



# **CAREER AND ENTERPRISE**

## **ATAR course examination 2023**

### **Marking key**

Marking keys are an explicit statement about what the examining panel expect of candidates when they respond to particular examination items. They help ensure a consistent interpretation of the criteria that guide the awarding of marks.

## Section One: Short answer

60% (98 Marks)

## Question 1

(18 marks)

- (a) (i) Describe **four** challenges created by globalisation for an organisation. (8 marks)

Description	Marks
For each challenge (4 x 2 marks)	
Describes a challenge created by globalisation for an organisation	2
States a fact related to a challenge created by globalisation	1
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• increased competition: organisations are now competing not just with local, but also global marketplaces</li> <li>• understanding overseas trade practices: an organisation that operates in a global marketplace needs to have an understanding of trade practices in other countries, if intending to be successful</li> <li>• employment laws: organisations need to understand the employment laws and regulations of other countries if looking to employ workers overseas as their rules may be different from local laws</li> <li>• environmental compliance: whilst there are opportunities for lower wages and production costs in other countries, organisations need to make sure that their processes are environmentally compliant</li> <li>• human rights: while there are opportunities for lower wages and production costs in other countries, organisations need to make sure that their employees are being treated fairly and paid appropriately</li> <li>• consumer demands: while there are opportunities to produce a good or service in a global marketplace, organisations need to respond to constantly changing consumer demands</li> <li>• lower costs overseas: organisations are competing with businesses in other countries that may be able to operate and produce products more cheaply.</li> </ul>	
Accept other relevant answers.	

- (ii) Describe **two** opportunities created by globalisation for individuals. (4 marks)

Description	Marks
For each opportunity (2 x 2 marks)	
Describes an opportunity created by globalisation for individuals	2
States a fact related to an opportunity created by globalisation	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• global marketplace: can apply to jobs around the world</li> <li>• overseas experience: opportunity to move overseas for work</li> <li>• global résumé: working for a global organisation is recognised in other countries, e.g. work for McDonalds is recognised globally compared to IGA</li> <li>• increased cultural awareness: working in other countries and multicultural workplaces gives exposure to other cultures</li> <li>• improved efficiency: learn better ways of working</li> <li>• multilingual: opportunity to use or learn other languages</li> <li>• developing equality: opportunity for people in developing countries to work for a global organisation, e.g. Telstra in India</li> <li>• move out of poverty: opportunity for people in developing countries to get out of poverty (Fair Trade)</li> <li>• entrepreneur: starting your own business, you can reach a global audience online.</li> </ul>	
Accept other relevant answers.	

- (b) (i) Explain the concept of a culture of continuous improvement. (3 marks)

Description	Marks
Explains the concept of a culture of continuous improvement	3
Outlines the concept of a culture of continuous improvement	2
States a fact related to the concept of a culture of continuous improvement	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>The concept of a culture of continuous improvement is where everyone in an organisation is committed to constantly looking at ways to improve products, services or processes. The aim is to either increase revenue, decrease waste or improve the outcome for customers. It needs to include everyone in the workplace, so everyone is comfortable to challenge existing ways of working.</p>	
Accept other relevant answers.	

## Question 1 (continued)

- (ii) Explain how a culture of continuous improvement contributes to the competitiveness of a business in the global marketplace. (3 marks)

Description	Marks
Explains how a culture of continuous improvement contributes to the competitiveness of a business in the global marketplace	3
Outlines how a culture of continuous improvement contributes to the competitiveness of a business in the global marketplace	2
States a fact related to how a culture of continuous improvement contributes to the competitiveness of a business	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>An organisation:</p> <ul style="list-style-type: none"> <li>• that is always looking to improve the way they operate with a view to either increased profit, reduced waste or a better outcome for the customer, can be confident that they will be competitive in the global marketplace</li> <li>• that is always looking to improve their products or services is likely to maintain a high volume of sales as the quality of the product or service is always improving. This will make them competitive in a global marketplace</li> <li>• that is always looking at reducing costs will ensure that prices remain competitive for their customers. This will make them competitive in a global marketplace where everyone is looking to provide the best service/product for the least amount of money</li> <li>• that is committed to improving the quality of the products or services they provide will be competitive in a global marketplace because consumers are always looking for the best quality in their products at a competitive price. Both are outcomes of a culture of continuous improvement</li> <li>• with a culture of continuous improvement will use cutting edge technology to improve the quality or performance of a product or service. A constant commitment to increased quality of products or services enables organisations to be competitive in a global marketplace</li> <li>• with a culture of continuous improvement will seek appropriate skilled staff recruitment, training and professional learning that will aid the competitiveness of a business in the global marketplace.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 2

(25 marks)

- (a) Explain **one** decision-making tool that can assist you in making personal career decisions. (3 marks)

Description	Marks
Explains a decision-making tool that can assist you in making personal career decisions	3
Outlines a decision-making tool that can assist you in making personal decisions	2
Identifies or states a fact related to a decision-making tool	1
<b>Total</b>	<b>3</b>
Answers could include: <ul style="list-style-type: none"> <li>the cost/benefit analysis: this tool is used when comparing two or more options. For each option, the costs associated with that option, as well as the benefits are listed. Having created a list of costs and benefits for each option it is possible to decide which option has the most benefits or least costs. That is then identified as the correct choice</li> <li>six thinking hats: this tool is used when examining a decision from six different perspectives. The hats have different colours representing different perspectives. For example, white suggests focussing on facts, black on the negatives, red on the emotional, green on the creative, yellow on the positive and blue on the process. The final decision is then seen to be well thought out</li> <li>paired comparison: this tool is used when comparing several options at one time. The process used with this tool is to compare each option with all of the other options and use a numeric value to determine which is the most popular choice each time. Finally, the most preferred option becomes evident.</li> </ul>	
Accept other relevant answers.	

