

CRITERIA & MARKING

	Limited (0 points)	Developing (1 point)	Satisfactory (2 points)	Exceptional (3 points)
Presentation	Formatting guidelines for layout, spacing, numbering and headings not followed, making the report difficult to read.	Formatting is inconsistent in layout, spacing, numbering and headings, reducing readability and attractiveness.	Formatting guidelines for layout, spacing, numbering and headings are almost always followed.	The report is attractive and follows formatting guidelines for layout, spacing, numbering and headings, etc.
Content	Content is simplistic and unrelated to task. Does not cover all appropriate topics. Major sections of pertinent content omitted.	Development of content incomplete or unclear or poorly related to task. Covers some of the pertinent topics but not in enough detail.	Development of content somewhat relevant. Covers most of the pertinent topics but lacks depth and supporting information.	Clear and complete development of topics with logical progression of ideas and evidence to support arguments.
CEO Message	Message is disorganised and does not provide an overview of key points and achievements.	Message gives too little information. Some achievements are described but style and focus could be better.	Provides a good overview of key points and achievements but lacks style and interest.	Succinct, interesting and well-written message. Highly engaging commentary of key points and achievements.
Industry & Company Overview	Incomplete or superficial summary of industry and company.	Some pertinent data and analysis of industry and company.	Wide range of data and issues included in industry and company analysis.	Comprehensive range of data and issues included in industry and company analysis.
Financial & Operational Performance	Key financial and operational highlights omitted. Limited analysis and very poor use of presentation devices. Financial statements not included or missing crucial data.	Superficial analysis of financial and operational highlights. A few obvious omissions and some presentation problems. Financial statements include key items but with errors or omissions.	Adequate analysis of pertinent financial and operational highlights but minor problems with presentation. Financial statements include all key items with only minor errors or omissions.	Concise and persuasive analysis of financial and operational highlights clearly indicating useful trends and patterns. Sophisticated and comprehensive financial statements.
Operating Environment	Incomplete or superficial summary of operating environment. Resources, routes and alliances poorly described.	Some useful data and analysis of operating environment. Resources, routes and alliances described but not analysed.	Wide range of data and issues included in the analysis. Resources, routes & alliances described with some critical analysis.	Comprehensive range of data and issues included and critically analysed. Resources, routes & alliances critically analysed.
External Environment	Limited discussion of events and decisions affecting the airline's performance. Responses to these factors poorly explained or justified.	Vague references to events and decisions that may have impacted in the airline's performance. Weak justification of decisions.	Key events and operational decisions are linked to performance but more effort is needed to explain and justify decisions.	Systematic analysis of events, decisions and performance outcomes. Clear discussion and justification of operational decisions.
Competitor Analysis	No evidence of research and investigation of competitors. Little analysis and superficial or erroneous conclusions. Entire sections of the SWOT analysis are missing (e.g., no opportunities are listed).	Basic research on competitors and important performance indicators. Underdeveloped analysis and basic conclusions. The SWOT analysis is incomplete, omitting obvious points. Many items are placed in the wrong category.	Good research on competitors. Solid investigation of important performance indicators. SWOT analysis is adequate but some items are placed in the wrong category.	Extensive analysis of competitors. Comprehensive investigation of important performance indicators. Thorough and insightful SWOT analysis with no obvious errors or omissions.
Future Directions	Little or no evidence of the use of information from the analyses in the development of new or revised goals. Goals and action plans are limited or poorly articulated.	Goals and action plans are somewhat realistic but could be better articulated. There are better optimal solutions for improving the performance of the airline.	Most goals clearly derived from the analyses. Goals and action plans are realistic and generally clear and coherent.	Clear evidence of synthesis of information in the development of goals. Comprehensive and well thought out goals and action plan.
Supporting Data/Evidence	Evidence & examples are lacking or ineffective. No use of graphs, charts, tables or appendices to support content.	Evidence & examples are not always included. Limited use of graphs, charts, tables or appendices to support content.	Evidence & examples used adequately. Some use of graphs, charts, tables or appendices but more needed.	Excellent use of evidence and examples. Effective use of graphs, charts, tables or appendices to support content.
Written Expression	Many spelling, grammar, capitalization & punctuation errors. Attempts at simple sentences often not successful. Minimal attempt at paragraphing with no topic sentences, connections or transitions. Appears hastily written.	Errors in spelling, grammar, capitalization & punctuation are frequent and distracting. Effective use of simple sentences but some problems with complex sentences. Poorly organised paragraphs with limited use of topic sentences and awkward connections.	Occasional errors in spelling, grammar, capitalization & punctuation. Sentence patterns mostly used successfully. Some problems with paragraphs but topic sentences evident with adequate connections and transitions.	Spelling and grammar perfect. Full range of sentence patterns effectively used. All paragraphs well structured with clear topic sentences and good control of connections and transitions.