



CAREER AND ENTERPRISE

ATAR course examination 2019

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% (94 Marks)

Question 1

(13 marks)

- (a) Describe the message portrayed in the cartoon about the effects that poor monitoring of workplace performance can have on an organisation. Refer to examples from the cartoon in your response. (3 marks)

Description	Marks
Describes correctly the message portrayed with relevant reference to the cartoon	3
Describes briefly the message portrayed with limited reference to the cartoon	2
States a fact related to the cartoon or poor monitoring of workplace performance	1
Total	3
<p>Answers could include:</p> <p>Message the cartoonist is portraying</p> <ul style="list-style-type: none"> • without good quality human resource management there is a high risk of negative outcomes for the organisation and its staff • without proper monitoring of workplace performance there is a greater risk of injury, e.g. the cartoon shows the number of accidents in the workplace increasing • if a workplace does not have systems in place that prevent injuries or bullying, this will result in low staff morale, job satisfaction and increased absenteeism, e.g. the cartoon shows a decline in staff morale and an increase in the number of sick days • companies who do not manage their staff effectively increase the likelihood of a high turnover of staff, e.g. the cartoon shows that the number of resignations has increased dramatically • poor monitoring of staff performance can result in unsafe workplaces which become increasingly difficult to manage with low staff morale and lack of motivation take hold, e.g. the cartoon shows a decline in staff morale and job satisfaction • poor monitoring can result in reduced productivity and profits for the organisation. 	
Accept other relevant answers.	

(b) Describe the following methods used in monitoring and improving workplace performance:

- self-assessment
- quality control.

(4 marks)

Description	Marks
For each of two methods (2 marks each)	
Describes a method of monitoring and improving workplace performance	2
States a fact related to a method of monitoring and improving workplace performance	1
Subtotal	2
Total	4
<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 individuals an opportunity to make an honest assessment of their own work and provide feedback to management about their training needs • it may be of limited use if the employee is not honest about his/her own performance or unrealistic about their capacities/abilities. It may also not allow for feedback from a qualified supervisor to give an external perspective <p>Quality control</p> <ul style="list-style-type: none"> • it is 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 • it does not focus on identifying areas of an employee's work that relate to personal development but applies to businesses that produce measurable and often similar products. <p>Note: Direct reference to employee impact is required for full marks.</p> <p>Accept other relevant answers.</p>	

Question 1 (continued)

- (c) Explain the following processes used in workplace performance management:
- rating scales
 - management by objectives.
- (6 marks)

Description	Marks
For each of two processes (3 marks each)	
Explains how the process is used in workplace performance management	3
Describes how the process is used in workplace performance management	2
States a fact related to the process used in workplace performance management	1
Subtotal	3
Total	6
<p>Answers could include:</p> <p>Rating scales</p> <ul style="list-style-type: none"> • a traditional form of performance management where an individual rates himself/herself, or is assessed 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 of decisions relating to how the staff member is managed 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 identifies specific successes or failures in performance <p>Management by objectives</p> <ul style="list-style-type: none"> • a cyclical system of management which focuses on identifying organisational goals and then using these to set objectives for staff • staff performance is assessed 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 objectives • clearly defines objectives that are agreed to by both management and employees. <p>Accept other relevant answers.</p>	

Question 2

(21 marks)

(a) Explain how change in the workplace can be influenced by changes in the following factors:

- **two** global and domestic economic changes
- **one** political/legal change
- **one** social change.

(12 marks)

Description	Marks
For each of four changes (3 marks each)	
Explains how a change has brought about change in the workplace	3
Describes how a change has brought about change in the workplace	2
States a fact related to a change	1
Subtotal	3
Total	12
<p>Answers could include:</p> <p>Global and domestic economic changes</p> <ul style="list-style-type: none"> • restructuring, e.g. organisations outsourcing/competitive tendering and privatisation (other side of the world) • recession and boom periods in the economy, e.g. a recession can lead to reduced demand for products and services that can have an impact on employment levels within a workplace • fluctuating exchange rates, e.g. a higher exchange rate can make exports too expensive and more difficult to sell internationally • globalisation, e.g. increased overseas markets and competition can lead to retaining staff and more jobs becoming available. <p>Political/legal changes</p> <ul style="list-style-type: none"> • government policy, e.g. enterprise bargaining (industrial relations) • government initiatives, e.g. subsidies introduced for environmentally friendly energy use, products and services • changes in government can lead to different laws being enacted, e.g. change in company tax rates • legislative workplace reform, e.g. OHS legislation. <p>Social changes</p> <ul style="list-style-type: none"> • the aging population, e.g. older workers working longer in the workplace due to living longer, wanting to do something meaningful or acting as mentors to assist young and inexperienced workers • increased ethical and cultural diversity in the workplace, e.g. social cohesion – more international colleagues learning to be tolerant of other cultures in the workplace and community • changes to the way we work, e.g. a greater number of job changes in a person's working life, working more than one job, increase in people doing casual and contract work or working part-time, self-employment and more flexible work arrangements (flexi-time, rostered days off, people choosing to work at home limiting face-to-face contact • gender roles, e.g. more women returning to work and involved in professional occupations • consumer preferences, e.g. changing consumer preferences due to environmental or ethical awareness and wanting to do the right thing (wages of labour, sweat shop conditions) 	
Accept other relevant answers.	

