

BPP Coursework Cover Sheet

Please use the table below as your cover sheet for the 1st page of the submission. The sheet should be before the cover/title page of your submission.

Programme	
Module name	
Schedule Term	
Student Reference Number (SRN)	
Report/Assignment Title	Management essentials
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	
Declaration of Original Work: I hereby declare that I have read and understood BPP's regulations on plagiarism and that this is my original work, researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business and Technology. The word count, excluding contents table, bibliography and appendices, is 4971 words. Student Reference Number: _____ Date: _____	
By submitting this coursework, you agree to all rules and regulations of BPP regarding assessments and awards for programmes. Please note, submission is your declaration you are fit to sit. BPP University reserves the right to use all submitted work for educational purposes and may request that work be published for a wider audience. BPP School of Business and Technology	

A circular logo with a blue border. Inside, there's a stylized blue graduation cap with a yellow and orange flame-like shape below it. The text 'RESEARCHRYNS' is curved along the top inner edge, 'INNOVATIONS' is curved along the bottom inner edge, and 'EST. 2018' is at the very bottom.

MANAGEMENT ESSENTIALS
CASE STUDY ON QATAR AIRWAYS

Table of Contents

Introduction	4
Task 1.....	4
Identifying and critically analyzing the mission, values, and management practices within Qatar Airways.....	4
Management practices of Qatar Airways	5
Critically assessing whether the management practices are aligned with the mission and values of the airline.....	9
Task 2 Analysis of Business Challenges.....	10
Critical discussion on the key challenges the organisation is encountering in the current environment	10
Critically discussing how the current management competencies of Creativity and Innovation would resolve the business challenges identified	11
Discussion of what improvements are needed in the current management competencies of Decision-Making	12
Task 3- Influence of management attitudes of emotional intelligence and resilience on employee engagement and organizational performance.....	13
Evaluating the approach of Qatar Airways' management on emotional intelligence and resilience in daily operations	13
Volatility	13
Uncertainty.....	13
Complexity.....	14
Ambiguity	14
Discussing the impact of the organization's approach to emotional intelligence and resilience on employee performance and engagement	14
Task 4 Alignment of values with management practices in Qatar Airways	16
Managing Stakeholder Relationship.....	17

Managing Conflict and Negotiation	20
Managing Teams	21
Conclusion.....	22
References	27
Appendix	



Introduction

Leadership is an essential role in an organisation and is responsible for guiding followers towards the path of success. In order to motivate the subordinates to follow the appropriate way, the leaders must have some features (Purwanto, 2020). Moreover, they are associated with creativity and innovation to achieve uniqueness in the company. This assignment has the purpose to develop the business report for Qatar Airways. Qatar Airways is the proud winner of Skytrax awards for the high quality of aviation services in the year 2023 ([Qatar airways](#), 2023). Accordingly, the leadership of this company will be analysed to understand the effectiveness of the leadership strategy of this company to understand the alignment of the leadership practice with the mission and the value of this company.

In task 2 of this report, the current business challenges which are affecting the positive operation of the company will be identified. Accordingly, current management competencies of creativity and Innovation To resolve the business challenges identified will be analysed in this report. Moreover, the emotional intelligence of the leaders of Qatar Airways will be analysed by the Task 3 of this report. Thereafter, the key areas of improvement will be identified that would help the company to mitigate the business issues. By reviewing the Stakeholder management, conflict resolution and the team management strategy of the leaders and the managers of Qatar Airways, the management practices of the company will be aligned with its values and mission. In this way, the effectiveness of the leaders and the managers of the company in achieving the organisational values and mission will be analysed.

Task 1

Identifying and critically analyzing the mission, values, and management practices within Qatar Airways.

The mission of Qatar Airways

The Mission statement of Qatar Airways is to achieve its goals. It is committed to achieving the success of the organization by doing all the necessary aspects ([Comparably](#), 2023). In the mission of the organization, safety is put at the first of focus with the highest standard of safety and security; the customers are targeted to be provided with genuine hospitality and services. The " Excellence in everything we do" is the main mission of the company. Therefore, they are

Qatar Airways has a hierarchical organizational culture. In this management style, the CEO of the organization is a major role player in the management of every aspect of the operation in the company. There are about eight thousand strong multicultural employees who are involved and guided by the effective management team of the company. As per the organizational leadership chart, the CEO Akbar Al Baker is the Head of the organization (The org, 2023). The leaders of the company are involved in the management of their subordinates to maintain a combination of the management structure and the culture of the organization. In this way, the hierarchical organizational structure involves the maintenance of the coordinated team of the organization in order to ensure excellence in the performance of the employees.

The function of management of Qatar Airways

The leaders of an organization are responsible for motivating the employees to follow the appropriate way. Moreover, they are also responsible for improving the positive work environment.

