SEP_AIN3121

by Student Help

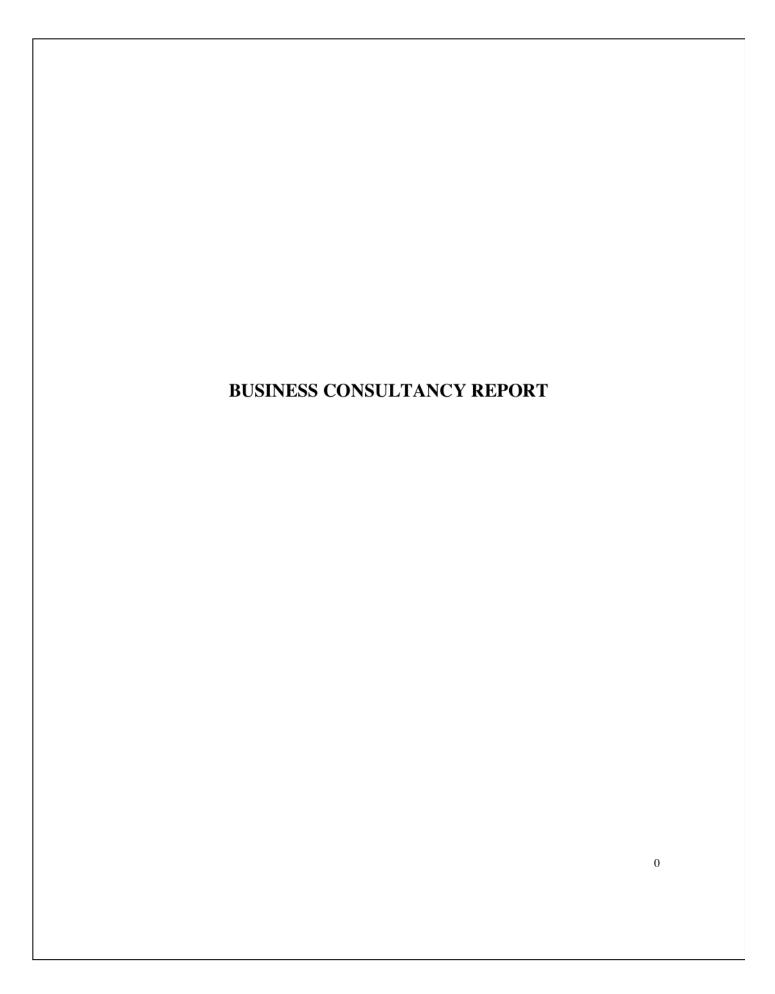
Submission date: 25-Apr-2023 02:15AM (UTC-0700)

Submission ID: 2074951553

File name: SEP_AIN3121_FL_FINAL_PLAGI.docx (129.77K)

Word count: 6445

Character count: 38433



Executive summary

The report analysed the current values and mission of Qatar Airways. Moreover, the report has reflected on the management practices of the company in order to achieve the vales and mission. The study described the Identification and critical discussion of significant challenges encountered by "Qatar Airways" in the current environment which appraised the challenges that have hindered the respective working tactics. On the other hand, a critical discussion of the current management competency of the organisation had been provided concerning creativity and innovation for enabling the managers to resolve the challenges. In addition, the report shed light on the appraisal of Management Behaviours of Emotional Intelligence on Employee Engagement and Organisational Performance. This section described the critical evaluation of the potential impact of Qatar Airways management's Emotional Intelligence in promoting high levels of employee engagement and organisational performance. Furthermore, the report provided an articulation of management competencies development. This section considered the models regarding the Management of Resilience and management of teams.

Table of Contents

Introduction3
Task 1 - Management Practices
Identifying and analysing the mission, values, and management practices within Qatar 3
Discussing the management practices of the company that are aligned with the mission and 5
Task 2 - Analysis of Business Challenges
Identification and critical discussion of significant challenges encountered by "Qatar Airways" in the current environment
Critical discussion of the current management competency of the organisation concerning creativity and innovation for enabling the managers to resolve the challenges
Critical evaluation of the improvements required for implementing the management competency of decision-making for mitigating the challenges
Organisational Performance
Task 4 - Management Competencies Development
4.1 CERT Resilience Model for Managing Resilience
4.2 4 C's of Managing a Team
Conclusion
References

Introduction

Management mainly consists of a set of entities in terms of accomplishing or achieving a goal. From a contrasting standpoint, the term "leadership" reflects an individual's ability to motivate, influence as well as enable others which eventually contributes to organisational success (Ali *et al.* 2020). In a business setting, although leadership and management have been used interchangeably, leadership mainly acts as an art which helps in motivating human collaborators to pursue any definite goal. The current study has focused on organisations like Qatar Airways. Focus has been explicitly given to management practices or management ventures of Qatar Airways. With in-depth knowledge about management as well as leadership, the study has attempted to evaluate the management practices of Qatar Airways to ensure consistency of airline practices in the global Aviation Industry.

