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Summative Assessment

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1.0 Introduction

Leadership consists of the ability surrounding individuals, to influence, motivate, and enable others into contributing towards the organisational success. Whereas complimenting the same characteristic, management is required to control the organisation while the leaders instil their qualities. This allows the entities responsible within an enterprise to achieve specific objectives over a period. The same traits will be looked into in the case of Qatar Airways company i.e. a state-owned flag carrier airline in Qatar. Within this case study analysis, the management practices within Qatar will be identified and critically analysed. Along with discernment of potential business challenges that the company experienced through its current business environment. It will also look at the enterprise's prowess towards relying on innovative practices, and creativity to resolve the challenges. That develops management competency for laying out decisions for mitigating any identified challenges. Furthermore, the potential impact of Qatar Airways' emotional intelligence quotient among the management, which results in better organisational performance will be the focus of the assessment. Finally, competencies of the management within Qatar Airways will be considered for establishing better stakeholder relations that also aid in team management practices. The above discussion consistent with critical analysis and evaluation will be backed up with scholarly evidence and commercial article-emphasised explanations.

2.0 Task 1: Management practices

2.1 Identify and critically analyse the mission, vision, and management practices of Qatar Airways

In the form of a mission statement from Qatar Airways, the organisation is home to over 150 nationalities who feature as personnel and general staff members. That allows them to bring excellence in all forms of service practices that they vouch for on a going basis. This also develops in them a practice that transforms into relative action, whereby they want to care about customers through their flight-based services. That might occur in such a manner that customers tend to return to the organisation in undertaking the same services again. As a result, they vouch for goodwill among Qatar (Qatar Airways, 2017, p 1-2). This emphasis allowed Qatar to complete a milestone of 100 destinations involving its global route map. Every year following the same ritualistic practice, Qatar Airways was granted an award organised by Skytrax World Airline for the year 2011, courtesy of 18 million passengers casting their votes

for services rendered by the company. However, some customers think that Qatar has unduly focused on segregating its planes based on aircraft types. These include Boeing aircraft 10 777s and 30 787 that has complicated affordability for customers (Hayward, 2021). It has also made the expected service quality from the company inefficient.

Whereas the vision statement of Qatar Airways tries to outline the complications, that are bound to arise from entrusting services based on customer preference. Hence, the vision statement outlines that Qatar Airways will also project itself as the number one airway service provider, that tries to increase the value and reliability of its plane services. Thus, the plane service tries to find excellence through its services, for delivering a better future for customers within the aviation sector (Qatar Airways, 2017, p 1-2). Some core values are attached to the vision statement of the organisation, and it features the likes of better creativity, honesty, accountability, quality service, and extending the heritage of brand value. However, being an exclusive airline service operating in Qatar, the services of the company are yet to be tested by different international customers around the world. Hence, the vision statement might not remain true to its intentions for all customers.

Some facets of management practices within Qatar Airways involve consolidation of resources, ensuring the resources are backed up with adequate innovative systems, and fuelling sustainable management considerations through the former (Bhatnagar, 2022). These can be further elaborated on below manner.

Managing resources: Qatar Airways believed that if it must strive for customers, then it will have to increase the number of carriers in its fleet. This resulted in many additions taking the total tally of carrier airlines to 233. Taking ideas from the likes of Airbus A310 aircraft and 747-100 aircraft representing the 747SR variants (Hayward, 2021). These models relied on fuel volume, range, and passenger capacity as well. Certain other Boeing planes included 727 variants and A300s that later joined the fleet. Having so many options in hand, the airline service believes that it can cater to different customer groups who intend to witness quality and extensiveness in terms of service guarantee.

Handling technologies to power airlines: Complimenting the above fleets, ⁶Qatar Airways has invested towards Oracle Fusion Cloud Enterprise Performance Management programs. That allows personnel teams invested within Oracle to witness transparency among each other, especially while information is exchanged. This enables the teams to become involved in accurate planning, budgeting practices, and overall forecasting (Bhatnagar, 2022). This also helps Qatar Airways to streamline its planning process and other financial functions, thereby improving its reporting capabilities and plans for expansion. Management insights are

consecutively improved through the Oracle EPM program, as it regulates data regarding HR, human resources, supply chain, sales, and others.

