Individual paper assignment

You have been asked by Ryanair to evaluate their current strategic plans and to give strategic advice to the board of directors. Would you recommend any changes to Ryanair’s approach?

Please write an academic paper in which you give Ryanair strategic advice. This assignment will account for 100% of your final grade for this course. The basis for this assignment is the business case: "Ryanair: the low fares airline – ‘always getting better’?" which can be found on page 622 of your coursebook. It is mandatory to use this case for this assignment.

* **General guidelines paper:**
  + Academic paper
  + 4000 words! (+/- 20%, excluding the title page, the abstract, the reference list and the appendix)
  + Use the provided Ryanair case
  + Find extra data/articles on Ryanair for your analysis
  + Incorporate relevant course literature
  + Use APA-style of referencing
* **Assignment:**
  + Write an academic paper in which you give Ryanair strategic advice.
  + Introduce Ryanair and the management problem and create a research question.
  + incorporate (and use) the relevant class materials to analyse the situation at Ryanair.
  + It is a necessity to find extra data/articles on Ryanair, on the internet, to use as input for the models & concepts that you'll choose to use. Only articles from renowned media (Economist, The Guardian, New York Times, Bloomberg, etc.) can be used as an extra data source on Ryanair.
  + Conclude your paper with advice, based on your analyses, to Ryanair

**Learning objectives (outcomes – further LO)**

The learning objectives for this course are divided into learning outcomes in relation to the entire MSc program and into learning outcomes for this individual course. Both will be described in this section.

Learning outcomes in relation to the MSc program:

LO 1. Having thorough knowledge of business studies disciplines, relevant terms and theories, as well as the methodological and theoretical knowledge and skills belonging to these areas.

LO 2. Being able to conduct independent research and, on the basis of reflecting on the results, being able to bring nuances to the existing business knowledge and to generate new scientific knowledge

LO 3. Being able to follow new developments in business based on scientific research, to determine the importance and applicability of these developments in a specific context and the ability to trace relevant information on management in relevant international publications.

LO 4. Having insight into the relation between a business and aspects of the world surrounding it - political, economic, social, technological, environmental and legal - and the ability to evaluate the viability of a business using this insight.

LO 5. Being able to develop strategic perspectives from an integrated business standpoint and scientific basis, to analyze and to solve managerial problems.

LO 6. Being able to tackle new, unknown and atypical problems in which all aspects of business are concerned.

**Relation with learning outcomes of the program**

* To correctly display the developments in the field of business strategy and strategic change (Bloom’s Taxonomy: Remember & Understand)
* Create a profound understanding of the factors influencing technological innovation and their effect on strategy (Bloom’s Taxonomy: Understand)
* To be able to interpret and explain the different strategic perspectives (Bloom’s Taxonomy: Understand)
* To be able to compare the effect of different strategy approaches. (Bloom’s Taxonomy: Analyse)
* To be able to generate a research question, that is based on an actual management problem, in the field of strategy (Bloom’s Taxonomy: Create)
* To be able to construct a basic strategy process that results in a strategic advice. (Bloom’s Taxonomy: Create)