sections need to be restructured?	Yes 17	56.67	No. 13	43.33		
6. How do you rate the need to restructure the dispatch support sections in the future per the listed options?						
a) E.A.L.'s future strategic plan	18	18.95	4	30.77	8	19.05
b) Improved chain of command	18	18.95	4	30.77	8	19.05
c) Improved performance	20	21.05	2	15.38	8	19.05
d) Wise equipment utilization	21	22.11	1	7.69	8	19.05
e) Accident minimization.	18	18.95	2	15.38	10	23.81

The reply for the structure related factors in the above table item 1 indicates that the extent of service provided by these section mainly depend on the advisory of flight schedule which is 32%. Also 20% of the reply show integrated operations control center (I.O.C.C.) have a great impact on the overall operation handling requests and flight dispatch & movement control. On the other side, it is observed that 17% of the request which is ranked to be the third highest is from User request.

When we look at the reply Item 2 regarding whether the request should comes from a single section or not, the majority of the respondents' preference which accounts 73%, was affirmative. Additionally Operators commented on the points that there should be a responsible section for any of the service request they provide.

For Item 3, although majority of the operators, which are 56% feel that they are working at the right chain of command, 38% and 11 % of the operators feeling was average and minimum respectively

Also in item 3 regarding authority to use other sections' equipment or Man power, 96% of the operators reply indicates that they have minimum authority of sharing equipments. This can happen even if there is equipment breakdown. .

The ease of responsibility in handling the service request is some how average by 62%. However the maximum score is 41%.

In the reply of Item 4, the overall performance of the section from the structural point of view is ranked as average by 53 % but the second higher score is Minimum which is 33%.

Item 5, the need for restructuring of the ground handling sections reply is affirmative by 56.5%. But regarding its degree of preference, 22 % and 21% of the reply indicates that it should focus for the need of wise equipment utilization, and improved performance respectively. The average higher records that score 31% each indicate per the future strategic plan of the air line and improved chain of command. On the other side at the maximum scored points, the remaining 19% each fall on the need on the air line strategic plan, improved chain of command, and accident minimization respectively.

3:2:3 Policy and procedure related Replies

This section of the analysis represents the reply on their section's policy and procedure, and its implementation.

It is tried to summarize in the table below.

Table: 4 Policy and Procedure Related Issues

Description	Max		Ave		Min	
	Qty	%	Qty	%	Qty	%
1. How do you rate your self per the following?						
a)Your knowledge on dispatch Operation support handling policy	13	43.33	12	40.00	5	16.67
b) Your knowledge of Operational safety policy.	12	40.00	14	46.67	4	13.33
c) Your knowledge on training policy.	10	33.33	9	30.00	11	36.67
2. How do you rate your section per the following?						
a) Your section effort on implementation of Ground handling policies	3	10.00	17	56.67	9	30.00
b) Your section effort on implementation of operational safety policies	3	10.00	14	46.67	12	40.00
c) Your section exercising of collecting Your feedbacks on policy improvement	3	10.00	9	30.00	17	56.67
3. **How do you rank the overall performance of your section from policy & procedure implementation point of view?**	5	16.67	16	53.33	9	30.00

The last part of the questionnaire for Item 1 and 2 refers the operator's knowledge on dispatch handling policies. It is replied as maximum by 43%, but their knowledge on operational safety policy is average by 46%.On the other hand their knowledge on training policy is minimum which is 36%.

The sections effort on implementation of the Ground handling policies and the Operational safety policies is taken as average. However, significant number of operators replies regarding these was also scored as minimum which is 30% and 40% respectively. It is also commented about the minimum or no exercise and practice of collecting feedbacks on policy improvement, which it also has 56% of the minimum record collected from operators. However the fact is ,from the interview made, it is explained that currently there are improvements in policy implementations especially because of regulatory body requirement like: IATA operational safety auditor (I.O.S.A.) which review mostly on training and safety requirements every 2 years.

When it is summarized regarding the policy matters per the overall performance of the sections from the implementation point of view, 53% of the reply was average and 30% of it is taken as minimum.

Based on the above findings, the student researcher tried to present summary, conclusion and recommendations in the forthcoming part.

CHAPTER FOUR

Summary, Conclusion and Recommendation

4:1 Summary

Based on the fact observed from the questionnaire and interview, the following points are summarized.