Sustainable measures enforced by management of Qatar Airways: The core operations of Qatar Airways are seen as Hamad International Airport. It is from here that the Qatar Airways fleets are contained with hangars, which also allows the organisation to make sure it achieves a four-star global sustainability assessment system. For instance, by executing such a measure, the company managed to board around 53 million passengers annually by 2022 (Doyle, 2021). Each terminal from where passengers are supposed to board planes is supposedly a LEED Silver-certified building, that features innovative energy-efficient measures. It allows the organisation to enforce a net zero commitment to reducing carbon emissions by 2050.

2.2 Critically assessing whether the management practices are aligned with the mission and values of the airline

Considering the above management practices, it can indicate that Qatar Airways have remained to affirm its customer expectations. That allows them to uphold certain measures that not only vouch for customer loyalty but also persuade them to vouch for other interested customer parties. The practices can be aligned with the mission and values of the airline in a below manner.

Firstly, keeping a fleet of different forms of plane based on architecture, as well as amenities in the form of business class, economy class, airline lounge facilities, and a select group of quality airline staff that extends commitment (Leontiades, 1983). This creates belief in the mind of the customers of trusting the flight services from Qatar Airways and gradually allows them to take their services to diverse destinations and more. Meanwhile, certain services as developed by the organisation have become costly over a period. This raises questions of affordability for consumers.

Secondly, as the commercial airline sector is recovering from the pandemic that raged during 2021, Qatar Airways managed to solidify its information management systems that included profiling passengers, their preference for flights, manifest-related details, groundwork schedules, and another portfolio of tasks. This was achieved through Oracle's EPM fusion enterprise performance management programs, which created a bridge between supply chains, HRM, operations, finances, and other departments that were associated with creating a seamless service (Bhatnagar, 2022). However, some of the services provided by the airline's

service were not available for many customers around the world, if their destination differed from the Middle Eastern countries.

Thirdly, streamlining information allowed Qatar Airways to consider changing its overall reputation as a sustainable company. Therefore, the organisation managed to make their existing fleet fuel efficient, but also espoused voluntary carbon offsetting programs that help to reduce the CO₂-based emissions by 65%. Also, ever since 2019, the aircraft service-based company has decided to reduce 80% of its waste by increasingly using biodegradable and recyclable products (Qatar Airways, 2017, p 1-2). This provides a ban on single-use plastics as well, thereby increasing the use of recyclable or biodegradable products that can be used in flight. Still, certain practices as regulated by Qatar Airways are yet to be perfected by the organisation in the long run. Many inconsistencies still exist about which discussions will be undertaken in the next sections.

3.0 Task 2: Analysis of business challenges

3.1 Identify and critically discuss the key challenges of Qatar Airways in the current environment

There has been a spate of incidents leading up to the pandemic, that worsened Qatar Airways' progress as a leading airline service in the Gulf. Some of these key challenges can be identified and discussed in a below manner.

Political Issues: Since 2015 Qatar Airways had to loosen its policy related to marriage and pregnancy after a report from International Labour Organisation found it to be discriminating. This allowed the airline women and men staff members to get married if they informed the airlines on time. However, with regards to pregnancy in the case of women, they were to be provided ground jobs instead of getting fired outright. To the ire of Qatar Airways, such a policy might promote the welfare of employees but likely allowed them to stay behind their competitors due to rising underproductivity. Whereas, on the other hand, the company also acknowledges the fact that they cannot forgo their workers citing the labour shortages (Kelleher, 2022). Also, the government of Qatar forced restrictions on the organisations, which allowed them to lose 18 travel warrants to 18 cities including popular destinations like Saudi Arabia, UAE, and others. Its earlier profits also had to be restated considering the fallout, that further consolidated the financial losses by 252 million Riyals by 2019. The organisation has

been trailing ever since then about maintaining a better capital structure, that can allow them to consolidate its market presence in the country.