- (b) Outline **two** considerations for managing change in career development when dealing with unemployment. (4 marks)

Description	Marks
For each consideration (2 x 2 marks)	
Outlines a consideration for managing change in career development when dealing with unemployment	2
States a fact related to a consideration for managing change in career development when dealing with unemployment	1
<b>Total</b>	<b>4</b>
Answers could include: <ul style="list-style-type: none"> <li>a reduction in income could mean cutting down on spending, so a carefully planned budget may need to be considered</li> <li>the possibility of retraining or upskilling as a result of being made redundant</li> <li>a possible lack of self-esteem and/or mental health issues and ways to remain engaged in the world and maintain a positive attitude.</li> </ul>	
Accept other relevant answers.	

**Question 2** (continued)

- (c) Describe the message the cartoonist is portraying about the concept of work/life balance. (2 marks)

Description	Marks
Describes the message the cartoonist is portraying about the concept of work/life balance	2
States a fact related to the concept of work/life balance	1
<b>Total</b>	<b>2</b>
<p>Answers could include:</p> <p>The cartoonist is suggesting that work/life balance changes when you consider starting a family. When you do not have children, you are able to work longer hours. When you have children, you want to spend more time with them and less at work.</p> <p>Accept other relevant answers.</p>	

- (d) Select **one** of these occupations, or another of your choice, and outline **three** ways in which a person could refine their electronic individual pathway plan (IPP) to succeed in that occupation. (6 marks)

Description	Marks
For each way (3 x 2 marks)	
Outlines a way a person could refine their electronic individual pathway plan to succeed in that occupation	2
Identifies a way a person could refine their electronic individual pathway plan	1
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>Refine electronic IPP to succeed in specific chosen occupation:</p> <ul style="list-style-type: none"> <li>ensure you have developed the personal requirements, e.g. for an Artificial Intelligence (AI) Specialist: ability to problem solve, have a deep understanding of the mathematics required</li> <li>set new goals to complete the necessary requirements ensuring that your goals are clear, achievable, realisable and time-bound. This may be accomplished by making 'to do' lists. Goals can be time-managed by establishing reasonable deadlines</li> <li>investigate other potential future employment opportunities by networking, gaining work experience, volunteering in a field of interest or by speaking with family members who are already employed in that field</li> <li>utilise websites like myfuture, which offers tools to assist with the acquisition of self-knowledge and resources to explore career options to aid in professional decision-making.</li> </ul> <p>Accept other relevant answers.</p>	

- (e) Discuss why an individual might need to refine their own electronic career portfolio. (4 marks)

Description	Marks
Discusses why an individual might need to refine their own electronic career portfolio	4
Explains why an individual might need to refine their own electronic career portfolio	3
Outlines why an individual might need to refine their own electronic career portfolio	2
States a fact related to an electronic career portfolio	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>It may be necessary for an individual to refine their electronic career portfolio (ECP) to reflect new credentials earned at a university or TAFE. People should keep track of new skills and information they have picked up through professional development days held by outside organisations or training sessions at work. It is important to add to the ECP answers to questions from recent job interviews and to keep track of performance reviews, so you don't forget to include such things as achievements, acknowledgements, projects and tasks successfully completed. This way, when looking for new opportunities, individuals will already have refined their ECPs to showcase their successes.</p> <p>Accept other relevant answers.</p>	

## Question 2 (continued)

- (f) Explain **one** need to adapt individual and business practices to work efficiently in a digital workplace. (6 marks)

Description	Marks
For each practice (2 x 3 marks)	
Explains a need to adapt practices to work efficiently in a digital workplace	3
Outlines a need to adapt practices to work efficiently in a digital workplace	2
Identifies a need to adapt practices to work efficiently	1
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>Individual practices:</p> <ul style="list-style-type: none"> <li>• individuals must learn to use apps and digital tools to create and share documents online, such as iCloud. This is efficient as several people can work together in real-time without being in the same location. Online meeting apps, such as Webex, Zoom and Teams can also be used for this</li> <li>• individuals need to adapt how they store information. It's no longer acceptable to use paper based documentation. Individuals need to learn how to use cloud storage and how to manage security when working remotely/from home</li> <li>• using different forms of information delivery may require people to learn new digital technologies to work more efficiently. This could include the production of documents using a range of delivery formats, adapting to new presentation software and the distribution of information via a range of media forms</li> <li>• learning privacy and legal requirements relating to information storage and working with unfamiliar operating platforms, e.g. Apple vs. Windows.</li> </ul> <p>Business practices:</p> <ul style="list-style-type: none"> <li>• businesses must be aware of the different digital options available for managing information to work efficiently. They need to adapt to allow for increasingly 'paperless' environments to save resources and reduce costs</li> <li>• businesses need to consider new regulations regarding privacy and set up new protocols related to cyber security and access</li> <li>• businesses must change practices to allow for staff working in increasingly 'digital' environments. A meeting can be shifted to an online collaboration platform that allows the participants to be anywhere rather than assuming it would take place in a meeting room in the same workplace as the employees' workstations. If face-to-face communication is necessary, the meeting might also be held in a nearby café or co-working space, with notes and diagrams recorded on the same digital platform.</li> </ul>	
Accept other relevant answers.	