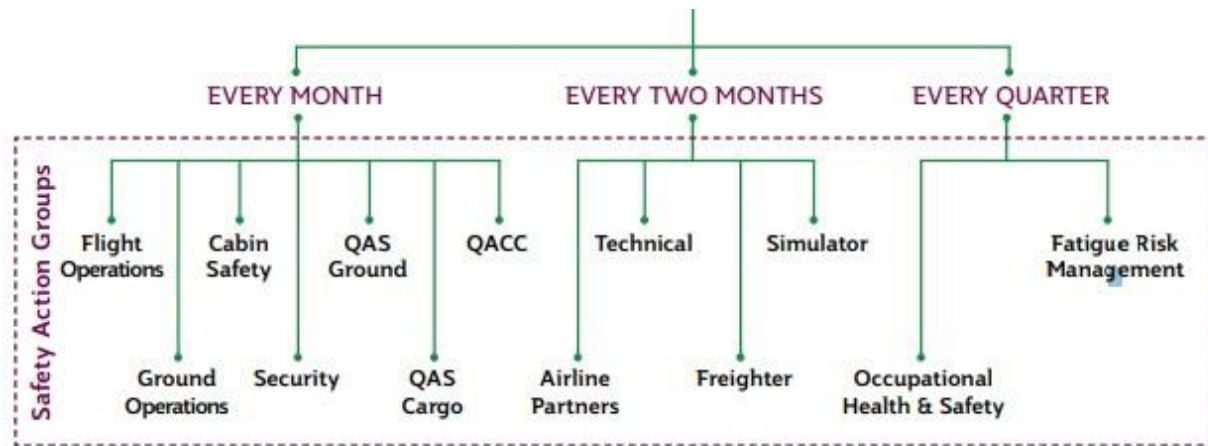
Safety management



Figure 2: safety measures of Qatar Airways

(Source: Qatar Airways Sustainability report, 2019)

The management of Qatar Airways is involved in the safety of the stakeholders involved with the company. The company is awarded with the 5 Star COVID-19 safeties rating for the airline and the airport of this company.



The management of the organization is involved with the safety management in order to maintain the safety standard of Qatar Airways. In line with the Industry practices and the corporate safety, the company has also incorporated a safety management system that is based on the risk assessment protocol Qatar Airways annual report, 2019). Therefore, the leadership and the management of this company are highly focused towards the maintenance of the safety of the stakeholders of the company.

Performance management

Performance, as per the company's annual report, the leadership of the organization is responsible for performance management (Qatar Airways annual report, 2019). On the other hand, the learning and the restructuring of the teams are also focused by the management. Therefore, performance management is the major responsibility of the manager of the organization.

Employee engagement

The leaders of Qatar Airways are identified to be focused on the employee engagement strategy of the organization.

Employee Numbers

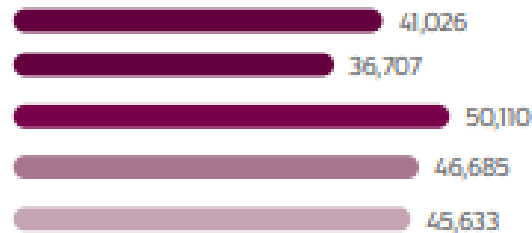


Figure 3: The number of employees in Qatar airways

(Source: Qatar airways, 2022)

In order to maintain employee engagement, they communicate internally regarding the health and well-being of the employee. Moreover, the training and the learning opportunity of the employee is also provided by the areas and the managers of the company. From the above-mentioned graph, it can be identified that the number of employees was greater in comparison with the current number. Therefore, the current number of employees is somehow deteriorating.

Corporate governance improvement



Figure 4: Focus of the leaders in the Qatar airways

(Source: Qatar Airways, 2019)

From the above-mentioned diagram it can be identified that the leaders of the organization are focused on the achievement of sustainability in the organization. Among the 17 Goals of UN Sustainable Development Goals, the seven areas are highly focused. Moreover, it is also

identified that the leaders are also concerned with the suitability goal of gender equality and the women's empowerment in the organization (Qatar Airways, 2019).

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

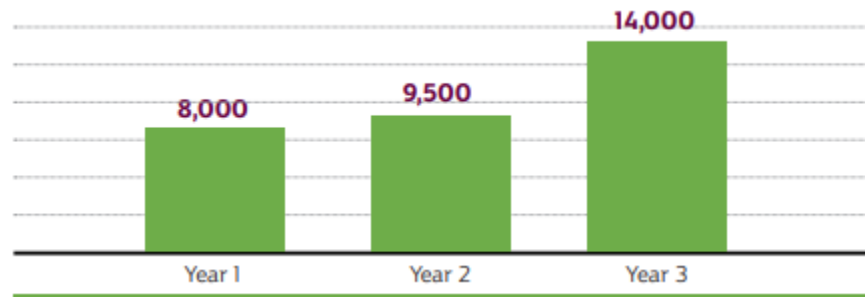


Figure 5: Steps towards the health of employees

(Source: Qatar Airways, 2019)

From the above-mentioned graph, it can be identified that the company is more involved towards the health well-being of the employee of the organization. The value of the organization is to ensure the health and wellbeing of the employee. Hence, the management of the organization is moving effectively towards the achievement of the organizational values.



Figure 6: new recruitment by gender

(Source: Qatar Airways, 2019)

As per above mentioned values and the vision of the managers of the company is identified to be concerned about the sustainability achievement by gender equality and women empowerment. As the number of female employees in the new hiring is greater than the males, hence, the management is on the path of achieving their values.