Over the years, Qatar Airways has achieved a range of operational milestones. From the day of its inception till date, Qatar Airways has held its name as well as fame across the globe. Owing to this fact, the evaluation of management, as well as leadership practices of Qatar Airways, seems to be highly essential as it provides room for this aviation company to improve their operational practices in the near future. The Current study has focused on analysing the mission, vision, and values of Qatar Airways including the management practices of this aviation company to ensure whether management practices are aligned with the company's mission, vision as well as values. Focus has been given to analysing the business challenges of Qatar Airways. Along with focusing on current management competencies, emphasis has been given to analysing the process of development of management competencies.

Task 1 - Management Practices

Identifying and analysing the mission, values, and management practices within datar

Airways

Qatar Airways is one of the leading airline companies in the Middle East that provides aviation services to customers. The company is the fastest-growing carrier in the history of the aviation industry which consists of double-digit growth year by year. The aviation industry is able to earn a high amount of money due to the growing services of the company. In this context, the mission of the company is to become the safest airline company in the world (Qatar Airways, 2023).

Accordingly, the company has achieved lots of awards for maintaining its airline safety for passengers. Moreover, the safety team of the company is efficient in order to check the reliability and durability of aircraft during travel. Therefore, it can be said that the company may be able to achieve its mission due to its safety management system.

The company is renowned for providing quality services to its customers. In this context, the company makes its vision statement that it will enhance the operational excellence in airline services to satisfy the passengers in the aircraft (Qatar Airways, 2023). Accordingly, the management team of the company is highly efficient in improving the quality of the aircraft and its services. Similarly, the company has ordered 350 new aircraft that can help in achieving the vision positively (Qatar Airways, 2017). Thus, it can be said that the vision of the company is appropriate in terms of making the company competitive in the international market.

It is important to take care of the environment for the company in order to make the aviation business sustainable. In this context, the company has committed to reducing carbon emissions by improving fuel quality (Qatar Airways, 2017). Accordingly, the company uses modern flights and equipment that help in reducing carbon emissions through flights. Similarly, the efficient operational team of the company is effective in checking the fuel quality for maintaining low carbon emissions in the businesses. As per the view of Widyastutiet al. (2021), the protection of the environment helps companies in establishing their business successfully in the competitive market by accessing a positive brand image. Hence, the management of the company is committed to achieving positive business growth by maintaining business sustainability.

The values of the company rely on providing high-quality aviation services to passengers. In this context, Qatar Airways made a partnership with the International Airlines Group (IAG) for strengthening its position in the aviation industry (Qatar Airways, 2017). Accordingly, the partnership can help the company in using its resources for providing high-quality services to passengers. Moreover, Qatar Airways made an audit operational team to enhance the quality of aircraft and its functions in order to provide safe journeys to passengers (Qatar Airways, 2017). Similarly, the setting of the audit team helps the company in providing information on the operational management of the aircraft. Therefore, the management activities of the company can help in achieving the business mission and value in the international market.

Discussing the management practices of the company that are aligned with the mission and

values of the airline

It is prominent to discuss the management practices of the company in order to identify the alignment of its business operations with the business value and its mission. As per the opinion of Pathiranage (2019), the alignment between the business values and mission, and business operations is necessary to achieve high business progress in the competitive market. In this context, the company plans to achieve a competitive position in the aviation industry. In this context, Qatar Airways decided to improve the safety of passengers on the flights (Qatar Airways, 2017). Accordingly, the company makes daily communication with the audit operational team to discuss the quality of passengers' safety. Qatar Airways makes partnerships with FlightAware and Aireon organizations in terms of their effective technologies (Qatar Airways, 2017). Similarly, effective technologies such as Global Beacon Technology can help the company to improve the safety of the passengers. Moreover, the company can use the technology to improve the tracking capabilities of the flights. In addition, the inclusion of this technology can help the company to identify the risk areas in the aircraft to maintain the safety of the passengers. Therefore, it can be highlighted that the inclusion of technology to make the passengers safe can help the company to achieve its business mission.

The company is eyeing to make a healthy environment through its business operations. In this context, Qatar Airways hires fuel experts to check the fuel quality in a regular manner (Qatar Airways, 2017). Accordingly, checking the fuel quality can help the company in reducing carbon emissions through the aircraft. Similarly, Qatar Airways booked advanced aircraft such as A350s, A320 Neos, A380s, and A330 Freighters that can help in consuming low fuel during flight (Qatar Airways, 2017). These advanced aircraft can help the company in improving fuel efficiency positively. Hence, it can provide an opportunity for the company in maintaining the business values properly which relies on the development of the environmental condition. On the other hand, Qatar Airways included a CSR approach in its business in order to make the business sustainable (Qatar Airways, 2017). It can help the company to meet environmental and corporate needs positively. As per the study by Miethlich and Oldenburg (2019), the inclusion of a CSR strategy helps in gaining a positive image in front of customers and employees. In this context, the company can gain positive brand value in the market due to making the business sustainable.

The mission of Qatar Airways is to reduce carbon emissions in the environment by improving fuel efficiency (Qatar Airways, 2017). Therefore, the company can rely upon its business mission by maintaining the CSR strategy appropriately in its business operations.

