



CAREER AND ENTERPRISE

ATAR course examination 2021

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% (118 Marks)

Question 1

(10 marks)

- (a) (i) Define the concepts of 'continual personal learning' and 'continual professional learning'. (4 marks)

Description	Marks
For each concept (2 x 2 marks each)	
Defines the concept	2
Mentions or states a fact related to the concept	1
Total	4
Answers could include: Continual personal learning: <ul style="list-style-type: none"> the concept of continual personal learning is constantly developing a person's skills to further enhance their knowledge and understanding as part of their career development. It could be for intrinsic value or linked to their professional learning. Continual professional learning: <ul style="list-style-type: none"> the concept of continual professional learning is about a person expanding their skills in response to changing work environments and developments to ensure they can work efficiently in their changing work environment. Accept other relevant answers.	

- (ii) List **two** relevant examples for each of the concepts from part (a)(i). (4 marks)

Description	Marks
For any of the two personal learning example (2 x 1 mark each)	
Lists a relevant example of personal learning	1–2
Subtotal	2
For any of the two professional learning example (2 x 1 mark each)	
Lists a relevant example of professional learning	1–2
Subtotal	2
Total	4
Answers could include: Personal learning: <ul style="list-style-type: none"> community involvement public speaking courses volunteer work travel and reading. Professional learning: <ul style="list-style-type: none"> online courses training courses employer initiatives graduate programs. Accept other relevant answers.	

- (b) Describe a future learning option for your own personal and/or professional development. (2 marks)

Description	Marks
Describes a future learning option for your own personal and/or professional development	2
Mentions or states a fact related to a future learning option for your own personal and/or professional development	1
Total	2
<p>Answers could include:</p> <p>Future learning options:</p> <ul style="list-style-type: none"> formal education – formal training after school either at university or a training organisation will provide formal qualifications that may assist an individual to find work. Training while employed will also improve an individual's range of skills. Formal training in communication skills may improve an individual's ability to function well in a workplace and improve their overall capacity to grow their career. taking a gap year – this gives a person an opportunity to engage in self-exploration, to explore a range of personal interests and potentially engage with new learning opportunities. It gives an individual a chance to undertake activities such as community service, which contributes to personal development and also increases their employability. Unpaid work experience may also be of value to expand a person's level of experience and helps individuals refine their interests and develop goals for the future. informal education – undertaking a range of informal learning opportunities may improve an individual's personal and professional development. Engaging in online courses, joining clubs, playing sport or developing a personal hobby may lead to new skills that would enhance an individual's skill base. Community work may open new opportunities and introduce an individual to mentors who may be of benefit in the future. Exploring interests assists the personal development of an individual by helping them identify their passions and shape their future work choices. 	
Accept other relevant answers.	

Question 2

(28 marks)

- (a) Outline **two** strategies an employer might use to assist employees to adapt to working in a diverse workplace. (4 marks)

Description	Marks
For each strategy (2 x 2 marks)	
Outlines a strategy an employer might use to help employees to adapt to working in a diverse workplace	2
Mentions or states a fact related to a strategy to adapt to working in a diverse workplace	1
Total	4
<p>Answers could include:</p> <p>Strategies:</p> <ul style="list-style-type: none"> • providing cultural awareness training – making sure all individuals within an organisation learn to understand and appreciate differences to promote an inclusive and productive workplace. • promoting appropriate communication techniques – this encourages respect and better information flow between all individuals within an organisation. • promoting awareness of equal opportunity legislation – all individuals need to be conscious of the legal ramifications of the law in this area. Consequences for individuals and organisations if poor practices are followed. • introducing a mentoring program – links generations within a workplace that fosters improved communication, greater respect, enhanced problem-solving skills and a positive and inclusive workplace. • workplaces celebrating diversity/cultural events. <p>Accept other relevant answers.</p>	

Question 2 (continued)

- (b) Explain **two** specific examples of the need to accept diversity in the workplace. (6 marks)

Description	Marks
For each example (2 x 3 marks each)	
Explains a specific example of the need to accept diversity in the workplace	3
Describes a specific example of the need to accept diversity in the workplace	2
Mentions or states an example of the need to accept diversity in the workplace	1
Total	6
<p>Answers could include:</p> <p>Ethnic and cultural links:</p> <ul style="list-style-type: none"> originate from different countries English is often the second language follow different religions different food preferences follow different cultural celebrations often have difficulty securing employment, particularly on arrival in Australia. <p>Generational differences:</p> <ul style="list-style-type: none"> with an ageing population there are more mature workers remaining in the workplace generations have different attitudes to work which can cause conflict different generations have different skills sets and can learn from each historically women have been disadvantaged in the workforce in Australia; different pay rates; often had to resign when married or pregnant today, still gaps with average wages, superannuation levels being lower for women. Promotional opportunities ('glass ceiling') are proportionally lower than men. <p>Other examples</p> <p>Sexual orientation:</p> <ul style="list-style-type: none"> individuals who classify themselves as LGBTIQ+ are more likely to experience vilification, harassment or bullying in the workplace more likely to suffer from sexual harassment and/or sexual discrimination. <p>Physical disabilities:</p> <ul style="list-style-type: none"> workplaces may need to be modified (e.g. accessible bathrooms/toilets, accessible workstations) workers with a disability have, on average, higher job retention and better attendance rates than those without one. There is little difference between people with a disability and others when comparing levels of productivity. <p>Mental health concerns:</p> <ul style="list-style-type: none"> recognising and promoting mental health is an essential part of creating a safe and healthy workplace treating mental health problems like any other illness mental health problems, especially depression and anxiety, are common in the community legislation examples to promote diversity and social inclusion in the workplace. <p>Breaking down traditional stereotypes:</p> <ul style="list-style-type: none"> to reflect values of modern society. <p>Accept other relevant answers.</p>	

Question 2 (continued)

- (c) Outline **one** advantage and **one** disadvantage of the three processes used in performance management by employers. (12 marks)