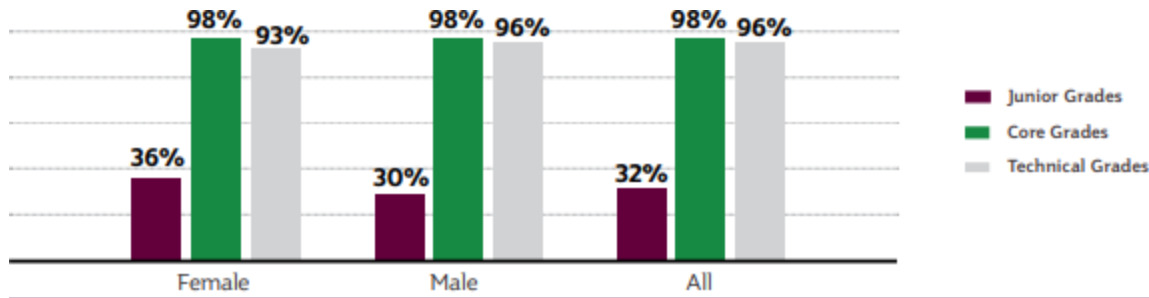


Figure 7: Percent of the employee receiving regular feedback

(Source: Qatar Airways, 2019)

According to the Sustainability report of the company it has been identified that the number of employees getting the regular feedback is more in the core grades and the junior grades are low in number (Qatar Airways, 2019). As the leaders of the organization it is required to have an equal approach towards every employee in order to ensure equality among the employees (Shuck, *et al.* 2019). Hence, the management is somehow lacking that aspect and is required to improve to ensure the organisational value of working in one team.

Task 2 Analysis of Business Challenges

Critical discussion on the key challenges the organisation is encountering in the current environment

According to the statement of the CEO of Qatar Airways (John, 2022), , The negative impact of the COVID-19 pandemic situation, fluctuation in the oil prices, shortage of manpower, and the instability in world politics has created several restrictions on the aviation industry. Moreover, the investment in the research and the development of the company has been identified to be decreased due to the lack of interest among the stakeholders. In this way, the current business challenges are affecting the easy operation system of the organisation. As per the research by (Albasoos *et al.* 2021), it can be identified that the Blockade is the one of the most crucial challenging factors for Qatar Airways. Due to this challenge, the company has to go through various types of diversification. In this way, the issues of the Qatar crisis are developing challenges for the company.

As per the Research by (Wang, 2021), it has been identified that the high price of fuel, and the irregular supply of fuels and the labour shortages are the crucial; factors that are creating challenges in the operation of the Qatar Airways. Therefore, the leaders of the organization are

required to formulate a strategy that can mitigate those challenges to measure the business growth of the organization.

Critically discussing how the current management competencies of Creativity and Innovation would resolve the business challenges identified

From the above discussion it has been identified that the major challenges that are affecting the operation of Qatar Airways are the lack of manpower, oil price increase, lack of investment in the infrastructure and the research in the organization. As per the componential theory of organizational creativity, the external component, the work environment and the internal component, intrinsic motivation together influence the creative activity in an organization. Therefore, the leaders are required to focus on these areas to improve organizational performance to ensure excellence.

Talent management and innovation

The company is facing the challenge of a lack of manpower to support the needs of the customers. The main mission of the company is to provide excellence in their performance. In order to maintain the excellence in the performance, a sufficient number of employees are required to be present in the organisation. According to the management of Qatar Airways, it has been identified that the company is developing digital interaction points to understand the needs of customers (Qatar Airways, 2023). In order to improve the organisational innovation and creative activity, the company is providing opportunities for people in different aspects such as the design specialist, and researchers. In this way, the company is also trying to expand their research and innovation in the market. In order to ensure the global reach of the organisation with the digital interaction point, the company is more focused towards the hiring of employees globally. Hence, the HR management of the organization is required to have a strategy to hire more eligible employees to meet the needs of the organization.

Cost management

In order to minimise the fuel issues and its rising price, the company is changing their strategy of fuel usage with the new aircrafts. In The Gulfstream G650ER is supporting the operations of Qatar Airways. Moreover, they are committed to purchase the two engine cargo jet Aircraft Freighter 8-777 B (Qatar airways, 2022). The company has been able to increase the fuel efficiency by 25 %, emission of the carbon. Moreover, this strategy of increasing fuel efficiency of the cargo is also incorporated to reduce the cost of flights. In this way, the company is taking

initiatives with effective management to mitigate the issues of increasing fuel price and the unavailability of the fuels.

Improving the interest of the stakeholders

As per the current news, Qatar Airways has made four investments in recent times. On the other hand, the company has had four exits such as the Freightos group ([Crunch base](#), 2020). In order to improve the interest of the investors in the company, the management of the organisation is involved with the development of the environment and the society in which the business is associated. In this way, Qatar as well as the destinations to which the company flies, are provided with the increased connectivity (Qatar Airways, 2022). In this way, the strategy of indicating connectivity and the socially and environmentally responsible role, the company is intended to improve the investments.