The young fleet of the company can create opportunities for customers in placing their luggage positively. Qatar Airways includes a corporate jet version to provide quality services to the passengers (Qatar Airways, 2017). Accordingly, it can help the company to access the attention of customers rapidly. As per the suggestion by Attaran (2020), high customer attention helps in making a company successful. In this context, the vision of the company is to become the leading carrier in the aviation industry. Thus, it can be highlighted that the management practices of the company can help in achieving business value at the international level.

Task 2 - Analysis of Business Challenges

Identification and critical discussion of significant challenges encountered by "Qatar Airways" in the current environment

The increase in the cost of fuel prices has hindered "Qatar Airways" to reach further and maintain better economic ways of conducting business. On the other hand, the provision of a small regional career service has generated hindrances in consolidating a diversified organisational architecture (Case Study). Thus, the current situation sheds light on the insights regarding the feasibility of gaining a significant number of customers. On the contrary, the Airline service has been able to reach a milestone of 100 destinations in its global route which signifies a smaller number of flights witnessed in the context of convenient business trends regarding airline services. Furthermore, the announcement of three G650ERs private jets has witnessed the growth and expansion of its Qatar Executive division. However, based on the views of Mayer (2019), the susceptibility to facing management issues is likely to prevail. In this regard, the incur of such unprecedented challenges can render staffing problems aided by the decline of consolidating an ideal business ambience. On the other hand, the organisation is acceptable to face a decreased performance level aided by the genesis of the fiercely competitive business environment. In this regard, as per the views of Mohammed (2021), the expectations to accomplish their objectives are likely to be delayed. Moreover, the lack of motivation manifested in the intellect of the staff renders a decline in productivity and performance. On the other hand, the human research department of "Qatar Airways" is likely to face inappropriate hiring of talents. The degree of insufficiency manifested due to the global changes in economic aspects is subject to result in economic downturns and decisions. Furthermore, the changes in the full prices and currency exchanges are subject to manifest hindrances in maintaining stable revenue streams.

"Qatar Airways have been subjected to repairing the pieces of vinyl and paints which generated significant hindrances regarding the design of the components. On the other hand, as commented by Tefferi and Barbui (2019), the organisation is susceptible to facing high operating expenses. These hindrances are subject to face disruption in maintaining the charges, which are subject to occur while operating the current work functions as well as maintaining the labourers. On the other hand, As opined by Ault (2020), issues regarding regulatory compliance can arise which can result in violation of the Is rules that could have been instrumental in facilitating adequate support for the cutter airways. They signified the susceptibility of wasting enough time to the inclusion of hindrances to maintaining safety standards, security standards, security options and environmental regulations.

Furthermore, the rising competition in the airline industry has been regarded as an intensified aspect which leads to the determination of changes in the engagement of Customers concerning the prevalence of the competition existing in the market. Based on the views of Whysall *et al.* (2019), the corresponding hindrance can lead to the definition of price wars which can ultimately lead to the loss of market share and a decline in profitability. Moreover, "Qatar Airways" are subject to a security breach where significant incidents may cause harm to the passengers. The casualties thus susceptible to be generated can cause losses in the reputation of the organisation. Furthermore, as commented by Achim *et al.* (2022), susceptible technical hindrances have been regarded as a common challenge due to which unprecedented mishaps are subject to disrupt the entire working machinery. This signifies the inability of changing the current work functions as per technology trends. On the other hand, as per the views of Schutz *et al.* (2019), environmental concerns have been considered significant hindrances whose impact has been considered by evaluating the effluents of the Carbon and their compounds. Moreover, the organisation is subject to increasing pressure caused due to the adoption of a reduced ecological footprint. On

the other hand, labour shortages are considered significant issues which the airline company has been facing in providing adequate services to the passengers.

Critical discussion of the current management competency of the organisation concerning creativity and innovation for enabling the managers to resolve the challenges

The stakeholders of the organisation have been instrumental in hiring potential investors whose contribution has been instrumental in reducing the hindrances caused due to the increase in oil prices. As commented by Hussain et al. (2020), the contribution of the investors can be significant in determining the budget based on which the expenses are to be borne by the organisation for resolving this challenge. The next challenge is based on the fewer number of flights as per the business trends, based on which the investors can help in providing adequate funding and engineering improvement packages for airframes and engines. On the other hand, the establishment of an optimisation program has been instrumentally reducing the use of fuel (Qatarairways.com, 2023). On the other hand, the deployment of performance-based navigation can help in identifying opportunities for reducing fuel burn which is subject to occur at all flight phases. Moreover, this technology can be indispensable in improving air space implementation of efficiency through the deployment of a performance-based navigation system. Furthermore, as opined by Kumar et al. (2020), the organisation has been instrumental in up taking gains in momentum for addressing unprecedented obstacles. This signifies that "Qatar Airways" can instigate interventions for appraising scalability and cost of production which can be significant in determining alternate ways of saving enough expenses.