Description	Marks
For each advantage (3 x 2 marks each)	
Outlines an advantage of each process used in performance management by employers	2
Mentions or states a fact related about an advantage of each process used in performance management by employers	1
Subtotal	6
For each disadvantage (3 x 2 marks each)	
Outlines a disadvantage of each process used in performance management by employers	2
Mentions or states a fact related to a disadvantage of each process used in performance management by employers	1
Subtotal	6
Total	12
<p>Answers could include:</p> <p>Rating scales Graphical rating scales are the most commonly used system in performance management. Employees are judged on many different factors and on how much of that factor or trait they possess, which typically has a 5 or a 7-point rating scale.</p> <p>Advantages:</p> <ul style="list-style-type: none"> • it allows an employee to offer their preference and also to assign the same value to items • it provides valid method for judging the capability of employees who will try to improve their performance if it is not up to their satisfaction • it helps in distinguishing efficient and inefficient employees. In this way it reveals the defects in the selection procedure if any. Those employees who are not suitable employees may be recognised and appropriate action taken • it provides a sound basis for the purpose of promotion, demotion, transfer or termination of employees • employees may be given an increase in their salary or an incentive if their performance is excellent • it develops confidence among the employees since the methods of evaluation are systematic and impartial. <p>Disadvantages:</p> <ul style="list-style-type: none"> • some employees won't ever choose the highest (or lowest) rating • there is a tendency to rate employees on the basis of one factor only • an employer may apply their own standards with the result the final ratings may be subjective and cannot be compared. <p>Management by objectives The purpose of any performance appraisal program is employee development.</p> <p>Advantages:</p> <ul style="list-style-type: none"> • the value of performance management is in the process of communication between supervisor and employee and not merely in the completion of the form • specific objectives of the performance management program might include objectives such as increased professional development, skill level and performance of each employee; to strengthen working relationships between supervisor and employee; to clarify job duties and responsibilities; to establish mutually understood standards for measuring performance and to aid in promotion, retention and salary decisions • assistance to improve performance • acts as a motivator for employees to meet team and organisational goals 	

- assists in the planning and designing of appropriate training programmes to meet employee needs
- improves employee and management relationships.

Disadvantages:

- it is a time-consuming process
- sometimes, appraisal may not be conducted by skilled or trained managers
- managers avoid giving negative remarks or poor ratings as employees may not always view feedback in a positive manner
- employers may try to avoid possible conflict with employees over a poor performance appraisal which results in them giving favourable feedback, so that work environment and relationships are not affected
- employers may not always select appraisal method that is suitable for their organisation. They may select a method that is simple, less time consuming in order to reduce workload
- employers may give an average rating to employees irrespective of their actual performance
- employers tend to look only on negative aspects and ignore the positive aspects of a person called the 'horn and halo' effect.

360-degree feedback

Refers to multiple evaluations of employees, which often include assessments from a line manager, peers, and self-assessment. In self-assessments, individuals assess and evaluate their own behaviour and job performance and in peer assessments members of a group evaluate and appraise the performance of their fellow group members. It is common for a rating scale to be used for self-assessments.

Advantage:

- it can identify personal development and professional growth opportunities
- it can provide feedback that is balanced because it comes from many different perspectives
- it increases self-awareness, builds confidence and boosts employee morale
- it can create a culture of openness and it can empower employees.

Disadvantage:

- positive leniency tends to be a problem with self-assessments
- while the 360 works best when the feedback is anonymous, users of this method often fear that what would be considered an honest answer may come back to bite them
- the value of the feedback is only as good as the honesty of the person providing the feedback and unfortunately, there are times when an employee who is providing feedback on another employee takes the opportunity to express a grudge. When this happens, the person getting reviewed will have to respond to sometimes harsh and hurtful comments
- feedback may not be totally honest, and employees may tend to focus on the 'negative'
- they may find it difficult to find enough reviewers
- time consuming.

Accept other relevant answers.

Question 2 (continued)

- (d) Explain **two** methods, other than performance management, used to monitor and improve workplace performance. (6 marks)

Description	Marks
For each method (2 x 3 marks each)	
Explains a method to monitor and improve workplace performance	3
Describes a method to monitor and improve workplace performance	2
Mentions or states a fact related to workplace performance	1
Total	6
<p>Answers could include:</p> <p>Self-assessment:</p> <ul style="list-style-type: none"> 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. <p>Quality control:</p> <ul style="list-style-type: none"> product focused, quality control emphasises the outcomes of an employee's work or organisation's systems and the level of quality they show. 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. <p>Note:</p> <p>Students do not have to adhere directly to the syllabus to achieve full marks for this question. Other answers may include other answers such as flow charts, checklists and goal setting.</p> <p>Accept other relevant answers.</p>	

Question 3

(10 marks)

(a) Explain **two** factors to consider when working overseas.

(6 marks)

Description	Marks
For each factor (2 x 3 marks)	
Explains a factor to consider when working overseas	3
Describes a factor to consider when working overseas	2
Mentions or states a fact related to a factor to consider when working overseas	1
Total	6
<p>Answers could include:</p> <p>Cultural differences:</p> <ul style="list-style-type: none"> • potential misunderstandings, e.g. language barriers. Language differences can make communication difficult, but if you are creative you can find ways to communicate effectively. Talk slowly and clearly. Communication is an area that can be especially challenging for those uninformed about cultural differences. A simple nod of the head or smile may be interpreted as something you had not intended, e.g. Asians smile to show disagreement, anger, confusion, and frustration. • do your own research. Learning about different cultures can be a great way of developing an understanding of cultural diversity. Engage in a bit of research either online or through books and study some of the history and traditions of other cultures. Use travel review websites like <i>Tripadvisor</i> and <i>Lonely Planet</i> or talk to family and friends who can provide useful advice, so you do not inadvertently offend another culture. • talk to someone from a different cultural background and try and get to know them a bit better. <p>Conditions of employment:</p> <ul style="list-style-type: none"> • research – make sure you know what you are getting into as employment conditions differ between countries • read the contract carefully, be sure to understand what you are agreeing to – pay, working hours, work conditions and your role responsibilities • make sure you get a contract in writing • make sure it is a legitimate job with a reputable company • check that you have the required qualifications or find out what training will be provided for you • cost of living – living costs vary widely and you will need to take this into account when considering working overseas. The income offered may not be enough to cover living expenses • check to see if your relocation costs are being paid • check on safety conditions and any past issues that organisation has had • Australia has strict laws about pay and conditions that are not the same everywhere – do your research • register on the Australian Government organisation <i>SmartTraveller</i> website • make sure you have applied for and have got an appropriate work visa • do your research from reliable sources and be careful who you trust. 	

Question 3 (continued)

<p>Other factors:</p> <ul style="list-style-type: none"> • taxation – you may need to take into account the impact of different taxation requirements on your income to see if the income you earn is sufficient to support your lifestyle overseas • legal differences – each country has its own legal system which you will need to understand when operating in a business overseas • finding accommodation and transport – you will need to consider where you will live and how you will commute to work. There may be different regulations about renting or owning property or the need to apply for a new driving license if you need to drive to work • rising political tensions.
Accept other relevant answers.

