

## CCMM 511: CONSULTATIONS ASSESSMENT RUBRICK (2021)

GROUP:

Gonsalves

MARK OBTAINED:

**61** /100

Weighted contribution to final mark (40):

**24**

### CONSULTATIONS RANDOMLY SELECTED FOR ASSESSMENT

| Items           | Maximum Marks | Mark Received |
|-----------------|---------------|---------------|
| Consultation 3  | 10            | 7             |
| Consultation 5  | 10            | 6             |
| Consultation 7  | 9             | 9             |
| Consultation 10 | 20            | 16            |
| Consultation 13 | 9             | 4             |
| Consultation 14 | 9             | 2             |
| Consultation 17 | 20            | 9             |
| Consultation 19 | 4             | 2             |
| Consultation 22 | 6             | 3             |
| Consultation 23 | 3             | 3             |
| <b>TOTAL</b>    | <b>100</b>    | <b>61</b>     |

### CONSULTATIONS FEEDBACK

|                         |                                                                                                                                                                                                                                                                                                                          |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consultation 3          | Good answer. Your consultation is sufficient                                                                                                                                                                                                                                                                             |
| Consultation 5          | Acceptable answer. Your consultation is acceptable, however the client might need some practical or theoretical elaboration.                                                                                                                                                                                             |
| Consultation 7          | Excellent answer. Your consultation is effective.                                                                                                                                                                                                                                                                        |
| Consultation 10         | Good evaluation. Some aspects might be re-considered, but overall you provided well structured consultation.                                                                                                                                                                                                             |
| Consultation 13         | Fair answer. The client will most probably ask for clarity on some aspects. Please study the consultation again in conjunction with the rubric to see where your consultation is lacking.                                                                                                                                |
| Consultation 14         | Not a well prepared consultation. The client will definitely ask for clarity on some aspects. Please study the consultation again in conjunction with the rubric to see where your consultation is lacking.                                                                                                              |
| Consultation 17         | Your consultation does not answer Me Longweni's questions clearly or contextually. Please review the rubric to identify the aspects you should have focused on in conjunction with Study Unit 3, Learning outcome 2.                                                                                                     |
| Consultation 19         | Your consultation is sufficient. You could have elaborated a bit more contextually/practically.                                                                                                                                                                                                                          |
| Consultation 22         | Your consultation is sufficient. You could have elaborated a bit more theoretically/contextually/practically.                                                                                                                                                                                                            |
| Consultation 23         | Very good consultation. Well done!                                                                                                                                                                                                                                                                                       |
| <b>OVERALL FEEDBACK</b> | Thank you for your work on this PoE. Although the quality of some consultations could have been improved in accordance with the specific consultation requests and assessment rubric, it is still evident that you have worked sufficiently to present a this PoE. Congratulations with the good mark you have received. |

**CCMM511**  
**POE ASSESSMENT RUBRIC - 2021**

Group: Gonsalves

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**CONSULTATION 3**

**Business functions**

**Answering question 1: Which of the business functions are evident in my business (from video)**

| Items                                                                                                                                                                                             | Mark     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Wrong answer of no functions are identified (function include finance, marketing, operations, HR, etc.).                                                                                          |          |
| Only 1 to 3 functions are identified.                                                                                                                                                             | <b>1</b> |
| Four or more functions identified (at least operations, purchasing, HR, marketing - page 19).                                                                                                     |          |
| No/vague motivation pertaining to how the functions are illustrated in the video.                                                                                                                 |          |
| General/text book answer describing the function, but it is not indicated how the functions are illustrated in the video or it is only indicated how some functions are illustrated in the video. |          |
| All functions identified are motivated as to how they are presented in the video.                                                                                                                 | <b>2</b> |

**Answering question 2: Do I need to appoint a manager for each function in the business? (why or why not?)**

| Items                                                                                                                                                                 | Mark     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Not answered.                                                                                                                                                         |          |
| Yes and No answer with motivation (specific decision was not made).                                                                                                   |          |
| Yes or No with fairly convincing motivation (general answer, not/fairly applied, needs to elaborate). No counter arguments as to why the other option was not chosen. | <b>2</b> |
| Yes or No with convincing motivation (taking into account the size of the business/functions and other contextual aspects)                                            |          |

