



Restructuring and transformation Journey of AIR INDIA: Leadership lessons for sustainability in the global market.

Sanjeevni Gangwani¹, Amita Singh Rajput²

¹Professor, Welingkar Institute of Management Development and Research, Mumbai

²Assistant Professor, Oriental College of Management, Bhopal

Learning Objective:

- This case is designed to blend strong conceptual understanding of leadership lessons for sustainability in global markets with insights on contemporary best practices and latest trends in the field of restructuring and transformation of business enterprises.
- The learning objective of the case is to prepare prospective managers to meet the challenges of organizational changes.
- To understand the relationship between managerial Competence, proficiency level and performance management systems in organizations to solve organization performance gaps. To enable students to gain a good conceptual and practice grounding of Leadership Development processes and the overall Performance levels of the organization.
- To enable the students understanding on how strategies are required in every walk of life with respect to business organizations and focusing on the science of the business by setting up systems, so that the business works smoothly
- To understand the role and importance of Strategic thinking in an ever changing business environment. To understand the Strategic Management process - Strategy Formulation, Implementation & its Evaluation To design a strategy that address/help achieve long term goals of an organisation. To identify and establish 'Competitive edge' - demonstrating a strong Customer Value Proposition, with a clear differentiator.

1. Introduction

Air India is one of the oldest airline of India owned by Air India Limited, a Tata Group enterprise. This airline was founded by J. R. D. Tata as Tata Airlines in 1932. After World War II, it became a public limited company and was renamed Air India. It is headquartered in Gurgaon. The airline has its main hub at Indira Gandhi International Airport, Delhi and secondary hub at Chhatrapati Shivaji Maharaj International Airport, Mumbai alongside several focus cities across India. It operates a fleet of Airbus and Boeing aircraft serving 102 domestic and international destinations. Air India also operates flights to domestic and Asian destinations through its subsidiary Air India Express. Air India operates a mix of narrow body aircraft such as the Airbus A320 family and Boeing 737 used for most domestic and short-haul international routes and wide body aircraft such as the Airbus A350, Boeing 777 and Boeing 787 aircraft for long haul international routes. It is the second-largest airline in India in terms of passengers carried, after IndiGo. As of April 2024, Air India flies to a total of 84 destinations, including 44 domestic destinations and 40 international destinations in 37 countries across five continents around the world. Air India operates some of the world's longest non-stop flights. As of April 2024, Air India operates a fleet of 133 aircraft, both narrowbody and widebody aircraft with a fleet composed of Airbus A319, A320, A320neo, A321, A321neo, A350 as well as the Boeing 777 and Boeing 787. Air India One is the call sign of any Air India aircraft

carrying the Prime Minister, President or the Vice-President. Though the call-sign of Air India is used, these flights are operated on customized Boeing 777-300ER aircraft owned by Indian Air Force and maintained by Air India on a special contract. Since its first flight on October 15, 1932, Air India has spread its wings to become a major international airline with a network across the United States, Canada, United Kingdom, Europe, Asia, Australia, and the Persian Gulf. The airline also has an extensive domestic network, including India's northeast, Ladakh, and the Andaman & Nicobar Islands. Air India has been a member of Star Alliance, the largest global airline consortium, since July 2014. Air India Express, a subsidiary of Air India, is India's first international budget carrier, Air India Express was launched in 2005 to meet the demand for affordable services on short and medium-haul routes connecting smaller towns in India directly to the Gulf and southeast Asian regions.

2. Awards and recognitions

Air India was named India's most trusted airline by The Brand Trust Report 2015. Air India's ground services became the first ground service provider to acquire ISO 9002 certification on 31 January 2001. It was the most Preferred International Airline for travel and hospitality from Awaz Consumer Awards (2006). It received various awards such as Best Corporate Social Responsibility Initiative by Galileo Express Travel World, Best Short-Haul International Airline by Galileo Express Travel World (2008), Corporate Excellence Award by Amity University (2006), Trusted Brand by Reader's Digest (2006), Dun and Bradstreet Award (D&B), first in terms of revenue out of the top airline companies out of India (2006), Best South Asian Airline, Mice and business travel publications (2006), Cargo Airline of the Year, 26th Cargo Airline of the Year Awards, Montreal Protocol Public Awareness Award by the United Nations for environmental protection.

