



BRITISH AIRWAYS

Appointed Operator

Source : www.britishairways.com

Group Presentation

Module: Introducing the Modern World

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Overview

- British Airways Profile by Nedelcho Vichev 2229924
- Organisation structure and performance by Sofia Stojmenova
- Manager Skills and Tasks in the organisation by Theodora Slusarenco
- Leadership theories applied in the company by Victoria Ivanova
- Factors influence group and team behaviour by Rohan

British Airways (BA)

Background



Source: www.britishairways.com

- April 1974 by cooperation between British Overseas Airways Corporation, British European Airways and their associated company.
- Headquarters are in Harmonsworth in the London borough of Hillington
- In a early 80's the company record looses £140-£200 millions.
- According to International Airline Passengers' Association (1980) BA is in the top of the airline company to be avoid, because of staff discontent and customers dissatisfaction. Therefore, the tragic financial situation imposes privatisation by the government. Sir John King became CEO

“Putting people First “

Mr.Collin Marshall

- The mind set program of company culture change start with the direct passengers employers and cover all levels of the hierarchy and encourage better management practices (Grugulis I. and Wilkinson A. , 2002).
- Refurbished plains, new uniform, enhanced seats, onboard services and meals
- Advertising
- 94% of the employees borough shares



Picture source : New York Times
<https://www.nytimes.com/2012/07/12/business/colin-marshall-who-helped-overhaul-british-airways-dies-at-78.html>

Services

- Range of passenger service - Economy class, Premium Class, Business Class, First Class (Market Line, 2023).
- Cargo services - export and import machinery, food, heavy machinery (Audrey D'Angel, 2011).
- Cabin, engineer training products, equipment and experiences (Market Line, 2023).



Pictures source : www.britishairways.com

Organisation Structure and Performance

By Sofia Stojmenova



What is organisation structure ?

Organisation Structure is the framework of the relations on jobs, systems, operating processes, people and groups making efforts to achieve the goals.

Organisation Structure is a set of methods dividing the task to determine duties and coordinate them (Monavarian, Asgari&Ashna 2007)



What is the British Airways organisational Structure ?

What is British Airways Organisation Structure?

According to (UKESSEU, 2015) British Airways has a flat Structure meaning it has a small circle of Management levels but a wide span of control.

The airline has adopted a divisional Structure mainly because of the nature of the business which is customer focused.

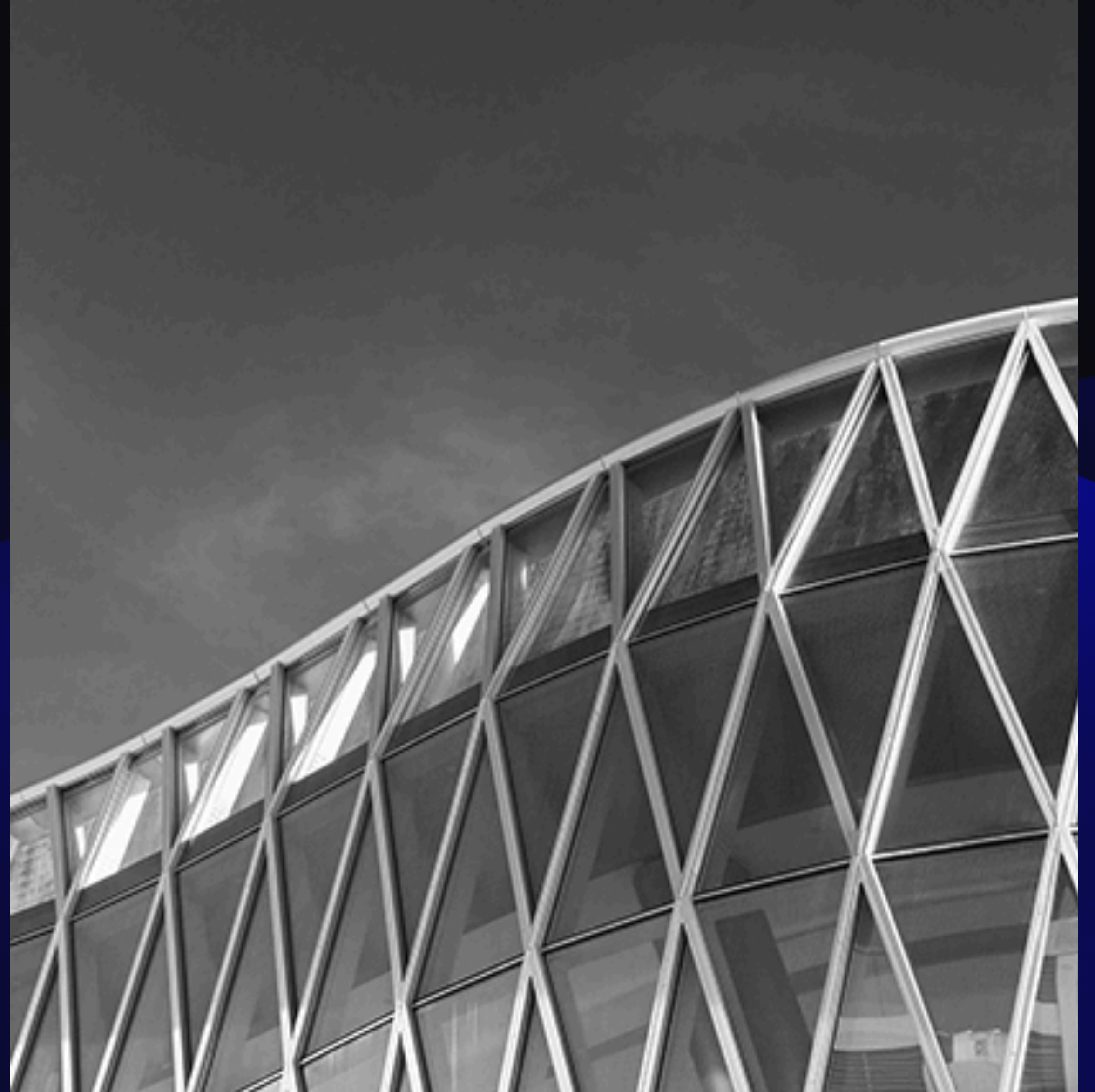
The advantages of this method are that it gives clear identification of job roles, less time consumed in decision making and easy supervision for managers between departments which gives opportunity to people to develop new skills.