**Answering question 3: How are the business functions interlinked**

| Items                                                                                                                                                                                                                                                | Mark     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| No answer or no description of the interlinking (functions are described in silos) or it is evident that the answer provided does not clearly portray the interlinking of the business functions. Only describes each function evident in the video. |          |
| Interlinking evident to a certain extent with no motivation: for instance by stating only the marketing is dependent on finance.                                                                                                                     |          |
| Interlinking evident in parts with general motivation (examples are generic, lack contextually).                                                                                                                                                     | <b>2</b> |
| Interlinking evident with motivation and a practical example. (Highlight the functions do not operate in isolation/silos)                                                                                                                            |          |

Final mark for consultation: 7 /10

## CONSULTATION 5

### Emotional Intelligence and Self-management

#### Answering question pertaining to emotional intelligence

| Items                                                                                                                                                                                | Mark |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Not answered.                                                                                                                                                                        |      |
| Basic vague motivation (only definition of EI with no elaboration OR general discussion about EI without a clear definition).                                                        |      |
| Acceptable motivation (definition of EI with some elaboration, but lack in-depth considerations or practicality).                                                                    |      |
| Good motivation (definition of EI, elaborate on consequences, motivate why EI is important with explanation, motivate the impact if a manager does not have EI, acceptable example). | 3    |
| Above expectations (acceptable motivation with an applicable real-life example and extensive elaboration and stating various viewpoints).                                            |      |

#### Answering question pertaining to self-management

| Items                                                                                                                                                            | Mark |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Not answered.                                                                                                                                                    |      |
| Basic vague motivation (only definition of SM with no elaboration OR general discussion about SM without a clear definition).                                    |      |
| Acceptable motivation (definition of SM with some elaboration, but lack in-depth considerations or practicality).                                                |      |
| Good motivation (definition of SM, elaborate on consequences, motivate why SM is important with explanation, motivate the impact if a manager does not have SM). | 3    |
| Above expectations (acceptable motivation with an applicable real-life example and extensive elaboration and stating various viewpoints).                        |      |

Final mark for consultation: 6 /10

## CONSULTATION 7

### Strategy

#### Component 1

| Items                                                                                                                                                                                              | Mark |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| No answer or the component identified is not part of the macro environment (PESTO)                                                                                                                 |      |
| Greatest impact identified                                                                                                                                                                         | 1    |
| Motivation vague / insufficient OR no motivation                                                                                                                                                   |      |
| Motivation sufficient / good (state the impact of the component and why it is important to consider this component) with a fairly contextual counter measure.                                      |      |
| Motivation is good. State the impact of this component and why it is important to consider this component. Suggest practically/contextually how to counter the negative effects of this component. | 2    |

#### Component 2

| Items                                                                                                                                                                                              | Mark |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| No answer or the component identified is not part of the macro environment (PESTO)                                                                                                                 |      |
| Second greatest impact identified                                                                                                                                                                  | 1    |
| Motivation vague / insufficient OR no motivation                                                                                                                                                   |      |
| Motivation sufficient / good (state the impact of the component and why it is important to consider this component) with a fairly contextual counter measure.                                      |      |
| Motivation is good. State the impact of this component and why it is important to consider this component. Suggest practically/contextually how to counter the negative effects of this component. | 2    |

#### Component 3

| Items                                                                                                                                                                                              | Mark |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| No answer or the component identified is not part of the macro environment (PESTO)                                                                                                                 |      |
| Third greatest impact identified                                                                                                                                                                   | 1    |
| Motivation vague / insufficient OR no motivation                                                                                                                                                   |      |
| Motivation sufficient / good (state the impact of the component and why it is important to consider this component) with a fairly contextual counter measure.                                      |      |
| Motivation is good. State the impact of this component and why it is important to consider this component. Suggest practically/contextually how to counter the negative effects of this component. | 2    |