Question 2 (continued)

- (b) Select **three** of the changes you referred to in part (a) and explain how each of these could create opportunities for an individual's career development. (9 marks)

Description	Marks
For each of three changes (3 marks each)	
Explains how a change selected in part (a) could create opportunities for your individual career development	3
Describes how a change selected in part (a) could create opportunities for your individual career development	2
States a fact related to a change selected in part (a) could create opportunities for your individual career development	1
Subtotal	3
Total	9
<p>Answers could include:</p> <p>Global and domestic economic changes</p> <ul style="list-style-type: none"> restructuring, e.g. when an organisation has to restructure, it may open opportunities for career development. New roles may open up or there may be opportunities for redeployment or training or work with new people, expand networks or to work in different geographical locations. It may even force workers to look for different employment, which may in turn lead to new career pathways globalisation, e.g. if an organisation expands into global markets there may be opportunities to work in different countries, thus expanding experience, networks and knowledge of different work practices that would benefit an individual's career development. Understanding of global issues or involvement with cross-cultural business operations would expand a person's skills and provide opportunities for working in new positions. <p>Political/legal changes</p> <ul style="list-style-type: none"> changes in company tax rates can lead to business organisations employing additional workers, e.g. the recent Federal Government small business company tax rate cuts government subsidies may lead to an increased demand for labour in new clean energy industries to cater for changing consumer preferences, e.g. solar panel and storage battery installation tariffs and trade policies might change the way businesses function and open new opportunities for career development. <p>Social changes</p> <ul style="list-style-type: none"> change in consumer preferences – this provides employees with access to new techniques which may open new opportunities for career development. Developing new technological skills may increase an individual's overall employability and the potential to work in different parts of the organisation or move into new employment in different organisations. New training opportunities may arise which lead to a broadening of skills or, if the individual is already familiar with a new technology, the opportunity to work in a leadership capacity aging population provides older workers with mentoring opportunities to assist younger people who lack the experience and corporate knowledge of their more knowledgeable colleagues. <p>Accept other relevant answers.</p>	

Question 3

(12 marks)

- (a) Explain why the student was correct in all three selections made. (9 marks)

Description	Marks
For each of three selections (3 marks each)	
Explains why the selection was correct about personal and/or professional learning	3
Describes why the selection was correct about personal and/or professional learning	2
States a fact about why the selection was correct	1
Subtotal	3
Total	9
<p>Answers could include:</p> <p>Graduate programs</p> <ul style="list-style-type: none"> • professional because these are programs offered by organisations so that graduates get training and exposure to all aspects of the business to help them learn skills relevant to the industry • training that is directly related to the profession and offers employees a direct way to develop their skills and expand their career possibilities • provides an insight into the operations of the organisation. <p>Travel</p> <ul style="list-style-type: none"> • personal because when you travel you have to learn to manage yourself, communicate with other people, learn about other cultures, become more independent • the opportunity to develop new experiences and learn new customs as well as develop your understanding of other people and yourself in the context of different customs and traditions • travel gives you a chance develop your self-confidence, communication and interpersonal skills, self-management skills and strategies to cope with unexpected challenges. <p>Employer initiatives</p> <ul style="list-style-type: none"> • professional because this is learning that is specific to the company you are working for, which will help you in that industry as you learn new skills/knowledge • employer initiatives such as training in communication skills can help to build self-awareness, and this helps an employee identify their personal strengths and weaknesses while learning skills of direct benefit to the employer • professional initiatives are tailored to the specific company and are designed to focus on skills relevant to the workplace. These may be transferrable but are targeted at developing an employee according to the needs of the company and its unique work conditions. 	
Accept other relevant answers.	

Question 3 (continued)

- (b) Explain the pattern in the participation rates (percentages) of professional learning in the table, with reference to the importance of professional learning in the management of long-term career development. (3 marks)

Description	Marks
Explains the pattern shown in the table with reference to the importance of professional learning in the management of long-term career development	3
Describes the pattern shown in the table with reference to the importance of professional learning in the management of long-term career development	2
Mentions a detail in the table relevant to the importance of professional learning in the management of long-term career development	1
Total	3
<p>Answers could include:</p> <ul style="list-style-type: none"> • younger workers tend to engage with professional learning more than older workers, due to their lack of experience and knowledge, e.g. the 25–34 age group had the highest percentage (36.3%) • the table shows that as age increases the participation rates (percentages) of employees engaged in professional learning decreases • older workers participate in less professional learning due to factors such as winding down towards retirement, no need for new skills/knowledge, e.g. the 55–64 and 65–74 age groups had the lowest percentages • all ages have employees participating in professional learning due to ongoing changes in workplaces and new technology. • learning varies at different stages of life 	
Accept other relevant answers.	

Question 4

(16 marks)

- (a) Complete the tables below by stating **two** opportunities and **two** challenges created by globalisation for **each** of the following:

- individuals
- organisations.