## Question 3

(17 marks)

- (a) Illustrate the concept of change management in the workplace, using an appropriate example. (3 marks)

Description	Marks
Illustrates the concept of change management in the workplace, using an appropriate example	3
Outlines the concept of change management in the workplace, using an appropriate example	2
States a fact related to the concept of change management in the workplace	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>The concept of change management is when an organisation makes a significant change to either its operations, processes, staffing or products in order to be more efficient. An example might be when an organisation decides to move all its staff from permanent contracts to casual contracts. This means that they can adapt how they pay their staff and what benefits their staff are entitled to. This might be a great move for an organisation to save money, but it needs to be sensitively managed to retain all their good staff.</p> <p>Accept other relevant answers.</p>	

- (b) Outline **two** differences in the organisational structure of functional and geographic workplaces. (4 marks)

Description	Marks
For each difference (2 x 2 marks)	
Outlines a difference in the organisational structure of functional and geographic workplaces	2
States a fact related to a difference in the organisational structure of functional and geographic workplaces	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>functional workplaces group their workers by department and divide their departments by skill areas, such as marketing, accounting, engineering and business development, whereas in geographical workplaces employees may have the opportunity to be more multiskilled, working across a range of skill areas within the workplace in one location</li> <li>in functional workplaces workers who focus on one job function will become specialists, which leads to operational efficiencies and enhances productivity levels. These workers tend to only be aware of the challenges/opportunities within their department whereas in geographical workplaces employees may need to be multiskilled to perform the different roles required. Workers build awareness of challenges/opportunities across the whole organisation.</li> </ul> <p>Accept other relevant answers.</p>	

**Question 3** (continued)

- (c) (i) Explain **two** other unethical work practices associated with global businesses. (6 marks)

Description	Marks
For each unethical work practice (2 x 3 marks)	
Explains an unethical work practice that has been associated with global businesses	3
Describes an unethical work practice that has been associated with global businesses	2
States a fact related to an unethical work practice	1
<b>Total</b>	<b>6</b>
Answers could Include:	
<ul style="list-style-type: none"> <li>sweatshops: these are workplaces, especially in the clothing industry, where workers are employed at very low wages for long hours and under poor conditions. The factories can be located in dangerous and deteriorating buildings that are not safe places to work</li> <li>child labour: this is where young children have been used in work that may deprive them of their childhood and interferes with their ability to attend regular school. This is dangerous and harmful to the children. Child labour is found typically in developing countries, where poverty is high and there are few opportunities to attend school.</li> </ul>	
Accept other relevant answers.	
Note: do not accept forced labour.	

- (ii) Outline **two** other issues, besides unethical work practices, associated with global businesses. (4 marks)

Description	Marks
For each issue (2 x 2 marks)	
Outlines an issue, besides unethical work practices, associated with global businesses	2
States a fact related to an issue, besides unethical work practices	1
<b>Total</b>	<b>4</b>
Answers could Include:	
<ul style="list-style-type: none"> <li>fair trade is about stable prices, decent working conditions and the empowerment of workers around the world. It seeks to promote greater equity in international trading partnerships</li> </ul>	
<div style="border: 1px dashed gray; padding: 10px; margin: 10px auto; width: 60%;"> <p>For copyright reasons this text cannot be reproduced in the online version of this document</p> </div>	
Accept other relevant answers.	

## Question 4

(8 marks)

- (a) Outline the concept of CSR that is portrayed in the conversation above. (2 marks)

Description	Marks
Outlines the concept of CSR that is portrayed in the conversation	2
States a fact related to the concept of CSR	1
<b>Total</b>	<b>2</b>
Answers could include: <ul style="list-style-type: none"> <li>• the employee recognises that CSR benefits communities but is wary that companies can just use the label to attract customers and investors without being truly invested in their level of responsibility</li> <li>• the employer recognises that CSR is an attractive label for a company to have and can lead to increased profitability.</li> </ul>	
Accept other relevant answers.	

OR

- Define the concept of corporate social responsibility (CSR) in a workplace. (2 marks)

Description	Marks
Defines the concept of CSR in a workplace	2
States a fact related to the concept of CSR	1
<b>Total</b>	<b>2</b>
Answers could include: <p>The concept of corporate social responsibility (CSR) involves an organisation's initiatives to assess and take responsibility for its effect on profit and its impact on ethical values, people, and the natural environment. It involves an organisation taking responsibility in being a good 'corporate citizen' which could involve short-term costs that do not provide an immediate financial benefit to the organisation, but instead promotes positive social and environmental change for the benefit of society as a whole.</p>	
Accept other relevant answers.	

**Question 4** (continued)

(b) Describe **one** impact of corporate social responsibility (CSR) on each of the following.

- An organisation
- The community
- An organisation’s employees

(6 marks)

Description	Marks
For each (3 x 2 marks)	
Describes an impact of CSR	2
States a fact related to an impact of CSR	1
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>An organisation:</p> <ul style="list-style-type: none"> <li>• attracts and retains customers. It helps customers feel that by giving their custom to organisations that are socially responsible, they are contributing to the wellbeing of society as a whole</li> <li>• attracts investors when organisations build a positive brand image when they are seen to be socially responsible</li> <li>• helps to cut costs, for example, environmental CSR can mean cutting costs. Eliminating packaging and paper waste has a big impact on the environment. Participating in energy efficiency programs is another way that corporations can meet their CSR and cut costs in the process</li> <li>• CSR can lead to tax reduction benefits, which is also an important economic argument in some countries</li> <li>• running a CSR program is an additional expense for an organisation and difficult to gauge how much money it generates – staffing and processes all cost money.</li> </ul> <p>The community:</p> <ul style="list-style-type: none"> <li>• donations to schools, sports and community programs put the organisation’s name out there and makes it more likely that members of the community will feel good about purchasing goods or services from the organisation</li> <li>• some organisations give money to communities, but may also be harming the community by the nature of their business – mining for example.</li> </ul> <p>An organisation’s employees:</p> <ul style="list-style-type: none"> <li>• improves employee engagement. Employees are more productive when they feel good about the organisation that they are working for</li> <li>• organisations that look after their employees and pay them fairly will be repaid by better employee loyalty and improved workplace productivity</li> <li>• employees may be required to get involved in a CSR program, although not related directly to their job. This could cause resentment from employees who are expected to give more for less.</li> </ul>	
Accept other relevant answers.	

## Question 5

(16 marks)

(a) Explain **three** benefits of workplace mentoring for the mentor.