Final mark for consultation: 9 /9

## CONSULTATION 10

### Evaluation of an objective/goal

| Identify the criteria – SMART  |                                                                   | Mark |
|--------------------------------|-------------------------------------------------------------------|------|
| <b>Specific</b>                | Not identified / incorrectly identified / only the acronym.       |      |
|                                | Correctly identified with no explanation / incorrectly explained. |      |
|                                | Correctly identified and explained that the meaning is clear.     | 1    |
| <b>Measurable</b>              | Not identified / incorrectly identified / only the acronym.       |      |
|                                | Correctly identified with no explanation / incorrectly explained. |      |
|                                | Correctly identified and explained that the meaning is clear.     | 1    |
| <b>Attainable / Actionable</b> | Not identified / incorrectly identified / only the acronym.       |      |
|                                | Correctly identified with no explanation / incorrectly explained. |      |
|                                | Correctly identified and explained that the meaning is clear.     | 1    |
| <b>Realistic</b>               | Not identified / incorrectly identified / only the acronym.       |      |
|                                | Correctly identified with no explanation / incorrectly explained. |      |
|                                | Correctly identified and explained that the meaning is clear.     | 1    |
| <b>Time bound</b>              | Not identified / incorrectly identified / only the acronym.       |      |
|                                | Correctly identified with no explanation / incorrectly explained. |      |
|                                | Correctly identified and explained that the meaning is clear.     | 1    |

| Measure the objective against the criteria |                                                                                                                                                                  | Mark |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Specific</b>                            | Not measured / measure is ineffective with no reference to the criteria, no indication if item adheres to criteria.                                              |      |
|                                            | Measured against this criterion with gaps in terms of completeness / State only YES or NO / no convincing argument that the objective adheres to this criterion. |      |
|                                            | Measured effectively, meaningful and convincing - Clearly states YES or NO and give clear motivation why the objective adheres to this criterion or not.         | 1    |
| <b>Measurable</b>                          | Not measured / measure is ineffective with no reference to the criteria, no indication if item adheres to criteria.                                              |      |
|                                            | Measured against this criterion with gaps in terms of completeness / State only YES or NO / no convincing argument that the objective adheres to this criterion. |      |
|                                            | Measured effectively, meaningful and convincing - Clearly states YES or NO and give clear motivation why the objective adheres to this criterion or not.         | 1    |

|                                |                                                                                                                                                                  |   |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| <b>Attainable / Actionable</b> | Not measured / measure is ineffective with no reference to the criteria, no indication if item adheres to criteria.                                              |   |
|                                | Measured against this criterion with gaps in terms of completeness / State only YES or NO / no convincing argument that the objective adheres to this criterion. |   |
|                                | Measured effectively, meaningful and convincing - Clearly states YES or NO and give clear motivation why the objective adheres to this criterion or not.         | 1 |
| <b>Realistic</b>               | Not measured / measure is ineffective with no reference to the criteria, no indication if item adheres to criteria.                                              |   |
|                                | Measured against this criterion with gaps in terms of completeness / State only YES or NO / no convincing argument that the objective adheres to this criterion. |   |
|                                | Measured effectively, meaningful and convincing - Clearly states YES or NO and give clear motivation why the objective adheres to this criterion or not.         | 1 |
| <b>Time bound</b>              | Not measured / measure is ineffective with no reference to the criteria, no indication if item adheres to criteria.                                              |   |
|                                | Measured against this criterion with gaps in terms of completeness / State only YES or NO / no convincing argument that the objective adheres to this criterion. |   |
|                                | Measured effectively, meaningful and convincing - Clearly states YES or NO and give clear motivation why the objective adheres to this criterion or not.         | 1 |

| <b>Conclusion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Mark</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| No conclusion, not indicated if the objective adheres to the criteria or not, no reasons/motivation provided.                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
| Conclusion but with motivation gaps: States only that it is good or bad OR that it SMART or not without elaboration on specific gaps.                                                                                                                                                                                                                                                                                                                                                                                                             |             |
| Conclusion but with decision gaps: States only the gaps (for instance not specific or not time bound). No further elaboration and no mention that the objective is good or bad OR that it SMART or not.                                                                                                                                                                                                                                                                                                                                           |             |
| Conclusion is sufficient: States that it is good or bad OR that it SMART or not. Then state the gaps, but without elaboration on the gaps. <i>Example: No, the objective is not time bound, because it is not clear when the objective should be achieved.</i>                                                                                                                                                                                                                                                                                    | 3           |
| Conclusion is sufficient and above expectations (no recommendations must be made in the conclusion): States that it is good or bad OR that it SMART or not. Then state the gaps, and elaborate on the specific gaps. <i>Example: No the objective is not time bound, because it is not clear when the objective should be achieved. The manager, therefore has no timeframe within which the execution of this objective can managed. This might impact negatively on the eagerness and motivation of the employees to pursue this objective.</i> |             |