3. Business Initiatives

In its first year of operation, the airline flew 160,000 miles (260,000 km), carrying 155 passengers and 9.72 tonnes (10.71 tons) of mail and made a profit of ₹60,000 (US\$720). Later, the airline launched a domestic flight from Bombay to Trivandrum with a six-seater Miles Merlin. In 1938, it was re-christened as Tata Air Services and later as Tata Airlines. Delhi and Colombo were added to the destinations in 1938. During the Second World War, the airline helped the Royal Air Force with troop movements, shipping of supplies, rescue of refugees and maintenance of planes. Air India became the first Asian carrier to induct a jet aircraft with the Boeing 707-420 Gauri Shankar (registered VT-DJJ). After the Indian independence in 1947, 49% of the airline was acquired by the Government of India in 1948. The airline inaugurated services to New York on 14 May 1960. On 8 June 1962, the airline's name was officially truncated to Air India and on 11 June 1962, Air India became the world's first all-jet airline. Air India joined the Star Alliance in 2014. Pictured is Air India Boeing 787 Dreamliner (VT-ANU) in special Star Alliance livery. Air India became the first Asian airline to operate freighters when Air India Cargo was set up in 1954 and started its freighter operations with a Douglas DC-3 aircraft. Air India Cargo ended freighter aircraft operations in early 2012. Alliance Air was a wholly owned subsidiary of Indian Airlines established on 1 April 1996. It started operations on 21 June 1996. It was renamed Air India Regional after the merger between Air India and Indian Airlines. It was renamed back to Alliance Air in 2017 and ceased being a subsidiary of Air India in April 2022 when the Government of India sold Air India to the Tata Group. Air India maintained a collection of Indian art from 1956 comprising works of important Indian artists and photographers, sculptures, wood carvings, glass paintings, rare textiles etc. The artworks were often sent to be hung in Air India booking offices around the world and used in promotional material. In 2010, a plan to establish a museum from the collection was stalled and the artworks reside in a building in Nariman Point, Mumbai. Air India organized the first ever exhibition of these art at the National Gallery of Modern Art in Delhi, titled Air India Salutes Indian Masters in 2013. Following a memorandum of understanding agreed between the airline and the Ministry of Culture, the art collection was transferred to the National Gallery of Modern Art (NGMA) in Mumbai in January 2023. The art was put up for exhibition titled Maharaja's Treasure: Select Works of Art from the Famed Air India Collection. In 1932, Air India started operations with De Havilland Puss Moth. On 21 February 1960, Air India International inducted its first Boeing 707-420 named Gauri Shankar (registered VT-DJJ), thereby becoming the first Asian airline to induct a jet aircraft in its fleet. In 1971, the airline took delivery of its first Boeing 747-200B named Emperor Ashoka (registered VT-EBD). In 1986, Air India took delivery of its first Airbus A310-300. On 4 August 1993, Air India took the delivery of its first Boeing 747-400 named Konark (registered VT-ESM). In 1989, Indian Airlines introduced the Airbus A320-200 aircraft, which Air India now uses to operate both domestic and international short haul flights. In 2005, Indian Airlines introduced the smaller A319, which is now used mainly on domestic and regional routes. After the merger in 2007, Air India inducted the A321, to operate mainly on international short-haul routes and leased the Airbus A330s to operate on medium-long haul international routes. The airline's first Boeing 777-200LR aircraft was delivered on 26 July 2007, which was named Andhra Pradesh. Air India received its first Boeing 777-300ER aircraft on 9 October 2007 and the aircraft was named as Bihar. Air India received its first Boeing 787 dreamliner aircraft on 6 September 2012 and commenced flights on 19 September 2012.

