

**BPP Business School**

**Coursework Cover Sheet**

Please use this document as the cover sheet of for the 1<sup>st</sup> page of your assessment.

Please complete the below table – the grey columns

Module Name	
Student Reference Number (SRN)	
Assessment Title	

Please complete the yellow sections in the below declaration:

<p><u>Declaration of Original Work:</u></p> <p>I hereby declare that I have read and understood BPP’s regulations on plagiarism and that this is my original work, researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business and Technology.</p> <p>The word count, excluding contents table, bibliography and appendices, is <span style="background-color: yellow;">      </span> words.</p> <p>Student Reference Number: <span style="background-color: yellow;">                  </span> Date: <span style="background-color: yellow;">          </span></p>	
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By submitting this coursework you agree to all rules and regulations of BPP regarding assessments and awards for programmes.

Please note that by submitting this assessment you are declaring that you are fit to sit this assessment.

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# MSc Management

## Management Essentials

### Summative Assessment Brief

## 1. General Assessment Guidance

- Your summative assessment for this module is made up of this Coursework submission which accounts for 100% of the marks
- **Please note late submissions will not be marked.**
- You are required to submit all elements of your assessment via **Turnitin online access**. Only submissions made via the specified mode will be accepted and hard copies or any other digital form of submissions (like via email or pen drive etc.) **will not be accepted**.
- For coursework, the submission word limit is **5000** words. You must comply with the word count guidelines. You may submit LESS than **5000** words but not more. **Word Count guidelines can be found on your programme home page and the coursework submission page.**
- **Do not put your name or contact details anywhere on your submission**. You should only put your student registration number (SRN) which will ensure your submission is recognised in the marking process.
- A total of 100 marks are available for this module assessment, and you are required to achieve minimum **50%** to **pass** this module.
- You are required to use only Harvard Referencing System in your submission. Any content which is already published by other author(s) and is not referenced will be considered as a case of plagiarism.  
*You can find further information on Harvard Referencing in the online library on the VLE. You can use the following link to access this information:*  
<https://bpp.libguides.com/c.php?g=699362&p=5022940>
- BPP University has a strict policy regarding authenticity of assessments. In proven instances of plagiarism or collusion, severe punishment will be imposed on offenders. You are advised to read the rules and regulations regarding plagiarism and collusion in the GARs and MOPP which are available on VLE in the Academic registry section.
- You should include a completed copy of the **Assignment Cover sheet**. Any submission without this completed Assignment Cover sheet may be considered invalid and not marked.

## 2. Assessment Brief

This module is assessed through one graded element worth 100%. You must achieve at least 50% to pass the module.

For this assignment you will create a Business Consultancy Report based on Qatar Airways, written in an academic style.

### **Qatar Airways Case Study**

#### **Background of Qatar Airways**

Qatar Airways is the national airline of the State of Qatar and one of the aviation industry's big success stories. Operations began in 1994 when the airline was a small regional carrier serving a handful of routes. The airline was re-launched in 1997 under the mandate of His Highness The Father Emir, Sheikh Hamad bin Khalifa Al Thani, who outlined a vision to turn Qatar Airways into a leading international airline with the highest standards of service and excellence.

Qatar Airways has since become one of the fastest growing carriers in the history of aviation with unprecedented expansion averaging double digit growth year on year. The airline has developed under the dynamic leadership of Group Chief Executive, His Excellency Mr. Akbar Al Baker, appointed in 1997, who has been instrumental in turning Qatar Airways into an award-winning carrier and the best in the world. Under Mr. Al Baker's stewardship, Qatar Airways has matured into a leading force in regional and global aviation, earning many admirers around the world for its excellent standards of service.

In April 2011, Qatar Airways reached a milestone reaching 100 destinations in its global route map. Two months later, the airline achieved a remarkable feat, just 14 years after its re-launch, being named Airline of the Year 2011 at the annual Skytrax World Airline Awards with over 18 million travellers worldwide casting their votes.

In July 2012, Qatar Airways was once again named Airline of the Year 2012, holding onto its title for the second consecutive year.

Qatar Airways joined Oneworld, as of 30 October 2013, with integration into the global alliance completed within one year of the October 2012 joining announcement.

Qatar Airways remains the only Gulf airline member in any of the big three global alliances.

In 2014 the airline became the global launch customer of the first Airbus A350.