Discussion of what improvements are needed in the current management competencies of Decision-Making

Despite being the Skytrax awards, Qatar Airways is facing several challenges that are affecting the organisational operation. In the Post COVID pandemic situation, the business environment is changing for the aviation industry due to some key challenges that are also creating difficulty for Qatar Airways. From the above discussion, it has been identified that the company has some black in the decision-making strategy as they are not found to have any specific strategy on improving the investment in the organisation. Moreover, the high exit of the investment is not focused on by the organisation. Hence, the management competency of the company is required to address that aspect of the investment to have a more positive investment in the improvement of infrastructure. According to the research by Turqueza, (2021), the commercial strategy of the company has a positive impact on the increase of the market share that will be helpful for the organisation to improve their expansion of business during the high crisis situation during a pandemic. As the COVID pandemic has created a financial crisis and a lack of investment in the company. Therefore, the commercial strategy of the management can be incorporated to mitigate the issues of the organisation.

Task 3- Influence of management attitudes of emotional intelligence and resilience on employee engagement and organizational performance

Evaluating the approach of Qatar Airways' management on emotional intelligence and resilience in daily operations

Based on the interpretations of O'Connor *et al.* (2019), emotional intelligence can be identified as an individual's ability to analyze and interpret one's feelings and perceptions and gain the ability to discriminate between positive and negative emotions. A leader with adequate emotional intelligence can use the analysis to understand one's behavior and attitudes. The research by O'Connor *et al.* (2019) has also interpreted that leaders with proportions of emotional intelligence are able to control their feelings and can help others to regulate their emotions effectively. For Qatar Airways employees to perform effectively, the management needs to portray efficient emotional intelligence and help validate the employees' thoughts and perceptions. To further analyze the emotional intelligence and resilience of Qatar Airways' management and its impact on the employees, the report is using the VUCA framework.

Volatility

Aggarwal and Schenone, (2019) confirm that the present competition in the airline industry is mostly focused on confirming that the flights are on time. The competition in the airline industry has significantly changed since the outbreak of the Covid-19 pandemic. The present circumstances in the industry might seem quite overwhelming for Qatar Airways employees. Hence, to further enhance their emotional intelligence, the management needs to develop a proper operational framework that will guide the employees to strive toward success without compromising their ideas, thoughts, and perceptions about the situation.

Uncertainty

The Covid-19 period was certainly an uncertain period for the aviation industry. To ensure the staff's safety, the airline's management implemented some of the most advanced safety and hygiene systems. The crew was provided with personal protective equipment (PPE) kits to maintain a safe distance from the passengers. Qatar Airways management also used an

ultraviolet cabin system technology, obtained from Honeywell. This shows that Qatar Airways management has been well-versed in managing adverse situations of any proportions.

Complexity

Amankwah-Amoah, (2020) has stated that increasingly, industries around the world are adopting sustainable measures to develop business and economic practices. The adoption of new technologies used for green business practices is emerging as a shock for airline companies, who have to abandon traditional business approaches and learn new tactics to remain relevant in the competitive market. To enable the staff to adopt these technologies, the management needs to understand the views and perceptions of the employees about the changes that are being implemented and provide training and education about the importance of adopting green practices and ways to effectively use the new technologies that are being implemented.

Ambiguity

Kim *et al.* (2020) explain that even though airline companies are adopting sustainable practices due to the growing interest of customers in green business operations, however, companies are still unaware as to which practices will induce customer loyalty under the current market conditions. Such ambiguity within the industry can create massive confusion among employees. To ensure that employees do not lose motivation, the management requires understanding and validating the opinions of the employees and taking inspiration from them to ensure advanced productivity within them.

Discussing the impact of the organization's approach to emotional intelligence and resilience on employee performance and engagement

According to Goleman, (2020), there are four pillars of emotional intelligence that enable leaders to confront the emotions and perceptions of their employees. Hence, based on the interpretations of Goleman, (2020), the four pillars of EQ are - relationship management, social awareness, self-management, and self-awareness.

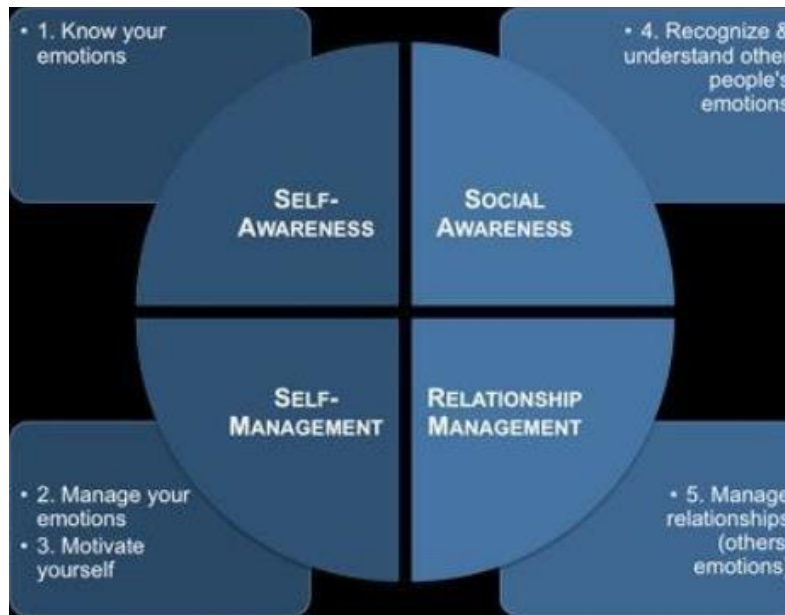


Figure 8: Goleman's 4 Pillars of Emotional Intelligence

Source: (Chehabet *et al.* 2019)

According to this concept, the leadership at Qatar Airways has to adhere to the ethical governance framework that businesses follow to empower employees and create a positive working environment for them. As discussed previously, the management at Qatar Airways took extensive measures to ensure the well-being of the employees during the post-Covid era and provide them with adequate resources to advance customer satisfaction among the passengers. El Khatib *et al.* (2021) have claimed that advancing emotional intelligence among leaders and employees not only promotes the relationship management prospects of the company but also increases the chances of project management success. Emotional intelligence also helps evolve the interpersonal skills of employees and leaders.