(8 marks)

Description		Marks
Opportunities created by globalisation		
States any two opportunities for individuals		1–2
States any two opportunities for organisations		1–2
Subtotal		4
Challenges created by globalisation		
States any two challenges for individuals		1–2
States any two challenges for organisations		1–2
Subtotal		4
Total		8
Answers could include:		
Opportunities		
Individuals	Organisations	
<ul style="list-style-type: none"> • wider access to job opportunities • can develop skills by working in different cultural environments • opportunities to travel • opportunities to start own businesses • can work from home using technology • can access global markets via online technology • quick access to trends and industry information • online application processes for international jobs 	<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 markets 	
Challenges		
Individuals	Organisations	
<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 	<ul style="list-style-type: none"> • competition with global competitors • need to adapt more quickly to changes in the industry • need to be aware of innovations and technological change • may be competing with countries with cheaper labour or resources • need to have 'online' presence • need for international online sales and advertising • need to understand different cultural contexts • may need to access overseas components or labour 	
Accept other relevant answers.		

Question 4 (continued)

- (b) Discuss the possible impact of the following predicted global trends in employment on individual career planning:
- decrease in job security
 - increase in working virtually.
- (8 marks)

Description	Marks
For each of two impacts (4 marks each)	
Discusses in detail the impact of the predicted global trend in employment on individual career planning using relevant terminology	4
Discusses briefly the impact of the predicted global trend in employment on individual career planning using relevant terminology	3
Explains the impact of the predicted global trend in employment using limited relevant terminology	2
States a fact about the predicted global trend in employment	1
Subtotal	4
Total	8
<p>Answers could include:</p> <p>Decrease in job security</p> <ul style="list-style-type: none"> • individuals may need to be more flexible in their approach to work, looking for a range of opportunities in their field rather than focussing on finding the 'ideal job' • there is a greater need for individuals to develop a wider range of skills to enable them to be competitive in a less stable work environment • employees need to develop a range of skills that enables them to move across industry areas and find work in various types of employment • there is an increased need for employees to plan and research potential employment markets to identify jobs with the most secure employment prospects before applying • employees need to be more aware of employment trends and employment cycles to plan their future employment • employees need to consider the competition for potential jobs and adapt their own skills and practices to ensure that they are able to compete for jobs now and in the future • employees may need to consider ways to deal with periods of unemployment as they transition from one place of employment to another • with reduced security, there may also be potential for individuals to move into other areas that are going through change if they have new skills that are valuable in emerging industries. <p>Increase in working virtually</p> <ul style="list-style-type: none"> • a reduction in costs for organisations such as overhead costs, e.g. office space rentals, information technology (laptops, hardware and software) and office supplies, may allow businesses to offer new employment opportunities that can advantage individuals seeking employment • businesses can quickly expand their operations, e.g. individuals can potentially create employment for themselves by running a small business from the comfort of their own home • it is easier to be a working parent, e.g. you can easily be at school to pick up a sick child and get back to work on an unfinished project after your child goes to bed, or while waiting for them at sports practice, opening opportunities for employment that may have not been practical in the past • your access to the job market is not limited by where you live • you can meet your physical needs more easily, e.g. you can manage your energy levels and workload more easily • employment becomes more flexible and you can make your own schedule, e.g. working remotely gives you the freedom as to how you spend your time 	

- employment becomes more flexible and you can make your own schedule, e.g. working remotely gives you the freedom as to how you spend your time
- your office is your own – it allows employees to create a work environment that is conducive to producing their best work
- you can avoid the commute, e.g. by car to work, which can easily save you between 30–90 minutes, allowing you to use this time for productive work in your home office
- employment and private life may become ‘blurred’ as employment may impact more on your private life due to not having clear boundaries about when it is work time compared to social time
- the capacity to work remotely can increase the level of competitiveness for jobs with some types of work being outsourced to countries with lower wages meaning that jobs in some fields could be reduced or outsourced
- virtual businesses have to contend with much greater competition on a global scale, so employment may not be as secure when businesses face huge competition that is constantly changing
- ongoing employment is dependent on an individual’s ability to remain up to date with new technologies and be able to use these quickly and effectively in a rapidly changing virtual environment.

Accept other relevant answers.

Question 5

(20 marks)

- (a) Explain **two** unethical work practices that have been associated with global businesses. (6 marks)

Description	Marks
For each of two unethical work practices (3 marks each)	
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 that has been associated with global businesses	1
Subtotal	3
Total	6
<p>Answers could include:</p> <p>Sweatshops</p> <ul style="list-style-type: none"> workplaces, especially in the clothing industry, where workers are employed with very low wages for long hours and under poor conditions sweatshops are common in developing countries where labour laws are often not enforced the factories can be located in dangerous and deteriorating buildings that are unsafe places to work. There have been cases of factory collapses and fires and news reports have also cited such concerns of workers subjected to toxic fumes, etc. <p>Child labour</p> <ul style="list-style-type: none"> where young children have been used in any work that may deprive them of their childhood interferes with their ability to attend regular school, which is mentally, physically, socially and is or morally dangerous and harmful child labour is found typically in developing countries, where poverty is high and opportunities to attend school is very poor <p>Forced labour/slavery</p> <div style="border: 1px dashed gray; padding: 10px; text-align: center; margin: 10px 0;"> <p>For copyright reasons this text cannot be reproduced in the online version of this document.</p> </div> <p>Accept other relevant answers.</p>	

(b) Discuss the following issues associated with global businesses:

- fair trade
- environmental compliance.

