

CCMM511 – GENERAL MANAGEMENT

PORTFOLIO OF EVIDENCE

ASSESSMENT RUBRICS

(The rubrics in this document are some examples of the rubrics that will be used to assess the consultations in the PoE. It may be subject to change, but not by much.

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CONSULTATION 1

General management

The most important aspect you've learned from Mintzberg.

Items	Mark
Not identified, or identified aspect not mentioned by Mintzberg.	
Identified aspect correctly with no motivation why this aspect is important.	
Identified aspect correctly, but motivation why this aspect is important is vague and general.	
Identified aspect correctly, motivation is provides some reasons why this aspect is important, but lack in the description of the impact it has on the business/managers.	
Identified aspect correctly, motivation is sufficient with the impact it has on the business/managers.	

Final mark for consultation: 0 /6

CONSULTATION 2

Question 1

Items	Mark
Management process not defined (incorrect)	
Management process partially correct defined (focus only on some of the management tasks)	
Management process correct defined (focus on all management tasks)	

Question 2

Items	Mark
Not answered (incorrect)	
Insufficient motivation pertaining to the title	
Sufficient and convincing motivation as to the title being used	

Question 3

Items	Mark
Not answered (incorrect)	
Identified with no/basic motivation	
Identified with acceptable/good motivation	

Final mark for
consultation:

0 /7

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.	
Four or more functions identified (at least operations, purchasing, HR, marketing - page 19).	
No motivation pertaining to how the functions are illustrated in the video.	
General text book answer describing the function, but it is not indicate how the functions are illustrated in the video.	
All functions identified are motivated as to how they are presented in the video.	

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

Items	Mark
No answer.	
Yes and No answer with motivation (specific decision was made).	
Yes or No with fairly convincing motivation (general answer, not/fairly applied, needs to elaborate).	
Yes of No with convincing motivation.	

Answering question 3: How are the business functions interlinked

Items	Mark
No answer or no description of the interlinking (functions are described in silos).	
Interlinking evident to a certain extent with no motivation: for instance by stating only the marketing is dependent on finance.	
Interlinking evident to a certain extent with motivation.	
Interlinking evident with motivation.	

**Final mark for
consultation:**

 0 /10

CONSULTATION 4

Technical skills

Items	Mark
Not identified (incorrect)	
Identified with no/basic explanation of the skill, no/vague mention to John's activities	
Identified with acceptable explanation, vague/average mention to John's activities	
Identified with good explanation of the skill, sufficient mention to John's activities	

Human skills

Items	Mark
Not identified (incorrect)	
Identified with no/basic explanation of the skill, no/vague mention to John's activities	
Identified with acceptable explanation, vague/average mention to John's activities	
Identified with good explanation of the skill, sufficient mention to John's activities	

Conceptual skills

Items	Mark
Not identified (incorrect)	
Identified with no/basic explanation of the skill, no/vague mention to John's activities	
Identified with acceptable explanation, vague/average mention to John's activities	
Identified with good explanation of the skill, sufficient mention to John's activities	

Final mark for
consultation:

0 /12

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).	
Average motivation (definition of EI with some elaboration, but lack in-depth considerations).	
Acceptable motivation (definition of EI, elaborate on consequences, motivate why EI is important with explanation, motivate the impact if a manager does not have EI).	
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).	
Average motivation (definition of SM with some elaboration, but lack in-depth considerations).	
Acceptable motivation (definition of SM, elaborate on consequences, motivate why SM is important with explanation, motivate the impact if a manager does not have SM).	
Above expectations (acceptable motivation with an applicable real-life example and extensive elaboration and stating various viewpoints).	

Final mark for
consultation: 0 /12

CONSULTATION 6

Strategy

Interrelatedness of internal and external environments

Items	Mark
No answer	
Not clearly explained / no example	
Acceptable explanation / no example	
Acceptable explanation with example	
Exceptional explanation with example	

Importance of knowledge about the business environments

Items	Mark
No answer	
Mentioned, but not clearly explained	
Clearly explained	

Final mark for
consultation:

_____ 0 /8

CONSULTATION 7

Strategy

Component 1

Items	Mark
No answer	
Greatest impact identified	
Motivation vague / insufficient	
Motivation sufficient / good	
Suggestions to counter the negative effects of the components	

Component 2

Items	Mark
No answer	
Second greatest impact identified	
Motivation vague / insufficient	
Motivation sufficient / good	
Suggestions to counter the negative effects of the components	

Component 3

Items	Mark
No answer	
Third greatest impact identified	
Motivation vague / insufficient	
Motivation sufficient / good	
Suggestions to counter the negative effects of the components	

Final mark for
consultation:

0 /15

CONSULTATION 8

Competitiveness of the market

Calculations

PORTER'S FIVE FORCES	GRADE OUT OF 10	WEIGHT	WEIGHTED SCORE	Items	Mark
Barriers of entry	4	0,15	(a) 0.60	If correct (1), if incorrect (0)	
Bargaining power of customers	8	0,4	(b) 3.20	If correct (1), if incorrect (0)	
Bargaining power of suppliers	6	0,25	(c) 1.50	If correct (1), if incorrect (0)	
Substitutes	6	0,2	(d) 1.2	If correct (1), if incorrect (0)	
LEVEL OF COMPETITIVENESS			(e) 6.5	If correct (1), if incorrect (0)	

Interpretation

Items	Mark
No interpretation OR Wrong interpretation (state that the business/company is competitive or that the market is not competitive).	
Basic interpretation: Only state that the market is competitive or the competitiveness in the market is above average.	
Average interpretation: State that the market is competitive and state in general how this would affect Mr Khumalo's business.	
Acceptable interpretation: State that the market is competitive and state specifically how this would affect Mr Khumalo's business, and recommendations are made on how he should manage his business in the competitive market.	
Above expectations (acceptable interpretation with an applicable real-life example/s and/or extensive elaboration and stating various viewpoints).	

Final mark for consultation:

 0 /11

CONSULTATION 9

Why planning?

Items	Mark
No answer	
Basic motivation	
Average motivation	
Acceptable motivation	
Above expectations	

Contextualising strategic planning

Items	Mark
No answer	
Basic motivation	
Average motivation	
Acceptable motivation	
Above expectations	

Final mark for
consultation:

0 /8

CONSULTATION 10

Evaluation of an objective/goal

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

Measure the objective against the criteria		Mark
Specific	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.	
Measurable	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.	
Attainable / Actionable	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.	
Realistic	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.	
Time bound	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.	

Conclusion	Mark
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, but with elaboration gaps: 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>	
Conclusion is sufficient and above expectations: 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. Stating only what should be done to enhance the objective. <i>Example: He should make the objective more specific.</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.

**Final mark for
consultation:**

0 /25

CONSULTATION 11

Strategy

Identify applicable strategy: Correct answer is External Growth Strategy, Unrelated Diversification

Items	Mark
Answer indicates external growth strategy	
Answer indicated unrelated diversification	

Aspects he should be on the lookout for

Items	Mark
None	
Mentioned, but not clearly explained entirely feasible pertaining to the strategy	
Clearly explained and applicable to the strategy, but lacks some motivation.	
Clearly explained and applicable to the strategy with sufficient motivation.	

Final mark for
consultation: _____ 0 /6

CONSULTATION 12

Decision-making condition

Items	Mark
Condition incorrect	
Condition correct	

Motivation

Items	Mark
None	
Unclear / vague motivation (only theory with no practical motivation)	
Clearly motivated from theory and practice	

Final mark for
consultation:

0 /4

CONSULTATION 13

Decision making

Items		Mark
Routine decision	Not answered; answer does not pertain to routine decision	
	Answered, but only a theory based answer or only example	
	Fairly answered with a theory base, as well as clear example.	
	Elaborative answer with a theory base, as well as a in-depth explanatory example.	
Adaptive decision	Not answered; answer does not pertain to adaptive decision	
	Answered, but only a theory based answer or only example.	
	Fairly answered with a theory base, as well as clear example.	
	Elaborative answer with a theory base, as well as a in-depth explanatory example.	
Innovative decision	Not answered; answer does not pertain to innovative decision.	
	Answered, but only a theory based answer or only example. Not clearly motivated.	
	Fairly answered with a theory base, as well as clear example.	
	Elaborative answer with a theory base, as well as a in-depth explanatory example.	

**Final mark for
consultation:**

 0 /9

CONSULTATION 14

Steps in the decision-making process		Mark
Step 1	Not answered; answer does not pertain to problem identification – not contextual	
	Answered, vaguely contextually based	
	Well answered from a theory base, as well as clear general explanation	
	Exceptionally answered from a theory base and in terms of problem formulation	
Step 2	Not answered; answer does not pertain to problem identification – not contextual	
	Answered, vaguely contextually based	
	Well answered from a theory base, as well as clear general explanation	
	Exceptionally answered from a theory base and in terms of problem formulation	
Step 3	Not answered; answer does not pertain to problem identification – not contextual	
	Answered, vaguely contextually based	
	Well answered from a theory base, as well as clear general explanation	
	Exceptionally answered from a theory base and in terms of problem formulation	

Final mark for
consultation:

0 /15

CONSULTATION 15

Definition and importance of organisational structures

Items	Mark
Not identified	
Only theory for definition or organisational structures	
Only theory for definition and organisational structures (or elaborate only on one aspect)	
Theory and practical application (motivation) for definition and organisational structures	