In June 2015, Qatar Airways achieved a major accomplishment receiving the Skytrax Airline of the Year 2015 accolade for a third time.

2016 to date has seen another year of notable expansion for the leading airline.

Qatar Airways won World's Best Business Class; Best Business Class Airline Lounge and Best Airline Staff Service in the Middle East at the Skytrax Awards and announced a commitment for 100 Boeing aircraft: 10 777s, 30 787-9s and 60 737 MAX aircraft, to power its future growth. One of the biggest orders in the airline's history, worth more than US\$90 billion, the announcement brought the total number of aircraft the airline has on order to more than 350.

Qatar Airways also announced a new order for three G650ERs private jets on the opening day of the 2016 Farnborough Air show in July, demonstrating continued growth and expansion of its Qatar Executive division.

Qatar Airways will become the first airline in the world to meet and exceed ICAO's Global Aeronautical Distress Safety System (GADSS) requirement for aircraft location management, through a partnership with FlightAware and Aireon, LLC using its Global Beacon technology, which will provide minute by minute tracking capabilities.

**Further information can be found on the following reference:**

Qatar Airways, 2017. 'THE QATAR STORY'. [online] Available at:

<https://www.qatarairways.com/iwov-resources/temp-docs/press-kit/The%20Story%20of%20Qatar%20Airways%20-%20English.pdf> [Accessed 27 September 2022].

*It is recommended that you should carry out a substantial amount of individual research to strengthen your understanding of the business context and the preferred style of management practice.*

## Assessment Tasks

Acting as a Business Consultant, you are required to develop a business report for Qatar Airways utilising the techniques and concepts you have covered in the module. You are required to critically evaluate current management practices at Qatar Airways and recommend changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.

The report must cover the following sections:

- **Introduction**

Provide an overview of the purpose of your report including an indication of the contents, with a definition of leadership and management and why this is important in the case of Qatar Airways.

- **Task 1 - Management Practices (20 Marks; LO1)**

- Identify and critically analyse the mission, values, and management practices within Qatar Airways.
- Critically assess whether the management practices are aligned to the mission and values of the airline.

*Support your arguments with reference to appropriate academic literature, case study materials and your independent research*

- **Task 2 – Analysis of Business Challenges (20 Marks; LO2)**

- Identify and critically discuss the key challenges that Qatar Airways is encountering in the current environment.
- Critically discuss how the organisations current management competency of Creativity and Innovation will enable its managers to resolve the challenges identified.
- Critically evaluate what improvements Qatar Airways management need to implement in their management competency of Decision-making in order to mitigate the challenges identified.

*Support your arguments with reference to appropriate academic literature, case study materials and your independent research*

- **Task 3 - Management Behaviours of Emotional Intelligence and Resilience on Employee Engagement and Organisational Performance (20 Marks; LO3)**

- Critically evaluate Qatar Airways management's approach to Emotional Intelligence and Resilience within their management practise.
- Critically discuss how the organisation's approach to Emotional Intelligence and Resilience has a potential impact in promoting high level of employee engagement and organisational performance.

*Support your arguments with reference to appropriate academic literature, case study materials and your independent research*

- **Task 4 – Alignment of Values with Management Practices (30 marks; LO4)**

Review Qatar Airways values and critically assess which values are aligned to the following management competencies using relevant models / frameworks:

- i. Managing Stakeholder Relationships
- ii. Managing Conflict and Negotiation
- iii. Managing Teams

*Support your arguments with reference to appropriate academic literature, case study materials and your independent research*

- **Conclusion (250 words)**

Provide a conclusion that summarises your recommended changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.

- **Presentation and Referencing (10 Marks):**

Your report structure should include the following sections:

- Cover page (BPP University Administration Cover Sheet)
- Table of Contents
- List of Abbreviations (if appropriate)
- **Introduction**
- **Task 1:**
- **Task 2:**
- **Task 3:**
- **Task 4:**
- **Conclusion**
- References
- Appendix (if required)

**Word count: 5000 words**

*Word count – only applies to the main body (shown in bold); i.e., cover page, table of content, list of abbreviations, references, assessment self-evaluation and appendix **are not** part of the 5000-word count.*

**If you have any further questions about this coursework assignment, please contact the module leader or your tutor.**

**Tip for Mapping the Assessment towards Module Topics and Module Learning Outcomes (LOs) with suggested word count**

Assessment Task	Module Topic	Marks	Suggested Word Count	Module LOs
Task 1 - Management Practice	Module Overview and Introduction (Topic 0)	20	1000	LO1 – Critically assess management practice within organisations
Task 2 – Analysis of Business Challenges	Managing Yourself - Creativity (Topic 1) Managing Yourself - Decision-Making (Topic 2)	20	1000	L02 – Apply your understanding of management principles in relation to key business challenges
Task 3 - Management Behaviours on Employee Engagement and Organisational Performance	Managing Yourself - Emotional Intelligence (Topic 3) Managing Yourself - Resilience (Topic 4)	20	1000	L03 – Critically evaluate how management behaviours can promote organisational success
Task 4 – Alignment of Qatar Airways’ Values and Management Competencies	Managing Relationships - Stakeholders (Topic 5) Managing Relationships- Conflict and Negotiation (Topic 6) Managing Teams - Teamwork (Topic 7)	30	1500	L04 – Defend skills required to be an effective manager in a given business context
Presentation and Structure Introduction Conclusion	See Marking Guide in Section 3	10	250 250	
		100	5000	



### 3. Marking Guide

The assignment is marked out of 100 and counts towards 100% of your module mark. The following table shows the tasks, marks and marking rubric:

Assignment tasks	Distinction (70-100%)	Merit (60-69%)	Pass (50-59%)	Low Fail (40-49%)	Fail (0-39%)
<b>Introduction (marked as part of Presentation &amp; Structure)</b>	<p><u>Guidelines</u></p> <ul style="list-style-type: none"> <li>• A clear overview of the purpose of the business report and what readers can expect to read in this report.</li> <li>• A definition of leadership and management using concepts discussed in the module or any other relevant theoretical models and concepts.</li> <li>• Any relevant references</li> </ul>				
	<p>Excellent definition of leadership and management and an excellent overview of the purpose of the business report and its contents.</p> <p>Highly credible references and/or sources used to back up information provided.</p>	<p>Good definition of leadership and management and a good overview of the purpose of the business report and its contents.</p> <p>Appropriate references and/or sources used to back up information provided.</p>	<p>Satisfactory definition of leadership and management and an adequate overview of the purpose of the business report and its contents.</p> <p>Satisfactory references and/or sources used to back up information provided.</p>	<p>Limited definition of leadership and management and a limited overview of the purpose of the business report and its contents.</p> <p>Limited references and/or sources used to back up information provided.</p>	<p>Inadequate or no definition of leadership and management and an inadequate or no overview of the purpose of the business report and its contents.</p> <p>Inadequate or no references and / or sources used to backup information provided</p>

<b>Task 1 - Management Practices (20 Marks)</b>	<p><u>Guidelines</u></p> <ul style="list-style-type: none"><li>• A discussion of organisation’s style of management, mission and values.</li><li>• A critical assessment of whether the mission, values and style of management support each other</li></ul> <p>Please note that this task can have several different answers, but students should justify the answers and support their statements with relevant academic references.</p>
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	<p>Excellent knowledge and understanding of the management practice, mission, and values with reference to the organisation.</p> <p>Excellent identification of the extent to which the student believes that the organisations style of management practice, mission and values are aligned evidenced with very clear examples. Student is clearly using the evidence-based theories and concepts presented in the module and is applying them to the case study. Discussion is supported by strong evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (14-20 marks)</p>	<p>Good knowledge and understanding of the management practice, mission, and values with reference to the organisation.</p> <p>Clear identification of the extent to which the student believes that the organisations style of management practice, mission and values are aligned evidenced with clear examples. Student is using the evidence-based theories and concepts presented in the module and is applying them to the case study. Discussion is supported by good evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (12-13 marks)</p>	<p>Satisfactory knowledge and understanding of the management practice, mission, and values with reference to the organisation.</p> <p>Some identification of the extent to which the student believes that the organisations style of management practice, mission and values are aligned evidenced with adequate examples. Student has made some attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study. Discussion is supported by some evidence from academic literature; some aspects of the case study provided on the Hub and/or an element of the student's independent research. (10-11 marks)</p>	<p>Limited understanding of the management practice, mission, and values with reference to the organisation.</p> <p>Limited identification of the extent to which the student believes that organisations style of management practice, mission and value are aligned evidenced with examples. Student has made a limited attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study. Discussion is supported weakly by evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (8-9 marks)</p>	<p>Weak or no knowledge and understanding of the management practice, mission, and values with reference to the organisation.</p> <p>Weak or no identification of the extent to which the student believes that organisations style of management practice, mission and value are aligned evidenced with examples. Student has made no attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study. Discussion is not supported by evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (0-7 marks)</p>
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<p><b>Task 2 – Analysis of Business Challenges (20 Marks)</b></p>	<p><u>Guidelines</u></p> <ul style="list-style-type: none"><li>• A discussion on the key challenges the organisation is encountering in the current environment</li><li>• A discussion how the current management competencies of Creativity and Innovation would resolve the business challenges identified</li><li>• A discussion of what improvements are needed in the current management competencies of Decision-Making in order to mitigate the organisations business challenges identified</li></ul> <p>Please note that this task can have a number of different answers, but students should justify the answers and support their statements with relevant academic references and evidence of organisations management competencies.</p>
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	<p>Excellent understanding of how management is practiced at the organisation to deal with the challenges identified</p> <p>Excellent understanding of how the management competencies of creativity enable the managers at the organisation to deal with their business challenges.</p> <p>Excellent critical evaluation of what improvements are needed in the management competencies of decision-making to enable the organisation to deal with their business challenges.</p> <p>Student is clearly using the evidence-based theories and concepts presented in the module</p>	<p>Good understanding of how management is practiced at the organisation to deal with the challenges identified.</p> <p>Good understanding of how the management competencies of creativity enable the managers at the organisation to deal with their business challenges.</p> <p>Good critical evaluation of what improvements are needed in the management competencies of decision-making to enable the organisation to deal with their business challenges.</p> <p>Student is using the evidence-based theories and concepts presented in the module and is applying them to the case study.</p> <p>Discussion is supported by evidence from</p>	<p>Satisfactory understanding of how management is practiced at the organisation to deal with the challenges identified.</p> <p>Satisfactory understanding of how the management competencies of creativity enable the managers at the organisation to deal with their business challenges.</p> <p>Satisfactory critical evaluation of what improvements are needed in the management competencies of decision-making to enable the organisation to deal with their business challenges.</p> <p>Student has made some attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p>	<p>Limited understanding of how management is practiced at the organisation to deal with the challenges identified.</p> <p>Limited understanding of how the management competencies of creativity enable the managers at the organisation to deal with their business challenges.</p> <p>Limited critical evaluation of what improvements are needed in the management competencies of decision-making to enable the organisation to deal with their business challenges.</p> <p>Student has made limited attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p>	<p>No understanding of how management is practiced at the organisation to deal with the challenges identified.</p> <p>Weak or no understanding of how the management competencies of creativity enable the managers at the organisation to deal with their business challenges.</p> <p>Weak or no critical evaluation of what improvements are needed in the management competencies of decision-making to enable the organisation to deal with their business challenges.</p> <p>Student has made no attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p> <p>Discussion is not supported by any evidence</p>
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	<p>and is applying them to the case study. Discussion is supported by strong evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (14-20 marks)</p>	<p>academic literature; aspects of the case study provided on the Hub and/or the student's independent research.  (12-13 marks)</p>	<p>Discussion is supported by some evidence from academic literature; some aspects of the case study provided on the Hub and/or an element of the student's independent research. (10-11 marks)</p>	<p>Discussion is supported by limited evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (8-9 marks)</p>	<p>from academic literature; aspects of the case study provided on the Hub and/or the student's independent research. (0-7 marks)</p>
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<p><b>Task 3 - Management Behaviours of Emotional Intelligence and Resilience on Employee Engagement and Organisational Performance (20 Marks)</b></p>	<p><u>Guidelines</u></p> <ul style="list-style-type: none"> <li>• A critical evaluation of the organisation’s management approach to emotional intelligence</li> <li>• A critical evaluation of the organisation’s management approach to resilience</li> <li>• A discussion of how the organisation’s management approaches to the competencies of emotional intelligence and resilience has a potential impact in promoting high levels of employee engagement and organisational performance</li> </ul> <p>Please note that this task can have several different answers, but students should justify the answers and support their statements with relevant academic references and evidence of organisation management competencies.</p>
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	<p>Excellent critical evaluation of the organisation's management approach to emotional intelligence</p> <p>Excellent critical evaluation of the organisation's management approach to resilience</p> <p>Excellent recognition of the potential positive impact of emotional intelligence and resilience on management practice as well as the potential negative impact of a lack of emotional intelligence and resilience in promoting high level of employee engagement and organisation performance.</p> <p>Student is clearly using the evidence-based theories and concepts presented in the module</p>	<p>Good critical evaluation of the organisation's management approach to emotional intelligence</p> <p>Good critical evaluation of the organisation's management approach to resilience</p> <p>Good recognition of the potential positive impact of emotional intelligence and resilience on management practice as well as the potential negative impact of a lack of emotional intelligence and resilience in promoting high level of employee engagement and organisation performance.</p> <p>Student is using the evidence-based theories and concepts presented in the module and is applying them to the case study.</p>	<p>Satisfactory critical evaluation of the organisation's management approach to emotional intelligence</p> <p>Satisfactory critical evaluation of the organisation's management approach to resilience</p> <p>Satisfactory recognition of the potential positive impact of emotional intelligence and resilience on management practice as well as the potential negative impact of a lack of emotional intelligence and resilience in promoting high level of employee engagement and organisation performance.</p> <p>Student has made some attempt to use the evidence-based theories and concepts presented</p>	<p>Limited critical evaluation of the organisation's management approach to emotional intelligence</p> <p>Limited critical evaluation of the organisation's management approach to resilience</p> <p>Limited recognition of the potential positive impact of emotional intelligence and resilience on management practice as well as the potential negative impact of a lack of emotional intelligence and resilience in promoting high level of employee engagement and organisation performance.</p> <p>Student has made little attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p>	<p>Weak or no critical evaluation of the organisation's management approach to emotional intelligence</p> <p>Weak or no critical evaluation of the organisation's management approach to resilience</p> <p>Weak or no recognition of the potential positive impact of emotional intelligence and resilience on management practice as well as the potential negative impact of a lack of emotional intelligence and resilience in promoting high level of employee engagement and organisation performance.</p> <p>Student has made no attempt to use the evidence-based theories and concepts presented in</p>
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	<p>and is applying them to the case study. Discussion is supported by strong evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(14-20 marks)</p>	<p>Discussion is supported by good evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(12-13 marks)</p>	<p>in the module and apply them to the case study. Discussion is supported by some evidence from academic literature; some aspects of the case study provided on the Hub and/or an element of the student's independent research.</p> <p>(10-11 marks)</p>	<p>Discussion is supported by limited evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(8-9 marks)</p>	<p>the module and apply them to the case study. Discussion is not supported by evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(0-7 marks)</p>
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<p><b>Task 4 - Alignment of Values with Management Practices (30 marks)</b></p>	<p><u>Guidelines</u></p> <ul style="list-style-type: none"><li>• A review of the organisation's values.</li><li>• A critical evaluation of which organisation's values are aligned to the following management competencies:<ul style="list-style-type: none"><li>○ Stakeholder Relationships</li><li>○ Conflict and Negotiation</li><li>○ Managing Teams</li></ul></li></ul> <p>Please note that this task can have several different answers, but students should justify the answers and support their statements with relevant academic references and evidence of organisations management competencies.</p>
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	<p>Excellent critical assessment of which organisation's values are aligned to the following management competencies:</p> <ul style="list-style-type: none"> <li>• Stakeholder Relationships</li> <li>• Conflict and Negotiation</li> <li>• Managing Teams</li> </ul> <p>Student is clearly using the evidence-based theories and concepts presented in the module and is applying them to the case study.</p> <p>Discussion is supported by strong evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(21-30 marks)</p>	<p>Good critical assessment of which organisation's values are aligned to the following management competencies:</p> <ul style="list-style-type: none"> <li>• Stakeholder Relationships</li> <li>• Conflict and Negotiation</li> <li>• Managing Teams</li> </ul> <p>Student is using the evidence-based theories and concepts presented in the module and is applying them to the case study.</p> <p>Discussion is supported by evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(18-20 marks)</p>	<p>Satisfactory critical assessment of which organisation's values are aligned to the following management competencies:</p> <ul style="list-style-type: none"> <li>• Stakeholder Relationships</li> <li>• Conflict and Negotiation</li> <li>• Managing Teams</li> </ul> <p>Student has made some attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p> <p>Discussion is supported by some evidence from academic literature; some aspects of the case study provided on the Hub and/or an element of the student's independent research.</p> <p>(15-17 marks)</p>	<p>Limited critical assessment of which organisation's values are aligned to the following management competencies:</p> <ul style="list-style-type: none"> <li>• Stakeholder Relationships</li> <li>• Conflict and Negotiation</li> <li>• Managing Teams</li> </ul> <p>Student has made little attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p> <p>Discussion is supported by limited evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(12-14 marks)</p>	<p>Weak or no critical assessment of which organisation's values are aligned to the following management competencies:</p> <ul style="list-style-type: none"> <li>• Stakeholder Relationships</li> <li>• Conflict and Negotiation</li> <li>• Managing Teams</li> </ul> <p>Student has made no attempt to use the evidence-based theories and concepts presented in the module and apply them to the case study.</p> <p>Discussion is not supported by evidence from academic literature; aspects of the case study provided on the Hub and/or the student's independent research.</p> <p>(0-11 marks)</p>
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<b>Conclusion (marked as part of Presentation &amp; Structure)</b>	<u>Guidelines</u> <ul style="list-style-type: none"> <li>A summarisation of the recommended changes from the student's critical evaluation in the report that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.</li> </ul>				
	Excellent conclusion of the student's summation of recommended changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.	Good conclusion of the student's summation of recommended changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.	Satisfactory conclusion of the student's summation of recommended changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.	Limited conclusion of the student's summation of recommended changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.	No conclusion of the student's summation of recommended changes that the organisation needs to implement in order to maintain its success as the best airline in the aviation industry.
<b>Presentation and Referencing (10 marks)</b> <i>*This includes Introduction and Conclusion.</i>	<u>Guidelines:</u> <ul style="list-style-type: none"> <li>Structure is in line with the given structure</li> <li>Give a professional appearance with consistent formatting</li> <li>Spelling and grammar are correct</li> <li>Each page has page number in the Footer</li> <li>Any tables or figures are correctly labelled</li> <li>Tables and figures do not cross boundaries, unless necessary</li> <li>Sources are cited in the text and in the list of references</li> <li>Harvard style for referencing and in-body citations has been used</li> </ul>				

	<p><b><u>Presentation:</u></b> The overall presentation of the report is highly professional and has outstanding structured layout. It adopts a consistent approach to headings, tables and graphs.</p> <p><b><u>Referencing:</u></b> All sources are cited correctly alongside an extensive set of references presented in accordance with Harvard Reference System in alphabetical order. There is very clear evidence of extensive independent reading and research.</p> <p>(7-10 marks)</p>	<p><b><u>Presentation:</u></b> The overall presentation of the report is professional and has a good, structured layout. It adopts a reasonably consistent approach to headings, tables and graphs.</p> <p><b><u>Referencing:</u></b> Most of the sources are cited correctly alongside a complete set of references presented in accordance with Harvard Reference System in alphabetical order. There is clear evidence of a broad range of independent reading and research.</p> <p>(6 marks)</p>	<p><b><u>Presentation:</u></b> The overall presentation of the report is satisfactory and has an adequate structured layout. It adopts an adequate approach to heading, tables and graphs.</p> <p><b><u>Referencing:</u></b> Some of the sources are cited correctly alongside an adequate set of references presented in accordance with Harvard Reference System in alphabetical order. There is some evidence of independent reading and research.</p> <p>(5 marks)</p>	<p><b><u>Presentation:</u></b> The overall presentation and structure of the report is inadequate. There are some inconsistencies in the approach to headings, tables and graphs.</p> <p><b><u>Referencing:</u></b> Limited sources are cited correctly alongside appropriate references. Many are irrelevant; incorrectly formatted of given the appearance that there has been limited evidence of independent reading and research.</p> <p>(4 marks)</p>	<p><b><u>Presentation:</u></b> The overall presentation of the report is weak. There are many inconsistencies or none in the approach to headings, tables and graphs.</p> <p><b><u>Referencing:</u></b> No sources are cited correctly alongside appropriate references. All are irrelevant; incorrectly formatted of given the appearance that they have simply been copied from another source without having been accessed by the student.</p> <p>(0-3 marks)</p>
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