(8 marks)

Description	Marks
For each of two issues (4 marks each)	
Discusses in detail the concept of the issue associated with global businesses	4
Discusses briefly the concept of the issue associated with global businesses	3
Explains the concept of the issue associated with global businesses	2
States a fact about the issue associated with businesses	1
Subtotal	4
Total	8
<p>Answers could include:</p> <p>Fair trade</p> <div style="border: 1px dashed gray; padding: 5px; 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> <ul style="list-style-type: none"> • businesses have to financially commit to fair trade and absorb the costs associated with it into their budgets • research and development costs increase for a business in sourcing fair trade products • businesses need to invest time and effort into adhering to compliancy laws and issues associated with fair trade <p>Environmental compliance</p> <div style="border: 1px dashed gray; padding: 5px; 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> <ul style="list-style-type: none"> • there is a large financial cost to businesses in ensuring that they adhere to environmental laws and regulations • costs increase for businesses in researching and developing environmentally friendly practices • there can be costs associated with the restoration of the environment which has been affected by the business • liaising with traditional land owners may be required <p>Accept other relevant answers.</p>	

Question 5 (continued)

- (c) Explain **two** factors to consider in choosing to work overseas. (6 marks)

Description	Marks
For each of two factors (3 marks each)	
Explains a factor to consider in choosing to work overseas	3
Describes a factor to consider in choosing to work overseas	2
States a factor to consider in choosing to work overseas	1
Subtotal	3
Total	6
<p>Answers could include:</p> <p>Cultural differences</p> <p style="text-align: center;">For copyright reasons this text cannot be reproduced in the online version of this document.</p> <ul style="list-style-type: none"> do your own research. Learning about different cultures can be a great way of developing an understanding of cultural diversity. Engage in research either online or through books and study some of the history and traditions of other cultures. Using travel review websites like TripAdvisor and Lonely Planet, or talking to family and friends, can provide useful advice so you do not offend people from another culture talk to someone from a different cultural background and try to get to know them and their customs before you travel <p style="text-align: center;">For copyright reasons this text cannot be reproduced in the online version of this document.</p> <p>Conditions of employment</p> <ul style="list-style-type: none"> make sure you know what you are getting into as employment conditions differ between countries read the contract carefully and be sure to understand what you are agreeing to, e.g. pay, working hours, work conditions and 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 check the cost of living expenses, e.g. rent, food, and see if your relocation costs are being paid for check on safety conditions and any past issues that the 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 <i>Smart Traveller</i> website make sure you have applied for and received an appropriate work visa do your research from reliable sources and be careful who you trust. 	
Accept other relevant answers.	

Question 6

(12 marks)

- (a) Describe **three** ways in which research and product development assist businesses to remain competitive in the global economy. (6 marks)

Description	Marks
For each of three ways (2 marks each)	
Describes a way in which research and product development assist businesses to remain competitive in the global economy	2
States a way in which research and product development assist businesses to remain competitive in the global economy	1
Subtotal	2
Total	6
<p>Answers could include:</p> <ul style="list-style-type: none"> • awareness of the competitor's products and continual research into rapid growth of products around the world enables businesses to adjust their own products to suit changing trends or consumer preferences • investment in new products is expensive and research and product development prevents businesses investing in producing products that may not sell or are poorly designed • pricing of products has to be realistic and comparable to similar products on the market so research into pricing and cost of production is essential to ensure the survival of the business • research into appropriate marketing techniques is essential as it assists businesses to sell their products effectively • research into the cultural differences of proposed markets ensures that businesses do not attempt to sell products in markets where they offend or are unsuitable for the cultural norms of that market • trends change rapidly and successful research and product development enables a business to respond appropriately to retain market share or take advantage of new opportunities • research and product development provides opportunities for increased productivity on existing products which enables companies to remain competitive. 	
Accept other relevant answers.	

Question 6 (continued)

- (b) Explain how sustainability and efficiency can assist businesses to become more globally competitive. (6 marks)

Description	Marks
For each of sustainability and efficiency (3 marks each)	
Explains how sustainability/efficiency assists businesses to become more globally competitive	3
Describes how sustainability/efficiency assists businesses to become more global competitive	2
States a fact about how sustainability/efficiency assists businesses	1
Subtotal	3
Total	6
<p>Answers could include:</p> <p>Sustainability</p> <ul style="list-style-type: none"> • ensures that the business remains financially viable in the long-term • ensures the business remains competitive by identifying best work practices • attracts and keeps customers who select businesses on their sustainability record • improves a company's reputation in the global market. <p>Efficiency</p> <ul style="list-style-type: none"> • keeps costs as low as possible to ensure ongoing competitiveness • businesses make the best use of their resources/plant • the cheapest methods for producing products are continually being researched and implemented • without efficiency, a company cannot compete on the global market with businesses producing cheaper products. <p>Accept other relevant answers.</p>	

Section Two: Extended Answer

40% (60 Marks)

Question 7

(30 marks)

- (a) Discuss the concept of corporate and social responsibility (CSR), with detailed reference to a workplace you have studied. (10 marks)