4. Leadership Failures

In 2000–01, attempts were made to privatise Air India and from 2006 onwards, it suffered losses after its merger with Indian Airlines. Another privatization attempt was launched in 2017, which concluded with ownership of the airline and associated properties reverting to the Tata Group in 2022. Financial trouble, merger with Indian and later (2000–2022). It sold three A300s in March 2009 due to debts. In January 2013, Air India cleared some of its debts by selling and leasing back the newly acquired Boeing 787 Dreamliners. Also, the airline posted its first positive EBITDA after almost six years. In 2000–01, attempts were made to re-privatize Air India. In 2000, Air India introduced services to Shanghai, China. On 23 May 2001, the Ministry of Civil Aviation charged Michael Mascarenhas, the then-managing director, with corruption. According to the ministry reports, the airline lost approximately ₹570 million (US\$6.8 million) because of extra commissions that Mascarenhas sanctioned and he was later suspended from the airline. In May 2004, Air India launched a wholly owned low cost subsidiary called Air-India Express connecting cities in India with the Middle East and Southeast Asia. Until 2007, Air India mainly operated on international long-haul routes while Indian Airlines operated on domestic and international short-haul routes. In 2007, Air India and Indian Airlines were merged under Air India Limited and the airline took delivery of its first Boeing 777 aircraft. The airline was invited to be a part of the Star Alliance in 2007. On 1 March 2009,

Air India made Frankfurt Airport its international hub for onward connections to the United States from India. However, the airline shut down the Frankfurt hub on 30 October 2010 because of high operating costs.

5. AIR INDIA In Trouble

The combined losses for Air India and Indian Airlines in 2006–07 were ₹7.7 billion (US\$92 million) and after the merger, it went up to ₹72 billion (US\$860 million) by March 2009. In July 2009, State Bank of India was appointed to prepare a road map for the recovery of the airline. The carrier sold three Airbus A300 and one Boeing 747-300M in March 2009 for \$18.75 million to finance the debt. By March 2011, Air India had accumulated a debt of ₹426 billion (US\$5.1 billion) and an operating loss of ₹220 billion (US\$2.6 billion), and was seeking ₹429 billion (US\$5.1 billion) from the government. A report by the Comptroller and Auditor General blamed the decision to buy 111 new planes and the ill-timed merger with Indian Airlines for the poor financial situation. In August 2011, the invitation to join Star Alliance was suspended as a result of its failure to meet the minimum standards for the membership. The government pumped ₹32 billion (US\$380 million) into Air India in March 2012. In May 2012, the airline was fined \$80,000 by the US Transportation Department for failing to post customer service and tarmac delay contingency plans on its website and adequately inform passengers about its optional fees.

