

POSTGRADUATE
ASSESSMENT BRIEF

Code	BMO0272
Title	Fundamentals of Management
Assessment Type (Should match MSD)	Written Assignment
Academic Year	25/26
Term Assessment Applies to	Term 1
Main or Resit	Main

Assessment weighting	70%
Group/Individual	Individual
Word Count/Duration	2500 words

Guidance on AI Usage.	
☐	Level 1- Not Permitted The use of AI tools is not permitted in any part of this assessment.
☒	Level 2 – Some use Permitted Some use of AI tools is permitted in the research/early stages of this assignment, but you must ensure that the work you submit is your own. If you use AI tools, you should acknowledge or reference this in your work. Use the Text reference builder to learn how to reference AI generated ideas. The sorts of questions to consider when using AI are: • Is it accurate? • Are the references genuine? • Has it reproduced bias? <i>Any text generated from AI sources must be accurate and properly referenced. The use of AI generated material may not exceed 20% of the whole assignment.</i>
☐	Level 3 – Integrated The use of AI tools is integrated in this assessment. Further guidance is included in this assessment brief. Ensure any AI generated material is clearly identified and referenced both within the assignment and in the reference list, using: Text reference builder Image reference builder

General Study Guidance

- Cite all information used in your work which is clearly from a source. Try to ensure that all sources in your reference list are seen as citations in your work, and all names cited in the work appear in your reference list.
- Reference and cite your work in accordance with the APA 7th system – the University’s chosen referencing style. For specific advice, you can talk to your subject librarians or go to the library help desk, or you can access library guidance via the following link: [APA 7th Referencing Guide](#)
- The University has regulations relating to [Academic misconduct](#), including **plagiarism**. The Academic Skills Team can advise and help you with how to avoid ‘poor scholarship’ and potential academic misconduct.
- Do not exceed the word limit/time/other limit.

Assessment Task

The individual coursework requires you to analyse The Skyvia Airways case study (below) and answer Part A and Part B. The weightage of this assessment is 70% of the total grade.

PART A

Using a range of academic models and frameworks, critically analyse the case to identify the current position of the organisation and issues that The Skyvia Airways is facing.

You should **use 4 of the following** from the module to critically analyse the current position of The Skyvia Airways:

- Organisational purpose - Mission, vision and values
 - Organisational structure
 - Stakeholder analysis
 - Differentiation and competitive advantage
 - STEEPLE analysis
 - SWOT analysis
 - Porter's 5 forces
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- This section should be a maximum of 1,500 words.
 - Brief introduction explaining what you will be doing (Min 50 words)
 - For **each of the 4** models/frameworks used you should:
 - Describe and critically analyse how the model/framework operates (You should use reference material to support your analysis) (Min 100 words each)
 - Apply the model/framework to The Skyvia Airways and comment on your findings (you should not just draw the model and leave it unexplained). (Min 200 words)
 - Briefly summarise your application of the model/framework (Min 100 Words)
 - You should conclude with an overall analysis of their current situation based on your critique and expose the potential problems. (Min100 words)
 - Figures are not included in the word count.
 - PART A is worth 60% of the grade.

PART B

Selecting two of the management skills covered in the module (shown below), which you feel would contribute to the success of The Skyvis Airways, critically discuss how they should be used by management to improve the organisation as they prepare for growth.

Task Specific Guidance

- This assessment is 70% of your grade for this module.
- Your answers should demonstrate your knowledge of the module and wider reading.
- Any models used should be applied to the case study, explained, and critically evaluated.
- You should not try to find additional background information on the specific airline; the case study is fictitious and developed for academic purposes only.
- If analysing the external environment, consider the airline industry.
- You may make reasonable assumptions.
- Remember that any assessment is designed for you to demonstrate your knowledge and learning from the module. You should therefore focus on content relating to the module and support this with academic sources.
- Avoid the use of non-reliable sources. No tutor2u.com, no Wikipedia, no mindtools.com etc... as sources.