Environmental Issues: due to the above issues, Qatar Airways have fallen behind with regards to improving their stance through their goal- 'Fly net zero' for achieving net zero carbon by 2050'. The company lacks better collaboration from the likes of other organisations and industry-wide participation through initiatives that promise to improve its brand name through contributions to climate change. Meanwhile, the CEO of the organisation Akbar Al Baker tried to provide contributions by involving the management in framing reports. This brought about titles like 'We are our industry priorities for 2022'. That assuaged the public sentiments expecting certain progress related to the climate change practices by the company.

Social Issues: passenger carrying for Qatar Airways has dropped due to unpopularity suffered by the organisation. That was built before the pandemic, which increased the reduction by 82% taking the passenger decline to 5.8 million (Reuters, 2018). It was mainly because Qatar Airways were unable to target the consumers based on lacking financial backup (Reuters, 2021). This allowed the organisation to rely upon state support ensued by the pandemic, and certain other sole shareholders within the state. The employees also had to experience their share of the financial brunt that took away 15% from their salaries, and thus the workers eventually shrank by 27% which inadvertently reduce the passenger's interest towards the company as well (Reuters, 2021).

Technological Issues: A random issue that plagued Qatar Airways in recent years was in a way reported by Aviation Herald. That identified that an Airbus A350 model suffered high-profile surface degradation issues. This diverted course of the flight from India to Qatar, whereby an emergency landing had to be made in Jakarta (Loh, 2022). It showed that maintenance-related problems existed for the company, which needed to be mitigated through better supervision and this was lacking in the enterprise.

3.2 Critically discuss how the organisation's current management competency of creativity and innovation will enable managers to resolve the challenges identified

Most of the above challenges were related to existing macro-environmental concerns. Hence, the management competency needed to show better means of creativity driven by innovation, for resolving the challenges that could aggravate over time.

Firstly, the mismanagement of workers, allowed many to depart the company. After improving its policy related to marriage and pregnancy, Qatar Airways decided to establish cabin crews

to work in different company call centres, including the management of social channels (Schlappig, 2020). As a result, the company's commitment to the customer experience remains attuned both on the ground and air. Certain training courses will be provided to the cabin crews, and they will be involved in nine-hour shifts. Even if the schedules are likely to vary, new expertise in customer service will be managed by these crews by offering a different perspective within the customer journeys. This will also bolster the self-service options as carried out by the customers.

Secondly, to assist in mitigating their environmental-related issues, Qatar Airways has counted on contactless solutions that are consistent with a digital health passport and UV cabin cleaning tech that will be deployed in a covid-19 vaccinated flight. The organisation will also use touchless IFE systems, that will grant passengers the option of controlling crew at their beck and call (Future Travel Experience, 2021). This feature is also integrated under the Press Reader application on Oryx. It is from here that the passengers can access a host of reading materials that include magazines, newspapers, and other paraphernalia bearing different languages. These technologies allowed Qatar Airways to rethink its creative endeavours that connect people, processes, and technologies.

Thirdly, to encourage onboard entertainment within Qatar Airways flights, the mobile application of Oryx One will recommend a wide variety of content for the passengers. This is mainly tailored to their requirements that involve international movie browsing, TV series, and other local shows existing in the Middle Eastern market. Many popular TV and special interest programmes have also decided to collaborate with Qatar Airways in establishing a state-of-the-art entertainment library (Itln. in, 2022). This provided a rich, evocative, and extensive selection of content that can enhance customer journeys around the world. It was an important way through which the airline service wanted to control permanent passenger exits.

Fourthly, additionally, the airline service is supposed to pursue a next-generation approach, that aids Qatar Airways cargo to realise its full digital potential. That is bound to improve processes using personalised customer service, which gives value-added work. This will also help the airways to distinguish services provided through domestic airline services, and normal distribution-based services (Qatar Airways, 2021). However, this is currently in its testing phase and is yet to be deployed by the airlines.

3.3 Critically evaluate the improvements that Qatar Airways need to implement in its management competency for decision-making to mitigate the challenges identified

Other than the above creative and innovative practices, Qatar Airways needs to execute a business model that tries to ensure better staff retention, customer loyalty, and resilient policy making shaping their fight against climate change-related phenomena.

Firstly, after releasing its 'Beyond Business' program, Qatar Airways has allowed both staff and customers to work under a unified management practice. That not only prioritises baggage handling for customers, enforcing privilege club tier status offer reaping, and recognising the staff through a seamless travel experience delivery.