5.1. Accidents and incidents: A cause of losing customer trust.

As of January 2024, Air India has been involved in ten fatal crashes, two of which were caused by acts of terrorism. On 27 December 1947, a Douglas C-48C (registered VT-AUG) carrying nineteen passengers and four crew en route from Karachi to Bombay, crashed at Korangi Creek due to loss of control following instrument failure, killing all on board. This was the airline's first fatal accident. The aircraft had been notorious for electrical problems and had an unusual number of instrument replacements. On 3 November 1950, Air India Flight 245, a Lockheed L-749 Constellation (registered VT-CQP, Malabar Princess) carrying forty passengers and eight crew on a flight from Bombay to London via Cairo and Geneva, crashed on Mont Blanc in France, killing all on board. On 13 December 1950, a Douglas C-47B (registered VT-CFK) carrying 17 passengers and four crew from Bombay to Coimbatore, crashed into high ground near Kotagiri due to a navigational error, killing all on board. On 15 September 1951, a Douglas C-47A (registered VT-CCA) lost control and crashed on takeoff from HAL Bangalore Airport with the autopilot turned on, killing a crew member; all 23 passengers survived. On 9 May 1953, a Douglas C-47A (registered VT-AUD) crashed shortly after takeoff from Palam Airport following a loss of control due to pilot error, killing all thirteen passengers and five crew on board. On 11 April 1955, Kashmir Princess, a Lockheed L-749A Constellation (registered VT-DEP) flying from Hong Kong to Jakarta, crashed while attempting a water landing post a mid-air bomb explosion in the right main landing gear bay, killing all eleven passengers and eight crew. On 19 July 1959 Rani of Aera, a Lockheed L-1049G Super Constellation (registered VT-DIN) carrying 46 people (39 passengers and seven crew) crashed on approach to Santacruz airport, Bombay in poor visibility conditions due to rain. There were no fatalities, but the aircraft suffered damage beyond repair and was written off. The Air India Memorial in Toronto, Ontario, Canada dedicated to the victims of Air India Flight 182. On 24 January 1966, Air India Flight 101 Kanchenjunga, a Boeing 707-420 (registered VT-DMN) carrying 117 people (106 passengers and 11 crew) crashed on Mont Blanc, France killing all on board including Indian scientist Homi J. Bhabha. On 25 December 1974, Air India Flight 105, a Boeing 747-237B (registered VT-EBE), flying from Santacruz airport, Bombay to New York JFK, with stops at Beirut, Rome, and Paris was hijacked by a 31-year-old male passenger, while flying on the Beirut-Rome leg. The crew was able to subdue the hijacker, who was handed over to top Italian police officers after landing. On 1 January 1978, Air India Flight 855 Emperor Ashoka, a Boeing 747-200B (registered VT-EBD) crashed into the Arabian Sea post taking off from Bombay after the pilot became disoriented due to instrument failure, killing all 190 passengers and 23 crew on board. On 21 June 1982, Air India Flight 403 Gouri Shankar, a Boeing 707-420 (registered VT-DJJ) carrying 99 passengers and 12 crew from Kuala Lumpur to Bombay via Madras crashed while landing at Sahar airport during a rainstorm. The fuselage broke apart and seventeen people including two crew members were killed. On 28 January 1983, Air