WORD COUNT: The word limit is 2500 words. Do not exceed the word limit. Tables, figures and references are not included in the word count.

THE SKYVIA AIRWAYS

CASE STUDY

Organizational Overview

Assets and Facilities

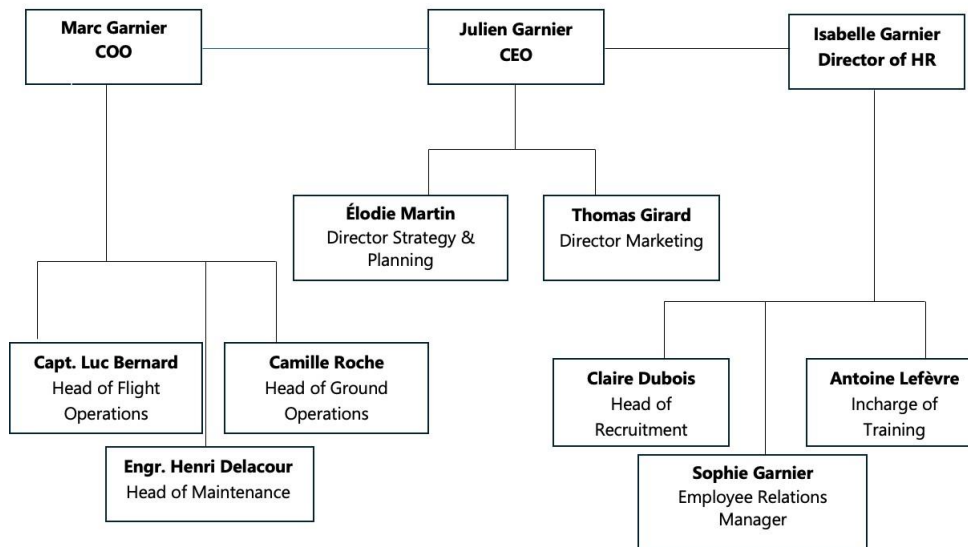
- **Fleet:**
 - **10 Embraer E190s** for medium-haul European routes
 - **4 ATR 72s** for short-haul regional flights
 - **2 leased Airbus A220s** added in 2022 for testing expansion into Eastern Europe

- **Headquarters:** Marseille Provence, France
- **Employees:** 1,200
- **Facilities:**
 - Maintenance hangars in Marseille and Lyon
 - Training academy in Avignon for pilots and cabin crew
 - Corporate offices in Karachi
 - VIP lounge services at Marseille, Lyon, and Geneva catered to premium passengers
 - Crew rest quarters and briefing rooms at Marseille and Lyon
 - On-site catering and logistics units
 - A central operations control centre, though lacking real-time analytics capabilities

The Garnier Family

1. **Julien Garnier** – Chief executive officer (CEO), owner and brother of Marc.
2. **Marc Garnier** – Chief Operating Officer (COO), owner and brother of Oliver.
3. **Isabelle Garnier** – Director of human resources and Marc's wife.
4. **Claire Dubois**: Head of Recruitment, niece of Isabelle
5. **Antoine Lefèvre**: in charge of training and development, cousin of Isabelle
6. **Sophie Garnier**: Employee Relations Manager, sister in law of Isabelle

ORGANIZATIONAL CHART



Board of Directors

- **Julien Garnier – CEO**
 - Élodie Martin – Director Strategy & Planning
 - Thomas Girard – Director Marketing
- **Marc Garnier – COO**
 - Capt. Luc Bernard – Head of Flight Operations
 - Camille Roche – Head of Ground Operations
 - Engr. Henri Delacour – Head of Maintenance
- **Isabelle Garnier – Director of HR**
 - Claire Dubois – Head of Recruitment
 - Antoine Lefèvre – Incharge of Training
 - Sophie Garnier – Employee Relations Manager