Secondly, certain exclusive tiers of business management within the flights bring in additional features that include Elevate, Ascent, Accelerate, Advance, and Achieving (Wadström, 2018). This brings in annual spending commitments brought together by customers trying to uplift cleanliness management, better hygiene, and environmental control.

Thirdly, collaboration is another principle upon which Qatar Airways have attached separate importance. Partnering with Amadeus, an active valuation solution through Altea revenue availability will be executed, that calculates real-time availability at origin and destination levels for customers (Cobbold, 2022). This will further help the airline in tailoring newer offers, thus increasing their chance towards gaining better profits. The above solution is also part of the passenger service system as executed by the Amadeus group. It will not only reduce the operational costs of the organisation while looking to interest different consumers but will also enable them to hold a better standing in front of the consumers.

Fourthly, the organisation has increased its dependence on aircraft engineering maintenance programs. That ensures that all the main planes including cargo-based planes, and normal domestic flights are regularly monitored (Cobbold, 2022). It will minimise any mishaps that might take place like the A350 model.

¹ 4.0 Task 3: Management Behaviours of emotional intelligence on employee engagement and organisational performance

¹ 4.1 Critically evaluate the potential impact of Qatar Airways management's emotional intelligence in promoting higher levels of employee engagement and organisational performance

As per the notions of Goleman (1996, p 345), any form of emotional intelligence carries with it a cluster of skills and competencies. This is essentially focused on four capabilities that include self-awareness, social awareness, and relationship management. Furthermore, different subscales consolidate the elements contained within the emotional intelligence framework. Considering this logic, Goleman's emotional intelligence-based performance model can be evaluated in the context of Qatar Airways. That might compel their management to promote better employee engagement that gives rise to better organisational performance.

Emotional Self-Awareness: Being part of the global one-world grouping airline alliance, Qatar Airways has joined hands with British Airways and American Airlines faced controversies in the past. That classified the organisation as a disgrace among other leading companies. As the enterprise ignored the rights of female workers, and still wanted them to complete their daily chores within different departments of the airline service. However, the International Transport Workers Federation cited this as a major issue, due to which workers could not connect with the organisation. The CEO Akbar Al Baker also identified the dearth of proper women representation within the aviation sector. It resulted in the company's realisation towards an approach where wider diversity can be brought into the firm. That might allow at least 3% of the women within the organisation to commit to the task necessities, bearing appropriate motivational levels (Itfglobal.org, 2023). Meanwhile, whereas 3% of the women staff members only held CFO positions, the company was interested in changing this status going forward. For instance, Qatar Airways launched a high flyer award system, that recognised women's contributions to the company (Silk, 2019). It also provided them with a \$25000 pay bonus that looked to address the problems of a draconian policy that restricted women workers (Itfglobal.org, 2023). This approach allowed women to feel needed within the organisation and improved engagement with the senior staff.

As a means of showing their dedication regarding the current strategy that puts women in a good position in the company, Qatar Airways has partnered with the IATA or International Air Transport Association to mix a plethora of cultures among employee groups. At the bag end of

2022, the organisation decided to bring in Indian workers especially to provide support to its IT divisions, along with safety and overall flight operational roles. This not only solidifies the stance of Qatar Airways, in maintaining its commitment towards bringing diverse staff in teams (The Economic Times, 2022). It also alleviates any doubt from the minds of the women workers, that the organisation is only looking to fix its reputation which got affected during the controversy (Silk, 2019). India being an important country for Qatar Airways, might put customer experience at the forefront of consideration when planned by the company. In short, Qatar Airways lacked a key subscale from the emotional intelligence capabilities, in the form of a positive outlook. Even if they upheld virtues of achievement orientation to modify any wrongs that were committed. Among the women workers alone, the organisation is required to do some catching up in the next few years.