India Flight 306 Emperor Kanishka, a Boeing 747-200B (registered VT-EFO), collided with an Indian Airlines Airbus A300 after landing at Palam Airport, Delhi with the plane suffering substantial damage. On 2 June 1984, Air India flight 315, a Boeing 747-200B, flying from Bangkok to Delhi with 314 passengers and crew, suffered a No 4 engine fire five minutes after takeoff. While the fire extinguishers were armed, the fire persisted, forcing the plane to dump fuel and land at Bangkok Don Muang Airport. On 23 June 1985, Air India Flight 182, a Boeing 747-200B (registered VT-EFO), was blown up in mid-air by a suitcase-bomb planted by Babbar Khalsa terrorists on the first leg of its Montreal-London-Delhi-Bombay flight. The aircraft exploded off the coast of Cork, Ireland in the Atlantic Ocean killing all 307 passengers and 22 crew on board. On 7 May 1990, Air India Flight 132 Emperor Vikramaditya, a Boeing 747-200B (registered VT-EBO) flying on the London-Delhi-Bombay route carrying 215 people (195 passengers and 20 crew) caught fire on touch down at Delhi airport due to a failure of an engine pylon-to-wing attachment. There were no fatalities but the aircraft was damaged beyond repair and written off. On 30 July 2005, Air India Flight 127, a Boeing 747-400, flying from HAL Airport, Bangalore skidded while landing at Mumbai damaging the nose wheel landing gear after hitting a few runway lights. While there were no injuries, the plane sustained damage and was taken off service for repairs. On 4 September 2009, During the pre-takeoff phase at Chhatrapati Shivaji Maharaj International Airport in Mumbai, Air India Flight 829, a Boeing 747-400 (registered as VT-ESM), experienced an engine fire. As a result, the aircraft was declared a total loss, and 21 of the 229 individuals on board were injured while evacuating. On 28 May 2012, Air India flight 112, a Boeing 777-200LR (registered VT-ALH), suffered damage to the nose radar dome and left engine cowling on landing at Chhatrapati Shivaji Maharaj International Airport in Mumbai following a flight from London Heathrow. The cause of the damage could not be determined, but the aircraft was withdrawn from service to be repaired. The Boeing 777 returned to service in January 2015 after repairs and test flight were completed. On 5 January 2014, Air India flight 890, an Airbus A320 (registered VT-ESH), flying from Imphal to Delhi via Guwahati was diverted to Jaipur Airport due to heavy fog in Delhi. The rear tire of the plane burst during landing, damaging the right wing. While there were no fatalities among 173 passengers and 6 crew, the 20 year old Airbus suffered severe damage and was written off. On 17 December 2015, an Air India technician was killed in a freak accident at Chhatrapati Shivaji Maharaj International Airport in Mumbai after being sucked into the engine of an Airbus A320 during pushback when the co-pilot mistook a signal and started the engine. On 11 September 2018, Air India flight 101, a Boeing 777-300ER (registered VT-ALQ), operating from New Delhi to New York JFK airport, suffered multiple instrument failures and was unable to perform an

ILS approach into any airport. Because of bad weather, the flight had to hold, resulting in a critical low fuel situation as well. The flight was able to divert to Newark, where it landed safely.