In the heart of southern France, where the Mediterranean breeze blends with the busy bustle of Marseille Provence Airport, a regional Airways was born out of ambition, legacy, and family ties. **Skyvia**, founded in 2013 by brothers **Julien Garnier** and **Marc Garnier**, along with Marc's wife **Isabelle Garnier**, was envisioned as a regional Airways that would connect smaller European cities with major hubs, offering a blend of affordability, comfort, and French hospitality. Julien, the elder brother, had spent over a decade working in aviation logistics. He was strategic, organized, and had a strong interest in aircraft engineering. Marc, younger brother, had a background in business administration and had previously managed a chain of travel agencies across southern France. Isabelle, formerly a secondary school headteacher, was known for her organisational skills and strong personality. Together, they pooled their resources and launched Skyvia.

The Airways's early years were marked by optimism and rapid growth. Operating out of Marseille, Skyvia quickly expanded its routes to include Lyon, Nice, Bordeaux, and Geneva. The airline's mission is *"To connect people and places with safe, affordable, and reliable air travel"* and vision *"To be the leading regional Airways in Europe known for innovation and customer satisfaction."* The mission and vision translated to values of Safety, Integrity, Excellence, Inclusivity. The company's slogan, *"Éclairez votre voyage"* ("Light up your journey"), resonated with travellers seeking a more personalised flying experience. The company's fleet has grown to 14 aircraft, and the Airways employs around 1200 staff, including pilots, cabin crew, ground staff, engineers, and administrative personnel. Skyvia's infrastructure is impressive for a regional carrier. Its headquarters, located near Marseille Provence Airport, houses executive offices, operations control, and customer service. The Airways operates two maintenance hangars: one in Marseille and another in Lyon, equipped for both routine checks and major repairs. A training academy in Avignon offers simulation-based instruction for pilots and cabin crew, while VIP lounges in Marseille, Lyon, and Geneva cater to premium passengers. The Airways also launched a digital booking and loyalty platform, though its development lagged behind competitors.

Julien assumed the position of Chief Executive Officer, with the duties of overseeing strategy, managing fleet acquisition, and legal compliance. Marc became Chief

Operating Officer who manages day-to-day operations, plan routes, and manages logistics. Isabelle

appointed as the Director of Human Resources, is responsible for recruitment, training and development, and ensuring staff welfare. While there was logical division of roles, it soon became visible that professional decisions are being influenced by personal relationships in ways that could be damaging. The operations of the Airways became increasingly complex as it grew. Skyvia began to attract attention from larger competitors as it added new routes to Munich, Barcelona and Milan. However, now the tensions started to emerge internally. Marc and Julien, who were once on the same page, are now increasingly divided. Julien has big dreams of establishing partnerships with other European carriers and to invest in digital transformation, including automated maintenance tracking and a new booking site. Marc, who tends to be conservative, opposes all these changes, insisting that it is better for the Airways to stabilize before expanding the operations.

The disagreements on many matters started becoming frequent and more visible. Staff meetings started turning into battlegrounds, with department heads caught in the crossfire. Marc criticizes Julien for being too idealistic and out of touch with operational realities, while Julien blame Marc of micromanagement that can limit creativity. The HR department is still under the strong grip of Isabelle, but her choices are more often motivated by personal biases than by organizational needs. She started giving important HR and administrative roles to family members and close friends. Even though **Claire Dubois**, her niece, had no prior aviation experience, she is appointed as Head of Recruitment. **Antoine Lefèvre**, her cousin, was promoted as Incharge of training and development, while **Sophie Garnier**, her sister-in-law, is assigned the position of Employee Relations Manager. Long-serving employees who have been passed over for promotions are particularly alarmed by these selections.