"Qatar Airways has been responsible for working diligently by collaborating with industrial stakeholders for establishing a viable pathway for adopting SAF. In this regard, the aspects of creativity determined by the organisation have been witnessed by the "World Economic Forum's Clean Skies for Tomorrow Coalition", which entailed the achievement of 10% SAF by FY 2030 (Qatarairways.com, 2023). Furthermore, the organisation has been instrumental in apprehending better operational measures and infrastructural aspects instrumental for ensuring sustainable growth in the aviation industry. In this context, the organisation has been instrumental in filling up the gaps concerning global market-based measures. For instance, a 3 billion QAR operating profit has been accumulated for the fiscal year 2016 by "Qatar Airways" (Qatarairways.com,

2023). The innovativeness can be instrumental in accelerating the profit market to a much wider extent.

On the other hand, the organisation has been instrumental in developing a wider global network comprising more than 150 destinations. In addition, based on the views of Dirani *et al.* (2020), an increase in productivity can help in retaining its status of competitiveness in the harsh increase in competition. This signifies that the organisation is on its way to increasing the number of passengers which ultimately provides an impetus to increasing the productivity of the organisation. In addition, as opined by Jarrahi *et al.* (2021), the human resource department can provide awareness of job interviews through social media for hiring adequate talents. In this regard, their contribution can be instrumental for the organisation in gaining a competitive advantage in the market.

Critical evaluation of the improvements required for implementing the management competency of decision-making for mitigating the challenges

The improvements required for implementing the management competency of decision-making for mitigating the challenges can be instrumental in clarifying the decision-making roles and responsibilities that are advocated between the members of the team. In this regard, the managers of Qatar Airways can gather the members for group discussion and determine the areas of strength and weakness which are to be amended accordingly. As commented by Srivastava et al. (2020), this strategy can be instrumental in segregating an entire job into smaller fragments between exact employees. The deployment of this strategy can be instrumental in avoiding confusion and ensuring that exact people are involved in the decision-making process. On the other hand, the apprehension of the exact decision-making process can be instrumental in reducing the prevalence of unprecedented influences and ushering in significant attributes of incurring success. Furthermore, the stakeholders associated with the implementation of management competency of decision-making can be instrumental in establishing a set of criteria which should be set for making the respective decision. As opined by Nguyen et al. (2019), the deployment of this strategy can be instrumental in ensuring that decisions can be made concerning relevant information and adhere to the aspects of adequate consistency in carrying out the work processes for the accomplishment of the objectives such as reducing the use of much oil. On the other hand, the degree of insufficiency manifested due to the global changes in economic aspects can be addressed to a considerable extent. Therefore, the hindrances which disrupt the work function can be addressed as well. This concludes that these improvements can be required for implementing the management competency of decision-making.

The human research department can hire technical experts whose expertise can be instrumental in identifying possible influences within the mechanism of the aircraft and related technical attributes. This includes the propulsion systems, pieces of vinyl and related architecture of the airlines. Based on the views of Mosteanu and Faccia (2020), the improvements apprehended by an organisation can be instrumental in maintaining the ability to change the current work functions as per technology trends. This implies the organisation can encourage the team members for sharing perspectives and ideas while conducting decisions. The apprehension of this strategy can be instrumental for conveying relevant information whose discussion can help in generating ultimate strategies for retaining the betterment of the considered organisation. Furthermore, the viewpoints of the employees can be undertaken by the managers of the company which can help the adoption of a reduced ecological footprint

The development of adequate decision-making procedures can help in establishing clear and consistent methods of conducting effective management of the work process. For instance, the creation of a fully proof budget can be instrumental in intervening in the work functions by appraising the aspects of cost-effectiveness. Moreover, as per the views of Pambreni *et al.* (2019), the provision of adequate ingredients support among the employees can help in developing decision-making skills. This signifies that the provision of problem-solving techniques, risk assessment and data analysis can help the organisation to cope with unprecedented circumstances which are subject to occur while conducting business. Moreover, the employees of "Qatar Airways" can collaborate with potential stakeholders whose contribution can help in evaluating adequate decision-making outcomes. This signifies that their contribution can help in ensuring the decision-making process can be effectively integrated into the working tactics for rendering desired outcomes.

The team leaders of the concert organisation can develop a culture of learning where employees can be encouraged with interactive sessions for developing their working tactics. Based on the views of Tsvetkov *et al.* (2019), The prevalence of a dedicated workforce can help in ensuring that the decisions that are intervened can help in coping with constantly evolving marketing

trends. This signifies that the determination of opportunities for sustaining adequate growth can be apprehended by the organisation. Moreover, the organisation can gather relevant information by evaluating the working practice of the competitors. This strategy can be instrumental in accelerating the competency of decision-making strategies for mitigating the aforementioned challenges. The analysis of the respective information can be instrumental in determining the strategies for regulating the interventions required for rendering the best practices in upcoming times.