Social Awareness: Imbuing social awareness through empathy and inspirational leadership has been a goal, that the organisation has counted upon over a period (Akila et al., 2017). Therefore, they also believed that by involving its staff members in commitments like breast cancer awareness, the same workers have felt needed within the company. For instance, the 'Think Pink' fundraising campaign takes place each year during October featuring activities like webinars, free mammogram screenings, and fundraising events. The versatility of such activities, allows the staff members to jointly commit to ensuring fewer people in society suffer from breast cancer. It also warrants early detection of cancer before malignancy has spread. On average, jointly committing towards the scheme Qatar Airways contribute 145000 QAR to support these groups (Qatar Airways, 2020). The above approach alone granted the organisation an achievement considered under the category 'Brilliance in Employee Engagement in HR'. This also prioritises the importance of a joint commitment where employees, together with the customers, and the communities can increase the goodwill of the organisation. Workers dedications to the engineering of flights like QR99OI, which created a special flight path, by drawing a ribbon that signified breast cancer awareness in the skies of Doha. The employees took different leadership positions while tackling this issue, which mitigated any confounding confusion related to the company's position in society. It might look to create more departments that directly link with the airline service and give better opportunities to women by showing their persistence for adaptability. That gives time to women workers in reconsidering their position.

Relationship management: A problem associated with Qatar Airways has been its relationship status with employees. There have been many cases where the organisational staff involving cabin crews, normal executives, and others have been treated harshly within the firm

(Akila et al., 2017). This resulted mainly from the observation of strict curfews that prevented staff from conducting any personal activities, that were not necessary, random dismissal of staff members without any prior notice, and difficult living conditions in Doha which lowered the opinion of the organisation in the minds of their staff. Aside from these difficulties, there are other amenities that Qatar Airways considers to be a retort. Some of these features include residing free of cost in apartments owned by the business and daily increments that make the overall pay comfortable (Cholez, 2021). However, some situations that unfolded in recent years have created a stir in the organisation. Mainly by compromising a key facet of their employee engagement practice, whereby staff members would prevent themselves from violating the same through misconduct. Also, Qatar Airways always expects its staff members to carry out exemplary behaviour that got compromised due to the above factor. There have been indications that the company has been insinuated to lack basic organisational awareness, which might permit it from not getting involved in the personal lives of workers. Even if some of the supervisory roles were to regularly check up on the flight attendants in their quarters, along with trying to figure out what the cabin crew members and other executives (Cholez, 2021). These have been stemmed to a large extent by the company. It was based on the belief, that any opinion formed by the workers wrongly about the enterprise that might allow them to create misunderstandings should be rectified. This enabled them to recover merit among experienced workers. Still, considering this parameter the organisation is required to go a long way in inspiring people to form robust relations from within.

5.0 Task 4: Management competencies development

5.1 Managing stakeholder relationships

The scholar Mendelow in the year 1991, suggested analysing individual stakeholders who hold key positions within the company. This framework allowed them in measuring their interest and powers, which determined the potential level of impact on big business decisions (Olszewska and Piwoni-Krzeszowska, 2014). The factors contained within the framework can be discussed in the context of Qatar Airways. These can be elaborated as follows.

Higher Power and Higher Interests: The stakeholders within this element require satisfaction in terms of their investments, and overall influence over the organisational development through its management. The CEO of Qatar Airways Akbar Al Baker declared that the airline has always valued its passengers before implementing any strategy. This allowed the company

to continue keeping their hub open, thereby serving their assets. That allowed the swift distribution of Silver distribution cards along with other membership cards, which accounted for 3.1 million passengers after the pandemic (Singh, 2021). Initialising such membership triumphs, the managers too have contributed by involving themselves in the application of high-grade technologies, that emphasised health and safety as well for workers, consumers, and others. The managers have been responsible for different teams looking into specific departments like tech, safety, security, and passenger processing. Daily reports are required by these managers from their teams and other autonomous mobile devices that try to help teams function together. Data are obtained from such devices too within a period.

High Interest and Low Power: This element of the matrix includes investors and customers that play an integral role in the management of Qatar Airways. For instance, the investors research the airline market, before making their move like buying a stake within **British Airways owner IAG**. That increases its holding to 25.1% which was previously at 24.1% (Sandle and Cornwell, 2020). However, given the enterprise's ownership of all **Spanish carriers** involving **Iberia and Vueling**, along with **Ireland's Aer Lingus**. The approximate shares of IAG have increased by 52% within the last six months. This will also benefit the customers looking for new vessels from Qatar Airways to plan their domestic trips. Even, if these customers have a negligible influence on the affairs of the organisation (Sandle and Cornwell, 2020). Still, their expectations are most likely to be affected, given that customers are at the forefront of the strategy for the organisation.