(b) Outline **two** opportunities for an individual’s career development that can be created by changes in their workplace. (4 marks)

Description	Marks
For each opportunity (2 x 2 marks each)	
Outlines an opportunity for an individual’s career development that can be created by changes in their workplace	2
Mentions or states a fact related to an opportunity for an individual’s career development that can be created by changes in their workplace	1
Total	4
<p>Answers could include:</p> <p>Opportunity for an individual’s career development:</p> <ul style="list-style-type: none"> • new management can provide opportunities for employees, e.g. the development of new skills through the introduction of new processes • workforce reduction of unskilled employees could provide opportunities for skilled, specialised employees • restructuring usually leads to a more efficient and modernised entity, which in turn can lead to new skills and new jobs • acquisition can create a stronger organisation with new pathways for growth and may provide employees with an opportunity for international travel and overseas experience • physical move can lead to new employment opportunities for people in the new location. 	
Accept other relevant answers.	

Question 4

(26 marks)

- (a) State **four** factors that might influence or cause changes in the workplace and outline **one** example of each. (12 marks)

Description	Marks
For each factor (4 x 1 mark each)	
States a factor that might influence or cause changes in the workplace	1–4
Subtotal	4
For each example (4 x 2 marks each)	
Outlines an example of each factor that might influence or cause changes in the workplace	2
Mentions or states a fact about changes in the workplace	1
Subtotal	8
Total	12
<p>Answers could include:</p> <p>Social changes Examples</p> <ul style="list-style-type: none"> Ageing population: older people outnumber younger people in the workplace. Older people have a wealth of knowledge and experience that younger people can learn from. Gender roles: jobs used to be identified as belonging to specific gender in the past. Now there is more acceptance that jobs can be completed by any person regardless of the role. Consumer preferences: fashions and trends are constantly changing so businesses need to adapt their marketing and their products to match. <p>Technological changes Examples</p> <ul style="list-style-type: none"> New application software: technology is constantly evolving and improving to meet the needs of individuals and to be more user friendly. New operating systems: Microsoft and Apple are always upgrading their operating systems to meet needs of individuals and to be more user friendly. New hardware: Hardware is able to cope with more data, increased memory, speed and abilities. <p>Global and domestic economic changes Examples</p> <ul style="list-style-type: none"> Recessions: where unemployment is high, jobs are scarce and typically prices and inflation are high. Booms: there are lots of opportunities for employment and business growth. Globalisation: Labour and products can be sourced from around the globe. <p>Political and legal changes Examples</p> <ul style="list-style-type: none"> Government initiatives such as Jobkeeper to help secure employment during a pandemic. Changes in government legislation such as Fair Work changes to employment law and conditions of employment. Workplace reforms such as flexible work hours, working from home or virtual meetings. <p>Accept other relevant answers.</p>	

Question 4 (continued)

- (b) Outline **four** reasons why research and product development are important in assisting businesses to remain competitive in a global economy. (8 marks)

Description	Marks
For each reason (4 x 2 marks each)	
Outlines a reason why research and product development assists businesses to remain competitive in a global economy	2
Mentions or states a fact related to why research and product development assists businesses to remain competitive in a global economy	1
Total	8
<p>Answers could include:</p> <p>Possible reasons for research and product development:</p> <ul style="list-style-type: none"> • without attention to research and product development businesses cannot stay competitive in the global market • rapid growth of products around the world requires businesses to be aware of competitor's products and to adjust their own products and processes • investment in new products is expensive and it is poor business practice to begin producing products that may not sell or are poorly designed in a global marketplace • as technology improves and advances, organisations need to look at ways that technology can improve their products, e.g. Bluetooth now standard on all cars • companies need to keep asking what more could they do to make products more user friendly and to increase individual efficiency or productivity • an organisation that combines research and product development to find out what consumers want from their products then employ engineers to look at how best to adapt their products to meet those needs • pricing of products has to be realistic and comparable to similar products on the global market so research into pricing and cost of production is essential • research into appropriate marketing techniques is essential if a business wants to sell their items effectively • research into the cultural difference of their proposed markets is essential so as to ensure that businesses do not attempt to sell products in markets around the world where they would offend or are unsuitable for the cultural norms of that market • trends change rapidly and if a business does not constantly do ongoing research, they can rapidly lose global market share or miss new opportunities. <p>Accept other relevant answers.</p>	

- (c) (i) Describe the message the cartoonist is portraying. (2 marks)

Description	Marks
Describes the message the cartoonist is portraying	2
Mentions or states a fact related to the cartoon	1
Total	2
<p>Answers could include:</p> <p>Message of cartoonist: The cartoonist is portraying the inappropriate behaviour of the staff of a business, i.e. the staff of AJ Oscars Pty Ltd, sharing confidential information regarding a client's tax invoice with another client. When informing their client of this issue, they then also shared the response they received from that other client. There has been a breach of the Privacy Act - a requirement for the legal management of information. As an example, the company A J Oscars Pty Ltd has sent a tax invoice to another customer, we assume by mistake, and makes light of the matter by saying 'Somehow your tax invoice was emailed to another client Mr Smith. The client also has no idea why you were paid that amount either'. They have a legal obligation as their company motto says: 'We have a duty of care and we adhere to the laws and regulations that govern each area of our practice'.</p> <p>Accept other relevant answers.</p>	

- (ii) Define the **two** concepts:
- the legal management of information within a workplace
 - the ethical management of information within a workplace.
- (4 marks)

Description	Marks
Legal concept	
Defines the concept of the legal management of information within a workplace	2
Mentions or states a fact related to the concept of the legal management of information within a workplace	1
Subtotal	2
Ethical concept	
Defines the concept of the ethical management of information within a workplace	2
Mentions or states a fact related to the concept of the ethical management of information within a workplace	1
Subtotal	2
Total	4
<p>Answers could include:</p> <p>Legal management of information is based on written law, while ethical standards are based on human rights. Something can be legal but not ethical. Legal obligations of information management include confidentiality, duty of care and adhering to the laws of privacy, piracy and regulations that govern that area of practice. Ethical management of information outlines a set of acceptable code of practice or behaviours for a professional or social group where there is general agreement by all members of the group. A code of conduct details different actions that are considered appropriate and inappropriate in the use, storage, sharing and management of information.</p> <p>Accept other relevant answers.</p>	

Question 5

(22 marks)

- (a) Define the following concepts:
- self-understanding
 - personal attributes
 - self-marketing.

(6 marks)

Description	Marks
For each concept (3 x 2 marks each)	
Defines the concepts self-understanding, personal attributes and self-marketing	2
Mentions or states a fact to the concepts self-understanding, personal attributes and self-marketing	1
Total	6
<p>Answers could include:</p> <p>Self-understanding:</p> <ul style="list-style-type: none"> • self-understanding is knowledge or understanding of one's competencies, abilities and inabilities, skills, experiences, know how, character, feelings, or motivations. It is gaining a greater sense of one's self. <p>Personal attributes:</p> <ul style="list-style-type: none"> • personal attributes are the qualities or characteristics of a person, e.g. someone might be labelled resilient, innovative, shows initiative, has determination, is self-directed, communicative, has drive (get-up and go), courage and patience, is adaptable, open to new ideas, is supportive, team orientated, organised and can multi-task. <p>Self-marketing:</p> <ul style="list-style-type: none"> • self-marketing is the process of promoting yourself. Self-marketing helps oneself improve their image and reputation and advance their career. Self-marketing gives an individual the opportunity to effectively communicate their values, skills, experiences, and vision to potential employers. Successful self-marketing helps an individual stand out from the other interviewees who may be competing for the same job. <p>Accept other relevant answers.</p>	

- (b) Outline **two** reasons why the concepts of self-understanding, personal attributes and self-marketing are seen as being interrelated elements of career development.

