

A Research Proposal on Case Study - Atikur Islam.pdf

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**The Misplaced Priorities of Bangladesh's Airline Sector: A Case Study
on Challenges and Impacts.**

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The Misplaced Priorities of Bangladesh's Airline Sector: A Case Study on Challenges and Impacts.

Background

Airline –which is a crucial part in new era – has established itself as one of the foremost sector in this world. However, the misplaced of Bangladesh's airline turned out as one of the curious part, as the positioning and focus of the industry appear to be fundamentally misguided. Despite significant growth in passenger demand and economic opportunities, Bangladesh's airline sector continues to face critical setbacks due to misplaced priorities in policy, investment, and management. Instead of focusing on safety, efficiency, customer satisfaction, and global competitiveness, the sector has often emphasized prestige-driven projects, political influence, and short-term financial returns[1], [2]. This misalignment has led to recurring operational inefficiencies, weak international positioning, underutilized infrastructure, and declining consumer trust. Furthermore, poor regulatory oversight and inadequate modernization of fleets and services have widened the gap between Bangladesh and its regional competitors such as Singapore, Qatar, and the UAE [3], [4]. If these issues remain unaddressed, the sector risks not only losing market share to foreign carriers but also undermining the country's broader economic growth, tourism potential, and global connectivity. Take an example regarding its effect on 21 July 2025, a Chengdu FT-7BGI fighter jet operated by the Bangladesh Air Force (BAF) crashed shortly after takeoff into the Milestone School campus in the Uttara neighborhood of Dhaka, Bangladesh, while students were attending classes. In addition, on 5 August 1984, the aircraft operating the flight, a Biman Bangladesh Airlines Fokker F27-600 crashed into a marsh near Zia International Airport (now Hazrat Shahjalal International Airport) in Dhaka, Bangladesh while landing in poor weather.

This also clearly indicates that most of Bangladesh's airline sector is not strategically located.

Research Gaps: Although research on Bangladesh's aviation industry exists [1] most works primarily emphasize economic contributions, passenger growth trends, or regulatory shortcomings. However, little attention has been paid to the misplaced priorities of the sector – such as prestige projects, political influence, and short-term commercial decisions –that directly affect service quality, efficiency, and global competitiveness. Furthermore, there is a lack of comparative analysis with regional competitors (e.g., Singapore Airlines, Qatar Airways, Emirates) that could highlight where Bangladesh is falling behind in strategic planning and investment.

Research Aims: This research will illustrate overall consequences of Bangladesh's airline, and how these barriers might be apart from. It further aims to investigate the policy and management gaps that have hindered the sector's competitiveness and to identify sustainable strategies for overcoming these structural challenges. Additionally, the study seeks to provide comparative insights with successful regional models to recommend practical reforms that could strengthen Bangladesh's aviation industry in the global arena.

Research Questions

01. What are the major misplaced priorities in the policy, investment, and management of Bangladesh's airline sector?

02. In what ways do these challenges reduce the international competitiveness of Bangladeshi airlines compared to regional carriers?
03. What strategies can be recommended to realign the sector's priorities toward sustainable growth, efficiency, and global recognition?

Literature Review:

Recent Research on Airline Sector

Existing research on Bangladesh's airline industry mainly examines economic contributions and passenger growth trends. Sultana[5] highlights that the domestic airline sector supports socio-economic development but has tended to prioritize expansion and fleet growth over service quality and operational efficiency. Similarly, Rahman & Rahman [6] show that passengers perceive safety, pilot skill, and aircraft fitness as the most important service quality indicators, yet airlines often emphasize superficial aspects such as comfort or minor facilities. These findings suggest that the industry has not consistently aligned its priorities with long-term sustainability.

Research on Misplaced Priorities in Policy and Management

While research acknowledges the growth of Bangladesh's aviation sector, little attention has been given to the misplaced priorities –such as prestige projects, political influence, and short-term commercial gains –that drive policy and investment. Roy & Mahmud [7] though focusing on travel agencies, illustrate how crisis management in aviation often becomes reactive rather than strategic, reflecting the same short-term mindset visible in airline management. This confirms the need to critically assess how these priorities distort the sector's long-term performance.