Task 3 - Management Behaviours of Emotional Intelligence on Employee Engagement and Organisational Performance

Emotional intelligence has been apprehended in "Qatar Airways" for inculcating the aspects of critical leadership which further helps in evaluating the emotion of corresponding employees while conducting business. The Case Study has stated that the aspects of dynamic leadership have been instrumental in transforming cutter airways into an Award-winning career and the best organisation in the world. In this regard, as per the views of Caldwell *et al.* (2019), the implementation of emotional intelligence can be instrumental in retaining the engagement of employees whose contribution can help in sustaining significant organisational performance. On the other hand, the potential impact of "Qatar Airways" has helped in reaching a milestone of 100 destinations which signifies that the high levels of emotional intelligence have led to the manifestation of a positive working environment (Case Study). This signifies that the employees of the consideration are motivated and their contribution has been instrumental in improving the organisation's performance.

On the contrary, aspects of emotional intelligence have been institutional for managing unprecedented conflicts and assisting in developing strong relationships with employees. Therefore, it can be stated that the prevalence of emotional intelligence in "Qatar Airways" has been indispensable in being awarded as the Airline of the Year 2011 at the annual Skytrax World Airline Awards (Case Study). In this regard, over 18 million travellers around the world have cast their votes for this organisation. On the other hand, the possession of emotional intelligence has helped in increasing trust and collaboration with potential stakeholders whose contribution has been instrumental in accelerating the recognition of the organisation in a constructive and supportive manner globally. The airline became the global launch customer of the "first Airbus"

A350" followed by achieving a major accomplishment by receiving the "Skytrax Airline of the Year 2015" accolade for a third time. This signifies that the potential impact of the emotional intelligence of the management of "Qatar Airways" has played a major role in fostering a culture of innovation and creativity within the organisational aspect.

The apprehension of this strategy has been instrumental in inspiring and motivating the employees for fostering the development of working practices and generating new ideas for addressing unprecedented risks. This signifies that the potential impact of the emotional intelligence of "Qatar Airways" can play a key role in promoting a high level of engagement among the employees. As commented by Min, *et al.* (2019), this strategy can be instrumental in developing the existing work function and gaining a competitive advantage in the market. On the other hand, the provision of emotional intelligence skills can help in maintaining good leadership practices. This signifies that the generation of a positive working environment along with the retention of adequate employee engagement can help in maintaining bespoke organised performance. As opined by Yandri *et al.* (2019), therefore the ability to understand and determine the emotion of the employees can be indispensable in inculcating strategies for accumulating revenue for contributing towards empowering its future growth. In this regard, the employees of "Qatar Airways" can play a significant role in enhancing productivity by evaluating their Psychological and physical well-being.

The employees of "Qatar Airways" have been significant in recognising their efforts and contribution to generating opportunities in inculcating developmental growth aided due to the prevalence of high emotional intelligence. Based on the views of Fischer *et al.* (2020), this signifies that the potential impact of the management of emotional intelligence has been instrumental in promoting open communication among employees for bringing about strategies for reducing unprecedented circumstances. This signifies that the prevalence of Emotional intelligence within the working architecture can be instrumental in fostering greater levels of collaboration and teamwork and promoting a positive and productive work culture. This signifies that the prevalence of emotional intelligence can generate an impetus for the organisation to become the 1st airline in the world to meet and exceed "ICAO's Global Aeronautical Distress Safety System (GADSS)" requirement for aircraft location management (Case Study). This signifies that the partnership conducted with "FlightAware and Aireon, LLC" using its Global

Beacon technology has been instrumental in inculcating minute tracking capabilities. The corresponding interventions can play a major role in contributing towards fostering the success and growth of the organisation.

Task 4 - Management Competencies Development

4.1 CERT Resilience Model for Managing Resilience

The application of the CERT model entails the improvement of an approach required for sustaining operational resilience. On the other hand, the application of this model can help in appraising the practices required for developing the work process conducted by "Qatar Airways" in demonstrating continued growth and expansion. As per the views of Gil-Gomez *et al.* (2020), the application of this model can be instrumental in determining the capability of managing residents to set goals and inculcating the targets that are to be achieved. They signify that the application of the CERT resilience model can be instrumental in determining the Barrier suggested subject to occur while providing airline services. This signifies that the application of this model can be instrumental in responding towards the ingredients and sustaining predictable performance.

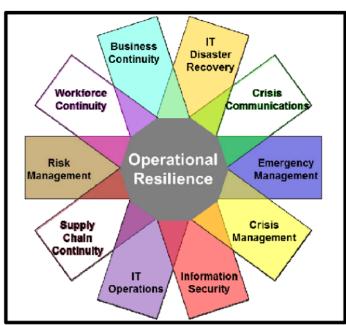


Figure 4.1.1: "CERT Resilience Model"

(Source: Crook et al. 2021)

The application of the CERT resilience model plays a key role for "Qatar Airways" in focusing on the actions that are required for addressing potential disruptions. In this regard, as commented by Crook *et al.* (2021), this involves the facility to implement adequate security controls and performance of regular backup which can help in reducing possible deficiencies manifested within the critical systems. Furthermore, the appraisal of this residence model can enhance the considered organisation as mentioned in the Case Study in the provision of the best airline staff in the Middle East (Case Study). On the other hand, as per the views of Kario *et al.* (2020), the implementation of this resilience model can be instrumental in laying stress on determining long-term efforts which can be undertaken by recovering the disrupted areas of the work. This signifies that the application of the model can be implemented as a potential organisational instrument apprehended for benchmarking and comparing the degree of resilience within the organisational structure.