(4 marks)

Description	Marks
For each reason (2 x 2 marks each)	
Outlines a reason why the concepts of self-understanding, personal attributes and self-marketing are seen as being interrelated elements of career development	2
States or mentions a fact related to why the concepts of self-understanding, personal attributes and self-marketing are seen as being interrelated elements of career development	1
Subtotal	2
Total	4
<p>Answers could include:</p> <ul style="list-style-type: none"> • before you can begin to market yourself, you should be aware of your own strengths and weaknesses. This relates to self-understanding. Start by reflecting on your distinct talents, skills, and academic or professional achievements. 	

<p>Your marketability is largely affected by how much you believe in your own qualifications and suitability for a job. Your career portfolio should be reflective of this aspect.</p> <ul style="list-style-type: none"> • personal attribute evaluations increase self-understanding, which is important in career decision-making, as research has demonstrated a connection between self-understanding and occupational preferences. • knowledge of self builds confidence. This is central to engaging in self-marketing activities related to career development.
Accept other relevant answers.

- (c) Using a decision-making tool you have studied, justify a decision you could make in relation to undertaking future training. (4 marks)

Description	Marks
Justifies a decision you could make in relation to undertaking future training, using a decision-making tool	4
Explains a decision you could make in relation to undertaking future training, using a decision-making tool	3
Outlines a decision you could make in relation to undertaking future training, using a decision-making tool	2
Mentions or states a fact related to a decision-making tool or to any future training undertaken	1
Total	4
<p>Answers could include:</p> <p>Examples of a decision-making tool:</p> <p>Cost/benefit analysis: The cost/benefit analysis tool involves adding up the benefits of a course of action and then comparing these with the costs associated with it. The cost/benefit of undertaking future training.</p> <p>The process</p> <ul style="list-style-type: none"> • brainstorm the benefits of a decision and list them all down • brainstorm the costs of that decision and also list them all down. Particularly relate to the costs and benefits over time • assign a monetary value to the costs and benefits • finally, compare the value of your costs to the value of your benefits and use this analysis to decide your course of action. <p>Benefits:</p> <ul style="list-style-type: none"> • greatly improves your employment and further education opportunities • you will be trained to get the skills required in your workplace • it is very likely to improve your career prospects, salary expectations and potential for further promotion • it is known to improve your confidence and self-esteem in the workplace • improves understanding of the job role and employer demands, so that you can deliver your best performance in terms of quantity and quality • the type of training chosen provides an opportunity for professional development and career advancement at no extra cost, while earning money at the same time. <p>Costs:</p> <ul style="list-style-type: none"> • it can be expensive to do the training • training may be full-time and involve taking time off work – big investment and a risk of missing other opportunities during this time 	

Question 5 (continued)

- your productivity levels at work could temporarily decrease if you are busy studying or training. This may go against your usual work performance.
- could be a strain on your family, as you will have less time to be with them
- there may be a substantive financial cost to your family
- scheduling training times can interfere with normal working hours. It may be difficult to get time off to undertake further study or training – whether on or off the job – requires careful planning and organisation. If everyone receives the same training, it may be completely unnecessary in some cases
- if you don't get offered an opportunity for further training by your employer you may feel unwanted or excluded, which can create discontent. This can impact morale and lower performance aptitude
- identifying the right training option and an effective trainer can be cumbersome
- the type of training you choose may become out-dated or not stay relevant for long
- clearly an individual needs to weigh up the benefits against the costs when it comes to future training.

OR using Six Thinking Hats:

- look at black hat: all negative aspects of training (see under 'costs' above)
- yellow hat: all positives (see benefits above)
- red hat: how do you feel – gut reaction, is this a good or bad idea?
- blue hat: have I considered every aspect of this decision, what else do I need to think about?
- white hats: what are the facts to consider, for example: cost, time, employment outcome, location, content being studied
- green hat: what other possible outcome or opportunity might this create?

OR using paired comparison if deciding between further training, e.g. TAFE, university or short online course:

- compare each with the other and allocate points to each based on preference. Will create a leader board with the preferred option at the top.

For full marks, a conclusion that justifies undertaking future training is required.

Accept other relevant answers.

- (d) (i) Choose a specific decision-making tool you have studied and describe **two** advantages of using the tool when making an important career decision. (4 marks)

Description	Marks
For each advantage (2 x 2 marks each)	
Describes an advantage of using a specific decision-making tool when making an important career decision	2
Mentions or states a fact related to an advantage of using a specific decision-making tool when making an important career decision	1
Total	4
<p>Answers could include:</p> <p>The Six Thinking Hats decision-making tool:</p> <ul style="list-style-type: none"> • provides a template to follow • good for introductory decision-making thinking • helps to simplify decisions • allows objectivity and takes emotion/bias out of decisions • can help goal setting and aid motivation in making decisions • reduces procrastination • can improve exploration of ideas • fosters collaborative behaviour. <p>Cost benefit analysis:</p> <ul style="list-style-type: none"> • good when costs and benefits are clear • helps to simplify the process, more benefits = good idea; more costs = bad idea • can get input from lots of people to improve the analysis. <p>Paired comparison:</p> <ul style="list-style-type: none"> • great when you have a lot of different options and not sure which one is best • clarifies decision making as sets out a process to follow. <p>Other examples</p> <p>The PMI chart decision-making tool:</p> <ul style="list-style-type: none"> • a PMI chart outlines the positives, negatives and interesting aspects of career decision. • good for listing positives versus negatives in a template format • allows for interesting aspects of the career decision yet unclear to be included • the interesting section can improve the exploration of ideas and opportunities • the lists can make it clear if there are many more pluses than minuses or vice versa • critical thinking tool to examine ideas or decisions from more than one perspective. <p>The SWOT analysis: decision-making tool:</p> <ul style="list-style-type: none"> • clarifies key aspects of a decision in a template format • a subjective strategy that can be used to evaluate strengths, weaknesses, opportunities and threats involved in trying to make a career decision • good for helping to maximise strengths and weaknesses • allows for identifying opportunities • can identify potential threats giving the person time to counter them or factor them into their career decision. <p>Accept other relevant answers.</p>	