| Recommendation                                                                                                                                                                                                                                                                                                               | Mark |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| No recommendation.                                                                                                                                                                                                                                                                                                           |      |
| Recommendations are made but it is lacking meaningful motivation and argumentation regarding the impact thereof. Objective only rewritten or stating only what should be done to enhance the objective. <i>Example: He should make the objective more specific OR the objective should be adapted to adhere to the gaps.</i> |      |
| Recommendations are made and is meaningful with convincing arguments regarding the impact thereof. Correctly innovative rewritten. Stating what should be done to enhance the objective and also give examples of how it should be changed - the objective could also be re-written with the recommendations inserted.       | 3    |

Final mark for consultation: 16 /20

## CONSULTATION 13

### Decision making

| Items                      |                                                                                                                                                  | Mark |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Routine decision</b>    | Not answered; answer does not pertain to routine decision                                                                                        |      |
|                            | Answered, but only a theory based answer or only example. Not clearly motivated or example not applicable to the case study/routine decision.    |      |
|                            | Good answer with a theory base, as well as clear example OR good example and theory could be effectively derived.                                | 2    |
|                            | Elaborative answer with a theory base, as well as the in-depth explanation of a current real-life example.                                       |      |
| <b>Adaptive decision</b>   | Not answered; answer does not pertain to adaptive decision                                                                                       |      |
|                            | Answered, but only a theory based answer or only example. Not clearly motivated or example not applicable to the case study/adaptice decision.   | 1    |
|                            | Good answer with a theory base, as well as clear example OR good example and theory could be effectively derived.                                |      |
|                            | Elaborative answer with a theory base, as well as the in-depth explanation of a current real-life example.                                       |      |
| <b>Innovative decision</b> | Not answered; answer does not pertain to innovative decision.                                                                                    |      |
|                            | Answered, but only a theory based answer or only example. Not clearly motivated or example not applicable to the case study/innovative decision. | 1    |
|                            | Good answer with a theory base, as well as clear example OR good example and theory could be effectively derived.                                |      |
|                            | Elaborative answer with a theory base, as well as the in-depth explanation of a current real-life example.                                       |      |

Final mark for consultation: 4 /9



## CONSULTATION 14

| Steps in the decision-making process |                                                                                                                                                                                     | Mark |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Step 1                               | Not answered; The contextual problem was not identified. Only general theoretical explanation of problem identification – not contextually linked to the butter stick.              |      |
|                                      | Answered, vaguely contextually based. Only general theory based and/or basic application. It is not clear what the problem is or what solution might solve the problem.             | 1    |
|                                      | Well answered from a theory base, as well as clear general explanation/application. It is clear what the problem is and what is proposed to solve the problems (i.e new packaging). |      |
|                                      | Exceptionally answered from a theory base and in terms of problem formulation                                                                                                       |      |
| Step 2                               | Not answered; the contextual goal/objective was not developed. Only general theoretical explanation of goals/objectives – not contextually linked to the idea for the butter stick. |      |
|                                      | Answered, vaguely contextually based. Goal is not clearly formulated (not SMART) or a SMART-goal might be outlined, but it is not contextually linked to the product / unrealistic. | 1    |
|                                      | Well answered from a theory base, as well as clear goal (SMART).                                                                                                                    |      |
|                                      | Exceptionally answered from a theory base and in terms of SMART goal formulation.                                                                                                   |      |
| Step 3                               | Not answered; no alternatives identified; alternatives not contextually linked to the butter stick.                                                                                 | 0    |
|                                      | Answered, with limited alternatives identified. Vaguely contextually based. It is not clear why the current product was chosen as the best alternative to solve the problem.        |      |
|                                      | Sufficient alternatives identified and it is fairly clear why the current product was chosen as the best alternative to solve the problem.                                          |      |
|                                      | Sufficient alternatives identified and it is clear why the product was chosen from the alternatives.                                                                                |      |

Final mark for consultation: 2 /9

Unfortunately you did not follow the guidelines of the consultation.