4.2 4 C's of Managing a Team

Clarity

The space of charity can be used for consolidating the vision and mission of "Qatar Airways". In this regard, as opined by Pallathadka *et al.* (2021), it can be stated that the application of this team management theory can be indispensable for collaborating with potential investors who can help in facilitating adequate funds which can pay an impetus in accelerating the group of the business. In this context, this signifies that the application of this aspect can be instrumental in accomplishing the goals set by the organisation for facilitating resilience among the customers while working as a team (Civilservice.louisiana.gov, 2023). Moreover, the susceptibility to inculcating unprecedented ambiguities can be addressed significantly. On the other hand, clarity among the stakeholders of "Qatar Airways" can be instigated by conducting effective communication as a crucial aspect of managing a team. This strategy can help managers in obtaining corresponding feedback from employees regarding their working tactics.

Commitment

The degree of commitment manifested within the interaction of the employees of "Qatar Airways" can be instrumental in implementing strategies for maintaining adequate

communication and relationship among the team members. Based on the views of Thevarajan *et al.* (2020), the encouragement of commitment among the workers of the considered organisation can be instrumental in accelerating its productivity and adopting new practices for rendering the best possible outcomes. Furthermore, the degree of commitment of the team members helps in determining the importance of each team member whose contribution can help in generating profitability (Civilservice.louisiana.gov, 2023). In this regard, the enhancement of the areas of strength can be undertaken along with evaluating the areas of weakness based on which strategies can be intervened for fostering respective redressal mechanisms. On the other hand, the commitment of the employees can be consolidated by collaborating with every team member for sharing ideas and the detection and reduction of possible organisational ambiguities.

Contributions

The employees associated with "Qatar Airways" can be instrumental in determining the strength and weaknesses of the team. In this regard, as per the views of Finegan *et al.* (2020), the provision of adequate training can be instrumental in contributing towards the success of the considered organisation. This involves gathering for a group discussion where the corresponding members can share their knowledge and thoughts whose contribution can be instrumental in reducing possible hindrances that are subject to occur while conducting business. Furthermore, as commented by Zhang *et al.* (2020), the contributions of the associated stakeholders can be entertained by hiring experts whose expertise can be instrumental in contributing towards gaining bespoke outcomes and maintenance of the respective competitive advantage. On the other hand, the determination of corresponding rules and responsibilities can be undertaken by gaining insight into the contributions provided by each stakeholder of the considered organisation.

Concerns

The potential concerns that can be indicated within the aspects of fostering success can be instrumental in grasping the opportunities apprehended for inculcating success. As opined by Aslam *et al.* (2020), the application of this theory can be instrumental for the organisation in gathering the members for a brainstorming session where each participant can voice their concerns for appraising relevant strategies in inducing respective redressal mechanisms. Based

on the corresponding interventions adequate strategies can be apprehended for maintaining betterment within the organisation. In this context, based on the views of Akramovich and Muratovna (2019), the team leaders can gather feedback from the respective team members in determining the areas of stress and weakness. This aspect can be instrumental for detecting unprecedented conflicts and finding corresponding solutions for maintaining the aspects of resilience within the organisational structure.

Conclusion

From the above study, it can be found that over the years, notable achievements have been achieved by Qatar Airways. Based on the aforementioned critical analysis, being a leading aviation service provider, Qatar Airways has achieved a range of milestones including facing a range of ups and downs. From fluctuation of fuel prices to small regional career services, a wide plethora of challenges need to be encountered by Qatar Airways. In addition to this, being susceptible to encountering management issues has become one of the major challenges for Oatar Airways. Moreover, being subjected to a security breach has once again reflected management's incapability in terms of maintaining security to the operational services of Qatar Airways. The pressure to reduce its ecological footprint has once again put Qatar Airways into challenging situations. In this context, the management of Qatar Airways needs to make inclusive decisions to ensure proper management of Aviation services across the zone of operation of Qatar Airways. Thus, by focusing on maintaining management resilience, and ensuring proper management of stakeholder relationships, this aviation company can easily retain its name as well as fame in the coming years. Taking such measures, this aviation company can retain itself as the best serving Aviation Company. In essence, leaders of Qatar Airways need to mobilise the in-house staff members towards a particular vision by creating emotional bonds as well as harmony. Apart from establishing emotional bonds, leaders or management professionals of Qatar Airways can provide help in building consensus through excellence as well as self-direction. Thus, by keeping eye on maintaining the aforementioned attributes, the mission, vision and values of Qatar Airways can be fulfilled.

References

Achim, M.V., Safta, I.L., Văidean, V.L., Mureșan, G.M. and Borlea, N.S., (2022). The impact of covid-19 on financial management: evidence from Romania. Economic Research-Ekonomska Istraživanja, 35(1), pp.1807-1832.

Akramovich, I.M. and Muratovna, N.N., (2019). Importance of Peculiarities of Services in Management of Enterprises. Asian Journal of Technology & Management Research [ISSN: 2249–0892], 9(1).