Question 5 (continued)

- (d) (ii) Choose a specific decision-making tool you have studied and describe **two** disadvantages of using this tool when making an important career decision. (4 marks)

Description	Marks
For each disadvantage (2 x 2 marks each)	
Describes a disadvantage of a using a specific decision-making tool when making an important career decision	2
Mentions or states a fact related to a disadvantage of using a specific decision-making tool when making an important career decision	1
Total	4
<p>Answers could include:</p> <p>The cost/benefit analysis decision-making tool:</p> <ul style="list-style-type: none"> <div style="border: 1px dashed gray; padding: 5px; margin-bottom: 10px;"> For copyright reasons this text cannot be reproduced in the online version of this document but may be viewed at the link listed on the acknowledgements page. </div> estimating the benefits can be challenging. Usually the cost/benefit analysis tool only allows for the calculation of monetary values and excludes the environmental and social costs and benefits the application of the tool demands expertise and sufficient data. <p>Six Thinking Hats:</p> <ul style="list-style-type: none"> time consuming not always all aspects/hats need to be considered difficult to adopt six different opinions when you are doing this process by yourself. <p>Paired comparison:</p> <ul style="list-style-type: none"> not much good unless there are a lot of options to choose from points awarded can be difficult to decide unless you specifically know for what you are awarding points need to be clear about your objective when making a decision otherwise this method does not help to clarify. <p>Other examples</p> <p>The PMI Chart decision-making tool:</p> <ul style="list-style-type: none"> you do not end up with any outcome. There is no formal way of making a conclusion. For example, you will end up with a list of positives, a list of minuses and a list of interesting facts which may or may not affect your decision whilst the pluses may outweigh the minuses, the positives still might not be strong enough points for the individual to make a decision some items listed may be trivial and could hinder an effective decision some items may be significant and not sufficiently highlighted by this format if other people’s thoughts have been considered it may not reflect your own thoughts or feelings. <p>The SWOT decision-making tool:</p> <ul style="list-style-type: none"> whilst this decision-making strategy specifically identifies favourable and unfavourable aspects of the career decision it does not necessarily help an individual to come to a conclusion you may not fully know the opportunities or threats of a career decision. These may become apparent after you have taken the job there is no hierarchy to assist with making a decision subjective analysis based somewhat on feelings rather than a factual objective perspective a decision based on SWOT may be influenced if not all of the information included in the SWOT is accurate or up to date. <p>Accept other relevant answers.</p>	

Question 6

(22 marks)

- (a) Describe the **five** life and career development stages of Super’s Lifespan Developmental Theory (1957). (10 marks)

Description	Marks
For each stage (5 x 2 marks each)	
Describes a life and career development stage of Super’s Lifespan Developmental Theory (1957)	2
Mentions or states a fact related to a life and career development stage of Super’s Lifespan Developmental Theory (1957)	1
Total	10
<p>Answers could include:</p> <div style="border: 1px dashed black; padding: 20px; min-height: 300px; margin: 10px 0;"> <p style="text-align: center; color: gray;">For copyright reasons this text cannot be reproduced in the online version of this document.</p> </div>	
<p>Note: The age range may vary according to different theorists.</p>	
<p>Accept other relevant answers.</p>	

Question 6 (continued)

- (b) Outline the **four** main features of planned happenstance, based on Mitchell (2003).
(8 marks)

Description	Marks
For each feature (4 x 2 marks each)	
Outlines a main feature of planned happenstance, based on Mitchell (2003)	2
Mentions or states a fact related to a main feature of planned happenstance, based on Mitchell (2003)	1
Total	8
<p>Answers could include:</p> <p>The main features of planned happenstance, based on Mitchell (2003) include:</p> <ul style="list-style-type: none"> • clarify ideas: take time to identify your interests and make this a focus for exploring career opportunities. Exploring personal curiosity is part of this process • remove the blocks: wonder how you can achieve a desired outcome rather than focus on reasons why you cannot achieve something • 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 • take action: be prepared to continue to learn and develop your skills. The theory states that you need to be open to opportunities and to follow up on any chance events that may contribute something towards your career development. <p>Accept other relevant answers.</p>	

- (c) Describe **two** differences between traditional and contemporary career development theories. (4 marks)

Description	Marks
For each difference (2 x 2 marks each)	
Describes a difference between traditional and contemporary career development theories	2
Mentions or states a fact related to a difference between traditional and contemporary career development theories	1
Total	4
<p>Answers could include:</p> <p>Traditional:</p> <ul style="list-style-type: none"> • Super's Lifespan Developmental Theory (1957) • Super's Theory was developed at a time where there was more consistency in the stages a person takes in their career. It focuses on the idea that a career develops in a linear way over a lifetime with clear progression leading to retirement. It was developed at a time where most people worked for long periods of time in one job or for one firm. It does not take into account external factors such as economic or job market changes <p>Contemporary:</p> <ul style="list-style-type: none"> • Krumboltz' Happenstance Theory (2008), or • Planned happenstance, based on Mitchell (2003) <p>Mitchell or Krumboltz's theory is more dynamic. It was developed at a time where the concept of 'lifelong employment' and 'loyalty' are not as relevant. Most people in modern work settings will change jobs or careers many times over their lifetime. More people are working to an older age and many will continue to work in different capacities after they leave full-time employment. With the advent of globalisation and technology the opportunity for exploring new career opportunities has increased dramatically and the theory focuses on these chance opportunities as a major focus on how a career develops.</p> <p>Both theories may be more relevant to certain industries when looking at career development. Mitchell or Krumboltz's theory is particularly relevant to dynamic, changing work environments such as media, technology or entrepreneurial careers. Super's theory remains relevant where work pathways remain established and clear, particularly in very traditional hierarchical organisations.</p> <p>Accept other relevant answers.</p>	

Section Two: Extended Answer

40% (60 Marks)

Question 7

(30 marks)

- (a) Define the concept of 'corporate and social responsibility' (CSR) and discuss the impact of CSR on employees and communities. Use examples to support your response. (10 marks)

Description	Marks
Definition	
Defines corporate and social responsibility	2
Mentions or states a fact related to corporate and social responsibility	1
Subtotal	2
Impact of CSR for employees	
Discusses the impact of CSR for employees using relevant examples to support the response	4
Explains the impact of CSR for employees using examples to support the response	3
Outlines the impact of CSR for employees using an example	2
Mentions or states a fact related to the impact of CSR for employees	1
Subtotal	4
Impact of CSR for communities	
Discusses the impact of CSR for communities using relevant examples to support the response	4
Explains the impact of CSR for communities using examples to support the response	3
Outlines the impact of CSR for communities using an example	2
Mentions or states a fact related to the impact of CSR communities	1
Subtotal	4
Total	10
<p>Answers could include:</p> <p>The concept of CSR:</p> <ul style="list-style-type: none"> An organisation has the responsibility not only for the economic consequences of their business activities and performance, but also for the social and environmental implications of its activities and performance on the community. This is also referred to the 'triple bottom line' approach, i.e. profit, people and environment. It involves an organisation's initiatives to assess and take responsibility for its effects on the environment 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 promoting positive social and environmental change for the benefit of society as a whole. <p>Impact on employees:</p> <ul style="list-style-type: none"> employees who are not well paid may feel a sense of injustice and this may affect their attitude towards their work and result in lowering productivity, e.g. fast food workers may be paid low wages, might prefer to be paid more employees at management level are proud to be associated with such an organisation as it reflects well on their position and they are good ambassadors for the organisation employees may get employment opportunities with CSR part of the organisation, e.g. working for some organisations may provide the opportunity to volunteer at their sponsored charities which is good for resume and personal learning. 	