On the other hand this is found useful for the managers with their increased workload.



Disadvantage of this Structure for British Airways is that employees may not feel secure about their jobs as their been whatched and they can feel demotivated to work effectively.

Another Disadvantage is that each department may focus on its own objectives which may conflict whit other departments (Martin,2010).



How British Airways is performing based on the Organisation structure?

- British Airways has found that this Structure is ideal for them and this is how they are succeeding problem of communication can exist in this structure, however they can be solved with proper vision and leadership (StudyCorgy, 2022).

Why organisation structure is important?

- Organisation structure is important, because it helps business to implement and develop efficient decision-making process. Organisation structure is. Consider the root of a stable financial Management programme. Good organisation structure promotes motivation and moral for employees, effective decision making process, economic and efficient performance, financial stability. Create stability in order to responds and to adapt to changing environmental influences (Allaya-Cooks-Cambell, 2022).
- British Airways increased their profitability from 2012 with 10 billion with 13 billion in 2019 (Statista, Specificly

Managers and Tasks in British Airways

By Theodora Slusarenco



In an organization, a manager supervises and directs a group of people or a department. Managers are responsible for planning, organizing, coordinating, and controlling resources and activities to reach organizational targets and objectives. Management involves planning, organizing, controlling activities, decision-making, resource allocation, and performance assessment for organisational success.

In 1998, Sean Doyle start his career as a financial analyst at British Airways. During his time at British Airways, he embraces several senior roles including Finance Director of BA Cargo, Head of Corporate Strategy, and Executive Vice President of British Airways Americas. In 2016 Sean was appointed to the airline's executive Management Committee as Director of Network, Fleet & Alliances. The duties of this position included network and fleet planning, airline partnerships, and UK CityFlyer and Gatwick business units. From January 2019, Sean was the Chief Executive of Aer Lingus.

Sean Doyle became the CEO of British Airways in October 2020 and, since then he has implemented his skills and expertise to lead and transform the airline. Detailed discussion, analysis, and evaluation of a few of his most significant contributions are presented below.



Strategic Vision and Leadership

- Doyle has demonstrated strategic vision and leadership, focusing on customer experience, efficiency, and sustainability for British Airways. For example, under his leadership, British Airways has focused on investing in new aircraft, such as the Boeing 787 Dreamliner and Airbus A350, to improve fuel efficiency and reduce the airline's environmental footprint.

<https://www.thetimes.co.uk/article/british-airways-is-in-crisis-can-new-boss-sean-doyle-save-it-hdhmmw9vl>

Customer Experience

- Sean Doyle prioritizes customer experience improvement through service quality and digital innovation. British Airways partners with Do&Co for the enhanced dining experience. Sean Doyle has also invested in digital technology to improve the booking process, provide personalized offers and enhance the in-flight entertainment system.