(9 marks)

Description	Marks
For each benefit (3 x 3 marks)	
Explains a benefit of workplace mentoring for the mentor	3
Outlines a benefit of workplace mentoring for the mentor	2
States a fact related to a benefit of workplace mentoring	1
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• provides an opportunity to develop new skills and expertise as the mentor discovers areas that are lacking in their own experience or knowledge</li> <li>• provides access to independent and objective perspectives as the mentor works with people who are new to the organisation, industry or from a different generation</li> <li>• exposure to new ideas and ways of thinking from mentees who may be new to the industry or from a younger/older generation</li> <li>• as the mentor helps, by answering questions, the mentor can become more confident as they realise they are able to deal with problems and issues themselves</li> <li>• working as a mentor gives the mentor the chance to meet new people and, as a result, expand their own network of colleagues and friends</li> <li>• the mentor is given a position of responsibility which increases their visibility and recognition in the organisation</li> <li>• being a mentor is not just a great experience, but it also demonstrates a degree of leadership, which is attractive on a résumé.</li> </ul>	
Accept other relevant answers.	

**Question 5** (continued)

- (b) (i) Describe **two** future learning options for your personal **or** professional career development. (4 marks)

Description	Marks
For each future learning option (2 x 2 marks)	
Describes a future learning option for your personal or professional development	2
Identifies or states a fact related to a future learning option	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• graduate programs: these are programs offered by organisations so that graduates get training and exposure to all aspects of the business</li> <li>• gap year: this is where an individual takes time away from study to either gain work experience, travel or volunteer</li> <li>• employer initiatives: employer initiatives, such as training in communication skills can help to build self-awareness</li> <li>• Massive Online Open Courses (MOOCs): allow individuals to pick up micro credentials or qualifications which can be completed in their spare time</li> <li>• degree: going to university and completing a three-year course with a focus on one or more subjects. This is a requirement for some jobs, such as teaching or nursing</li> <li>• traineeship/apprenticeship: earn while you learn. Employers take on employees at a reduced pay rate over a period during which they gain a qualification in the field and build up experience in the role. At the end of an agreed period of time, the apprentice/trainee is fully qualified.</li> </ul>	
Accept other relevant answers.	

- (ii) Explain how **one** of the future learning options you described in part (b)(i) will enhance your personal **or** professional career development. (3 marks)

Description	Marks
Explains how the future learning option will enhance your personal or professional career development	3
Outlines how the future learning option will enhance your personal or professional career development	2
States a fact related to how the future learning option will enhance career development	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• a degree would enhance professional development as it would allow you to access roles that you cannot get without a qualification. It also is a first step towards a masters, which could allow you to get promoted in the future</li> <li>• a graduate program would enhance professional development as it would give a graduate an insight into all aspects of an organisation or industry and allow you the opportunity to identify areas to move into in the future</li> <li>• a gap year would enhance personal development as it would improve your self-management skills, as well as your problem solving and decision-making skills. A gap year could also enhance professional development as it could increase your confidence and make you a better employee as you may need less supervision</li> <li>• employer initiatives could enhance both professional and personal development as you learn skills and knowledge to make you an invaluable employee in that industry plus you also learn more about yourself.</li> </ul>	
Accept other relevant answers.	

Question 6

(14 marks)

- (a) Outline the life and career development stages of Super’s Lifespan (Developmental) Theory (1957), listed below. (6 marks)

Description	Marks
For each stage (growth, maintenance, establishment) (3 x 2 marks)	
Outlines the life and career development stage of Super’s Lifespan (Developmental) Theory (1957)	2
States a fact related to the life and career development stage of Super’s Lifespan (Developmental) Theory (1957)	1
<b>Total</b>	<b>6</b>
Answers could include: <ul style="list-style-type: none"> <li>• Growth: coincides with the 7 to 14 age range. People in this phase are developing a self-concept. This is influenced by many factors both actual and perceived. This can include aspects like physical and mental development, family dynamics and interactions with peers.</li> <li>• Maintenance: coincides with the 45 to 65 age range. In this phase the majority of people have established themselves in a job or industry that suits them for a variety of reasons, including financial and personal. Ongoing development of relevant skills occurs during this time.</li> <li>• Establishment: coincides with the 25 to 45 age range. People in this phase have selected a job and begun working. This job is seen as either fitting with a person’s self-concept or if it does not they will seek alternatives.</li> </ul>	
Accept other relevant answers.	

- (b) Describe the **two** features of planned happenstance, based on Mitchell (2003), listed below. (4 marks)

Description	Marks
For each feature (2 x 2 marks)	
Describes the feature of planned happenstance, based on Mitchell (2003)	2
States a fact related to the feature of planned happenstance, based on Mitchell (2003)	1
<b>Total</b>	<b>4</b>
Answers could include: <ul style="list-style-type: none"> <li>• Remove the blocks: wonder how you can achieve a desired outcome rather than focus on reasons why you cannot achieve something.</li> <li>• Expect the unexpected: unexpected events can be opportunities. Being prepared for chance opportunities, such as unexpected meetings, impromptu conversations or new experiences can lead to career possibilities.</li> </ul>	
Accept other relevant answers.	



- (c) Compare traditional and contemporary career development theories. (4 marks)

Description	Marks
For each similarity/difference (2 x 2 marks)	
Compares a similarity/difference between traditional and contemporary career development theories	2
Identifies or states a fact about a similarity/difference between traditional and contemporary career development theories	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Similarities:</p> <ul style="list-style-type: none"> <li>• improving skills: both traditional and contemporary career development theories provide methods for helping people enhance their skills and abilities</li> <li>• career development: both helping individuals to navigate their career journey</li> <li>• long term pathways: both are relevant whether you stay in one job or multiple jobs.</li> </ul> <p>Differences:</p> <ul style="list-style-type: none"> <li>• emphasis on the individual: contemporary focuses on the individual empowering them to take control of their career. Traditional more employer based</li> <li>• relevance to era they were developed: e.g. Super, in 1957, was produced when careers were more linear. The contemporary theories reflect more dynamic career pathways</li> <li>• life expectancy: traditional reflects retirement at 60 when decline was expected. Contemporary acknowledges that people work until they are older and are active/living much longer.</li> </ul>	
Accept other relevant answers.	