<p>Impact on communities:</p> <ul style="list-style-type: none"> • if you are the community that is benefiting from the CSR project, e.g. some mining companies build infrastructure to support communities where they are mining, those communities would be very grateful and supportive of the CSR project and it would be having a very positive impact • if you are the community that are customers of the company, you would feel good to be supporting an organisation that is giving back • if you are the local community that lives around the organisation, the impact of their workplace may be more harmful than the good that the organisation does, e.g. living near fast food outlets, there may be a lot of litter around from takeaways.
Accept other relevant answers.

- (b) Discuss the impact of organised restructuring on workplace culture and on industries as a whole. (8 marks)

Description	Marks
Impact on workplace culture	
Discusses the impact of organised restructuring on workplace culture	4
Explains the impact of organised restructuring on workplace culture	3
Outlines the impact of organised restructuring on workplace culture	2
Mentions or states a fact related to the impact of restructuring	1
Subtotal	4
Impact for industries	
Discusses the impact of organised restructuring for industries	4
Explains the impact of organised restructuring for industries	3
Outlines the impact of organised restructuring for industries	2
Mentions or states a fact related to the impact of restructuring	1
Subtotal	4
Total	8
<p>Answers could include:</p> <p>Workplace culture:</p> <ul style="list-style-type: none"> • positive – old collegial cliques within workplaces can be removed with a new management structure occurring within a restructure • positive – cultural diversity norms can be introduced if they were not adequate previously to ensure that all employees are respected in the workplace • negative – trust within an organisation can be quickly eroded if the restructuring is not carried out in an honest and open manner. <p>Industries:</p> <ul style="list-style-type: none"> • positive – it can help the survival of an industry by reducing costs and inefficiencies • positive – employees may have the opportunity to re-train or upskill as roles, positions and duties could change in the restructure • negative – often restructuring can lead to major industry changes, e.g. manufacturing sent offshore and many of the industry employment positions including major companies and associated suppliers, e.g. automotive industry in Australia, within the host country can disappear. 	
Accept other relevant answers.	

Question 7 (continued)

- (c) There are a number of social justice, financial, cultural and ethical issues associated with global businesses. Discuss **three** such issues you have studied this year. (12 marks)

Description	Marks
For each issue (3 x 4 marks each)	
Discusses the issue and how it is associated with global businesses	4
Explains the issue and how it is associated with global businesses	3
Outlines the issue and how it is associated with global businesses	2
Mentions or states a fact about the issue	1
Total	12
<p>Answers could include:</p> <p>Issues associated with global businesses:</p> <p>1. Unethical work practices might include sweatshops, child labour and forced labour:</p> <ul style="list-style-type: none"> • <div style="border: 1px dashed gray; padding: 10px; margin: 5px 0;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> • <div style="border: 1px dashed gray; padding: 10px; margin: 5px 0;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> • <div style="border: 1px dashed gray; padding: 10px; margin: 5px 0;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> <p>2. Fairtrade: Fairtrade is about stable prices, decent working conditions and the empowerment of workers around the world.</p> <div style="border: 1px dashed gray; padding: 10px; margin: 5px 0;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> <p>3. Environmental compliance: this means conforming to environmental laws, regulations, standards and other requirements such as site permits to operate. In recent years, environmental concerns have led to a significant increase in the number and scope of compliance imperatives across all global regulatory environments, e.g. the appropriate disposal of industrial waste.</p>	
Accept other relevant answers.	

Question 8

(30 marks)

- (a) Analyse **one** challenge created by globalisation for individuals and **one** opportunity created by globalisation for organisations. (8 marks)

Description	Marks
Challenge for individuals	
Analyses a challenge created by globalisation for individuals	4
Explains a challenge created by globalisation for individuals	3
Outlines a challenge created by globalisation for individuals	2
Mentions or states a fact related to a challenge created by globalisation for individuals	1
Subtotal	4
Opportunity for organisations	
Analyses an opportunity created by globalisation for organisations	4
Explains an opportunity created by globalisation for organisations	3
Outlines an opportunity created by globalisation for organisations	2
Mentions or states a fact related to an opportunity created by globalisation for organisations	1
Subtotal	4
Total	8
<p>Answers might include:</p> <p>Individual challenges:</p> <ul style="list-style-type: none"> • increased competition for individual jobs • may need to move overseas to access jobs • need to be aware of changes in technology • need to be aware of changes in global trends • need to be aware of changing labour markets in industry areas • may have to work in different cultural contexts • may need to communicate in different languages • need to develop a range of skills to work in different environments. <p>Organisational opportunities:</p> <ul style="list-style-type: none"> • access to global markets • opportunities to employ the best qualified staff from around the world • opportunities to sell products online to a global market • opportunities to source the cheapest components and labour • opportunities to access latest technologies and production techniques • opportunities to conduct meetings via online video conferencing • opportunities to enter new market. 	
Accept other relevant answers.	

