

Guildhall College London

Assignment 2: Individual Case Study Report:

Information Management at British Airports Authority (BAA)

Module:

FE3049 - Strategic Information Management

Programme:

BA (Hons) Business Administration

Module Leader:

Rexford Sam

Field

Finance, Economics and Accounting (FEA)

Submission Deadline

Friday, 13 August 2010 (at 11am),

At Programme Admin Room, Ground Floor, Building 1, Nelson Street

Information Management at British Airports Authority (BAA)

The case relates to decision making and competitive issues in information management.

British Airports Authority (BAA) is a leading airport company and at the heart of a very complex business.

BAA's work touches on almost every area of airport life – from day-to-day security and retail to strategy and investment in some of the UK's busiest airports.

It is involved in almost every aspect of the day-to-day running of six UK airports, namely Heathrow Airport, Stansted Airport, Glasgow Airport, Edinburgh Airport, Aberdeen Airport, and Southampton Airport as well as a number of overseas airports: Baltimore-Washington Airport, Boston (Logan) Airport and Pittsburgh Airport. It also has a 65% stake in Naples Airport, Italy.

It is considered a world leader in security and almost half of its staff work in this area. It claims it was also first to introduce 100% hold baggage screening at its airports.

BAA is one of the largest commercial landlords in the UK, providing more than 1 million sq ft of commercial accommodation for around 900 airport retail organisations. As one of the construction industry's largest clients, it is continually investing in new, often state-of-the-art buildings.

It has its own 460-strong fire team to provide airside support across its airports.

The company claims that in whatever it does, it tries to minimise its environmental impact and to be one of the leading companies in corporate responsibility.

Thousands of people keep BAA running smoothly at its locations around the world. Supporting its dedicated teams is its management: the Board, Executive Committee and airport management. These individuals give the company strategic direction and, ultimately, aim to keep its customers and investors happy. It works closely with travellers to make sure it is giving them what they want. It conducts surveys to find out the views of about 70,000 passengers a year.

In June 2006 BAA was bought by a consortium led by Ferrovial, the Spanish construction company, and in August that same year, BAA officially delisted from the London Stock Exchange. Ferrovial is one of the world's leading infrastructure companies, with 104,000 employees and operations in 43 countries in a range of sectors including construction, airport, toll road, and car park management and maintenance, and municipal services.

Running BAA – According to BAA

“The way we run BAA is about much more than simply hitting targets and profit margins.

We have certain responsibilities to society – responsibilities we take very seriously. Every one of our directors, employees and suppliers strives to meet our core commitments.

Ethics: Our ethics underpin the way we behave, the decisions we make and where our business is going. We encourage a way of working that is honest, responsible and respectful.

Safety: Providing a healthy and safe working environment is our top priority. We continually assess and manage risks to make sure we are performing at our best.

Leadership: This is a big part of any successful organisation, so our management works to inspire our team and encourage teamwork, sharing, learning and open communication.

Value: We're committed to giving our shareholders strong and continuous financial growth. At the same time, we aim to give passengers and airlines excellent value for money and treat our suppliers with openness and integrity.

Responsibility: Our responsibility to the environment and local communities guides our decisions. We work in partnership with local communities, set challenging environmental targets and constantly measure our performance.

Corporate governance: BAA is committed to meeting the highest standards of corporate governance.

Our partners: The everyday running of an airport involves many different companies. The way these companies operate can affect our ability to meet our corporate responsibility aims. We also want to do business with suppliers that have the same values and demonstrate strong corporate responsibility performance.

We work closely with our partners to ensure the smooth running of our airports and to improve our safety and environmental performance. While we often do not have direct control over the practices of companies working at our airports we use our influence to ensure compliance with our policies and statutory regulations. We evaluate our suppliers as part of our sourcing process in a number of key areas. ”

Requirements

Using the above information and other relevant and/or credible sources, produce a information management review report for British Airports Authority (BAA).

In particular, the report should:

- Assess BAA's information management activities with a view to improving decision making in the organisation; and
- Recommend ways to enhance its customers' experience through better information management.