## Section Two: Extended answer

40% (60 Marks)

## Question 7

(30 marks)

- (a) Discuss the process suggested by the diagram for workplace performance management and explain **two** other processes used in workplace performance management.

(10 marks)

Description	Marks
Discussion of workplace performance diagram	
Discusses the process suggested by the diagram for workplace performance management	4
Explains the process suggested by the diagram for workplace performance management	3
Describes the process suggested by the diagram for workplace performance management	2
Identifies or states a fact related to the process suggested by the diagram for workplace performance management	1
<b>Subtotal</b>	<b>4</b>
For each other process (2 x 3 marks)	
Explains the process used in workplace performance management	3
Outlines the process used in workplace performance management	2
Identifies or states a fact about the process used in workplace performance management	1
<b>Subtotal</b>	<b>6</b>
<b>Total</b>	<b>10</b>
<p>Answers could include:</p> <p>Process in diagram – management by objectives:</p> <ul style="list-style-type: none"> <li>• a cyclical process of management which focuses on identifying organisational goals and then using these to set objectives for staff. Staff performance is then evaluated on their achievement of the specific objectives generated from the goals. It is a continuous process; involving monitoring of progress, evaluating progress and providing feedback to ensure employees achieve the goal objectives. This type of performance management is all well and good when the objectives are agreed by both employee and the supervisor</li> <li>• this way the employee has buy in and is happy to work towards the agreed objectives knowing that continued employment is dependent on meeting the objectives</li> <li>• if the objectives are simply given to an employee, then it may be that they are not actually achievable or realistic meaning that there is no chance of getting a pay increase/bonus or a good review. Also, it may be difficult to set objectives in line with the organisation's goals for every role within an organisation. For example, how does a receptionist at a school have input into the educational outcomes of the students? As with rating scales, this method can also be subjective – it is one word against another as to whether the objectives have been met or not</li> <li>• management by objectives is a great way for an organisation to ensure that they are only employing productive and efficient staff and if they are not, this is a transparent way of identifying those employees who are not so good and managing them out of their role.</li> </ul>	

Other processes:

Rating scales:

A traditional form of performance management where an individual rates themselves or is rated on a scale according to specific criteria relating to their work. These ratings are then used to identify strengths and weaknesses of an employee and used as the basis for decisions relating to how to manage the staff member in the future. It may also help highlight areas that need to be addressed by the employee or areas for further improvement. It is generally formal, focused on outcomes and identifying specific success or failures in performance.

360-degree feedback:

Feedback relating to an employee's performance is sought from a range of sources. Feedback is not limited to management, but may include peer/colleague feedback, supervisor feedback, subordinate feedback and even external feedback from customers or relevant stakeholders. It provides a very thorough picture of the various perspectives of an employee's work and may assist in the development of staff as it allows for clear information about how the employee functions in all areas of the organisation.

Accept other relevant answers.

Note: any two other processes different to the one discussed are acceptable in the explanation

**Question 7** (continued)

- (b) Evaluate quality control and self-assessment as methods of monitoring and improving workplace performance. (8 marks)

Description	Marks
For each method (2 x 4 marks)	
Evaluates the method of monitoring and improving workplace performance	4
Explains the method of monitoring and improving workplace performance	3
Describes the method of monitoring and improving workplace performance	2
States a fact related to the method of monitoring and improving workplace performance	1
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Quality control:</p> <ul style="list-style-type: none"> <li>product focused, quality control emphasises the outcomes of an employee's work and the level of quality it shows. The focus is on the process and the final product and identifies specific benchmarks throughout the production process by which 'quality' is measured. A worker's effectiveness is measured by their capacity to meet or exceed these benchmarks</li> <li>this is a great process to monitor and improve performance specifically in organisations which are involved in manufacturing or delivering a service. Call centres monitor calls to ensure that their customer service operators are following procedures and resolving issues quickly and effectively. Factories do spot checks on the production line to make sure that products match the required specifications</li> <li>it is less useful in a more general business model with a wide variety of departments and roles within those departments. Also, quality control is less valuable when looking at an individual's work ethic, attitude or efficiency. You could check how many keystrokes an employee does each hour, or monitor their hours of work, but this does not necessarily equate to how efficient or productive they are in that time.</li> </ul> <p>Self-assessment:</p> <ul style="list-style-type: none"> <li>a self-directed form of evaluation of performance that allows an employee the opportunity to self-reflect on their performance and identify areas for focus, improvement or possible interest. It gives the individual an opportunity to make an honest assessment of their own work and provide feedback to management about their training needs</li> <li>there is always a benefit of self-reflection for an individual as long as they are honest. It is a good exercise to take time and honestly evaluate how hard you work or how good your outcomes are at work</li> <li>clearly this is only one perspective so its value is limited because it may not align with the opinions of others in the organisation. As a personal development tool, it is valuable, but in isolation it is not of great value to an organisation in terms of monitoring and improving workplace performance. It might improve an individual's performance, if it is managed well and the employee feels comfortable sharing their reflection. It has greater value, if it is used alongside feedback from a supervisor as well, as then they can identify agreed areas to improve - which will benefit workplace performance.</li> </ul> <p>Accept other relevant answers.</p>	

- (c) Describe **two** needs for accepting diversity in the workplace and discuss **two** strategies employers can use to help employees accept working in a diverse workplace. (12 marks)