Question 8 (continued)

- (b) Define the concept of a 'culture of continuous improvement' and discuss **two** ways in which the contribution of such a culture might enhance the competitiveness of a business in the global marketplace. (12 marks)

Description	Marks
Definition	
Defines the concept of a culture of continuous improvement	2
Mentions or states a fact related to a culture of continuous improvement	1
Subtotal	2
For each contribution (2 x 5 marks each)	
Discusses how the contribution of a culture of continuous improvement might enhance competitiveness of a business in the global marketplace	5
Explains how the contribution of a culture of continuous improvement might enhance competitiveness of a business in the global marketplace	4
Describes how the contribution of a culture of continuous improvement might enhance competitiveness of a business in the global marketplace	3
Outlines how the contribution of a culture of continuous improvement might enhance competitiveness of a business	2
Mentions or states a fact related to a culture of continuous improvement	1
Subtotal	10
Total	12
Answers could include:	
<p>Definition</p> <ul style="list-style-type: none"> Culture of continuous improvement (CI) occurs when an organisation makes a commitment to improve its business, develop its workforce, and change its work processes to become more efficient. If you always try to improve you will stay ahead of the competition. Efficiency means reducing costs and improving productivity so this will make an organisation more competitive in the global marketplace, e.g. VW looked at improving work processes to increase efficiency in their German Phaeton factory – profits have increased as a result. <p>Contributions</p> <ul style="list-style-type: none"> Key ingredient to culture of CI is empowered, motivated, educated people who want to improve. If staff are paid well and well trained the organisation gets the best results which makes them more competitive globally – if hiring more educated staff from around the world, then they are ahead of their global competition. Investing in the development of staff knowledge and skills and giving them the authority to solve problems for customers makes the workforce more versatile and better able to deliver the services that customers need. Additionally, investing in the development of staff and empowering them to do more for customers increases employee satisfaction, motivates them to do more and produce high quality work, and helps retain them in the organisation. The higher retention rates mean that organisations will see lower costs associated with recruitment, hiring, and training of new employees, e.g. Google only employs the best of the best and they are global leaders in technology. McDonalds provides excellent customer service training to ensure that all staff are trained to the best standard. They are global leaders in the fast food industry enhancing their competitiveness in the global marketplace. Culture of CI means listening to employees to see how they can improve things, asking for feedback and acting on it, using data to improve performance and using mistakes as opportunities to learn. This is most cost effective way of improving work processes – ask employees and don't punish mistakes. Small improvements made in house are cheapest and are not public knowledge so gives an organisation the edge over global competitors, e.g. Quadrant Energy has a competition each month for new ideas from employees and for those that are used, employees are given a bonus. Company saves money from new ideas as 	

they are used to improve processes or workplace operations which makes the organisation more competitive globally.

- Culture of CI includes constantly checking equipment and processes to see if they are most cost efficient and productive. This means that equipment does not break and processes are most efficient. Companies need to invest a lot of money into research and development to ensure that they are at the top of their game e.g. Apple – always looking at improving their products in line with what people want in the future – not what they wanted yesterday. They spend millions of dollars on research and development, enhancing their competitiveness in the global marketplace.
- Culture of CI includes the customer – their opinion and feedback on how good their products or services are is best benchmark. Responding to customer feedback means products and services are better suited to customers meaning they will be more popular, e.g. increased use of Facebook and other social media by wide range of organisations enhancing their competitiveness in the global marketplace.
- Culture of CI needs a clear vision and mission – what they want to do and how they are going to get there, e.g. Google want to be able to organise all the world's information and make it accessible and useful, enhancing their competitiveness in the global marketplace.
- The improvements to processes which benefit customers also provide value to the organisation. Streamlined processes require less time, effort and resources, which lowers operational costs, produces results more quickly, and reduces the cost per customer served. Additionally, organisations with the ability to accomplish more with the same amount of staff and resources often find they now have the ability to develop new services and accomplish goals that they previously did not have the time to address. This will enhance competitiveness in the global marketplace.

Accept other relevant answers.

Question 8 (continued)

- (c) Discuss the need to adapt individual and business practices to work efficiently in a digital workplace. (10 marks)

Description	Marks
Individual	
Discusses the need to adapt individual practices to work efficiently in a digital workplace	5
Explains the need to adapt individual practices to work efficiently in a digital workplace	4
Describes the need to adapt individual practices to work efficiently in a digital workplace	3
Outlines the need to adapt individual practices to work in a digital workplace	2
Mentions or states a fact related to individual practices	1
Subtotal	5
Business	
Discusses the need to adapt business practices to work efficiently in a digital workplace	5
Explains the need to adapt business practices to work efficiently in a digital workplace	4
Describes the need to adapt business practices to work efficiently in a digital workplace	3
Outlines the need to adapt business practices to work in a digital workplace	2
Mentions or states a fact related to business practices	1
Subtotal	5
Total	10
<p>Answers could include:</p> <p>Individual practices:</p> <ul style="list-style-type: none"> mobile phones are an essential work tool. Connectivity issues and working from home may change personal work practices as may the use of applications (apps) as part of the business practices 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 changing practices from paper-based workplaces to a 'paper-free environment' requires new personal knowledge of storage systems learning privacy and legal requirements relating to information storage and working with unfamiliar operating platforms, e.g. Apple OS vs Windows. <p>Business practices:</p> <ul style="list-style-type: none"> developing new practices relating to advertising and marketing. It is necessary to adapt and implement new methods of delivering information relating to advertising or marketing and use this to structure their marketing strategies. Without attention to changes in digital information strategies a business risks missing opportunities or not using appropriate digital technologies to reach target audiences. management of information. Businesses must be aware of the different digital options available for managing information. They need to adapt to allow for increasingly 'paperless' environments. businesses need to take into account new regulations regarding privacy in regard to digitalised information and set up new protocols related to security and access. work practices related to day-to-day work. Businesses must change practices to allow for staff working in increasingly digital environments. How information is shared, processes managed and new methods for streamlining day-to-day business, including options such as flexible work or working from home may require businesses to change. 	
Accept other relevant answers.	

Question 9

(30 marks)

- (a) Describe **two** predicted global trends and analyse how these trends could affect your individual career planning. (12 marks)

Description	Marks
For each global trend (2 x 2 marks each)	
Describes a predicted global trend	2
Mentions or states a fact related to predicted global trend	1
Subtotal	4
For each effect (2 x 4 marks each)	
Analyses how the predicted global trend affects individual career planning	4
Explains how the predicted global trend affects individual career planning	3
Outlines how the predicted global trend affects individual career planning	2
Mentions or states a fact related to predicted global trend	1
Subtotal	8
Total	12

Answers could include:

Predicted global trend examples:

- increasing economic uncertainty in global markets, e.g. likely increased trade protectionism from changes occurring, e.g. Brexit and the increasing American isolation, Australia/China trade tensions
- increasing use of innovative technology, e.g. artificial intelligence
- casualisation of employment
- ageing workforce
- increasing female participation in the workplace
- consumer preference
- increasing use of overseas labour and outsourcing.

The effect on individual career planning will include:

- 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.
- 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 up-skilling as part of their career development to remain employable.
- casualisation of employment may result in reduced income and insecurity in certain careers. Individuals will have to consider if their chosen career will be impacted by casualisation and if they can maintain a sufficient work/life balance where casual employment is the norm.
- as the workforce ages, individuals 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 highly experienced workers.
- more workers are re-entering the job market making it more competitive. There may be more opportunities for gender balance in a future work environment.