The job responsibilities of the cabin crew members are quite extensive which tends to hinder the mental health of the employees. It has been identified in research by Song *et al.* (2021) that cabin crew originating from the Middle East have difficulty in adopting distinct cultural and language environments. Hence, homesickness, culture shock, and miscommunications with foreign colleagues become quite common, which eventually promotes a negative work environment. It was also found by Song *et al.* (2021) that Middle-eastern airlines like Qatar Airways generally look for employees who are more open-minded toward accepting and adapting to new cultures and languages, and present a positive attitude to work. Undertaking such initiatives enable the management to create resilience and self-awareness within the employees by further training

them to adapt to different cultures and create a competent team that can overcome language barriers. Qatar Airways should also ensure that the employees are not burnt-out due to overworking. Besides taking care of the employees' mental and physical health is also pertinent for the company to ensure advanced resilience and work productivity among the employees. The management's support towards the employees in adapting to new cultures enables the crew to conduct effective self-management practices and avoid further culture shocks. These initiatives by the Qatar Airways management enable the company to enhance the organizational productivity and resilience within the overall team.

By showing emotional intelligence and creating resilience within the crew, the management not only creates a positive environment for work but enhances its business prospects through CSR. As per interpretations by Sulistya and Ginaya, (2020), Qatar Airways is one of the world-renowned airline companies that has effectively adopted the triple bottom line of sustainability through advancing profit margins, creating a safe environment for its community, and undertaking green business practices to protect the planet.

Task 4 Alignment of values with management practices in Qatar Airways

Qatar Airways is one of the leading airlines in the middle east. It is run by Qatar's government. The organization started its journey in the airline with a value and mission. Thus a relevant model or framework is necessary to analyze them. Thus relevant models and theories are used below to assess the different factors the below.

Managing Stakeholder Relationship

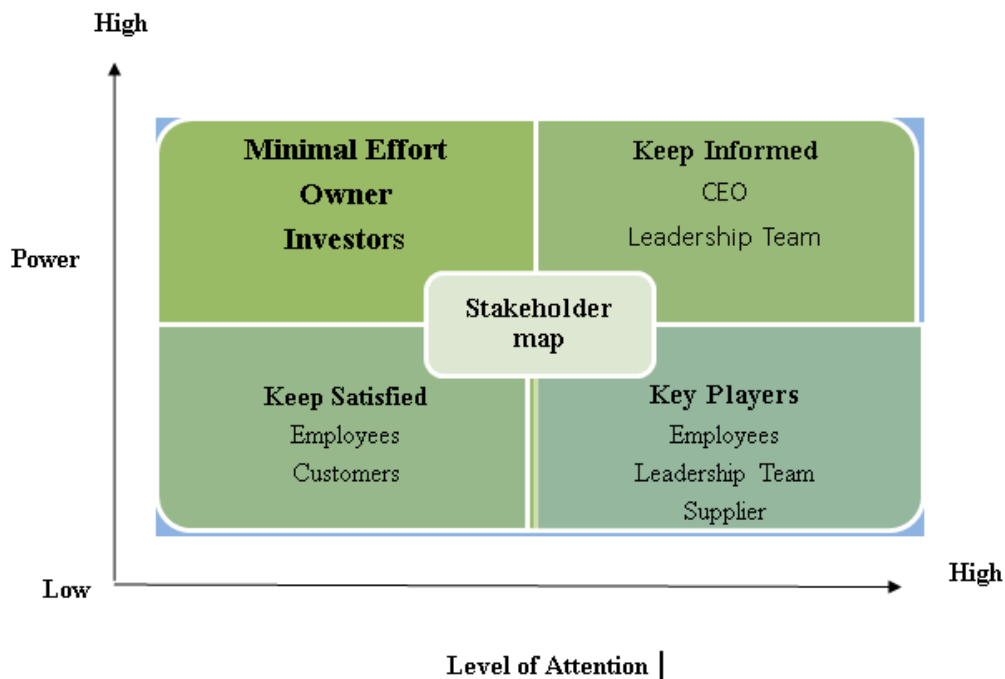


Figure 9: Stakeholder Map
(Source: Self-Created)

Qatar Airways is one of the most famous airline companies in the airline industry. They have started operating with a vision of making a sustainable airline company. The management of sustainability requires the involvement of everyone in the organization. The aviation industry is a highly complex industry with the involvement of so many stakeholders. It has different internal and external stakeholders who directly and indirectly impact the company. Qatar Airways is also not an exception. They also have the involvement of several different stakeholders within the organization. These stakeholders play a crucial role in their vision alignment of going sustainable. Their vision of becoming a sustainable airline is highly dependent on the stakeholder's performance. However, Qatar Airways have successfully managed to maintain its vision through its stakeholders. They have been managing the sustainability report and publishing it since 2016 using the Global Reporting Initiative (Öztürk *et al.*, 2022). According to the stakeholder map, the stakeholders of Qatar Airways can be divided into four parts where, each of which has different roles and impacts on the company to maintain good sustainability.