**Final mark for
consultation:** _____ **/4**

CONSULTATION 16

Organisational structures (specialisation, standardisation and coordination)

Definitions		Mark
Specialisation	Not answered; answer does not pertain to specialisation	
	Answered, but only a theory based answer or vague explanation.	
	Answered with a theory base, as well as clear general explanation.	
	Answered with a theory base, as well as clear general explanation with a real-life applicable example.	
Standardisation	Not answered; answer does not pertain to standardisation	
	Answered, but only a theory based answer or vague explanation.	
	Answered with a theory base, as well as clear general explanation.	
	Answered with a theory base, as well as clear general explanation with a real-life applicable example.	
Coordination	Not answered; answer does not pertain to coordination	
	Answered, but only a theory based answer or vague explanation.	
	Answered with a theory base, as well as clear general explanation.	
	Answered with a theory base, as well as clear general explanation with a real-life applicable example.	

**Final mark for
consultation:**

 0 /12

CONSULTATION 17

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

Items	Mark
Not answered.	
Basic vague motivation.	
Average motivation.	
Acceptable motivation.	
Above expectations.	

Difference between accountability and responsibility.

Items	Mark
Not identified (incorrect)	
Only one definition theory (correct)	
Both definitions' theory (correct)	
Theory and practical application (motivation)	

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

Items	Mark
Not answered.	
Basic vague motivation.	
Average motivation.	
Acceptable motivation.	
Above expectations.	

Staff authority (Why HR is staff authority?)

Items	Mark
Not identified (incorrect)	
Basic vague motivation.	
Average motivation.	
Acceptable motivation.	

**Final mark for
consultation:**

0 /20

CONSULTATION 18

Items		Mark
Departmentalised	Not answered; answer incorrect	
	Correct departmentalisation 1	
	Correct departmentalisation 2	
Centralised or decentralised	Not answered; no decision made; incorrect	
	Centralised or decentralised identified (only)	
	Centralised or decentralised identified, with basic motivation	
	Centralised or decentralised identified, with acceptable motivation	
Inclusion of departments	Not answered; incorrect	
	YES or NO (only)	
	YES or NO (only), with basic motivation	
	YES or NO (only), with acceptable motivation	

Final mark for
consultation: 0 /8

CONSULTATION 19

Difference between manager and leader

Items	Mark
Not answered, incorrect	
Only theory for either one (correct)	
Only theory for both (correct) / Theory and practical motivation for one (correct)	
Theory and practical motivation for both	

**Final mark for
consultation:**

 0 /5

CONSULTATION 20

Levels of leadership		Mark
Level 1	Not mentioned / incorrect	
	Only identified with no explanation/ Not mentioned only explanation.	
	Identified with explanation and example	
Level 2	Not mentioned / incorrect	
	Only identified with no explanation/ Not mentioned only explanation.	
	Identified with explanation and example	
Level 3	Not mentioned / incorrect	
	Only identified with no explanation/ Not mentioned only explanation.	
	Identified with explanation and example	
Level 4	Not mentioned / incorrect	
	Only identified with no explanation/ Not mentioned only explanation.	
	Identified with explanation and example	
Level 5	Not mentioned / incorrect	
	Only identified with no explanation/ Not mentioned only explanation.	
	Identified with explanation and example	

Final mark for
consultation:

0 /15

CONSULTATION 21

Motivational theories

		Mark
Herzberg's theory explained	Not answered; it is not clear what the theory entails; wrong answer	
	Answered, but vague explanation.	
	Answered clearly, but lacks theoretical depth (no context or examples).	
	Answered clearly from theory with sufficient examples to contextualise the theory.	
Recommendations	Not answered	
	Provided (one or many), only mentioned what to do without implementation explanation.	
	Provided (one or many), with fair implementation explanation.	
	Provided (one or many), with good implementation explanation (clear guidelines).	

Final mark for consultation:

0 /6

CONSULTATION 22

Types of Control

Items		Mark
Preliminary	Not answered; incorrect	
	Only example (correct), not elaborated on meaning	
	Example provided (correct) and the meaning is clear	
Concurrent	Not answered; incorrect	
	Only example (correct), not elaborated on meaning	
	Example provided (correct) and the meaning is clear	
Post-control	Not answered; incorrect	
	Only example (correct), not elaborated on meaning	
	Example provided (correct) and the meaning is clear	

Final mark for consultation: _____ /6

CONSULTATION 23

Control measures

		Mark
Feasible	Not answered; None are feasible.	
	Only one provided.	
	Two to three provided.	
	Four or more provided.	

Final mark for
consultation: 0 /3