It is indicated that there is equipment and man power shortage which is considered as a main cause for the delays and accidents on the dispatch support activity. It raked 50% of the maximum reply for the performance affecting factor.

When we look the causes of delay, in addition to the artificial shortage, lack of adequate flight information for operators and Poor communication are some of critical factors that result lack of collaboration among the sections consist 53% and 43% respectively. This implies that every one have less perspective on the over all operation support.

Even if the accident records seem so small and insignificant, its nature of recurrence can bring a serious disaster on the ground handling safety standards both on international and domestic flights which may result of loosing its support dependability.

The current exercise of having the flight schedule (advisory), which provides a time table of the flight information ahead of time, is a best practice. This will enable them to identify the degree of priority. However, It can be easily seen from the reply that 17% and 13% of the dispatch support request is some how un-structured, which is not as easy as intended.

Although it is mentioned from the operators that the role of training is significant in the minimization of accident, incident or delay, their reply under the causes of accident by human error was rated at

minimal level of 50%. It can be understood that significant number of operators lack knowledge on training policy which can result lack of compatibility on the duties assigned.

The policy implementation effort is average, and the rated minimum amount 30% and 40% respectively has a significant impact and it is an indicator that the difference between the percentages is narrow.

Regarding the general performance of the section, there are indicators that show 17% of the maximum reply of the section's as low in their performance. There are needs to meet current or expected operational requirements, Accountability for results are not clearly communicated. Organizational communications are inconsistent, fragmented, and inefficient. The Workforce productivity is stagnant and Morale of employees is deteriorating.

4:2 Conclusions

Based on the fact observed from the questionnaire and interview, summarized, the following facts are observed.

There is artificial Equipment and man power shortage. Although the remarks of the regulatory bodies seem so small, there are still remarks or findings of regulatory body which can affect the operational safety of the air line.

The channel of service request coming from many sections is not centralized. Although it is tried to implement training of GSE operators per the regulatory bodies' requirement, there still lacks training programs. There is also feeling of discomfort referring the chain of command of the sections. More over, Input and feedback collection is very low.

The activities in the ground handling are not well defined in each main process element. The work of each section consists of several activities which all these can be exposed to human error.

As a sample lets try to look the business units of DANTA which is the largest, most innovative and most successful supplier of air travel Ground handling services in the Middle East business capital: Dubai.

DANTA comprised of the following support departments: Baggage Services, Operations Services, Passenger Services, Ramp Services and Technical Service. From its beginnings in the UAE, DANTA is also rapidly expanding its services internationally. Its first international ground handling operation commenced in Pakistan in 1993 and it is now represented in seven countries and 18 international airports.

Its Operations Services comprises the DANTA Operations Control Centre (DOCC), Resource Planning, Airside Bus transportation for passengers, staff and crew, and communication facilities.

The DOCC consists of Movement Control, EK Hub Liaison and the Integrated Allocation Centre. Movement Control (MOCON section Maintains a bird's eye view of the ground handling activities. Controls and co-ordinates all aircraft turn around activities in close liaison with the Ground Dispatcher, front line departments and the customer. MOCON serves as the focal point for communication and information for the Ground Handling.

DANTA Ramp Services has an experienced and growing workforce of 1,300 staff, supported by a fleet of over 3,880 vehicles and ground support equipment. They provide quick and efficient ground handling of flights for both passenger and freighter aircraft, while ensuring safety and on-time departures.

Safety forms the backbone of the operations on the ramp, and staff are appropriately trained and well-versed with safety procedures before operating equipment or performing tasks in or near the aircraft. (http://www.dnata.com/Ground/dubai/dubai)

4:3 Recommendations

Today passengers no longer tolerate the poor performance and delay with which they once had no choice but to be satisfied .Low cost , high quality ,and rapid response are now taken for granted .They are simply for getting the customers attention.

Due to the reasons explained earlier there are Symptoms indicating the need for organizational restructuring of the dispatch handling support sections.

The equipment and manpower shortage is artificial, which can be alleviated by restructuring the four dispersed ground handling support sections of the air line. It will alleviate problem of both man power and equipment shortage. The restructuring shall be implemented before the ever increasing operation expansion of the air line is affected by these self contained service providing sections. The sections should be merged and restructured under one division so that they can handle the dispatch support in more accountable, safe and dependable way.