Description	Marks
For each need (2 x 2 marks)	
Describes the need for accepting diversity in the workplace	2
States a fact related to the need for accepting diversity	1
<b>Subtotal</b>	<b>4</b>
For each strategy (2 x 4 marks)	
Discusses the strategy employers use to help employees accept working in a diverse workplace	4
Explains the strategy employers use to help employees accept working in a diverse workplace	3
Describes the strategy employers use to help employees accept working in a diverse workplace	2
Identifies or states a fact related to the strategy employers use to help employees accept working in a diverse workplace	1
<b>Subtotal</b>	<b>8</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Ethnic, religious, and cultural links:</p> <ul style="list-style-type: none"> <li>• people from different backgrounds bring a different world view to work problems and issues. This can lead to innovative and new methods of working more efficiently in a workplace</li> <li>• collectively minorities make up a large proportion of markets in an economy, therefore a forward-thinking company that adopts a proactive diversity outlook will tend to be in the forefront of the mind of many consumers when it comes to purchasing goods and services</li> <li>• companies with a diverse make-up can often offer a broader variety of goods and services to all potential customers.</li> </ul> <p>Generational differences:</p> <ul style="list-style-type: none"> <li>• different generations bring different skills and experiences to a workplace. An inclusive workplace will foster these differences that is likely to encourage the organisation to thrive</li> <li>• accepting generational differences will encourage trust and respect between all team members. This type of workplace promotes a positive environment for all often resulting in it being more productive and innovative.</li> </ul> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• organisations can make all employees attend cultural awareness training – making sure all individuals within an organisation learn to understand and appreciate differences to promote an inclusive and productive workplace. This could include using appropriate communication techniques – this encourages respect and better information flow between all individuals within an organisation. Often improves job satisfaction, reduced absenteeism and staff turnover within an organisation. However, it can be viewed as divisive, as it can be seen to encourage employees to see differences and to highlight the differences rather than assume everyone as the same. Some people resent spending time learning about things that do not directly relate to their actual job, such as ‘how is learning about Baby Boomers going to help me be a better accounts clerk?’</li> </ul>	

**Question 7** (continued)

- organisations could have training for all employees to build awareness of equal opportunity legislation – all individuals need to be conscious of the legal ramifications of the law in this area. Employees need to be aware of the consequences for individuals and organisations, if poor practices are followed. This could involve some challenging conversations about what behaviours or comments are not ok – it is important that this training is delivered by experts in this field
- when working in a multigenerational workplace, it could be beneficial to introduce a mentoring program so that younger employees are mentored by older employees so that they can show them the ropes and teach them how to work more effectively. The benefit of this is that it can foster improved communication, greater respect, enhanced problem-solving skills and a positive and inclusive workplace. A mentoring program is a great idea as with all of these strategies so long as all the employees see the benefit and are committed to making the program work.

Accept other relevant answers.

## Question 8

(30 marks)

- (a) With reference to this organisation, outline the principal management style described. Analyse **one** positive and **one** negative impact that this management style might have on the sustainability of the organisation. (12 marks)

Description	Marks
Outline of style	
Outlines the principal management style	2
Identifies the principal management style	1
<b>Subtotal</b>	<b>2</b>
For each positive and negative impact (2 x 5 marks)	
Analyses the impact that the management style might have on the sustainability of the organisation	5
Discusses the impact that the management style might have on the sustainability of the organisation	4
Explains the impact that the management style might have on the sustainability of the organisation	3
Outlines the impact that the management style might have an organisation	2
States a fact related to an impact of the management style	1
<b>Subtotal</b>	<b>10</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Management style – bureaucratic:</p> <ul style="list-style-type: none"> <li>• a clear command structure, where personnel are given certain official responsibilities and are required to adhere to strict rules in a hierarchical environment, are characteristics of a bureaucratic management style</li> <li>• if you are not a manager then you are not required to make decisions. This can be limiting as obviously there are times where people not in management roles may be more able to see a solution to a problem however, with this style of management there is no room for the opinions of those lower down the chain of command</li> <li>• it is difficult to shift someone who is higher up in the organisation as very few people can challenge them and they have more control. This makes it difficult for an organisation to make swift changes or decisions</li> <li>• the emphasis on report writing can be very time consuming.</li> </ul> <p>Positive impacts:</p> <ul style="list-style-type: none"> <li>• helps an organisation to be sustainable as by having strict processes and procedures in place there is less room for error, employees know exactly what is expected of them, so they are more likely to want to continue working there.</li> <li>• ensures that there is a process for customers to complain if there is an issue. This will be managed up the chain of command and reports will be written to ensure that the same error does not happen again. Complaints can be handled quickly and efficiently to ensure that they have minimum impact</li> <li>• means that everyone works according to their pay grade. If you are not a supervisor then you do not make decisions as that is not expected of you. This means that everyone knows what is expected of them and don't get resentful about having to do other people's work.</li> </ul>	

**Question 8** (continued)

Negative impacts:

- the 'red tape' associated with this management style, such as a lot of people need to be consulted when decisions must be made, can mean that this is a time-consuming management style. This could mean that decisions in response to changing external factors, such as consumer trends or use of technology take a long time. To be sustainable an organisation needs to be able to respond quickly to change
- the strict following of processes and chain of command means that there is a limited scope of creativity within the decision-making process. The tendency with this management style is to continue doing what has always been done before and not try anything new. This restricts the opportunity for creative problem solving and the possibility of introducing new products or services because 'that is not the way we do things here'. This could be restrictive for an organisation and may prevent an organisation being competitive and not as profitable as it should be
- sustainability refers to reducing impact on the environment too and the bureaucratic style of management could mean that changes in this area might be slow to develop as the decision-making process is slow. Processes around reducing, recycling and reusing could take a while to change as new policies are drawn up.

Accept other relevant answers.

Note: do not penalise impacts if the management style is incorrectly identified initially but is then correctly analysed.