The culture in Skyvia has started to change. The organizational environment that was once democratic and cooperative is now turning into being secretive and hierarchical. Employees feel unappreciated and excluded from decision-making. Promotions are increasingly determined by personal relationships rather than

qualifications or performance. Once a pillar of support, the HR department became a source of frustration and resentment. Extremely dissatisfied with the company's direction, Julien tries to implement changes. He suggests establishing an independent advisory board to supervise governance and bringing in an HR

consultant to assess recruiting procedures. His suggestions are strongly opposed by Isabelle and Marc as they see them as threats to their authority thus paralyzing the leadership team.

Operationally, the Airways begin to suffer. Customer complaints increased along with frequent flight delays. While ground crew battles with outdated technology the cabin crew complains about insufficient training. Once known for its efficiency, the maintenance team experiences morale issues and staffing shortages. The Airways's customer satisfaction scores started to decline, and their punctuality rate dropped below industry standards. Passengers started noticing the change too. Once praised, Skyvia, is now being criticised for inconsistent service and poor communication. Posts on social media now only highlight flight cancellations, lost baggage, and unresponsive customer service. Review sites and travel blogs started to warn about the declining standards of the Airways. The brand, carefully built over years, is beginning to breakdown and the financial impact is significant. Excessive employee turnover and inefficiency results in slower revenue growth and increasing operating costs. The Airways's budget is further strained when it has to lease more planes to fill in schedule gaps. Once optimistic, investors have now become sceptical. Negotiations with possible partners are being dropped, and a planned expansion into Eastern Europe is put on hold.

The dynamics inside the Garnier family began to deteriorate. Increasingly isolated, Julien start spending more time away from the office, going to conferences and consulting external advice. Refusing to delegate, Marc strengthens his hold on operational control. Isabelle, confident in her decisions despite mounting criticism, maintains her influence over HR. A reflection of this dysfunction is the organizational structure. The three family members are at the top: Marc as COO, Isabelle as HR Director, and Julien as CEO. Department heads are positioned beneath them; some are selected because of family ties, while others are skilled and experienced.

Decisions are often made based on emotion rather than evidence, long-term goals are unclear and strategic planning is reactive. These structural weaknesses became more apparent as the Airways faces external pressures. With low-cost carriers growing aggressively and national Airways maintaining strong brand loyalty, the French aviation market is becoming increasingly competitive. Complexity is increased by legal requirements regarding labour, safety, and impact on the environment. Skyvia has to be creative and flexible, but the existing structure makes it challenging.

Employee turnover started increasing and exit interviews show a consistent pattern including a toxic culture, lack of career progression and frustration with leadership. Those who remain have low engagement levels and are just staying out of loyalty or necessity. As a result, absenteeism started to increase with a decrease in productivity. Board meetings and executive decisions are impacted by family disputes. Marc criticises Julien for being disconnected from operational realities and Julien in return accuses Marc of micromanaging and inhibiting innovation while Isabelle dismisses concerns about nepotism.

Regulatory authorities started to take notice. Concerns regarding safety regulations and training compliance are being raised by the French Civil Aviation Authority. Labour inspectors started investigating claims of unfair treatment and discrimination. The Airways is being subject to fines and is required to provide plans for remedial action. These developments further damage its reputation and strain its resources. The Garnier family persists in their position in spite of these challenges. Unwilling to admit the damage that their management style is causing, Marc and Isabelle hold onto their positions, while Julien continues to advocate for change, but his suggestions are either blocked or modified. There is no accountability or reform system in place, and the company's governance remains unclear.

Recently, a group of senior employees sent a confidential letter to Julien, expressing their concerns and proposing reforms. Among their suggestions is the appointment of an independent HR director, creating a governance committee, and introducing transparent policies for recruitment and promotion. No action has been taken yet, but the employees who signed it are quietly being sidelined. Meanwhile, Skyvia is a

shadow of its former self. Its staff is disengaged, reputation is damaged, and its market share has decreased. The dream of effectively connecting with Europe has been lost due to family politics and poor leadership.