5.2. New Initiatives

In 2010, financially less lucrative routes were terminated and the airline planned to open a new hub for its international flights at Dubai. In 2012, a study commissioned by the Corporate Affairs Ministry recommended that Air India should be partly privatized. In May 2012, the carrier invited offers from banks to raise \$800 million via external commercial borrowing and bridge financing. In 2013, the then-Civil Aviation Minister Ajit Singh stated privatization was the key to the airline's survival. However, the opposition led by the BJP and the CPI(M) slammed the government. In 2013, the Indian government planned to delay equity infusion of ₹300 billion (US\$3.6 billion) that was slated to be infused into the airline slowly over eight years. In January 2013, Air India cleared a part of its pending dues through funds raised by selling and leasing back the newly acquired Boeing 787 Dreamliners. In March 2013, the airline posted its first positive EBITDA after almost six years and 20% growth in its operating revenue since the previous financial year. Air India Limited split its engineering and cargo businesses into two separate subsidiaries, Air India Engineering Services Limited (AIESL) and Air India Transport Services Limited (AITSL) in 2013. In December 2013, the airline appointed veteran pilot SPS Puri as its head of operations. The appointment was criticized by the Air India pilots union as Puri allegedly has multiple violations to his name. Air India became the 27th member of Star Alliance on 11 July 2014. In August 2015, it signed an agreement with Citibank and State Bank of India to raise \$300 million in external commercial borrowing to meet working capital requirements. For FY 2014–15, its revenue, operating loss and net loss were ₹198 billion (US\$2.4 billion), ₹2.171 billion (US\$26 million) and ₹5.41 billion (US\$65 million) compared FY 2011–12, which were ₹147 billion (US\$1.8 billion), ₹5.138 billion (US\$62 million) and ₹7.55 billion (US\$90 million). In February 2016, Air India became the third largest carrier in India, after IndiGo and Jet Airways with a market share of 15.4%. On 28 June 2017, the Government of India approved the privatization of Air India and set up a committee to decide the details. In March 2018, the Government issued an Expression of Interest (EOI) to sell a 76% stake in Air India, along with low-cost airline Air India Express, and a 50% stake in AISATS, a ground handling joint venture with Singapore Airport Terminal Services (SATS). According to the EOI, the new owner would have to take on a debt of ₹33,392 crore (US\$4.0 billion) and a bid would have to be submitted by mid-May as the Government wanted to complete the selling process by the end of 2018. However, no private firms showed any interest in buying a share in the debt-laden airline. Having failed to sell off a majority stake in the airline, the Government decided to completely exit the airline and invited fresh EOIs on 27 January 2020. In order to attract bidders this time, the government reduced the debt burden on Air India by moving nearly ₹30,000 crore (US\$3.6 billion) of the company's debts and liabilities to a Special Purpose Vehicle (SPV). In view of the prevailing situation arising out of COVID-19, the last date for submission of interest was extended multiple times and the Government eventually received EOIs from seven parties by December 2020. Five of these parties were disqualified and the Government invited financial bids for Air India from the two qualified parties in September 2021. In September 2021, Spice Jet's Ajay Singh-led consortium and Tata Sons submitted their financial bids for Air India. On 8 October 2021, Air India along with its low cost carrier Air India Express and fifty per cent of AISATS, a ground handling company, were sold for ₹18,000 crore (US\$2.2 billion) to Tata Group. On 27 January 2022, the airline was officially handed over to Tata Group. On 14 February 2022, after its re-privatization, the airline appointed Liker Ayke, former Chairman of Turkish Airlines as its new CEO and managing director to take charge on or before 1 April 2022 which did not materialize. In March 2022, Natarajan Chandrasekaran, the chairman of Tata Sons was appointed as the chairman of the airline and in May 2022, Campbell Wilson was announced as the CEO and MD. After the airline's acquisition, Tata Group began discussion on bringing the other airlines including Vistara and AirAsia India where it held a stake under a unified umbrella. In November 2022, Air India acquired AirAsia's stake in AirAsia India, renamed it into AIX Connect and announced plans to merge it with Air India Express. On 29 November 2022, Air India announced the merger with Vistara by March 2024 with Singapore Airlines which owns a 49% stake in Vistara getting a 25% stake in the newly formed airline. Vistara brand would be discontinued post the merger, and the brand will operate under the Air India name. The National Company Law Tribunal approved the merger between Air India and Vistara on 6 June 2024. On 15 September 2022, the Tata Group announced Vihaan, a five-year transformation goal aimed at restructuring and transforming Air India in phases. As part of the plan, Air India announced flights to additional international destinations. The route expansion was supported by improving air-worthiness of existing fleet and leasing aircraft from other airlines. On 14 February 2023, Air India announced an order for 470 aircraft consisting of including 250 from Airbus and 220 from Boeing at a cost of US\$70 billion, which set the record for the world's largest aircraft order at the time. On 10 August 2023, the airline announced a rebranding exercise named "Vista" with a new livery and logo. On 1 January 2024, Air India announced that it will begin operating its first Airbus A350 aircraft on domestic routes from 22 January 2024 before expanding to international destinations. Air India moved its headquarters from Air India Building, Mumbai to Delhi in 2013. The former headquarters is a 23-story tower on Marine Drive and was one of the targets of the 1993 Bombay bombings. In 2023, Air India moved its headquarters to Gurgaon in the National Capital Region. Air India Express began operations on 29 April 2005 and was initially owned by Air India Charters and operates flights from South India to the Middle East and Southeast Asia. In November 2022, Air India acquired AirAsia's stake in AirAsia India, renamed it into AIX Connect and announced plans to merge it with Air India Express. Air India's mascot is the Maharajah (high king). It was used in promoting it although initially designed only for the airline's memo-pads. The Maharajah was given a makeover in 2015 and the brand is represented by a younger version. In 2023, the Maharajah was given a makeover and was revealed that the mascot would only be used in certain aspects of the airline like the premium lounges and crockery.