Ali, M., Zhang, L., Shah, S.J., Khan, S. and Shah, A.M., (2020). Impact of humble leadership on project success: the mediating role of psychological empowerment and innovative work behavior. *Leadership & Organization Development Journal*, 41(3), pp.349-367.

Aslam, F., Aimin, W., Li, M. and Ur Rehman, K., (2020). Innovation in the era of IoT and industry 5.0: Absolute innovation management (AIM) framework. Information, 11(2), p.124.

Attaran, M., (2020), July. Digital technology enablers and their implications for supply chain management. In *Supply Chain Forum: An International Journal* (Vol. 21, No. 3, pp. 158-172). Taylor & Francis.

Ault, T.R., (2020). On the essentials of drought in a changing climate. Science, 368(6488), pp.256-260.

Caldwell, J.A., Caldwell, J.L., Thompson, L.A. and Lieberman, H.R., (2019). Fatigue and its management in the workplace. Neuroscience & Biobehavioral Reviews, 96, pp.272-289.

Civilservice.louisiana.gov, (2023). *4 C's of Team Identity:* Available at: https://www.civilservice.louisiana.gov/files/divisions/Training/Job%20Aid/Leadership/4%20Cs %20of%20Team%20Identity.pdf [Accessed on: 25.04.2023]

Crook, H., Raza, S., Nowell, J., Young, M. and Edison, P., (2021). Long covid—mechanisms, risk factors, and management. bmj, 374.

Dirani, K.M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R.C., Gunasekara, N., Ibrahim, G. and Majzun, Z., (2020). Leadership competencies and the essential role of human resource development in times of crisis: a response to Covid-19 pandemic. Human Resource Development International, 23(4), pp.380-394.

Finegan, O., Fonseca, S., Guyomarc'h, P., Mendez, M.D.M., Gonzalez, J.R., Tidball-Binz, M., Winter, K.A. and on the Management, I.A.G., (2020). International Committee of the Red Cross (ICRC): General guidance for the management of the dead related to COVID-19. Forensic Science International: Synergy, 2, pp.129-137.

Fischer, M., Imgrund, F., Janiesch, C. and Winkelmann, A., (2020). Strategy archetypes for digital transformation: Defining meta objectives using business process management. Information & Management, 57(5), p.103262.

Gil-Gomez, H., Guerola-Navarro, V., Oltra-Badenes, R. and Lozano-Quilis, J.A., (2020). Customer relationship management: digital transformation and sustainable business model innovation. Economic research-Ekonomska istraživanja, 33(1), pp.2733-2750.

Hussain, F., Hassan, S.A., Hussain, R. and Hossain, E., (2020). Machine learning for resource management in cellular and IoT networks: Potentials, current solutions, and open challenges. IEEE communications surveys & tutorials, 22(2), pp.1251-1275.

Jarrahi, M.H., Newlands, G., Lee, M.K., Wolf, C.T., Kinder, E. and Sutherland, W., (2021). Algorithmic management in a work context. Big Data & Society, 8(2), p.20539517211020332.

Kario, K., Morisawa, Y., Sukonthasarn, A., Turana, Y., Chia, Y.C., Park, S., Wang, T.D., Chen, C.H., Tay, J.C., Li, Y. and Wang, J.G., (2020). COVID-19 and hypertension—evidence and practical management: guidance from the HOPE Asia network. The Journal of Clinical Hypertension, 22(7), pp.1109-1119.

Kumar, A., Luthra, S., Mangla, S.K. and Kazançoğlu, Y., (2020). COVID-19 impact on sustainable production and operations management. Sustainable Operations and Computers, 1, pp.1-7.

Mayer, R.E., (2019). Thirty years of research on online learning. Applied Cognitive Psychology, 33(2), pp.152-159.

Miethlich, B. and Oldenburg, A.G., (2019). How social inclusion promotes sales: An analysis of the example of employing people with disabilities. *Journal of Marketing Research and Case Studies*, 2019, pp.1-15.

Min, S., Zacharia, Z.G. and Smith, C.D., (2019). Defining supply chain management: in the past, present, and future. Journal of business logistics, 40(1), pp.44-55.

Mohammed, I.A., (2021). The interaction between artificial intelligence and identity and access management: an empirical study. International Journal of Creative Research Thoughts (IJCRT), ISSN, 2320(2882), pp.668-671.

Mosteanu, N.R. and Faccia, A., (2020). Digital systems and new challenges of financial management–FinTech, XBRL, blockchain and cryptocurrencies. Quality-Access to Success Journal, 21(174), pp.159-166.

Nguyen, T.T., Ngo, H.H., Guo, W., Wang, X.C., Ren, N., Li, G., Ding, J. and Liang, H., (2019). Implementation of a specific urban water management-Sponge City. Science of the Total Environment, 652, pp.147-162.

Pallathadka, H., Mustafa, M., Sanchez, D.T., Sajja, G.S., Gour, S. and Naved, M., (2021). Impact of machine learning on management, healthcare and agriculture. Materials Today: Proceedings.