PGT Marking Criteria Grid Template

These criteria are intended to help you understand how your work will be assessed. They describe different levels of performance of a given criterion.

Criteria are not weighted equally, and the marking process involves academic judgement and interpretation within the marking criteria.

The grades between Pass and Merit should be considered as different levels of performance within the normal bounds of the module. The higher-level categories allow for students who, in addition to fulfilling the basic requirement, perform at a superior level beyond the normal boundaries of the module and demonstrate intellectual creativity, originality and innovation.

PGT Generic Assessment Criteria

	Unacceptable A superficial answer with only peripheral knowledge of core material and very little critical ability			Unsatisfactory Some knowledge of core material but limited.	Pass A coherent and logical answer which shows	Merit A coherent answer that demonstrates critical	Distinction An exceptional answer that reflects outstanding knowledge of material and critical ability		
	0 – 9	10-19	20-34	35-49	50-59	60-69	70-79	80-89	90-100

Apply subject knowledge and concepts of subject area or area of professional practice	Entirely lacking in evidence of knowledge and understanding	Typically, only able to deal with terminology, basic facts and concepts	Knowledge of concepts falls short of prescribed range. Typically only	Marginally insufficient. Adequate knowledge of concepts within prescribed range but fails to adequately solve	A systematic understanding of knowledge demonstrating awareness of current problem	Approaching excellence in subject knowledge. Arguments are relevant and well developed, good	Excellent. Displays excellent subject knowledge	Outstanding demonstration of subject knowledge; timely and relevant insights within the field	Mastery in subject knowledge at the forefront of the field
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Critically evaluate problems/ insights within area of study or area of professional practice	Entirely lacking in evidence of knowledge and understanding	Typically, only able to deal with terminology, basic facts and concepts	Knowledge of concepts falls short of prescribed range. Typically only able to deal with terminology, basic facts	Marginally insufficient. Adequate knowledge of concepts within prescribed range but fails to adequately solve problems posed by assessment	A systematic understanding of knowledge; critical awareness of current problems and/or new insights; can evaluate critically current research	Approaching excellence in some areas with evidence of informed critical awareness/ insights.	Excellence. Displays very high levels of accuracy and critical awareness of current problems/ insight	Excellence in critical awareness of current problems/ insights; originality and ability to make informed judgments.	Striking and insightful. Displays advanced mastery and understanding and critical awareness of current problems/ insights at the forefront of
Presentation	Length requirements may not be observed; does not follow academic	Length requirements may not be observed; does not follow academic conventions	Length requirements may not be observed; does not follow academic conventions	Length requirements met and academic conventions mostly followed. Minor errors in language	Length requirements met and academic conventions mostly followed. Possibly very minor	Good standard of presentation; length requirements met, and academic conventions	Very good standards of presentation	Professional standards of presentation	Highest professional standards of presentation
Understanding	Limited insight into the problem or topic	Limited insight into the problem or topic	Limited insight into the problem or topic	Some insight into the problem or topic	Practical understanding of how established techniques of research and enquiry	Independent, critical evaluation of full range of theories with some evidence	Authoritative, full understanding of all the issues with originality in analysis	Authoritative, full understanding of all the issues with originality in analysis	Authoritative, full understanding of all the issues with originality in analysis
Use of evidence and sources to support task	Some irrelevant and/or out of date Sources	Some irrelevant and/or out of date Sources	Some irrelevant and/or out of date Sources	Limited sources	Comprehensive understanding of techniques applicable to own research	Complex work and concepts presented, key texts used effectively	Full range of sources used selectively to support argument	Full range of sources used selectively to support argument	Full range of sources used selectively to support argument
Development of ideas	Argument not developed and may be	Argument not developed and may be confused and	Argument not developed and may be confused	Argument not fully developed and may lack structure	The argument is developed but may lack fluency	Argument concise and explicit	Coherent and compelling argument well	Coherent and compelling argument well presented	Coherent and compelling argument well presented