6. Restructuring, Organization changes and transformation.

In 1953, the Government of India passed the Air Corporations Act and purchased a majority stake in the carrier from Tata Sons through its founder J. R. D. Tata. The company was renamed as Air India International Limited and the domestic services were transferred to Indian Airlines as a part of restructuring. On 11 January 2006, Air India announced an order for 68 jets – 8 Boeing 777-200LR, 15 Boeing 777-300ER, 18 Boeing 737-800 and 27 Boeing 787-8 Dreamliners. The eighteen Boeing 737s ordered were later

transferred to Air India Express and Air India took delivery of the dream liners. As a part of the financial restructuring, Air India sold five of its eight Boeing 777-200LR aircraft to Etihad Airways in December 2013. According to the airline, plans for introducing ultra-long flights with service to Seattle, San Francisco and Los Angeles were cancelled due to factors like high fuel prices and weak demand. In April 2014, the airline decided to sell its remaining three Boeing 777-200LRs as well, citing higher operating costs. On 24 April 2014, Air India issued a tender for leasing 14 Airbus A320 aircraft for up to six years, to strengthen its domestic network. By April 2024, Air India has sold four of its last remaining Boeing 747-400 jumbo jets US company AerSale. Two will be converted into freighters and two will be scrapped. AI's first A350 alongside its future companion, the Boeing 777X that the airline has ordered in early 2023 during the Paris Air Show. On 14 February 2023, Air India announced an order for 470 aircraft with Airbus and Boeing consisting of 210 A320neo family, 40 A350, 190 737 MAX, 20 787-9 and 10 777-9 aircraft for US\$70 billion with deliveries beginning late 2023. The Boeing 777-200LRs/777-300ERs that have operated with Air India since before its privatization have a three-class configuration with first, business, and economy class. These include the carrier's older, 2-3-2 business class cabins and 3-3-3 economy class cabins. Following privatisation, Air India began operating ex-Delta 777-200LRs on certain routes to North America, which allowed for the airline to introduce Premium Economy (using Delta's Premium Select product). The introduction of ex-Etihad 777-300ERs on routes to London-Heathrow introduced a third product type within the carrier's fleet (though Premium Economy product is still limited to the ex-Delta 777s). Air India's Boeing 787 Dreamliners have a similar product to its older 777s but do not have first class, opting for a two-class configuration with a 2-2-2 business class and economy class. In January 2024, the airline introduced its first Airbus A350 on select domestic services. Within its A320neo fleet, which primarily serves domestic and regional international services, only business and economy class were offered with some aircraft, including newly delivered A320XLRneo aircraft having only economy class. Air India's widebody fleet is equipped with personal on-demand in-flight entertainment systems on which passengers can choose from available content. This varies from the Thales i5000 on the legacy 777 product, the Thales i8000 on the 787-8s, to the Panasonic eX3 on the A350-900 and ex-Delta 777-200LRs.[162] The legacy 777 and 787 product will be replaced with Thales' Avant Up system. Thales will also line fit the as of yet-to-be-delivered 787-9s and further deliveries of the A350-900 with the same system. Namaste.ai is the current in-flight magazine published in English by Air India. It replaced Shubh Yatra (meaning Happy Journey), which was a bilingual in-flight magazine published in English and Hindi. Frequent flyer programme was introduced by Air India. It was India's first frequent flyer programme and is shared by Air India and its subsidiaries. A member can earn mileage points and redeem them during future travel. On higher fares, passengers will earn bonus miles and clock mileage points.

7. Social Responsibility Initiatives by Air India

Air India, along with Air India Express, plays a pivotal role in serving the nation in times of crisis. In various epic missions, Air India and Air India Express flights evacuated stranded people from all over the world in the aftermath of the Covid-19 outbreak through the Government of India's Vande Bharat Mission and Air Transport Bubble flights. As the flag carrier, Air India is often involved in the evacuation of civilians during wars. The airline entered the Guinness Book of World Records for the most people evacuated by civil airliner.[167] Over 111,000 people were evacuated from Amman to Mumbai, a distance of 4,117 kilometres (2,558 mi), by operating 488 flights from 13 August to 11 October 1990 lasting 59 days. The operation was carried out during Persian Gulf War to evacuate Indian expatriates from Kuwait and Iraq. In February–March 2011, Air India evacuated more than 15,000 Indian nationals during the Libyan civil war. In March–April 2015, the airline was involved in Operation Raahat during the Yemeni civil war. In August 2021, Air India evacuated 669 people under Operation Devi Shakti from war-torn Afghanistan during the 2021 Taliban offensive. In February 2022, Air India evacuated Indian citizens from Russia and Ukraine as a part of Operation Ganga during the Russo-Ukrainian War. In October 2023, the airline evacuated people from Israel during the 2023 Israel– Hamas war as a part of Operation Ajay. Air India, along with Air India Express, plays a pivotal role in serving the nation in times of crisis. In various epic missions, Air India and Air India Express flights evacuated stranded people from all over the world in the aftermath of the Covid-19 outbreak through the Government of India's Vande Bharat Mission and Air Transport Bubble flights.

8. Conclusion:

Founded by the legendary JRD Tata, Air India pioneered India's aviation sector. The airline's history is, in fact, synonymous with the history of civil aviation in India. The case study aims to sensitize management students about the business impact of wrong leadership practices and decisions. Further, it endeavors to build sensitivities towards failure situations while driving an organization's business. This case study will develop understanding of the challenges, techniques, burdens, and successes associated with initiating and implementing major changes within organizations. It is designed to facilitate an appreciation of the role of leadership decisions in problem solving in contexts of challenges or failures faced by organization. This case study presented the need of risk managing ability for young managers in rapidly evolving economic and social environment thus gives a broader picture to run the business effectively.

Questions for Discussion:

Q1. With reference to the above case do you think Coping with ambiguities requires ability to envision possibilities and lead decisions as an integral aspect of leadership development.