In Qatar Airways, their employees, leadership team, and the supplier are the key stakeholder. Their decisions and works influence the works highly. They are the most essential stakeholders in the aviation industry. The leadership is the people who are involved in the decision-making procedures of the organization. In the context of Qatar Airways, the leadership team made several decisions that impacted the organization's sustainability. The decision to use fuel-efficient aircraft was taken by the leaders or the managers of Qatar Airways. The management team also has made several decisions in order to maintain sustainability within the organization. The decision to reduce food waste to manage aviation waste efficiently was one of the revolutionary decisions which were taken by the leadership team of Qatar Airways. The decision-making processes are dependent on the leaders or the manager. However, the execution procedure of the plans totally dampened the employees of the organization. The sustainable decisions taken by Qatar Airways were executed by their employees. Their employees from different levels contributed to maintaining the vision. On the other hand, the supplier of the organization also plays an important role in maintaining sustainability within the organization. Thus all of these are considered the key stakeholder of Qatar Airways. On the other side, sustainability visions are made to keep the employees, investors, and customers satisfied and run the business efficiently. Qatar Airways has taken significant steps to ensure that it builds a sustainable business that benefits not only itself but also its employees and local communities (Wang, 2021). However, the owners and the investors have a very minimal role in maintaining sustainability. They have little contribution. The CEO of the company is also not much involved in it. They are just informed about the decisions made by the managers.

Managing Conflict and Negotiation

The workforce of the organization grows with the organization's growth. The growth in the workforce often creates several problems among them. The problem of conflict is very frequent among the widespread workforce. However, it has been seen that leaders have a good impact on stopping team conflict. The positive attitude of the leaders reduces the chance of team conflicts (Gomez and Bernet, 2019). Qatar is also an organization with a wide workforce. As a result, they also face several problems in managing the conflicts among their workforces. However, good and effective negotiation can be applied within the organization to manage conflicts. The VUCA model is used to assess their management competence in managing conflicts and

negotiations within the organization. This method consists of four factors which are volatility, uncertainty, complexity, and ambiguity (Rimita, 2019).

Volatility

Volatility means sudden and unpredictable changes. The airline industry is one of the most unpredictable and volatile industries. Any kind of policy changes or conflicts among the countries directly impacts the airline industry. Qatar Airways has also been impacted by the volatility of the market. The Gulf crisis was one of the most impactful geopolitical incidents which impacted the business of Qatar Airways badly. During this crisis, Qatar Airways was losing almost 50 flights per day. They even planned to file for bankruptcy during this time (Al-Eshaq and Rasheed, 2022). The volatility of the market is impacting the company's business. However, Qatar Airways have successfully mitigated these problems with its strategic plans.

Uncertainty

The uncertainty in this framework refers to the unpredictable things in the market. The aviation industry is a highly regulated industry which makes it very uncertain. It becomes very difficult for the organization and companies to predict anything about the situation. Any uncertain things can happen any day. As an example, countries can introduce new aviation rules and policies which could impact the industry. Qatar faced this problem earlier. During the Covid19 outbreak, the uncertain suspension of national and international flights over the world has impacted them. More than 71 countries have suspended their flights for covid (Li *et al.*, 2021). This harmed their business.

Complexity

Qatar Airways have a wide range of employees which makes their management process very much complex. Also, they are operating in the aviation industry, which is very much regulated by the government. This makes the management competence of the organization very complex. However, the leaders of Qatar Airways have managed it efficiently.

Ambiguity

Ambiguity refers to clarity. Due to managing in a complex and regulated industry, the airline company often faces the issue of ambiguity. They often lack clarity in many situations. These problems often result in late decision-making. However, they are mitigating this issue by upgrading their skills.

Managing Teams

Based on the research conducted by Berber *et al.* (2020), teamwork is a pertinent phenomenon in the overall functioning of any firm. Effective teamwork enables companies to create a sustainable profit structure and enhance the performance of the companies. An organization with an improper team structure fails to attain the structured goals and objectives that the company strives towards. The management at Qatar Airways should ensure that the teams they are forming are efficient in serving the customers. To further explain the significance of effective team management and formation, the report has used Belbin's team roles to understand the distinct ways in which Qatar Airways can effectively promote team management and leverage the skills of the employees at full-scale.



Figure 10: Belbin's Team Roles Theory

Source: (Han *et al.* 2023)

Rahmani *et al.* (2022), state that Belbin's team role theory is fundamentally concerned with the competency of individual members in the teams in fulfilling their distinct job roles. Management can only create a balance between the team members if there is diversity in the team, where individuals are equipped with skills that are ideal to meet the distinct responsibilities that the company generally faces. In the airline industry, the management of a company creates a team that will be able to address the queries of the customers by overcoming distinct forms of language and culture barriers. Hence, Qatar Airways needs to form each team with members who possess distinct qualities like agile decision-making, emotional intelligence, and critical thinking, and the shapers and coordinators of a project or service. Such initiatives would prove more

effective for the employees working as cabin crew, where the distinction in the culture and language is more prominent.