Description	Marks
Discusses in detail the concept of corporate and social responsibility using relevant terminology and detailed reference to a workplace	9–10
Discusses the concept of corporate and social responsibility using relevant terminology and reference to a workplace	7–8
Explains the concept of corporate and social responsibility using relevant terminology and reference to a workplace	5–6
Describes the concept of corporate and social responsibility using limited terminology and/or reference to a workplace	3–4
States a fact about corporate and social responsibility using some correct terminology	1–2
Total	10
<p>Answers could include:</p> <p>The concept of corporate social responsibility (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 as the ‘triple bottom line’ approach, i.e. profit, people and environment • 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 for 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>Examples referenced</p> <p>McDonald’s Ronald McDonald House (RMH), Zambrero’s plate for a plate, Apple or Toms Shoes.</p> <ul style="list-style-type: none"> • RMH does amazing work for seriously ill children and provides support and a home away from home for their families and carers • McDonald’s make a lot of money out of children – parties, treats, meals, so this is their way of giving back to the community • from community point of view they have a great reputation so seems really good • from a financial point of view they have fundraising events to raise money for RMH so not all given by McDonald’s • Zambreros – sounds good but how do you know/see where the money goes • great for public relations – seen as doing good and not being all about the money • employees like to work there as they feel that they are doing something worthwhile too • not great for McDonald’s employees who get low wages – might prefer to get higher wages rather than give to others • Apple were previously not engaged with CSR programs at all and had no problem with their image – everyone wants to buy their products. They have only recently adopted CSR programs and initiatives. <p>Accept other relevant answers.</p>	

Question 7 (continued)

- (b) Analyse the positive and negative impacts of CSR for employees and communities. Use examples to support your answer. (10 marks)

Description	Marks
For each of two impacts (5 marks each)	
Analyses in detail the positive/negative impacts of CSR for employees and communities using relevant examples	5
Analyses the positive/negative impacts of CSR for employees and communities using relevant examples	4
Explains the positive/negative impacts of CSR for employees and/or communities using some examples	3
Describes the positive/negative impacts of CSR for employees and/or communities with limited examples	2
States a fact related to the positive/negative impact of CSR for the employees and/or communities or only provides an example with no analysis	1
Subtotal	5
Total	10
<p>Answers could include:</p> <p>Positive impacts</p> <p>Employees:</p> <ul style="list-style-type: none"> 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. by working at McDonald's you get the opportunity to volunteer at RMH, which is good for a resume and personal learning employees may feel a sense of satisfaction knowing they are associated with an organisation that espouses socially responsible practices organisations that adopt CSR policies may gain greater customer loyalty and increase their customer base resulting in increased business and in turn more opportunities for employment within the organisation. <p>Communities:</p> <ul style="list-style-type: none"> if you are in the community that is benefiting from the CSR project, e.g. BHP 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 and are a customer of the company, you would feel good to be supporting an organisation that is giving back positive changes to community health and standards of living may be directly attributable to CSR initiatives adopted by large corporations. <p>Negative impacts</p> <p>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. McDonald's workers get paid low wages – might prefer to find work in a more highly paid area core business may be disrupted by CSR resulting in some workers feeling obligated to adopt work practices that detract from their specific jobs in lower paid work, there may be a sense by employees that the CSR practices are publicity related and not reflective of the working conditions offered to the employees within the organisation resulting in dissatisfaction. 	

Communities:

- 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 McDonald's there is a lot of litter around from takeaways – not so impressed about RMH if the environment is unpleasant around the actual business
- communities in third-world countries may not be aware of RMH, but still have McDonald's in their country, so CSR will not have any positive effect in these communities
- CSR cannot suit all parts of the community, and businesses may only choose to focus on some aspects which are of little or no benefit to other parts of the community
- if the core business of a corporation has substantial negative impacts on the local community in terms of environmental or social costs, the attempts by the corporation to balance this with positive initiatives in other areas may not compensate the community for the overall loss.

Accept other relevant answers.

Question 7 (continued)

- (c) Explain what is meant by a culture of continuous improvement and how this contributes to a business being competitive in the global marketplace. Use examples to support your answer. (10 marks)

Description	Marks
Culture of continuous improvement	
Explains in detail what is meant by a culture of continuous improvement	4
Explains what is meant by a culture of continuous improvement	3
Describes what is meant by a culture of continuous improvement	2
States a fact about the culture of continuous improvement	1
Subtotal	4
Contribution to a business being competitive	
Explains in detail how the culture of continuous improvement contributes to a business being competitive in the global marketplace	4
Explains how the culture of continuous improvement contributes to a business being competitive showing some link to the global marketplace	3
Describes how the culture of continuous improvement contributes to a business being competitive	2
States a fact about a business being competitive	1
Subtotal	4
Examples used	
Uses detailed relevant examples to support explanations	2
Uses a relevant example to support explanations	1
Subtotal	2
Total	10
<p>Answers could include:</p> <ul style="list-style-type: none"> key ingredient to culture of continuous improvement (CI) is having empowered, motivated and educated people who want to improve. If staff are well paid and well trained, the organisation gets the best results, which makes them more competitive globally – by hiring educated staff from around the world, 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. For example, Google only employs the best of the best and they are global leaders in technology. McDonald's provides excellent customer service training to ensure that all staff are trained to the highest standard – they are global leaders in the fast food industry a 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 a 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 give an organisation the edge over global competitors. For example, Quadrant Energy has a competition each month for new ideas from employees and those that are used are given a bonus. The company saves money from new ideas being presented, as they are used to improve processes or workplace operations, making the organisation more competitive globally 	