- (b) Assess an impact of the autocratic and democratic/participative management styles on workplace satisfaction. (10 marks)

Description	Marks
For each management style (2 x 5 marks)	
Assesses the impact of the management style on workplace satisfaction	5
Discusses the impact of the management style on workplace satisfaction	4
Explains the impact of the management style on workplace satisfaction	3
Outlines the impact of the management style on workplace	2
States a fact related to the impact of the management style	1
<b>Total</b>	<b>10</b>
<p>Answers could include:</p> <p>Autocratic management style:</p> <ul style="list-style-type: none"> <li>promotes increased worker satisfaction in a workplace. This is because employees know exactly what is expected from them. The autocratic leader is very clear about what is expected and there is no lack of direction. Communication is clear and direct, so employees always know where they stand. It also gives workers more time to work with less meetings and discussion about projects. Hence work gets completed on time and satisfaction increases. There is a high regard for production and work efficiency within this management style and if workers are efficient, they will be rewarded accordingly, which increases worker satisfaction</li> <li>may also decrease worker satisfaction. Some employees may not enjoy being told what to do all the time and may feel that they have opinions/ideas that might improve the efficiency/productivity or sustainability of the workplace. If they are not allowed to voice their opinions or ideas, employees may feel undervalued and dissatisfied.</li> </ul> <p>Democratic/Participative management style:</p> <ul style="list-style-type: none"> <li>promotes increased worker satisfaction in a workplace. This is because employees feel valued when their input is listened to. Employees feel a sense of empowerment and ownership, if they are part of the decision-making process, thus making them feel more satisfied in the workplace. When there is open communication between all levels of management it allows for improved relationships between management and staff, therefore increasing workplace satisfaction. Shared decision-making strengthens the team environment and cooperation between workers. When people make decisions together, the social commitment to one another is greater and thus increases their commitment to the decision and the job satisfaction they derive from the decision</li> <li>a negative impact is that there may be times when someone needs to make a decision quickly – in times of crisis or emergency. To spend time canvassing everyone's opinions and idea may actually be counterproductive and could result in either the wrong decision, or the right decision at the wrong time.</li> </ul> <p>Accept other relevant answers.</p>	

**Question 8** (continued)

- (c) Discuss an impact of the laissez-faire management style on workplace efficiency and productivity. (8 marks)

Description	Marks
<b>For workplace efficiency/productivity (2 x 4 marks)</b>	
Discusses the impact of the management style on workplace efficiency/productivity	4
Explains the impact of the management style on workplace efficiency/productivity	3
Outlines the impact of the management style on workplace efficiency/productivity	2
States a fact related to the impact of the management style	1
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Workplace efficiency:</p> <ul style="list-style-type: none"> <li>empowers staff to make decisions for themselves in the absence of a hands-on manager. Staff are required to sort out problems for themselves and can also be more creative with their solutions. Staff can be trusted to complete the work that is required without having someone check the number of hours they work or their start and finish time each day</li> <li>if something goes wrong it is very difficult to determine what happened and who is responsible as no one is monitoring the employees to see what they are doing</li> <li>ideal for employees who are experts in what they do and can be trusted to carry out their work to the best of their ability without a concern that they will make mistakes. Similarly, it doesn't suit staff new to an organisation as this kind of management style would want someone around to answer questions and show them how things are done, at least for the first week or so, and this might not be the case.</li> </ul> <p>Workplace productivity:</p> <ul style="list-style-type: none"> <li>reduces stress levels as staff are not micromanaged and allows a relaxed work environment and the autonomy to work/take breaks when they want. This is great when employees are conscientious and doing the right thing, but this type of management style is open to abuse as staff could work minimal hours to get their hourly pay rate, but not be productive during that time. Also, with minimal supervision comes the risk of employees not following rules or policies, which may risk the profitability of the company</li> <li>a laissez-faire approach to managing people can lead to a laissez fair approach to managing the organisation and its financial position. It could be easy to miss a gradual decline in profits or productivity, if this is not monitored regularly leading to loss in income, which is not sustainable.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 9

(30 marks)

- (a) With reference to the extract above, evaluate **three** self-management strategies you have studied this year for managing your individual career development. (12 marks)

Description	Marks
For each strategy (3 x 4 marks)	
Evaluates a self-management strategy, with reference to the extract	4
Explains a self-management strategy, with reference to the extract	3
Outlines a self-management strategy	2
Identifies or states a fact related to the use of a self-management strategy	1
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Self-reflection:</p> <ul style="list-style-type: none"> <li>allows you to review the success of completing a task or a decision made, and the methods used</li> <li>enables you to focus on successes and weaknesses and areas of improvement for the future</li> <li>provides you with an opportunity to list future strategies to undertake when task is repeated</li> <li>allows you to better match your personal interests and abilities to suitable career options</li> <li>allows you to make realistic judgements about the suitability of career pathways in relation to your personal circumstances</li> <li>“you won’t ... file a failed project as someone else’s problem.”</li> </ul> <p>Goal setting:</p> <ul style="list-style-type: none"> <li>use of SMART Goal-setting techniques (specific, measurable, achievable, realistic, time-orientated)</li> <li>provides clearer focus</li> <li>allows priority use of resources</li> <li>provides clarity of thinking</li> <li>measurement of outcomes against goals is easier</li> <li>provides more structure and direction in planning your career pathway</li> <li>gives you specific indicators of success to measure your progress</li> <li>“displays initiative ...”</li> <li>“it’s about taking charge of how you handle things at work and in life to get results where you know you did your best.”</li> </ul> <p>Time management:</p> <ul style="list-style-type: none"> <li>develops routines for priority tasks that have to be done on a regular basis</li> <li>organises your working area effectively</li> <li>uses a planner to ensure deadlines, appointments are followed</li> <li>makes checklists</li> <li>sets clear time limits for achieving desire goals</li> <li>develops routines that are advantageous in workplace settings and improve your employability</li> <li>“be organised and able to plan ahead to reduce potential chaos.”</li> </ul>	
Accept other relevant answers.	