## CONSULTATION 17

**What is authority in org structures and is it important to have?**

| Items                                                                                                              | Mark |
|--------------------------------------------------------------------------------------------------------------------|------|
| Not answered.                                                                                                      |      |
| Basic vague motivation. Only broad explanation of what authority is and why it is important / Theory answer only.  | 2    |
| Average motivation. Broad explanation with no reference to specific authority levels in organisational structures. |      |
| Acceptable motivation with reference to authority levels in organisational structure.                              |      |
| Above expectations. Well-rounded contextual explanation with examples.                                             |      |

**Difference between accountability and responsibility.**

| Items                                                                                                                                                                                                                                                                                                          | Mark |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Not identified (incorrect)                                                                                                                                                                                                                                                                                     |      |
| Only one definition theory (correct) OR only one practical application (correct) OR both are explained, but the difference is not clear.                                                                                                                                                                       |      |
| Both definitions' theory (correct) OR only practical applications (correct). Although it might not be stated, it can be derived from the example or practical application that responsibility can be delegated and not accountability. No mention to the consequences of not being responsible or accountable. |      |
| Theory and practical application (correct - motivation) Responsibility can be delegated. Accountability cannot be delegated.                                                                                                                                                                                   | 3    |

**Why managers need to delegate and reasons why they do not delegate.**

| Items                                                                                                        | Mark |
|--------------------------------------------------------------------------------------------------------------|------|
| Not answered.                                                                                                |      |
| Basic vague motivation (Limited or no theory AND/OR Limited example or practical application).               |      |
| Acceptable motivation (Mainly theory) with no/limited reference to the reasons why managers do not delegate. |      |
| Good motivation (Mainly theory and acceptable example/practical application).                                | 4    |
| Above expectations (Sound theory base and exceptional practical application/example).                        |      |

**Staff authority (Why HR is staff authority?)**

| Items                                                                                                                                             | Mark |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Not identified (incorrect) <b>**You refer to HR as line authority, but the consultation asks why is it staff authority.</b>                       | 0    |
| Basic vague motivation (Limited or no theory AND/OR Limited example or practical application).                                                    |      |
| Sufficient motivation. State only that HR provides advice/expertise to line management                                                            |      |
| Good motivation. Theory based (HR advice/expertise) with example such as handling labour issues on behalf of departments/functions/line managers. |      |

**Final mark for consultation: 9 /20**

## CONSULTATION 19

### Difference between manager and leader

| Items                                                                                                                                                                     | Mark |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Not answered, incorrect                                                                                                                                                   |      |
| Only theory for either one (correct) OR both outlined, but the difference not effectively motivated.                                                                      |      |
| Only theory for both (correct) / Theory and practical motivation for one (correct) / Both outlined with acceptable explanations and generic examples.                     | 2    |
| Theory and practical motivation for both. In-depth discussion as to the difference or personal stance towards managers and leaders based on practical real-life examples. |      |

Final mark for consultation: 2 /4

## CONSULTATION 22

### Types of Control

| Items        |                                                                                                                                      | Mark |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------|------|
| Preliminary  | Not answered; incorrect.                                                                                                             |      |
|              | Only example (correct), not elaborated on theoretical meaning OR only theory with non-contextual example (not applicable to Amazon). | 1    |
|              | Example provided (correct) and the theoretical meaning is clear.                                                                     |      |
| Concurrent   | Not answered; incorrect.                                                                                                             |      |
|              | Only example (correct), not elaborated on theoretical meaning OR only theory with non-contextual example (not applicable to Amazon). | 1    |
|              | Example provided (correct) and the theoretical meaning is clear.                                                                     |      |
| Post-control | Not answered; incorrect.                                                                                                             |      |
|              | Only example (correct), not elaborated on theoretical meaning OR only theory with non-contextual example (not applicable to Amazon). | 1    |
|              | Example provided (correct) and the theoretical meaning is clear.                                                                     |      |

Final mark for consultation: 3 /6

## CONSULTATION 23

### Control measures

|          |                                   | Mark |
|----------|-----------------------------------|------|
| Feasible | Not answered; None are feasible.  |      |
|          | Only one provided (feasible).     |      |
|          | Two to three provided (feasible). |      |
|          | Four or more provided (feasible). | 3    |

Final mark for consultation: 3 /3