- a culture of CI includes constantly checking equipment and processes to see if they are cost-effective and productive; this means that equipment does not break and processes are efficient. Companies need to invest a lot of money into research and development to ensure that they are at the top of their game, for example, always looking at improving their products in line with what people want in the future and not what they wanted yesterday. They spend millions of dollars on research and development and as a result are leaders in their field globally
- a culture of CI includes the customer – their opinion and feedback on how good their products or services are is the best benchmark. Responding to customer feedback means products and services are better suited to customers, so they will be more popular. For example, increased use of Facebook and other social media by a wide range of organisations ensures that they are globally competitive
- a culture of CI needs a clear vision and mission – what they want to do and how they are going to get there. For example, Google want to be able to organise all the world's information and make it accessible and useful – this results in them being global leaders in what they do
- the improvements to processes which benefit customers also provide value to the organisation. Streamlined processes require less time, effort and resources, which lower operational costs, produce results more quickly, and reduce 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.
- an organisation which makes a commitment to improve its business develops its workforce and changes 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

Accept other relevant answers.

Question 8

(30 marks)

- (a) Discuss the life and career development stages of Super's Lifespan (Developmental) Theory (1957). (12 marks)

Description	Marks
Discusses in detail the five life and career development stages of Super's Lifespan Theory using accurate and relevant terminology	11–12
Discusses the five life and career development stages of Super's Lifespan Theory using relevant terminology	9–10
Explains the five life and career development stages of Super's Lifespan Theory using relevant terminology	7–8
Describes some of the life and career development stages of Super's Lifespan Theory using some terminology	5–6
Provides some facts about the life and career development stages of Super's Lifespan Theory using limited terminology	3–4
Identifies facts about some of the stages of Super's Lifespan Theory or provides some detail about one of the stages	1–2
Total	12
<p>Answers could include:</p> <p>The theory focuses on the various stages of a person's career by breaking down the different aspects of an individual's career into stages. Each stage identifies certain characteristics.</p> <p>Stages</p> <ol style="list-style-type: none"> Growth – coincides with the 7–14 age range <ul style="list-style-type: none"> 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. Exploration – coincides with the 14–25 age range <ul style="list-style-type: none"> in this stage, people are typically still experimenting and exploring career options they are more aware of different career options and requirements and begin to factor other aspects such as level of income, prestige and how their interest fits within differing careers. Establishment – coincides with the 25–45 age range <ul style="list-style-type: none"> 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. Maintenance – coincides with the 45–65 age range <ul style="list-style-type: none"> in this stage, 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. Decline – coincides with the years prior to retirement <ul style="list-style-type: none"> other aspects of life become more of a focus and thus focus on work diminishes people in this phase are planning to complete their current working life and move into retirement or other options. 	

- (b) Describe the main features of the Planned Happenstance Theory, based on Mitchell (2003). (8 marks)

Description	Marks
For each of four main features (2 marks each)	
Describes a main feature of the Planned Happenstance Theory, based on Mitchell (2003)	2
States a fact related to a feature of the Planned Happenstance Theory, based on Mitchell (2003)	1
Subtotal	2
Total	8
<p>Answers could include:</p> <p>The theory focuses on the concept that careers are influenced by a number of factors including unexpected events and opportunities. By being flexible, maintaining a general focus on your direction and being open to opportunities, a person can develop a successful career.</p> <p>Main features</p> <ol style="list-style-type: none"> 1. Clarify ideas <ul style="list-style-type: none"> • take time to identify your interests and make this a focus for exploring career opportunities • exploring personal curiosity is part of this process. 2. Remove the blocks <ul style="list-style-type: none"> • wonder how you can achieve a desired outcome rather than focus on reasons why you cannot achieve something. 3. Expect the unexpected <ul style="list-style-type: none"> • unexpected events can be opportunities • being prepared for chance opportunities such as unexpected meetings, impromptu conversations or new experiences can lead to career possibilities. 4. Take action <ul style="list-style-type: none"> • be prepared to continue to learn and develop your skills • be open to opportunities and to follow up on any chance events that may contribute something towards your career development. 	

Question 8 (continued)

- (c) Analyse the relevance of a traditional and a contemporary career development theory for a young person planning their career pathway. Use examples to support your answer. (10 marks)