Gap in Prior Research:

Despite available studies on service quality, economic impact, and regulation, there remains a lack of comprehensive analysis that directly links misplaced priorities with declining efficiency, safety, and competitiveness. Comparative research with regional leaders is also limited, preventing a clear understanding of how far Bangladesh is lagging. Addressing this gap will contribute to policy reforms and strategic planning for sustainable growth in the airline sector.

Implications for Research Design and Focus

The gaps in the literature inform the direction of this study, which seeks to analyze why Bangladesh's airline sector continues to underperform despite rising passenger demand and supporting infrastructure. By focusing specifically on the misplaced priorities of policy, investment, and management, this research aims to provide a deeper understanding of how political influence, prestige projects, and short-term decisions undermine competitiveness. A case study approach, with comparative insights from regional leaders, will help identify strategies to realign the sector toward sustainable growth, improved service quality, and stronger global recognition.

Research Methodologies:

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This study adopts a qualitative research design to provide an in-depth understanding of the challenges and impacts of misplaced priorities in Bangladesh's airline sector. A case study approach is used, as it allows a detailed exploration of the sector's internal dynamics, policy misalignments, and comparative positioning within the regional aviation industry.

Population and Sample

the population of this study includes stakeholders within Bangladesh's airline sector such as aviation policymakers, airline management officials, regulatory authorities, employees, and

frequent passengers. From this population, a purposive sampling technique will be employed to select a representative sample of approximately (20-25) participants, ensuring diversity across managerial, regulatory, and consumer perspectives.

Data Collection Methods

The study will employ a mixed qualitative approach to gather in-depth insights. Primary data will be collected through semi-structured interviews with key stakeholders, including airline officials, policymakers, and industry experts, as well as focus group discussions with passengers to capture consumer perspectives. In addition, secondary data will be obtained through the review of policy documents, regulatory guidelines, and airline performance records.

Data Analysis & Measurement

Data will be analyzed using thematic analysis, allowing patterns and themes to emerge from interview transcripts and documents. Coding will be conducted manually or with the help of qualitative software such as Nvivo to categorize findings into meaningful clusters. Comparative analysis with regional airline hubs will also be applied to highlight gaps. The key instruments will include interview guides and questionnaires designed to explore participants' perceptions of sector priorities, service quality, regulatory oversight, and competitiveness. Open-ended questions will be used to encourage detailed responses, while thematic probes will help capture deeper insights.

Ethical Considerations

Ethical standards will be strictly maintained throughout the study. Participants' identities will remain anonymous, and informed consent will be obtained prior to interviews and discussions.

Project Timeline: The following chart shows the research activities and plans to be completed within the time:

Tasks	Week 1-2	Week 3-4	Week 5-6	Week 7-8	Week 9-10	Week 11-12	Week 13-14
Reviewing the literature, initial works and designing research.							
Developing questionnaires, pre-testing, and finalization							
Collecting data through different techniques							
Giving entry of data, processing, and analysis							
Preparing draft report and seminar presentation							
Securitizing, editing, and preparing the final report							
Printing & binding and submitting the final report							

Expected Outcomes

This study is expected to reveal how misplaced priorities –such as prestige projects, political influence, and short-term financial returns –have undermined efficiency, service quality, and international competitiveness in Bangladesh's airline sector. It will also provide comparative insights with regional leaders and propose policy and management reforms to realign the sector toward sustainable growth and stronger global recognition.

Conclusion

In this research this study anticipates step into the challenges in Bangladesh's airline sector caused by misplaced priorities in policy, investment, and management. Prestige-driven projects, political influence, and short-term decisions have undermined efficiency, service quality, and global competitiveness. Strengthened regulations, strategic modernization, and lessons from successful regional carriers can help realign the sector toward sustainability, improved customer satisfaction, and enhanced international standing.

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