



ASSIGNMENT FEBRUARY 2022 SEMESTER

SUBJECT CODE : MBAO6083
SUBJECT TITLE : STRATEGIC MANAGEMENT AND ETHICS
LEVEL : MASTER'S DEGREE

STUDENT'S NAME :
MATRIC NO. :
PROGRAMME : MBA ODL
LECTURER : JENIZA JAMALUDIN
LEARNING CENTRE : CENTER FOR POSTGRADUATE STUDIES

INSTRUCTIONS TO STUDENTS

- 1) This assignment consists of **THREE (3) Questions**. Please answer **ALL** questions.
 - 2) Your assignment will be examined based on the followings:
 - a. a complete working solution
 - b. ability of using methods available in the learning materials
 - 3) Plagiarism in all forms is forbidden.
 - 4) References **MUST** be included and taken from reliable sources. Please use the APA Referencing Style and cite your work appropriately.
 - 5) This assignment carries **80%** weightage toward final grade including online discussion (10%).
 - 6) The submission date for this assignment is **BEFORE or ON 31 MAY 2022**. Please submit your assignment answer via **eVarsity**.
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THERE ARE THREE (3) PAGES OF QUESTION, EXCLUDING THIS PAGE.

DECLARATION BY STUDENT

I certify that this assignment is my own work. All sources have been acknowledged and the content has not been previously submitted for assessment to Asia Metropolitan University or elsewhere. I also confirm that I have kept a copy of this assignment.

Signed: _____


INSTRUCTION: Answer ALL questions

ASSIGNMENT 1: MINI CASE

Read the mini case on RyanAir Limited (RYAAY).

Answer Question 1 and Question 2 given in the mini case:

MINI-CASE ON RYANAIR LIMITED (RYAAY)



IS RYANAIR'S WEBSITE ITS STRATEGIC MARKETING TOOL?

Headquartered in Dublin, Ireland, Ryanair was set up by the Ryan family and began operating in 1985 with a share capital of £1 only, and a staff of 25 individuals.

According to the International Air Transport Association (IATA) report in 2013, the low-cost airline, with its main bases at Dublin and London Stansted Airports, was considered the largest European airline in terms of domestic, international, and scheduled passenger figures and passenger-kilometers. The airline has 1,600 flights scheduled daily across 185 destinations, with 300 Boeing 737-800 jets in operation.

The airline is growing rapidly, serving 35 countries in Africa (Morocco), and the Middle East (Cyprus and Israel), and Europe. In 2014, the airline saw an increase in traffic by 11 percent. The operations outgrew its previous office space at the Dublin Airport, and in April, 2014, Ryanair's new €20m Dublin Head Office in Airside Business Park, which was around 100,000 square feet, was officially opened. In the same year, Ryanair launched its "Always Getting Better" program to address things that customers did not appreciate. It also agreed to purchase up to 200 Boeing 737 Max 8s (100 confirmed and 100 options) for over \$22 billion. In December 2015, the airline opened an operating base at Milan Malpensa Airport.

The key trends for Ryanair over recent years are shown below (year ending March, 2015):

	2010	2011	2012	2013	2014	2015
Total operating revenue (€m)	2,988.1	3,629.5	4,390.2	4,884.0	5,036.7	5,654.0
Operating income (€m)	402.1	488.2	683.2	718.2	658.6	1,042.9
Profit before taxation (€m)	341.0	420.9	633.0	650.9	591.4	982.4
Profit after taxation (€m)	305.3	374.6	560.4	569.3	522.8	866.7

Source: Based on data from Ryanair FY 2015 Results, March 2015, © RyanAir, www.investor.ryanair.com.

In December 2014, Ryanair announced that it would inaugurate its 72nd base in 2015 in the Azores. In 2016, Ryanair will work towards developing a low-cost airline named VivaCan. The airline service has projected to have provided service to 160 million passengers in 2024.

Questions

1. Visit Ryanair's website. Compare its website with one of its competitor, like Spirit Air, and give recommendations on how Ryanair can utilize its website as a strategic marketing tool to enhance its competitiveness. How can it improve the website to function more effectively and enhance the company's efficiency in serving its potential customers?
2. Can you identify any strengths and weaknesses of Ryanair based on information provided in the case and the data given in the table above?

The length of your answer must not exceed 2000 words OR 4 pages.

(Marks: 20)

A. APA format GUIDELINES for Assignment 1

Note.

1. The assignment should be typed using 1.5 spaces between lines in 11 Arial point fonts or 12 Times New Roman point font.
2. Number of page is between 4 **pages only (2000 words)**. The contents of this assignment must be based on the mini case provided.
3. No references for the above assignments.
4. Any assignment with elements of plagiarism, copying, or similarities of content, or sentences structure academic dishonours will not be given any mark.

ASSIGNMENT 2: GROUP PROJECT

There are various types of organization, i.e. bureaucratic, flexible, matrix, divisional, and hybrid. Based on your observation, what type/types of organization structures is/are appropriate in the competitive business environment.

(Marks: 20)

Your assignment 2 report must be written in a PowerPoint format and present it on the Tutorial 4 (20 April 2022). Each group are given 10 – 15 minutes to present.

(Marks: 10)

ASSIGNMENT 3: JOURNAL CRITIQUE

Read and critique the following journal:

Cheng WH, Abdul Kadir K, Bohari AM (2014), The Strategic Planning Of SMEs In Malaysia: A View Of External Environmental Scanning, International Journal of Business and Society, Vol. 15 No. 3, 2014, 437 – 446

Your answer must include:

1. **Introduction:** Name author and title/main idea of the author
2. **Summary of the article:** main idea of article/main argument presented in the article/conclusion
3. **Article critiques:** highlight on the strong and weak side of the article/ Express an educated opinion regarding the relevancy, clarity, and accuracy of the article.
4. **Conclusion:** Summary of the key points of the article/Finalization of your conclusion with your comments on the relevancy of the research.

Word counts is within 300 - 600

(Marks: 20)

B. APA format GUIDELINES for Assignment 3

Note.

- 5. The assignment should be typed using 1.5 spaces between lines in 11 Arial point fonts or 12 Times New Roman point font.*
- 6. Number of page is between **3 pages only (600 words)**. The contents of this assignment must be based on the article provided.*
- 7. No references for the above assignments.*
- 8. Any assignment with elements of plagiarism, copying, or similarities of content, or sentences structure academic dishonours will not be given any mark.*

END OF QUESTION PAPER