Description	Marks
For each of two theories (5 marks each)	
Analyses in detail the relevance of a traditional/contemporary career development theory for a young person planning their career pathway using relevant terminology and reference to a wide range of relevant examples	5
Analyses the relevance of a traditional/contemporary career development theory for a young person planning their career pathway using relevant terminology and reference to relevant examples	4
Explains the relevance of a traditional/contemporary career development theory for a young person planning their career pathway using relevant terminology and reference to some relevant examples	3
Describes a limited relevance of a traditional/contemporary career development theory for a young person planning their career pathway using limited relevant examples	2
States a fact about the relevance of a traditional/contemporary career development theory without reference to an example	1
Subtotal	5
Total	10
<p>Answers could include:</p> <p>Traditional</p> <ul style="list-style-type: none"> • overall, traditional career development theories, e.g. Super's Lifespan Theory (SLT), are not as relevant to a young person planning their career pathway • not relevant to modern work environments • in the early stages of a career, a young person is in the exploration stage of SLT and this is relevant because of the need to adapt, explore and investigate career options matching their skills/interests • once in the establishment stage of SLT, they will still need to follow a sequence of development that allows them to grow their career and establish how that matches their career ambitions • they may also be considering alternatives as they develop their skills/interests and become aware of their own personal aspirations • the latter stages of SLT are not relevant to a young person planning their career pathway. <p>Contemporary</p> <ul style="list-style-type: none"> • overall, contemporary career development theories, e.g. Krumboltz' Happenstance Theory and the Planned Happenstance Theory, based on Mitchell (2003), are more relevant to a young person planning their career pathway • the contemporary theories take into account more dynamic workplaces • lifelong employment is not as relevant. Many people in modern work settings will change jobs or careers a number of times over their lifetime • there is a need for young people to deal with change in a rapidly-changing labour market • managing life and its transitions is seen as an essential career development skill • with the advent of globalisation and technology, there is the opportunity to explore new career opportunities and work in different capacities. The contemporary theories help young people deal with unpredictable social factors, chance events and environmental factors, all of which are important influences on career planning. They should expect the unexpected 	

- they should explore learning opportunities, persist when dealing with obstacles that come their way, be flexible and optimistic, in order to maximise the benefits from unplanned events
- a young person needs to take action. There is a need to continue learning and developing skills to open up more opportunities, and this should be a part of planning their career pathway
- the contemporary theories may be more relevant to certain industries when looking at planning a career pathway. They are more relevant to dynamic, changing work environments such as media, technology or entrepreneurial careers, which many young people may wish to enter.

Accept other relevant answers.

Question 9

(30 marks)

- (a) Discuss the importance of considering both the open job market and the hidden job market when locating job opportunities. Use examples to support your answer.

(10 marks)

Description	Marks
Discusses in detail the importance of considering both the open and hidden job markets when locating job opportunities using relevant terminology and reference to a wide range of relevant examples	9–10
Discusses the importance of considering both the open and hidden job markets when locating job opportunities using relevant terminology and a range of suitable examples	7–8
Explains the importance of considering both the open and hidden job markets when locating job opportunities using relevant terminology and reference to some relevant examples	5–6
Describes the importance of considering both the open and hidden job markets when locating job opportunities using limited terminology and examples	3–4
States a fact about the open or hidden job market without appropriate terminology or reference to an example	1–2
Total	10

Answers could include:

- consider both the open job market and the hidden job market. If a person does not look at both markets in the early stages of their career they may miss a wide range of opportunities. Many jobs are sourced through the hidden market when starting a career with young workers often finding work through word of mouth, family connections, etc.
- use a range of media to locate job information; traditional media (newspapers) has limited job information. You need to use all types of media to identify and apply for jobs. Being aware of how to apply online and having electronic copies of documents is also important
- consider investigating jobs in areas related to your ideal job, as an opportunity to enter your preferred industry area, and attend job expos. By seeking advice from people in the industry area of interest or doing research you gain a much clearer insight into the occupation and whether or not it actually suits your interests/skills
- use personal networks to investigate job opportunities and advice. Until you develop professional networks as your career develops, your personal networks present a direct way of finding jobs or gaining a better understanding of occupations
- consider jobs in other states or countries. By being flexible about where you work you may have far greater opportunities, which is important as you may need to gain experience and improve your professional credentials to secure a more desirable job in the future
- research the background of potential employers. This is important as you are more likely to get a job if you have made the effort to learn about a potential employer's business and products. By tailoring your interview discussions to include the facts you know about the business you can impress an employer with your obvious interest in their specific business
- look at industry-based information sites. This is important as many industries have information regarding training, job prospects and other information that may help you tailor your career journey to suit the industry you aspire work in
- use employment agencies. Although employment agencies charge a fee they may have access to job opportunities that you do not and can help you prepare for and find a job that is of relevance to you.

Accept other relevant answers.

- (b) Analyse the interrelationship between self-understanding, personal attributes and self-marketing, using an example to support your answer. (10 marks)