Following the Merging of the sections the request forwarded to these handling sections, should rather be forwarded to one responsible request handling section so as to facilitate the easiness of the request in handling it at the appropriate time. More over it also helps in prioritizing the service request as per the nature.

Although it is tried to implement per the regulatory bodies requirement, there still need intensive training programs for most of the operators. It could enhance employees' motivation & moral and it also improves team sprit in the dispatch support which helps to achieve higher efficiency by avoiding discomfort in feelings.

The current ongoing change management which focuses in achieving competitive Excellency implementation (A.C.E) should closely scrutinize the structure of these sections and take the necessary

measures. The Change management should focus on the points: how the air line has defined its strategic goals with the purpose of having these dispatch support sections and their involvement in the operation support, what do they do, and how they do it? More over the air line should align the sections' business processes to realize their goals. More over it should learn the experience of international ground handling service providers before the ever increasing and fierce competition affects its performance.

The above recommendations should not be taken as conclusive guidelines and are not the only ones. The concerned department should have a closer look their support and contribution .More over there should be revision on the policies and procedures and develop new strategies, which are flexible in nature, so that they could fit to the expanding operation.

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St. Mary University College
Faculty of Business
Department of Management

Questionnaire to be filled by Operators and Facility handlers.

Dear Respondent:

This questionnaire is prepared to aid a research study for an extension Degree program student in St. Mary University College in Management department. It will be conducted on the ground handling dispatch support sections of Ethiopian air lines.

The purpose of this questioner is to collect data on the assessment of Ground handling & dispatch support sections structure.

Any of the responses to these questions in the questionnaire is used for the student researcher academic purpose only. There fore you are invited with respect to provide genuine responses as per the requirement of each question.

Your kind cooperation in answering the questions will help the student researcher to make an analysis of the data and reach at a concrete conclusion.

Please put ' ✓ 'in the box provided. Open-ended questions will be answered in the space provided.

The student researcher would like to thank you in advance for dedicating your time in answering the questions.

PERSONAL INFORMATION

(1) Sex Male ☐ Female ☐

(2) Educational background

Certificate ☐ Diploma ☐ First Degree ☐

(3) Position

Lead GSE Operator ☐ GSE Operator I /Facility Handler ☐

GSE Operator II ☐

(3) Section (Location)

Appearance Control & Facility Handling ☐ Base Service ☐

U.L.D Management ☐ Ramp Service ☐

(4) How long have you served the air line?

Less than 2 year ☐ 2.1 – 4 years ☐ 4.1 – 8 years ☐

8.1 – 10 years ☐ Above ten years ☐

(4) How long have you been working in your current position?

Less than 2 year ☐ 2.1 – 4 years ☐ 4.1 – 8 years ☐

8.1 – 10 years ☐ Above ten years ☐

Performance related questions.

(1) How do you rate your performance factors per the listed challenges?

	Maximum	Average	Minimum
a) Man power shortage	☐	☐	☐
b) Equipment shortage	☐	☐	☐
c) Lack of organization	☐	☐	☐
d) Poor communication	☐	☐	☐
e) Human error & accident	☐	☐	☐

(2) How often you come across with regulatory body remarks (findings)?

Maximum ☐ Average ☐ Minimum ☐

(3) How do you rate the delay caused by your section per the listed challenges?

	Maximum	Average	Minimum
a) Man power shortage	☐	☐	☐
b) Equipment shortage	☐	☐	☐
c) Lack of organization	☐	☐	☐
d) Poor communication	☐	☐	☐
e) Human error & accident	☐	☐	☐

(4) How do you rate the cause for accident per the listed challenges?

	Maximum	Average	Minimum
a) Man power shortage	☐	☐	☐
b) Equipment shortage	☐	☐	☐
c) Lack of organization	☐	☐	☐
d) Poor communication	☐	☐	☐
e) Lack of training	☐	☐	☐

(5) How much do you prefer sharing of the listed resources with other sections?

	Maximum	Average	Minimum
a) Operator	☐	☐	☐
b) Equipment	☐	☐	☐

(6) How do you rate the below suggestions to avoid the remarks listed in 'item 3 & 4'?