Question 9 (continued)

<ul style="list-style-type: none"> • as consumer preference changes, new products or an emphasis on factors such as environmentally friendly and sustainable products may present new career opportunities for the individual. • if businesses outsource their labour force, then this may reduce opportunities for individuals in countries where industries have shut down or relocated. Individuals must plan for these changes by maintaining networks, up-skilling and retraining to take advantage of opportunities.
Accept other relevant answers.

(b) Discuss, using **two** different organisational structures, how each structure might have an impact on your future career development. (10 marks)

Description	Marks
For each structure (2 x 5 marks)	
Discusses how a structure might have an impact on future career development	5
Explains how a structure might have an impact on future career development	4
Describes how a structure might have an impact on future career development	3
Outlines how a structure might have an impact on future career development	2
States or mentions a fact related to a structure and/or future career development	1
Total	10
<p>Answers might include:</p> <p>Impact – geographical organisational structure A geographical structure is where an organisation has offices in various locations – can be single offices or business units. Offices/business units report into a regional manager/executive.</p> <div style="border: 1px dashed gray; padding: 5px; text-align: center; color: gray;"> For copyright reasons this text cannot be reproduced in the online version of this document. </div> <p>Impact of geographical structure on career development can be:</p> <ul style="list-style-type: none"> • it may not always be easy for communication between employee and employer. Does your supervisor in another area even know who you are so may not be able to promote yourself? You will need to be proactive to make sure that regional/head office know who you are • it can encourage collaboration with employees in all other departments in the one location. This allows you to pick up skills from other employees. It also allows an employee the opportunity to work in a different department, a creative accounts person could get opportunity to work in marketing/advertising • you may get the opportunity to become well known in that location and you can boost your own knowledge of the geographical location. You can become an expert on the client’s profile in that location • you might become a local expert, but you might need to improve your global knowledge in order to be employable in any other location • if the regional offices are nowhere near you then you miss out on opportunities. This could be in first or third world countries depending on the business. 	

<p>Impact functional organisational structure</p> <p>This is where the employees/personnel of an organisation are divided into groups based on the skills that they have, e.g. marketing, finance, research and development</p> <p>Impact of functional structure on career development:</p> <ul style="list-style-type: none"> • working with others in the same discipline/skill you get the opportunity to become a specialist in that area • there are clear promotion prospects in your field, e.g. you start as an accounts clerk and then can move upwards to manager's account. • whilst you are a specialist in your area and you are learning from other people in the same field, you could become quite insular and unable to see the bigger picture of what is best for the organisation. You could develop a mindset that what you do in the organisation is the most important which may have a detrimental effect on your career development • with a lot of experience in your field, learning from those around you, you could build up enough skills, experience and knowledge in your area that you could set up your own business rather than being an employee. <p>Accept other relevant answers.</p>

- (c) Discuss **one** consideration to take into account in changing jobs successfully and **one** consideration in dealing with unemployment. (8 marks)

Description	Marks
Changing jobs	
Discusses a consideration in changing jobs successfully	4
Explains a consideration in changing jobs successfully	3
Outlines a consideration in changing jobs successfully	2
Mentions or states a fact related to changing jobs successfully	1
Subtotal	4
Dealing with unemployment	
Discusses a consideration in dealing with unemployment	4
Explains a consideration in dealing with unemployment	3
Outlines a consideration in dealing with unemployment	2
Mentions or states a fact related to dealing with unemployment	1
Subtotal	4
Total	8
<p>Answers could include:</p> <p>Consideration – changing your job:</p> <ul style="list-style-type: none"> • <div style="border: 1px dashed gray; padding: 10px; margin-bottom: 10px;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> • <div style="border: 1px dashed gray; padding: 10px; margin-bottom: 10px;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> • <div style="border: 1px dashed gray; padding: 10px;">For copyright reasons this text cannot be reproduced in the online version of this document.</div> 	

Question 9 (continued)

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Considerations – unemployment:

- You can take control of your career and deal with unemployment. The key is not so much how skilled you are at predicting what will happen, it is how attuned you are to the early indications of change. When you realise that change is constant and you are constantly planning to 'stay ahead of the game', you will find yourself in a great position to recognise and capitalise on opportunities that present themselves. In many industries, geographical barriers are getting less and less relevant. Your co-workers, clients and stakeholders now and in the future can be from anywhere in the world. You need to acquire the ability to work within the international marketplace by:
 - learning about working with diverse cultures
 - asking for assignments that require international exposure
 - learning another language.
- you should be developing relationships with people both within and outside your organisation. These people will be invaluable if you become unemployed and can assist in managing change in your career development. They can provide opportunities when your current position looks a bit uncertain. When you add a mentor to your network, you have the added bonus of learning new skills, technologies and strategies that will help you. You can:
 - collect business cards
 - keep track and in regular contact with former employers and colleagues
 - join professional networking associations
 - participate in a wide range of activities and build relationships beyond your current career or industry.

- you should be developing resilience because the future is uncertain, you will probably encounter setbacks no matter how much you prepare and plan. People who will emerge successful are those with the ability to bounce back and consider such setbacks as learning experiences. You can:
 - evaluate and affirm your strengths on a regular basis
 - develop realistic and achievable goals, monitor your progress and identify what is holding you back
 - build your flexibility and maintain your enthusiasm despite what is happening around you
 - consider mental health, seek help, network, family support, stay connected.

Accept other relevant answers.

ACKNOWLEDGEMENTS

- Question 2(b)** Mental health dot points 16 & 18 from: Australian Human Rights Commission. (n.d.). *Mental health and the workplace*. Retrieved August, 2021, from <https://humanrights.gov.au/our-work/1-mental-health-workplace>
Used under a Creative Commons Attribution 4.0 International licence.
- Question 3(a)** Dot points 1 & 3 adapted from: Cameron S. (2000.). *Understanding Cultural Differences: Tips for Working with International Staff and Campers*. Retrieved August, 2021, from <https://www.acacamps.org/resource-library/camping-magazine/understanding-cultural-differences-tips-working-international-staff-campers>
- Question 5(b)** Dot point 1 excerpt from: SEEK. (n.d.). *The art of self-marketing*. Retrieved September, 2021, from <https://www.seek.com.au/career-advice/article/the-art-of-self-marketing>
- Question 5(c)** MindTools.com. (n.d.). Cost-benefits analysis. Retrieved September, 2021, from https://www.mindtools.com/pages/article/newTED_08.htm
- Question 5(d)(ii)** Dot point 1 extract from: Kaplan, R. S. (n.d.). *An expert guide to cost benefit analysis* [Quote]. Retrieved September, 2021, from <https://www.smartsheet.com/expert-guide-cost-benefit-analysis>
- Question 6(a)** Adapted from: Super, D. (1957). Developmental theory. Retrieved June, 2016, from <http://slideplayer.com/slide/11064366/>
- Question 7(c)**
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