

HOTS Report Marking Criteria

Criteria	PERFORMANCE					
	Excellent	Very Good	Good	Satisfactory	Unsatisfactory	
Performance and financial analysis for Year 1, 2 & 3:						
	34-40	30-33	26-29	20-25	0-19	
Decision making and Financial analysis: Analyse performance & evaluate decisions for last three years	Clear, comprehensive and astute analysis of performance for all three years.	Detailed and generally insightful analysis of performance for all three years.	Reasonable analysis of performance for all three years, could be more detailed and insightful.	Analysis not always clear, understanding of the causes of performance is limited and/or limited information provided.	Insufficient detail and analysis.	/40
Year 4 Business Plan						
	9-10	8	7	5-6	0-4	
Problem solving analysis: SWOT	Demonstrates a comprehensive understanding of the hotels current strengths, weaknesses, opportunities & threats.	Demonstrates a very good understanding of the hotels current strengths, weaknesses, opportunities & threats.	Demonstrates a good understanding of the hotels current strengths, weaknesses, opportunities & threats.	Attempts to outline the hotels current strengths, weaknesses, opportunities & threats. Not all relevant.	Demonstrates no or limited understanding of the hotels current strengths, weaknesses, opportunities & threats.	/10
	5	4	3	2.5	0-2	
Generating targets and creating objectives: must be clear, achievable and measurable.	Appropriate number of objectives. Objectives are based on the hotels SWOT analysis. Objectives are clear, achievable, and measurable with a time frame.	Good number of objectives. The majority of objectives are based on the hotels SWOT analysis. Objectives are clear, achievable, and measurable with a time frame.	Objectives are based to some extent on the hotels SWOT analysis. Most objectives are clear, achievable, and measurable with a time frame.	Minimum number of objectives listed with some objectives clear, achievable and measurable.	No objectives stated, or not clear, specific or achievable.	/5
	21-25	18-20	15-17	12-14	0-11	
Solutions and Strategies: strategies to achieve the objectives linked to SWOT	Demonstrates an excellent understanding of the hotels position, and strategies are linked to objectives. Strategies include additional themes.	Demonstrates a very good understanding of the hotels current position and develops good strategies for future objectives.	Provides strategies which are based on SWOT, and meet objectives. HOTS detail provided in strategies.	Provides some strategies based on SWOT analysis, with some detail.	There is little or no evidence of linkage between the hotels SWOT and strategies. Strategies are poorly written.	/25
	9-10	8	7	5-6	0-4	
Formatting, presentation and following instructions	Professional presentation and follows all instructions.	Very good presentation and follows instructions.	Follows most of the instructions.	Follows only a few instructions.	Does not follow instructions.	/10
	5	4	3	2.5	0-2	
Referencing	Extensive referencing. All sources referenced and cited correctly using APA referencing style.	Very good effort of referencing and citing correctly using APA referencing style	Good effort of referencing and citing correctly using APA referencing style.	Some sources referenced and cited correctly, some attempt at APA referencing style.	Poorly referenced, or no references or citations.	/5
	5	4	3	2.5	0-2	
English and grammar.	Excellent English and grammar.	Very good English and grammar, no spelling mistakes.	Good English and grammar, limited spelling mistakes.	Satisfactory, although still spelling mistakes and average grammar.	Poor English and grammar.	/5
						100