	Maximum	Average	Minimum
a) Man power sharing	☐	☐	☐
b) Equipment sharing	☐	☐	☐
c) Improving Coordination	☐	☐	☐
d) Improving Communication facility	☐	☐	☐
e) Training Operators	☐	☐	☐

(7) How do you rank the overall performance of your section?

Maximum ☐ Average ☐ Minimum ☐

<u>Departmental structure related questions</u>.

(8) How do you evaluate the Extent of service you provide?

	Maximum	Average	Minimum
a) Upon user request	☐	☐	☐
b) Per the flight schedule	☐	☐	☐
c) Request from M.O.C.C	☐	☐	☐
d) Request from I.O.C.C.	☐	☐	☐
e) Request from others	☐	☐	☐

(9) Do you agree that service request should come from a single source?
Yes ☐ No ☐

If yes, why?_____

_____

(10) How much do you rate your self per the following subjects?

	Maximum	Average	Minimum
a) Your feeling of Working at the right chain of command.	☐	☐	☐
b) Extent of authority to use others' Sections equipment or human resource.	☐	☐	☐
c) Ease of responsibility to handle a service request.	☐	☐	☐

(11) How do you rank the overall performance of your section from organizational point of view?
Maximum ☐ Average ☐ Minimum ☐

(12) Do you believe & agree that dispatch support sections need to be restructured?
Yes ☐ No ☐
If yes, explain.

_____

_____

(13) How do you rate the need to restructure the dispatch support sections in the future per the listed options?

	Maximum	Average	Minimum
a) E.A.L.'s future strategic plan	☐	☐	☐
b) Improved chain of command	☐	☐	☐
c) Improved performance	☐	☐	☐
d) Wise equipment utilization	☐	☐	☐
e) Wise Operators utilization	☐	☐	☐

<u>Dispatch support policy and procedures related questions.</u>

(14) How do you rate your self per the following?

	Maximum	Average	Minimum
a) Your knowledge on dispatch Operation support handling policy	☐	☐	☐
b) Your knowledge of Operational safety policy.	☐	☐	☐
c) Your knowledge on training policy.	☐	☐	☐

(15) How do you rate your section per the following?

	Maximum	Average	Minimum
a) Your section effort on implement tation of Ground handling policies	☐	☐	☐
b) Your section effort on implemen tation of operational safety policies	☐	☐	☐
c) Your section exercising of collecting Your feedbacks on policy improvement	☐	☐	☐

(16) How do you rank the overall performance of your section from policy & procedure implementation point of view?

Maximum ☐ Average ☐ Minimum ☐

(17) What other comment or opinion do you have on the following points.

a. performance of your sections performance.
b. Chain of command.
c. Policy and procedure of your company

_____

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Thank you!!!

Interview Questions for Managers & Supervisors.

1. How do you evaluate the performance of your section in the following scenarios?

   a) Man power shortage
   b) Equipment shortage
   c) Lack of organization
   d) Poor communication
   e) Human error & accident

2. What Relationship and impact have the following listed remarks on delay of air craft?
   a) Man power shortage
   b) Equipment shortage
   c) Lack of organization
   d) Poor communication
   e) Human error & accident

3. What Relationship and impact have the following listed remarks on regulatory bodies' findings?
   a) Man power shortage
   b) Equipment shortage
   c) Lack of organization
   d) Poor communication
   e) Human error & accident

4. Does your section structure have limitations with the interactions of other sections? If so, on what cases?

5. Do you think the on going operation expansion of the air line will be affected by the current dispatch support sections organizational structure?
   If so, what do you suggest?

6. What is your section effort in the implementation of dispatch handling policy and feed back collection?

7. How do you evaluate the overall performance of your section with respect to performance, structure and policy implementation factors?

APPENDIX I

DECLERATION

I the under signed declare that this senior essay/project is my original work; prepared under the guidance of Ato Yimer Adem .All Sources of material used for the manuscript have been duly acknowledged.

Name_____

Signature _____

Place of submission_____

Date of Submission_____

Submission approval sheet

This senior research paper has been submitted to the department of Management on partial fulfillment for the requirements of BA Degree in Management with my approval as an advisor.

Name_____

Signature _____

Date of Submission_____