**Question 9** (continued)

- (b) Discuss **two** ways in which you could use negotiation skills to manage change in your career development. (8 marks)

Description	Marks
For each (2 x 4 marks)	
Discusses a way to use negotiation skills to manage change in your career development	4
Explains a way to use negotiation skills to manage change in your career development	3
Outlines a way to use negotiation skills to manage change in your career development	2
Identifies or states a fact related to a way to use negotiation skills	1
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• when negotiating new pay and conditions at a job interview it is important that you have done your research and gained knowledge about the job and conditions. Aided with your knowledge you need to present your case with excellent verbal and non-verbal communication skills. Be assertive and positive, but be prepared to compromise on certain conditions should the need arise. Aim to work for a win-win for both the employer and you. By doing this you will impress the employer with your knowledge and negotiation skills, and this will set you up for a positive start in your new job with conditions you are happy with</li> <li>• when in dispute with a co-worker it is important to prevent a conflict from escalating. Ask to speak to your co-worker one-on-one. Be assertive and remain calm. State your case and then use active listening to find out what the other person thinks is the problem. Be empathetic, put yourself in the other person's 'shoes'. There may be something else going on in their life that you aren't aware of. Demonstrate you understand the other person's position. Gather all the relevant facts and address any misunderstandings. By working for a positive outcome for both parties it will make the workplace a far more enjoyable place</li> <li>• if you must deal with complaints from the public in a new job position, then good negotiation skills are extremely valuable. Again, active listening is very important. Ask probing questions and re-state what you hear is the problem from their point of view. Demonstrate your understanding of their position. Gather all the relevant facts and then state your company's position. Try and aim for a win-win for both parties, but typically some compromise will be involved. The ability to listen, negotiate and get on with people, especially the public, will certainly aid changes in your career development.</li> </ul>	
Accept other relevant answers.	

- (c) Identify and discuss the possible impact of **two** predicted global trends on individual career planning. (10 marks)

Description	Marks
For each trend (2 x 1 mark)	
Identifies the trend	1
<b>Subtotal</b>	<b>2</b>
For each impact (2 x 4 marks)	
Discusses the possible impact of a predicted global trend on individual career planning	4
Explains the possible impact of a predicted global trend on individual career planning	3
Outlines the possible impact of a predicted global trend on individual career planning	2
Identifies or states a fact related to the possible impact of a predicted global trend	1
<b>Subtotal</b>	<b>8</b>
<b>Total</b>	<b>10</b>
<p>Answers could include:</p> <p>Decrease in job security:</p> <ul style="list-style-type: none"> <li>increasing economic/geopolitical uncertainty in global markets (e.g. likely increased trade protectionism from changes occurring, such as Australia/China trade tensions): Greater flexibility and adaptability required to help individuals cope with rapid change. Businesses may be less likely to expand and invest in uncertain economic climates which may reduce employment opportunities for individuals in some industries and locations. There may be movement of industrial centres to new countries as economies change which may reduce or increase job opportunities depending on where the individual lives</li> <li>casualisation of employment</li> <li>increasing use of overseas labour and outsourcing: if businesses outsource their labour force, then this may reduce opportunities for individuals in countries where industries have shut down. Individuals must plan for these changes by maintaining networks, upskilling and retraining to take advantage of opportunities.</li> </ul> <p>Increase in working virtually:</p> <ul style="list-style-type: none"> <li>increasing use of innovative technology (e.g. artificial intelligence, ChatGPT): continual upgrading of technology skills to stay employable in a technology-based workplace must be considered by individuals to remain employable. Replacement of the workforce by automated processes may reduce career opportunities. New learning requirements to remain employable in a world where rapid change in technology is becoming the norm must be factored into career planning. New career opportunities in areas where new technologies are being introduced. Individuals must include retraining and upskilling as part of their career development to remain employable.</li> </ul> <p>Changing workforces:</p> <ul style="list-style-type: none"> <li>ageing workforces and inter-generational workplaces: companies may consider accessing older workers as mentors and identify areas for future opportunity as the older workers leave the workplace. There are extensive opportunities to benefit from the expertise of a highly experienced workers</li> <li>increasing female participation in the workplace: more workers are re-entering the job market making it more competitive, but at the same time there may be more opportunities for females in a future work environment.</li> </ul> <p>Accept other relevant answers.</p>	

## ACKNOWLEDGEMENTS

- Question 3(c)(i)** Dot point 1 adapted from: Oxfam Australia. (n.d.). *Are Your Clothes Made in Sweatshops?* Retrieved August, 2023, from [www.oxfam.org.au/what-we-do/ethical-trading-and-business/workers-rights-2/are-your-clothes-made-in-sweatshops/](http://www.oxfam.org.au/what-we-do/ethical-trading-and-business/workers-rights-2/are-your-clothes-made-in-sweatshops/)
- Dot point 2 adapted from: International Labour Organisation. (n.d.). *What is Child Labour*. Retrieved September, 2023, from [www.ilo.org/ipec/facts/lang--en/index.htm](http://www.ilo.org/ipec/facts/lang--en/index.htm)
- Question 3(c)(ii)** Dot point 1 from: Fairtrade. (n.d.). *In News From the Market: Why Fair Trade Matters*. Retrieved October, 2021, from <https://ondusk.com.au/news/fair-trade-matters/>
- Dot point 2 adapted from: EnviroNET. (n.d.). *Regulatory Compliance: EnviroNET Conducts Third-Party Environmental Compliance Audits for Manufacturers, Corporations, and Investors*. Retrieved August, 2023, from <http://www.environmentmidwest.com/regulatory-compliance/>
- Question 9(a)** Dot points 6, 14–15 & 22 from: Pearson. (n.d.). *Top Tips on Boosting Your 5 Key Life and Work Skills*. Retrieved August, 2023, from <https://www.pearson.com/uk/learners/fe-and-college-students/career-choices/careers-advice-topics/top-tips-on-boosting-your-5-key-life-and-work-skills.html>

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