Description	Marks
Analyses in detail the interrelationship between self-understanding, personal attributes and self-marketing using relevant terminology and detailed reference to a relevant example	9–10
Analyses the interrelationship between self-understanding, personal attributes and self-marketing using relevant terminology and reference to a suitable example	7–8
Analyses the relationship between self-understanding, personal attributes and self-marketing using relevant terminology and limited reference to an example	5–6
Describes self-understanding, personal attributes and self-marketing separately with limited reference to an example	3–4
Outlines a fact about self-understanding, personal attributes and self-marketing without reference to an example	1–2
Total	10
<p>Answers could include:</p> <p>Self-understanding is an essential start to the process of developing an awareness of the aspects of yourself that are either of value or of interest to you in a future career pathway. You need to take into account the various values, aspirations and motivations that drive you as a person before you can effectively develop a clear idea of what type of career to pursue and in turn how to effectively market yourself to others.</p> <p>Choosing a job that is fundamentally unsuited to your personality or skills is likely to result in a lack of success in gaining a job or resulting in self-marketing that is not reflective of your genuine abilities or interests. You need clarity regarding all aspects of your aspirations and how that fits with your current personal qualities before moving on to market yourself.</p> <p>To be able to identify and articulate your own personal attributes and link them to particular career aspirations forms a part of this self-understanding. Being able to clearly identify personal attributes ensures that any self-marketing is realistic and is a genuine reflection of you as a person rather than trying to present an unrealistic picture of yourself to simply gain employment.</p> <p>For example, an individual who has a very precise and clear understanding of themselves and their personal attributes and aspirations is more likely to market themselves effectively as they will be able to create a self-marketing strategy that clearly links them to a job that they aspire to. It ensures that online profiles, applications and the use of social media reflects what is most important to them as well as showcases their own particular skills that, through clear self-knowledge, fit them most appropriately to a job of interest and project a well-tailored and appropriate profile that potential employers can see fits well to the jobs they are offering.</p> <p>Accept other relevant answers.</p>	

Question 9 (continued)

- (c) Discuss the importance of upskilling and retraining in managing changes in personal employment circumstances. Use examples to support your answer. (10 marks)

Description	Marks
Discusses in detail the importance of upskilling and retraining in managing changes in personal employment circumstances using relevant terminology and a wide range of relevant examples	9–10
Discusses the importance of upskilling and retraining in managing changes in personal employment circumstances using relevant terminology and a range of suitable examples	7–8
Explains the importance of upskilling and retraining in personal employment circumstances using relevant terminology and reference to some relevant examples	5–6
Describes what upskilling and/or retraining means in personal employment circumstances using relevant terminology and limited examples	3–4
Outlines a fact about upskilling and/or retraining in employment circumstances or provides relevant examples	1–2
Total	10
<p>Answers could include:</p> <ul style="list-style-type: none"> • your capabilities need to keep pace with the current standards of others in the same field • you need to maintain and enhance the knowledge and skills you have to deliver a professional service to your customers and clients <div style="border: 1px dashed gray; padding: 5px; text-align: center; margin: 10px 0;"> <p>For copyright reasons this text cannot be reproduced in the online version of this document.</p> </div> <ul style="list-style-type: none"> • in the early stages of your career you need continual upskilling/learning to establish a base-line of skills that allows you to begin a profession. As time goes on these skills need updating but you may also need to take into account changes in technology, products and how business functions and learn to adapt to these changes. Once you have established fundamental skills you may, later in your career, need to learn a new set of skills, such as personnel management, if you move into a managerial role. Older workers still need to engage with upskilling or retraining throughout their lives because of the changing nature of workplaces. They may also learn as a by-product of acting as mentors and role models to other staff, who may in turn have new techniques and strategies that may benefit them • as industries change over time you must be prepared to consider retraining if you have to change professions, either due to a change in the industry or a job area being lost • you may reach a point in your life where you might want to do something completely different to your current profession, so you will have to consider retraining to enable you to pursue a new career pathway. 	
Accept other relevant answers.	

ACKNOWLEDGEMENTS

- Question 5(a)** Dot point answers under sweatshops, adapted from: Sweatshop. (2019). In *Wikipedia*. Retrieved October, 2019, from <https://en.wikipedia.org/wiki/Sweatshop>
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- Dot point answers under Child labour, adapted from: Child labour. In *Wikipedia*. Retrieved October, 2019, from https://en.wikipedia.org/wiki/Child_labour
Used under a Creative Commons Attribution-Sharealike 3.0 Unported licence
- Dot point answers under Forced labour/slavery, adapted from: Unknown. (n.d.). *What is forced labour, modern slavery and human trafficking*. Retrieved October, 2019, from <https://www.ilo.org/global/topics/forced-labour/definition/lang--en/index.htm>
- Question 5(b)** First dot point (sentence 1), answer under Fair trade from: Fair trade organic. (2017, June 17). Meebz: Coffee roasters. Retrieved October, 2019, from <https://www.meebz.co.nz/blogs/news?page=1>
- Dot points 1 (sentence 2), 2 and 3, adapted from: Langford, B. N., (2015). *Welcome to our generation USA! Fair trade*. Retrieved October, 2019, from <https://www.ourgenerationusa.com/capitalism.html>
- Dot point one and two under Environmental compliance from: Unknown. (2019). *Regulatory compliance: Environet conducts third-party environmental compliance audits for manufacturers, corporations, and investors*. Retrieved October, 2019, from <http://www.environetmidwest.com/regulatory-compliance/>
- Question 5(c)** Dot points 1 and 4, answers under cultural differences, adapted from: Cameron, S. (2000, July). *Understanding Cultural differences: Tips for working with international staff and campers*. Retrieved October, 2019, from <https://www.acacamps.org/resource-library/camping-magazine/understanding-cultural-differences-tips-working-international-staff-campers>
- Question 9(c)** Dot points three to five under answers could include: adapted from: Unknown. (n.d.). *Quick facts for student members*. Retrieved October, 2019, from <http://www.oacett.org/getmedia/21bba8ed-2a7d-47c9-b132-3ee68529cb46/CPDFactSheetStudents.pdf.aspx>

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