Q2. Identify the importance of Continual & agile learners who are able to empathize from multiple perspectives that has several unpredictable events. Demonstrate the need of Innovative approach to problem solving in the given scenario.

Q3. Success in any business, from the smallest corner store to the largest multinational corporation requires the use of right short term and long term decisions. Elaborate this statement with reference to Air India.

Q4. What are the prerequisites for the achievement of the organization's strategic & operational goals. Discuss the above statement in context to Air India operations.

Teaching notes

1. The case discussion must focus on concept of Management of change and Organizational Development to denote the importance of managing concerns when major changes are made in an organization. OD refers to a component of a major company overhaul designed to fix an ineffective workplace. Analysing Compare the advantages and disadvantages of different approaches to Change (Org Transformation, BPR, Innovation, OD) Develop understanding of OD based Change Management, including enabling leadership values, & diagnostic tools.
2. Secondly, understanding of various elements, processes and systems of PMS in an organization and the related contemporary / emerging challenges in the increasingly competitive, global work environment is important. Students must be able to identify deeper and meaningful understanding of the PMS architecture and its strategic context and linkages, and the current and emerging challenges (including hyper competition, global connect and related phenomena). The case instructor or moderator must discuss the Competency based approach to HRM in general and PMS processes in specific (focus on Performance Measurement, Planning, Review and Development, Management and Leadership Development), including ethical and other challenges.
3. The students should learn how to intervene in an organizational PMS context. To instill the integrity DNA to students who are required to function as —Ethics Champions in corporate life from a practitioner on the subject with global experience. To sensitise students about understanding business challenges, stakeholder issues, global regulatory and compliance environment and relevance of Code of Conduct / Policies.

REFERENCES:

- 1) Air India. Wikipedia. Retrieved on 16 October 2021.
- 2) https://en.wikipedia.org/wiki/Air_India
- 3) Alikhan, A. (2017, July 4). Air India was once the company that inspired Singapore
- 5) BBC News. (2018, June 1). Air India sale fails to attract buyers. BBC News. Retrieved on
- 7) BBC News. (2021, Oct 8). Air India: Struggling national carrier sold to Tata Sons.
- 9) Bhargava, J. (2013). The Descent of Air India. Bloomsbury Publishing India Private
- 13) Biswas, S (2021, Oct 9). Air India: The iconic maharajah returns home. BBC News.
- 17) Colley, A. (2018, Apr 22). Three passengers injured after terrifying turbulence causes 18) window to FALL OFF on board Air India flight. Mirror. Retrieved on: 1 October 2021 <https://www.mirror.co.uk/news/world-news/three-passengers-injured-after-terrifying-12406692>
- 25) India Today. (2018). Birth of Indian Airlines and Air India: Remembering the day when 26) all airlines in India were nationalized. Retrieved on 1 august 2021 <https://www.indiatoday.in/education-today/gk-current-affairs/story/indian-airlines-nationalisation-day-air-india-august-1953-air-corporation-act-1302436-2018-08-01> 27) India Today. (2018
- 29) Kundu, R. (2021, Aug 4). Air India accumulated losses rise to 70,820cr. Mint. Retrieved 30) on 7 October 2021. <https://www.livemint.com/companies/company-results/air-india-s-accumulated-losses-rise-to-70-820-crore-11628084965256.html> 31) Ministry of civil aviation. <https://www.civilaviation.gov.in/en/aboutus/orgsetup> 32) Mustafa, A. (1954). Civil aviation in India. Thacker, Spink.
- 15). Why Air India is in trouble? The Economic Times. 40) Retrieved on 15 October 2021. <https://economictimes.indiatimes.com/t-t-ram-mohan/why-air-india-is-in-trouble/articleshow/5807186.cms?from=mdr>
- 45) Shah, S. (Dem 5, 2018). How the government took Air India from JRD Tata, asked him to 46) run it, and then took it away again. Scroll.in. Retrieved on: 17 August 2021. <https://scroll.in/article/904431/how-the-government-took-air-india-from-jrd-tata-asked-him-to-run-it-and-then-took-it-away-again>