Report Format (and Marks Breakdown)

- Executive Summary **(10%)**
- Introduction/Background **(10%)**
- Discussion of main issues –
 - BAA's information management activities **(30%)** and
 - Recommendations to enhance customers' experience **(20%)**
- Conclusion **(10%)**
- References and Bibliography **(10%)**
- Approach and writing style **(5%)**
- Language and formatting **(5%)**

Report should **NOT exceed 2000 words.**

Harvard Referencing Methods

Harvard Referencing System

We expect students to use the alphabetical or name-date method known as the HARVARD system. There are two parts in this system:

1. Citation within text or body of the report:

In this the author's surname and year of publication are cited in the text, e.g. (Bond, 2004).

2. Reference List:

A reference list (of these citations) is included at the end of the assignment, in alphabetical order by author. The reference list also includes additional details such as the title and publisher.

A **bibliography** lists relevant items that you have used in the preparation of the assignment but not cited in your text. A bibliography should also be in the Harvard style and the inclusion of such a list shows that you have read widely beyond the items you have cited.

Examples of citations within text or body of the report:

1. Cormack (1994, p.32-33) states that.....
2. This view has been supported in the work of Cormack (1994, p.32-33).
3. Jones (1946) and Smith (1948) have both shown.....
4. Corporate Author: 1st citation: Royal College of Nursing (RCN), 2007
 2nd citation: RCN, 2007

Examples of listings in reference list:

1. Books with one author:

Redman, P., 2006. *Good essay writing: a social sciences guide*. 3rd ed. London: Open University in assoc. with Sage.

2. Books with two, three or four authors

The required elements for a reference are: Authors, Initials., Year. *Title of book*. Edition. Place: Publisher

Kirk, J. & Munday, R.J., 1988. *Narrative analysis*. 3rd ed. Bloomington: Indiana University Press.

3. Books with more than four authors

For books where there are more than four authors, use the first author only with surname and initials followed by "et al".

The required elements for a reference are:

Author, Initials., Year. *Title of book*. Edition. (only include this if not the first edition) Place: Publisher

- Grace, B. et al., 1988. *A history of the world*. Princeton, NJ: Princeton University Press.

4. E-books

For e-books the required elements for a reference are :

Author, Year, *title of book*. [type of medium] Place of publication: Publisher

- Fishman, R., 2005. *The rise and fall of suburbia*. [e-book]. Chester: Castle Press.

If available at website:

- Fishman, R., 2005. *The rise and fall of suburbia*. [e-book]. Chester: Castle Press. Available at: [libweb.anglia.ac.uk / E-books](http://libweb.anglia.ac.uk/E-books) [accessed 5 June 2005]

5 Journal articles

Author, Initials., Year. Title of article. *Full Title of Journal*, Volume number (Issue/Part number), Page numbers.

Perry, C., 2001. What health care assistants know about clean hands. *Nursing Times*, 97(22), p.63-64.

6 Newspaper articles

Author, Initials., Year. Title of article. *Full Title of Newspaper* Day and month before page numbers of article.

Slapper, G., 2005. Corporate manslaughter: new issues for lawyers. *The Times*, 3 Sep. p.4-5.

7 Journal articles from an electronic source

Boughton, J.M., 2002. The Bretton Woods proposal: an indepth look. *Political Science Quarterly*, [online]. 42 (6), Available at: <http://www.pol.upenn/articles> (Blackwell Science Synergy) [accessed 12 June 2005]

8 Internet

National electronic Library for Health. 2003. *Can walking make you slimmer and healthier?* (Hitting the headlines article) [Online]. (Updated 16 Jan 2005) Available at: <http://www.nhs.uk.hth.walking> [accessed 10 April 2005]

The title of a web page is normally the main heading on the page.

9 E-version of annual reports

Marks & Spencer, 2004. *Annual report 2003-2004*. [Online]. Available at: <http://www-marks-and-spencer.co.uk/corporate/annual2003/> [accessed 4 June 2005]