<https://www.businesstraveller.com/business-travel/2018/09/13/british-airways-to-use-doco-catering-for-all-flights-from-heathrow/>

Operational Efficiency

- Doyle has applied measures to improve operational efficiency and cost control. He initiated a restructuring plan performed to attenuate COVID-19's financial impact. British Airways modernizes its fleet to improve fuel efficiency, reduce maintenance costs, and increase reliability.

<https://www.cnbc.com/2020/10/30/british-airways-owner-iag-slashes-costs-to-survive-covid-chaos-.html>

Sustainability and Environmental Responsibility

- Doyle prioritizes sustainability and reducing the airline's environmental impact. British Airways aims for net-zero carbon emissions by 2050 through offset programs and investments in sustainable aviation fuel. For instance, they become partners with Velocys to produce sustainable aviation fuel from household waste.

<https://mediacentre.britishairways.com/pressrelease/details/11461>

Employee Engagement and Relations

- Doyle recognized the significance of employee engagement and positive workforce relations. He collaborates with unions to negotiate and implement changes, such as airline contracts and work arrangements to ensure growth and development of the airline. British Airways invests in employee training and development programs for career growth and employee skills upgrades.



Sean Doyle has implemented his skills in various key areas of British Airways' operations. His strategic vision, focus on customer experience, emphasis on operational efficiency and sustainability, and efforts to engage and support employees have contributed to the transformation of the airline.

Strategic Management: During the 2000s, British Airways adopted strategic management for long-term planning and competitive positioning. This included analyzing market trends, identifying opportunities and threats, and formulating strategies to gain a competitive advantage. For example, British Airways merged with Iberia to create the International Airlines Group (IAG), expanding its global reach.

British Airways (BA) follows a hierarchical management structure commonly known as a top-down or command-and-control management style. British Airways is led by a Chief Executive Officer (CEO) in this hierarchical structure who oversees the entire organization. The CEO is supported by a team of senior executives responsible for different functional areas such as operations, finance, marketing, and human resources. Overall, the management style at British Airways emphasizes clear lines of authority, centralized decision-making, and a structured approach to operations.

Henry Mintzberg's management theory suggests that managers perform ten different roles, which can be categorized into three categories: interpersonal, informational, and decisional. To analyze the management type of British Airways since Sean Doyle became CEO, we can examine how he has fulfilled these roles.



Interpersonal Roles

- **Figurehead:** As the CEO, Sean Doyle represents British Airways in various formal and ceremonial capacities, such as attending industrB events, meetings with stakeholders, and public appearances.
- **Leader:** Doyle leads the organization, sets strategic direction, communicates goals, and motivates employees.
- **Liaison:** Doyle promotes positive work culture and team collaboration between teams.

Informational Roles

- **Monitor:** Doyle stays informed about the internal and external business environment, staying up to date with industry trends, competitor activities, and customer preferences. He analyzes performance indicators and data for informed decisions.
- **Disseminator:** Doyle shares information for transparency and alignment with employees and stakeholders. He communicates company vision, changes, and updates through meetings, newsletters, and internal announcements.

Spokesman: Doyle acts as the spokesperson for British Airways, representing the company's interests and communicating its vision, values, and achievements to the media, customers, and other external stakeholders

Decisional Roles

- **Improve/Change:** Doyle identifies business opportunities, explores innovative initiatives, enhances airline performance, and also encourages creativity and innovation within the organization.
- **Disturbance Handler:** In this role, Doyle addresses organizational and external issues, conflicts, and crises. He takes quick actions to avoid risks and resolve issues.
- **Resource Allocator:** As the CEO, Doyle allocates resources strategically, making decisions about budget allocation, investments, and resource distribution across different departments and projects. He ensures that resources are used efficiently and effectively.
- **Negotiator:** Doyle engages in negotiating agreements with stakeholders to resolve conflicts. He represents British Airways' interests and seeks mutually beneficial outcomes.

Sean Doyle fulfills Mintzberg's management theory roles as CEO of British Airways. He has demonstrated effective leadership, communication, decision-making, and entrepreneurial skills, which are essential for managing a large organization like British Airways.

Leadership Theories to British Airways by Victoria Ivanova

- Transactional leadership
- Situational leadership
- Servant leadership
- Authentic leadership



Source: Vantage cicle blog

Servant Leadership

- Servant leadership centres on the leader's commitments to serving employees' needs (Hernandez et al.,2011).
- Creating a positive and supportive work environment is a priority.
- British Airways demonstrates fervent leadership principles by prioritising employee welfare and development



Transactional Leadership

- Transactional leadership involves a task-oriented approach with clear goals and expectations (Dugan, 2017).
- Leaders reward or penalise employees based on their performance (Nohria and Khurana, 2010).
- In day-to-day operations, British Airways managers practice transactional leadership to ensure operational efficiency.