Lower Interest and Higher Power: Governments might bear minimal power, but can influence decisions within the organisations. Similarly, the employees also play an integral role by depending on the company for better engagement, compensation, and long-term motivations. The Qatar government has been influential in improving Qatar Airways' stance towards its female workers (Sandle and Cornwell, 2020). It allowed the company to review their policies and make better accommodating policies for the workers. Similarly, Qatar Airways also provided new compensation schemes and avenues for earning more by performing beyond normal enterprise expectations.

Lower Interest and Lower Power: This element includes the cleaning staff involved with Qatar Airways, and other janitorial department officers who are least concerned about the happenings of the organisation. Instead, they stick to the task at hand. Thus, their power is limited and their interests differ.

5.2 Managing teams

Another framework that can be identified in this consideration is ⁵ Bruce Tuckman's 'Forming, Storming, Norming, performing' model released in 1965. The elements within this model can be discussed in the below manner (Putro et al., 2020).

Forming: During this stage higher degrees of dependence by executive teams, involving workers, staff members, and other managerial executives look to the CEO for guidance. There can be a minimal agreement between the leader and his staff. In the case of Qatar Airways, CEO Akbar Al Baker has always looked to consult with his workers by assessing their needs, and then bringing into the fray the overall needs of the firm. The workers have voiced their concerns regarding the strict regulations imposed by the organisation, which tend to affect their schedules (Moodie, 2021). Therefore, the primary concern for the CEO has been to find an alternative to keeping their workers satisfied, without losing their respect.

Storming: Many team members might encounter disagreements while undertaking decisions, especially if the CEO's suggestion is less than fulfilling. A Thompson Reuters investigative report launched online, revealed that Qatar Airways have been practising punitive actions to reprimand employees (Business-humanrights.org, 2022). This resulted in cases of legal threats, more job cuts, and others. It allowed the workers to take their issues to online forums.

Norming: Even if the debate continues to rage on regarding when Qatar Airways might find a better solution, for treating their workers. However, the workers remain invested because of recent changes in policy, compensation, and better avenues to feel competitive in the position. The women employees have been most benefited through this approach taken by the CEO, and yet the latter wish to strive to ensure other workers might feel the changes too. For instance, at least 3% of the women within Qatar Airways have been promoted to better positions (Moodie, 2021).

Performing: The CEO brought into the organisation better training regimes, that allowed normal employees to get converted into cabin crews. This came with different amenities, like having accommodations, getting larger pay grades, and receiving more holidays. Even if the scheduling for such crew members might have become strict (Howtobecabincrew.com, 2018). For instance, 86% of the cabin crews performed better to increase the market reputation of Qatar Airways in 2021 (Howtobecabincrew.com, 2018).

Adjourning: This part within the framework considers the final settlement that Qatar Airways were able to accomplish for the time being. Getting the employees on the same page, the company still functions as an important asset for travel in the Gulf.

5.0 Conclusion

The above report makes it clear that Qatar Airways have experienced an upheaval in maintaining its goodwill in the market. Having to satisfy customers, by considering their preferences to improve services. The company has been able to undertake a digital turnaround, especially after the pandemic accosted the enterprise financially. However, interactive means are still lacking within the company, especially that continuing communication with the customers. Furthermore, the organisation is also regularly losing its workers due to its ill-framed policies. Hence, the report recognised that more than engagement and improving compensation. Regular employee reviewing needs to be undertaken within the organisation during the board meetings. Also, as a compulsory ritual reports regarding customer interests need to be furnished by the marketing department. That might bring back some semblance for the staff members to continue within the firm, and assist the CEO Akbar Al Baker. Also, it was concluded from the framework adaptations that as a strategic turnaround, Qatar Airways is looking to adapt through collaboration in the market. That should allow them to look for more strategic partnerships that contribute towards overall development. Assisting in the approach should be teams whose operational roles must be clear and their focus should be on clinching the goals. As recognised in Bruce Tuckman's model.

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