Pambreni, Y., Khatibi, A., Azam, S. and Tham, J.J.M.S.L., (2019). The influence of total quality management toward organization performance. Management Science Letters, 9(9), pp.1397-1406.

Pathiranage, J., (2019). Organizational culture and business performance: an empirical study. *International Journal of Economics and Management*, 24(2), pp.264-278.

Qatar Airways, (2023) . 'SUSTAINABILITY REPORT'.[online] Available at: < ttps://www.qatarairways.com/en/press-

releases/2016/Oct/pressrelease_sustainabilityreport.html#:~:text=In%20addition%20to%20opera ting%20one,compared%20to%20the%20prior%20year> [Accessed 27 September 2022].

Qatar Airways, 2017. 'THE QATAR STORY'.[online] Available at: https://www.qatarairways.com/iwov-resources/temp-docs/press kit/The%20Story%20of%20Qatar%20Airways%20- %20English.pdf> [Accessed 27 September 2022].

Qatar Airways. (2023). . 'Operational Update'.[online] Available at: https://www.qatarairways.com/en/press-releases/2020/April/QROperationalUpdate.html?activeTag=Press-releases > [Accessed 27 September 2022].

Qatarairways.com, (2023). *Technology* Available at: https://www.qatarairways.com/en/about-qatar-airways/environmental-awareness.html [Accessed on: 25.04.2023]

Qatarairways.com, (2023). *THE QATAR AIRWAYS STORY* Available at: https://www.qatarairways.com/iwov-resources/temp-docs/press-kit/The%20Story%20of%20Qatar%20Airways%20-%20English.pdf [Accessed on: 25.04.2023]

Schutz, D.D., Busetto, L., Dicker, D., Farpour-Lambert, N., Pryke, R., Toplak, H., Widmer, D., Yumuk, V. and Schutz, Y., (2019). European practical and patient-centred guidelines for adult obesity management in primary care. Obesity facts, 12(1), pp.40-66.

Srivastava, A., Santagostino, E., Dougall, A., Kitchen, S., Sutherland, M., Pipe, S.W., Carcao, M., Mahlangu, J., Ragni, M.V., Windyga, J. and Llinás, A., (2020). WFH guidelines for the management of hemophilia. Haemophilia, 26, pp.1-158.

Tefferi, A. and Barbui, T., (2019). Polycythemia vera and essential thrombocythemia: (2019) update on diagnosis, risk-stratification and management. American journal of hematology, 94(1), pp.133-143.

Thevarajan, I., Buising, K.L. and Cowie, B.C., (2020). Clinical presentation and management of COVID-19. Med J Aust, 213(3), pp.134-139.

Tsvetkov, V.Y., Shaytura, S.V. and Ordov, K.V., (2019, December). Digital management railway. In International Scientific and Practical Conference on Digital Economy (ISCDE (2019)) (pp. 846-850). Atlantis Press.

Whysall, Z., Owtram, M. and Brittain, S., (2019). The new talent management challenges of Industry 4.0. Journal of management development.

Widyastuti, S., Said, M., Siswono, S. and Firmansyah, D.A., (2019). Customer trust through green corporate image, green marketing strategy, and social responsibility: A case study.

Yandri, R., Utama, D.N. and Zahra, A., (2019). Evaluation model for the implementation of information technology service management using fuzzy ITIL. Procedia computer science, 157, pp.290-297.

Zhang, W., Wang, Y., Yang, L. and Wang, C., (2020). Suspending classes without stopping learning: China's education emergency management policy in the COVID-19 outbreak. Journal of Risk and financial management, 13(3), p.55.

ORIGINALITY	REPORT

	% ARITY INDEX	4% INTERNET SOURCES	O% PUBLICATIONS	3% STUDENT	PAPERS		
PRIMARY SOURCES							
1	Submitte Studies I Student Paper		ge of Professio	nal	1 %		
2	www.qa1	tarairways.com ^e			1 %		
3	openhuk Internet Sourc	o.spu.ac.za ^e			<1%		
4		ed to Buckingha ty College	amshire Chilter	ns	<1%		
5	Submitte Finance Student Paper	ed to London So	chool of Busine	ss and	<1%		
6	business Internet Sourc	s-essay.com _e			<1%		
7	Submitte Student Paper	ed to Sheffield I	Hallam Univers	ity	<1%		
8	www.sky Internet Sourc	scanner.com.p	h		<1%		

9	creativeartssolutionfoundation.blogspot.com Internet Source	<1%
10	Submitted to Aviation Management College Student Paper	<1%
11	Submitted to Westford School of Management Student Paper	<1%
12	cberuk.com Internet Source	<1%
13	digital.library.unt.edu Internet Source	<1%
14	myassignmenthelp.com Internet Source	<1%
15	managementpapers.polsl.pl Internet Source	<1%
16	scindeks-clanci.ceon.rs Internet Source	<1%
17	www.researchgate.net Internet Source	<1%
18	Submitted to Brickfields Asia College Student Paper	<1%
19	www.supplychaindive.com Internet Source	<1%

Exclude quotes On Exclude matches Off

Exclude bibliography On