Case Studies in Contemporary Management

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About the Editors



Dr. Sumanta Dutta at present is an Assistant Professor in the Post-Graduate Department of Commerce, St. Xavier's College (Autonomous), Kolkata under the University of Calcutta. He has over 18 years of experience in teaching and research. He has presented numerous papers in various national and international conferences. He has authored a book published by Lambert Academic Publishing (Germany) and text book on Strategic Management. His work has been cited well both in SSRN top ten-download list as well as in Google Scholar.



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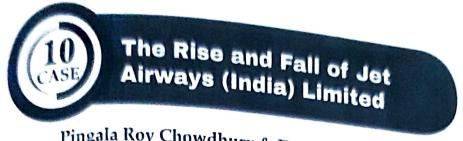


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1 BACKGROUND

The history of Indian Aviation Industry dates back to the year 1912 and since then, it has been one of the leading and fastest growing airline industries in the world. Presently, there are a total of 127 airports in India including 13 international airports, 7 custom airports, 80 domestic airports and 27 civil enclaves which are under the direct control and supervision of The Airport Authority of India (AAI). Till mid 1990s, the Indian Aviation Industry was dominated primarily by government owned airlines which slowly witnessed a turn of events with the announcement of Open-Skies policy (an agreement between two countries allowing restriction free fly of airlines between the respective countries irrespective of the number of flights, destinations, seats, prices, etc.) by the government in that very year. By the year 2000, private airlines started entering into the industry and the present scenario clearly depicts the prevalence and dominance of the private airlines in the industry. Thus, the aviation industry today has both public players like Air India and Indian Airlines, and private players such as Indigo, Spice let, Go Air Airlines, and Jet Airways until recently.

Jet Airways (India) Limited was incorporated as a private company on April 1, 1992 with limited liability. The company was funded 20 percent by Gulf Air, Kuwait Airways contributing 20 percent, and the major contributor to the extent of 60 percent was Mr. Naresh Goyal, a non-resident businessman, who completed his bachelor's degree in Commerce from Patiala, Punjab. An aspiring chartered accountant, unable to pursue his studies due ^{to} financial crisis, Mr. Goyal started his career as a cashier in his ^{uncle's travel agency.} After this, he was recruited as the public

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