Source: ResearchGate

Situational Leadership

- Situational leadership emphasises adapting leadership styles based on the readiness and development level of employees.
- Leaders provide the right support and guidance depending on the specific situation and the needs of their teams (Nawaz and Khan, 2016).
- Application in British Airways: Utilising situational leadership to address diverse challenges and effectively lead different teams within the organisation.



Source: monday.com

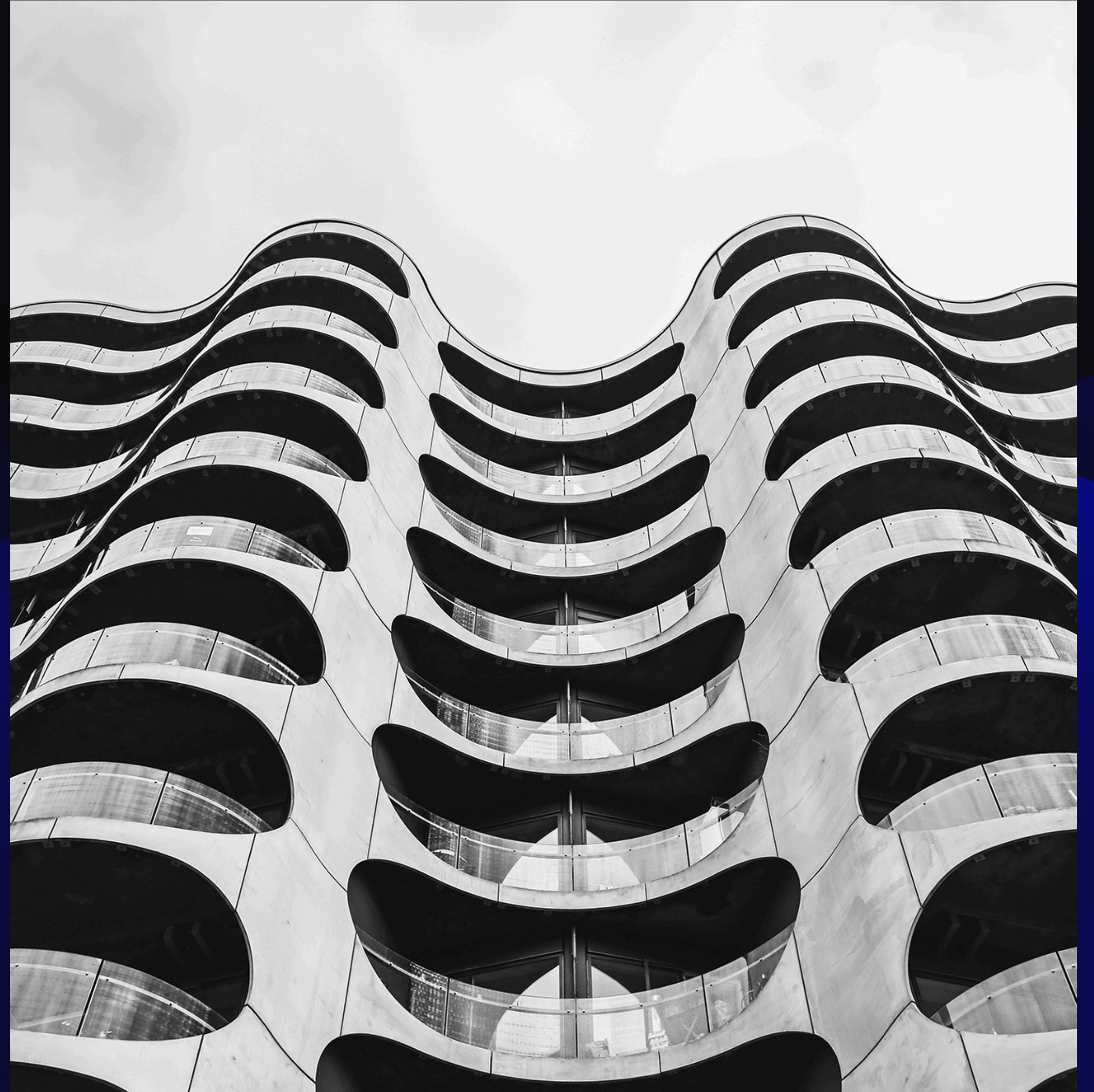
Authentic Leadership

- Authentic leadership is about being genuine, self-aware, and transparent in one's actions and decisions (Dugan,2017).
- Building trust through honesty and staying true to one's values.
- Application in British Airways: Fostering open communication and trust among leaders and employees to enhance collaboration and productivity.



Source: Oregon Business

Factors influence British Airways team behaviour



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- Organisational structure
 - Clear Expectation
 - Effective Team Communication
 - Team Dynamics
 - Leadership support

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