The implementation of Belbin's team role theory will help the organization to define the different roles of the organization to them. Using this theory, the leaders will be able to assign work to different employees. If the roles of the employees are defined clearly, then it becomes easier for the employees to understand their work and do it efficiently. On the other hand, it also helps leaders to manage their workforce. In the context of Qatar Airways, the organization was having difficulties in managing its workforce. They need to manage it properly. Thus the implication of this theory will be helpful for them. It will help them to mitigate employee management issues. They will be able to follow the sustainable vision more efficiently and meet their goals of sustainability. However, the implication of this theory requires a few strategies which can create complexity for the organization. Analyzing the problems and solving them strategically will be helpful in mitigating these risks.

Conclusion

From the above discussion, it has been identified that the "Excellence in everything we do" is the main mission of the company. The management of Qatar Airways is involved in the safety of the stakeholders involved with the company. The leaders of Qatar Airways are identified to be focused on the employee engagement strategy of the organisation. Despite being the Skytrax awards, Qatar Airways is facing several challenges that are affecting the organisational operation. Belbin's team role theory has been analysed in this report to understand the effectiveness of the management competencies of the company. Qatar Airways needs to form each team with members who possess distinct qualities like agile decision-making, emotional intelligence, and critical thinking, and the shapers and coordinators of a project or service. The present circumstances in the industry might seem quite overwhelming for Qatar Airways employees. Qatar Airways has made four investments in recent times. The company has been able to increase the fuel efficiency by 25 %, emission of the carbon. In this way, the management and the leaders of the organisation involved with the improvement of the performance of the employee to ensure the achievement of the organisational goal of providing excellence to every stakeholders.

References

Aggarwal, R.K. and Schenone, C., 2019. Incentives and competition in the airline industry. *The Review of Corporate Finance Studies*, 8(2), pp.380-428. Available through: academic.oup.com [Accessed 26 June 2023]

Airways. Available through: theseus.fi [Accessed 26 June 2023]

Al Basoos, H., Hassan, G. and Al Zadjali, S., 2021. The Qatar crisis: Challenges and opportunities. *International Journal of Research in Business and Social Science* (2147-

Al-Eshaq, S. and Rasheed, A., 2022. The 'David' in a Divided Gulf: Qatar's Foreign Policy and the 2017 Gulf Crisis. *Middle East Policy*, 29(2), pp.30-45. Available Through: .wiley.com [Accessed 26 June 2023]

Amankwah-Amoah, J., 2020. Stepping up and stepping out of COVID-19: New challenges for environmental sustainability policies in the global airline industry. *Journal of Cleaner Production*, 271, p.123000. Available through: Elsevier [Accessed 26 June 2023]

Berber, N., Slavić, A. and Aleksić, M., 2020. Relationship between perceived teamwork effectiveness and team performance in the banking sector of Serbia. *Sustainability*, 12(20), p.8753. Available through: mdpi.com [Accessed 26 June 2023]

Chehab, Ahmad & Kabbara, Amro & Hallak, Bassam & Shamseddine, Yaser. 2019. Trends in Developing Employee Emotional Intelligence. Available through: researchgate.net [Accessed 26 June 2023]

Comparably, 2023, Qatar Airways Mission, Vision & Values, [Online] available at: <https://www.comparably.com/companies/qatar-airways/mission> [Accessed 26 June 2023]

Crunch base, 2020, Funding, [Online] available at: https://www.crunchbase.com/organization/qatar-airways/company_financials [Accessed 26 June 2023]

El Khatib, M., Almtairi, M. and Al Qasemi, S.A., 2021. The Correlation between Emotional Intelligence and Project Management Success. *IBusiness*, 13(01), p.18. Available through: scirp.org [Accessed 26 June 2023]

Goleman, D., 2020. What people (still) get wrong about emotional intelligence. *Harvard Business Review Digital Articles*, pp.2-4. Available through: 3stepreset.com [Accessed 26 June 2023]

Gomez, L.E. and Bernet, P., 2019. Diversity improves performance and outcomes. *Journal of the National Medical Association*, 111(4), pp.383-392. Available Through: ucdenver.edu [Accessed 26 June 2023]

Han, Chunjie & Zhang, Lingli & Liu, Jihong & Zhang, Ping. 2023. Mediating Role of Teamwork in the Influence of Team Role on Team Performance. *Journal of Multidisciplinary Healthcare*. Volume 16.1057-1066. 10.2147/JMDH.S394670. Available through: Taylor & Francis [Accessed 26 June 2023]

Rahmani, F., Scott-Young, C., Tadayon, A. and van der Walt, J.D., 2022. Team composition in relational contracting (RC) in large infrastructure projects: a Belbin's team roles model approach. *Engineering, Construction and Architectural Management*, 29(5), pp.2027-2046. Available through: emerald.com [Accessed 26 June 2023]

John, P. 2022 Airline industry faces myriad of challenges on recovery path: Al-Baker, [Online] available at: <https://www.gulf-times.com/story/724650/airline-industry-faces-myriad-of-challenges-on-recovery-path-al-baker#:~:text=Qatar%20Airways%20Group%20Chief%20Executive%20HE%20Akbar%20al%20DBaker%20said,on%20aviation%20on%20environment%20grounds>. [Accessed 26 June, 2023]

