

in the environment and has seen dramatic changes since 9/11. After 9/11, the tighten security measure has affected the business, Ryan-Air lost a lot of revenue due to the fact that people was too scared to fly.

Economics

The rising fuel price will affect the airline industry. Most of the airline company will do some hedge for the fuel in order to stable the cost as fuel is a major cost for every airline. However, the fluctuation of fuel price can have a negative effect on the airline financial report.

The fluctuation in the US dollars will affect Ryan-Air because the customer from US will reduce their travelling as US dollars are depreciating.

Social

According to (Hofmann, 2004) The increasing travelling lifestyles are factor that will affect the business of Ryan-Air. Nowadays people are more enjoy a travelling lifestyle. They love to travel all around the world. And more and more people will have graduation trips, backpack trips etc. These people become major customers for the company. Also, the merging of different companies from different countries also becomes a big factor to generate revenues. It is because people from these companies need to travel a lot. Thus they need the service provide by Ryan-Air.

Technological

Technology is advancing. And it really affected Ryan-Air in almost all areas.

- ✓ Internet sales are getting more and more popular but the competition are also increasing.
- ✓ High speed trains travelling to some destination and low fuel consumption cars are some of the other means people are now using instead of travelling by plane.

Environmental

- ✓ IATA has some measure and restriction on the noise level and the carbon emission level. And they request the airline industry to be an environmentally-responsible industry. And not only
- ✓ IATA is now asking the airline companies to invest in technology to minimize the pollution, to improving operational efficiency, to building and using efficient infrastructure.

Legal

According to Oxbridge Writers (2005) the legislation with the most impact on Ryanair - and other low-cost carriers - is an EU ruling on providing compensation, food and accommodation for passengers whose flights are cancelled or heavily delayed. This was introduced in February 2005, and has been unsuccessfully challenged by bodies representing low-cost carriers (Milner et al 2006). Ambiguous wording in the law has been exploited by airlines: the rules do not apply if a cancellation is for reasons of safety.

2: Assessing the human resource requirements with regards to Ryan-Air

The airline industry is one of the most competitive, safety-sensitive and a technology organization. Employees have to be handled. The safety of the customer is top priority in all case. The (HR) team at Ryan-air has to ensure the right staffs are placed in the right position. The (HR) have to be able to change with the current changes taken place in the current climate.

Human Resource requirements

According to (Deborah, 2003) One of the main roles of an HR department is managing current employees. Unlike managers who directly oversee the employees' day-to-day work, the HR department deals with concerns such as benefits, pay, company policies and training. Among the benefits that might be handled by the HR department are insurance plans, paid vacations, paid leave for illnesses and other health matters, pension plans and employee investments. The HR department also might settle conflicts between employees or between employees and their managers as well as grievances filed against the company by employees.

Recruitment

According to Sims (2002) is the process by which organizations discover, develop, seek, and attract individuals to fill actual or anticipated job vacancies. Employee recruitment includes interview, screening, and selection of most qualified candidates, filling of positions through transfer or promotion, and coordinating temporary employment.

Ryan-Air aim to identify and recruit suitable applicants in a cost effective and legal manner, the recruitment process involved planning, screening and selecting. The HR team at Ryan-Air most ensure recruitment program is directly related to the company strategic planning.

Effective recruitment

According to Sims (2002) effective recruitment must be consistent with the strategy, the vision, and the values of the organization. Strategic discussions focus on the general needs of the organization. Once those needs are understood, the focus turns to defining the needs of specific units or departments and the requirements for specific positions. The objectives of the company's recruitment process are:

- ✓ Ensure that the supply of talents and skills are adequate
- ✓ Help management determine future human resources requirements
- ✓ Attract an adequate pool of job applicants where employees can be selected

Organizational culture is the behaviour of the workforce in an organization. Culture is comprised of the organization, values, norms, working language, systems, including habits and beliefs of the organization. There is no clear way to define culture in an organization but culture exists in every organization, in the case of Ryan-air their culture is to offer low-cost flights to European destination. The concept of culture is particularly important when attempting to manage organization-wide change. Organizations are coming to realize that, despite the best-laid plans, organizational change must include not only change in structures and processes, but also change in the corporate culture as well.

Impact of organizational culture

- Competitive edge derived from innovation and customer service
- Consistent, efficient employee performance
- Team cohesiveness
- High employee morale
- Strong company alignment towards goal achievement

An organization culture is very important to the organization if the company has good culture this could lead to an increase in the performance of the organization.

Organizational culture can be a major factor in the survival of the organization, although this is hard to prove statistically.

According to (Journal-archives, 2012) Culture idea must be learned and shared in the organizations (Titiev, 1959). (Pettigrew, 1979), argue that cultures of organization based on cognitive systems which help to explain how employees think and make decision.

(Melear, 2006), corporate culture is impacted by history of the company, the founder of the organization and country of origin of the organization. There is link between corporate culture and corporate history because the interaction among the group can develop culture. Melewar (2006) stated that the founder of the company can affect the corporate culture.

Human Resource Management

The human resource management is responsible for the recruitment of staff in their various functions.

Ryan-Air has been committed to Low-cost air fare since the company was incorporated in 1985. Ryan air has grown from a small airline flying short journey from Waterloo to London into one of Europe's largest carriers. Ryan air now employs over 8500 members of staff and has seen rapid growth over the years, since Ryan-Air went public 1997, the money raised was used to expand the airline into a pan-European carrier. With the major growth and expansion and success of Ryan-Air the HR department have to keep up-to-date with the continual changes of the internal and the external environment. They have to position the right staff at the right place to maintain the company competitive advantage over their competitors; it is believed that the company human resources are the source of competitive advantage over its rivals. The world today is not what it used to be, companies are getting more innovative and technology has been revolutionize, company strategy has changed. The HR department have to be able to deal with the changes and keep developing their staff in order to main their competitive edge.

Business operation

Ryan-air, an Irish low cost carrier (LCC) and also becomes the Europe's largest LCC, which operate over 200 low-fare routes that serve more than 90 destinations across 17 European countries.

To keep the airfare low Ryan-Air launch their website in 2000, the aim of this is to give customers the convenience to book ticket online. This will cut out the travel agency who in the pass has imposed large cost on the customers. The website is now handling ¾ of their booking, with this number increasing. Ryan-Air is now carrying over 76 million passengers per year that's an increase prior to the 74 million in 2011. According to (Theguardian, 2012) on 19 June 2012 Ryan-air Chief Executive, Michael O'Leary announced his intentions to make an all cash offer to buy Aer Lingus. On Tuesday 19 June Ryan-air offered €1.30 per share in Aer Lingus despite shares closing at €0.94 on the Irish Stock Exchange (ISE). Ryan-air said the cash offer represents a premium of 38.3% over the Aer Lingus closing price. This would put the company value at approximately €694 million. This offer was rejected by Aer Lingus for the 3rd time.

9: Examine how the effectiveness of human resources management is monitor in Ryan-Air

The effectiveness of HR in an organization depends on the method that is use to measure the performance of an employee. Having the right people in the right position is very curial to the success of an organization, the corporate culture, value, personal style and the long-term objective of the organization plays an important factor for the HR to be effective.

Human resource management (HRM), as defined by(J. Bratton & J. Gold, 2007) "A strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices."