



BUSINESS SCHOOL
BESIGHEIDSKOOL
SEKOLO SA KGWEBE

PORTFOLIO OF EVIDENCE 2019

Watch the attached film, Erin Brockovich. Answer the fifteen (15) questions based on the movie. Support your answer with relevant theories and explanations of the various constructs. Please answer your questions in an assignment format.

Structure of POE

Title page

Table of content

Introduction

Headings and subheadings based on the questions

References

For each question, statement or situation described, you should have at least two subheadings:

- Theoretical discussion of each construct (literature review including definition)
- Application and interpretation of theory to each question

Technical aspects:

- The POE must be typed.
- Length: 15 -25 A4-sized pages excluding the table of contents and reference list
- Font: Arial 12. Line Spacing: 1 ½.
- Normal Margins
- All sources must be referenced by acknowledging the author(s), date of publication *as well as the relevant page number*. Example: Rothmann and Cooper (2015: 42) state that.....
- A reference list must be included but is not part of the 15 -25-page limit.

Submission:

The POE must **be submitted via e-fundi before or on Friday 1 November 2019 before 12h00. This POE will be your examination.** Therefore, it will be your **summative assignment** and will carry a weight of 40% of your final mark.

I have uploaded the movie to assignments. Click on the link and open.

Good luck with your POE

Professor PA Botha

Instructions: Answer the following questions according to the guidelines above.

1. Write a report on the growth and development of Erin's emotional intelligence, including all five competencies as identified by Goleman (2001).
2. Many people have strong adverse reactions towards Erin and her behaviour. She is not an ideal role model for anyone entering the workforce. However, she proved to be an outstanding contributor to the law firm.
 - a) How well did Ed manage her? If you were her manager, would you have fired her?
 - b) What were the adverse effects of her presence on the other employees?
 - c) Can a firm afford an Erin Brockovich?
 - d) Can we afford *not* to have some rebels or Mavericks like her in an organisation? Motivate.
 - e) Moreover, if we keep them, how do we manage them?
 - f) Explain what strategies would you have used to manage a perceived difficult person such as Erin?
3. Erin Brockovich clearly illustrates the existence of "personality" as an enduring set of traits and behaviours that distinguish her from others.
 - a) Describe Erin's personality characteristics
 - b) Expand her personality traits to the dimensions of models such as the Big Five.
 - c) What are her personality traits strengths and weakness based on the Big Five?
 - d) Do her behaviour and attitude change during the movie?
4. It is interesting to note that Erin is a very highly motivated person throughout the movie. What changes are the sources of the motivation, the unfulfilled needs, and the hierarchical levels?
 - a) Discuss her levels and sources of motivation.
 - b) Do these change during the movie?
 - c) Based on the different motivation theories identify and discuss at least five ways in which Erin was motivated.
5. Critically discusses how Erin entered in her new job. What were the classic mistakes she has made? What advice will you have given her based on the various job transition theories? Based on the different career development theories, what stage will best describe Ed's (her boss) current career development phase? Motivate your answer.
6. Compile a simple job description and job specification based on a job analysis of Erin's job. List the KSAOs required for her job. Write down to 5-8 different personal requirements.
7. Based on the job analysis (job description and job specification) of Erin's job prepare a template of at least five behavioural types of questions for a job interview for Erin as a member of the interview panel. Motivate why you prefer behavioural type questions compared with other types of questions?

8. Suppose you were Ed, her boss, compile a written performance agreement for her based on job description and specification. Identify organisational goals for the law firm. Identify the key performance areas, critical activities for each of the critical performance areas, key performance indicators, targets based on the performance indicators and comments/constraints.
9. Based on Erin's performance agreement compile a comprehensive performance assessment template to assess her performance.
10. Evaluate the extent to which the five dimensions of the Job Characteristics Model of Hackman and Oldham (1980) was present in Erin's job. Motivate why?
11. Analyse and discuss Erin's locus of control and how it developed throughout the movie.
12. Reflect on how the meaning of work changes for her, as well as on the career/family conflicts in the film. Do you think she was able to maintain a work-life balance? Based on the literature, what recommendations will you give to Erin to maintain a work-life balance and to reduced work/family conflict?
13. Based on work engagement theories, critically assess Erin's work engagement levels on the various factors that determine work engagement.
14. Organisational culture is a system of shared meaning held by members of an organisation that distinguishes the organisation from other organisations. Seven primary characteristics seem to capture the essence of an organisation's culture. The two law firms with different cultures and expectations have difficulty working together. The larger, much more powerful and professional firm was brought in to help handle the immense class-action suit. Ed and his local personal liability practice are clearly out of their league, but in many ways are more effective in working with the community members. Use the seven common characteristics of organisational and culture to compare and evaluate the culture of the two law firms.
15. Discuss the phases of development between Erin and her co-workers as a team throughout the movie. Based on best practices and the literature, what recommendations and strategies will you make to Ed to ensure that Erin becomes a better team player?

Rubric to assess the portfolio of evidence

Name:
Module:
Date:

Rate the learners' mastery of the sixteen competencies and compliance with four presentation and technical aspects on a 6-point Likert scale.

Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
0	1	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
1. The learner understands the importance of emotional intelligence and can apply his or her theoretical knowledge	0	1	2	3	4	5
2. The learner is competent in dealing with difficult people in the workplace (Mavericks)	0	1	2	3	4	5
3. The learner understands how the concept of personality affects behaviour in the workplace	0	1	2	3	4	5
4. The learner understands how motivation affects behaviour and how it may change over time	0	1	2	3	4	5
5. The learner demonstrates a clear understanding and can apply career development theories	0	1	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
6. The learner can compile a job description and job specification based on a job analysis	0	1	2	3	4	5
7. The learner has demonstrated the ability to develop behaviorally type of questions for a job interview	0	1	2	3	4	5
8. The learner has demonstrated he or she can compile a performance agreement	0	1	2	3	4	5
9. The learner knows how to develop a performance assessment template	0	1	2	3	4	5
10. The learner has a clear understanding of how job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	0	1	2	3	4	5
11. The learner has a good understanding of how locus of control impact emotions and behaviour	0	1	2	3	4	5
12. The learner understands the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	0	1	2	3	4	5
13. The learner have demonstrated a good understanding and insight into the concept of work engagement	0	1	2	3	4	5
14. The learner showed that he or she understands the importance of organisational culture and how to evaluate the type of organisational culture	0	1	2	3	4	5

Competencies		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
15. The learner understands the importance of teamwork and how to become a better team player by learning the critical skills for teamwork		0	1	2	3	4	5
16. Overall, the learner demonstrated that he or she had mastered the various theories' and constructs dealt with in Strategic Talent Management and can apply his or her knowledge in practice.		0	1	2	3	4	5
Presentation and technical aspects							
17. The table of contents, references and list of sources are noted correctly		0	1	2	3	4	5
18. Writing - the style and language (grammar) meet the requirements		0	1	2	3	4	5
19. Independent (own) thought is reflected, and insight into the various questions was demonstrated		0	1	2	3	4	5
20. Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors		0	1	2	3	4	5
Comments:							
Mark obtained			Total Mark				
			100				

Competencies		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
Deduction for plagiarism if any							
Final Mark out of 100							

Plagiarism:

Plagiarism Report. Marks deducted for plagiarism infringements

- -10 (5 % - 20 % out of single source)
- -20 (21 % - 40 % out of single source)
- Allocate 0% (41 % - 60 % out of single source)
- Disciplinary steps (anything higher than 60 %)

Deduct the following marks if:

Total similarity index is between 20% -29% deduct 5%

Total similarity index is between 30% – 39% deduct 10%

Total similarity index is between 40% - 49% deduct 20%

Total similarity index of more than 50% (failed score 0%, student allowed a second opportunity to revised POE depending on the seriousness of plagiarism).

Please complete your assessment of this exercise after viewing the film and completing your questions:

Viewing and reflecting on the movie, Erin Brockovich, helped me better understand the following workplace behavioural aspects:

Behavioural aspects	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
1. The importance of emotional intelligence	1	2	3	4	5
2. How to deal with difficult people in the workplace (Mavericks)	1	2	3	4	5
3 How the concept of personality affects behaviour	1	2	3	4	5
4. How motivation affects behaviour and how it may change over time	1	2	3	4	5
5. Help me to understand and apply career development theories	1	2	3	4	5

Behavioural aspects	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
6. How to compile a job description and job specification based on a job analysis	1	2	3	4	5
7. How to develop behaviorally type of questions for a job interview	1	2	3	4	5
8. How to compile a performance agreement	1	2	3	4	5
9. How to develop a performance assessment template	1	2	3	4	5
10. How job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	1	2	3	4	5
11. Help me to understand how locus of control impact emotions and behaviour	1	2	3	4	5
12. Help me understand the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	1	2	3	4	5
13. Give me a good understanding and insight of work engagement	1	2	3	4	5
14. A better understanding of the importance of organisational culture	1	2	3	4	5
15. How to become a better team player	1	2	3	4	5
16. Overall, this was a very effective exercise and should be used again.	1	2	3	4	5

Thank you