Kim, Y., Lee, S.S. and Roh, T., 2020. Taking another look at airline CSR: How required CSR and desired CSR affect customer loyalty in the airline industry. *Sustainability*, 12(10), p.4281. Available through: mdpi.com [Accessed 26 June 2023]

Li, S., Zhou, Y., Kundu, T. and Zhang, F., 2021. Impact of entry restriction policies on international air transport connectivity during COVID-19 pandemic. *Transportation Research*

Part E: Logistics and Transportation Review, 152, p.102411. Available Through: nih.gov [Accessed 26 June 2023]

O'Connor, P.J., Hill, A., Kaya, M. and Martin, B., 2019. The measurement of emotional intelligence: A critical review of the literature and recommendations for researchers and practitioners. *Frontiers in psychology*, 10, p.1116. Available through: frontiersin.org [Accessed 26 June 2023]

Öztürk, G., Tetik, A.E. and Demirci, E., 2022. Measuring sustainable added value: A study on airline companies. *Journal of Sustainable Development of Transport and Logistics*, 7(1), pp.23-35. Available Through:sciview.net [Accessed 26 June 2023]

Purwanto, A., 2020. The role of job satisfaction in the relationship between transformational leadership, knowledge management, work environment and performance. *Solid State Technology*.available through: papers.ssrn.com [Accessed 26 June, 2023]

Qatar airways, 2023, BE PART OF OUR NEWDESIGN EXPANSION, [Online] available at: <https://careers.qatarairways.com/global/en/design-hub> [Accessed 26 June 2023]

Qatar Airways, 2023, Qatar Airways Wins World's Best Business Class and Three More Top Awards at the Skytrax 2023 World Airline Awards, [Online] available at: <https://www.qatarairways.com/press-releases/en-WW/227231-qatar-airways-wins-world-s-best-business-class-and-three-more-top-awards-at-the-skytrax-2023-world-airline-awards> [Accessed 26 June 2023]

Qatar Airways, 2022, Annual report, 2021-2022, [Online] available at: <https://www.qatarairways.com/content/dam/documents/annual-reports/2022/annual-report-en.pdf> [Accessed 26 June 2023]

Qatar aviation, 2023, About, [Online] available at: <https://www.qataraviation.com/page/about-us/about-qas> [Accessed 26 June, 2023]

Rimita, K.N., 2019. *Leader readiness in a volatile, uncertain, complex, and ambiguous (VUCA) business environment* (Doctoral dissertation, Walden University). Available Through: waldenu.edu [Accessed 26 June 2023]

Shuck, B., Alagaraja, M., Immekus, J., Cumberland, D. and Honeycutt-Elliott, M., 2019. Does compassion matter in leadership? A two-stage sequential equal status mixed method exploratory study of compassionate leader behaviour and connections to performance in human resource development. *Human Resource Development Quarterly*, 30(4), pp.537-564..available through: Wiley Online Library [Accessed 26 June, 2023]

Song, M., Choi, H.J. and Hyun, S.S., 2021.MBTI personality types of Korean cabin crew in Middle Eastern Airlines, and their associations with cross-cultural adjustment competency, occupational competency, coping competency, mental health, and turnover intention.*International Journal of Environmental Research and Public Health*, 18(7), p.3419. Available through: mdpi.com [Accessed 26 June 2023]

Sulistya, I.A.P. and Ginaya, G., 2020. Corporate social responsibility implementation of an aviation company: a case study in Qatar Airways. *International Journal of Green Tourism Research and Applications*, 2(1), pp.41-46. Available through: ojs.pnb.ac.id [Accessed 26 June 2023]

The__org, 2023, Qatar Airways [Online] available at: <https://theorg.com/org/qatar-airways>[Accessed 26 June, 2023]

Tunali, R.E., THE IMPACTS OF COVID-19 OUTBREAK ON THE AVIATION INDUSTRY: THE CASE OF QATAR AIRWAYS DURING THE COVID-19 PANDEMIC. *İktisatİşletmeveUluslararasıİlişkilerDergisi*, 1(1), pp.88-116. Available through: dergipark.org.tr [Accessed 26 June 2023]

Turqueza, L. 2021. *Qatar Airways Group: Resilient despite difficulties and challenges, Marhaba Qatar*. Available at: <https://www.marhaba.qa/qatar-airways-group-resilient-despite-difficulties-and-challenges/> [Assessed on: 26 June 2023]

Wang, Z., 2021. Understanding the strategy used by leading airlines: a case study of Qatar Airways. Available Through: Theseus.fi [Accessed 26 June 2023]

Wang, Z., 2021. Understanding the strategy used by leading airlines: a case study of Qatar4478), 10(1), pp.158-167. Available through: ssbfnet.com [Accessed 26 June 2023]



Appendix

Task 1	The effectiveness of the management competencies of Qatar airways has been identified.
Task 2	The challenges of the Qatar airways has been analyzed in this task that has helped me to understand the role of management of the organ inaction to mitigate the business challenges
Task 3	After completing Task 3, I have learnt that the effective leadership must show emotional intelligence toward the employees to further enhance the organizational productivity and resilience among the employees.
Task 4	While completing task four, I learned about several things, such as stakeholder management and team management

