



# **CAREER AND ENTERPRISE**

## **ATAR course examination 2020**

### **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% (109 Marks)

## Question 1

(20 marks)

- (a) Define the concept of a 'career' and the concept of 'work/life balance'. (4 marks)

Description	Marks
For each concept (2 marks each)	
Defines a concept	2
States a fact related to a concept	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Concept – a 'career':</p> <ul style="list-style-type: none"> <li>a career is a sequence and a variety of occupations and roles (both paid and unpaid), which a person has undertaken throughout their life. A career includes life roles, leisure activities and learning and work.</li> </ul> <p>Concept – 'work/life balance':</p> <ul style="list-style-type: none"> <li>work/life balance describes the relationship between your work and the commitments in the rest of your life, and how they impact on one another.</li> </ul> <p>Accept other relevant answers.</p>	

- (b) Describe **two** reasons why managing your own career and work/life balance is important. (4 marks)

Description	Marks
For each reason (2 marks each)	
Describes a reason for the importance of managing your own career and work/life balance	2
States a reason for the importance of managing your own career and work/life balance	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Reasons for managing your own career:</p> <div style="border: 1px dashed gray; padding: 10px; margin: 10px 0;"> <p>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.</p> </div> <p>Reasons for managing work/life balance:</p> <ul style="list-style-type: none"> <li>• overworked employees are more likely to suffer health problems, more likely to be absent or sick, less efficient, less sociable, and overall more difficult to work with</li> <li>• with work/life balance you are more productive over the long period because you have a balanced perspective</li> <li>• managing your work/life balance allows you to select work that suits your life at different stages of your personal development</li> <li>• it enables workers to maintain a more sustainable life and reduce the likelihood of mental health issues or low motivation.</li> </ul> <p>Accept other relevant answers.</p>	

**Question 1** (continued)

- (c) Explain the changing nature of an individual's work/life balance over their lifetime, using a relevant example. (3 marks)

Description	Marks
Explains the changing nature of an individual's work/life balance over the lifespan using a relevant example	3
Describes the changing nature of an individual's work/life balance over the lifespan using a relevant example	2
States a fact related to the changing nature of an individual's work/life balance	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• your career could last for 40-50 years. Over this time, you will experience different demands on your time from family, personal and professional responsibilities. Developing decision-making strategies will assist you to manage your work load with your personal commitments.</li> <li>• setting personal and professional goals can assist with the changing nature of your work/life balance. Goals can give you clarity, focus and a sense of achievement. Reflection upon your goals can direct future directions in work and life.</li> <li>• values and attitudes will change over time. It is essential that work and life is balanced so that the individual can contribute effectively to society and experience wellbeing in their own life.</li> </ul>	
Accept other relevant answers.	

- (d) Explain the use of **three** self-management strategies in overseeing your individual career development. (9 marks)

Description	Marks
For each management strategy (3 marks each)	
Explains the use of a self-management strategy in overseeing your individual career development	3
Describes the use of a self-management strategy in overseeing your individual career development	2
States a fact about a self-management strategy	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>9</b>
<p>Answers might include:</p> <p>Self-reflection:</p> <ul style="list-style-type: none"> <li>allows you to review the success of completing a task or a decision made, and the methods used</li> <li>enables you to focus on successes and weaknesses and areas of improvement for the future</li> <li>provides you with an opportunity to list future strategies to undertake when task is repeated</li> <li>allows you to better match your own personal interests and abilities to suitable career options</li> <li>allows you to make realistic judgements about the suitability of career pathways in relation to your own personal circumstances.</li> </ul> <p>Goal setting:</p> <ul style="list-style-type: none"> <li>use of SMART goal-setting techniques (specific, measurable, achievable, realistic, time-orientated)</li> <li>provides clearer focus</li> <li>allows priority use of resources</li> <li>provides more structure and direction in planning your career pathway</li> <li>gives you specific indicators of success to measure your progress.</li> </ul> <p>Time management:</p> <ul style="list-style-type: none"> <li>develop routines for priority tasks that have to be done on a regular basis</li> <li>organise your working area effectively</li> <li>use a planner to ensure deadlines, appointments are followed</li> <li>set clear time limits for achieving desired goals</li> <li>develop routines that are advantageous in workplace settings and improve your employability.</li> </ul>	
Accept other relevant answers.	

## Question 2

(17 marks)

- (a) Explain the features of each of the following workplace organisational structures:
- functional
  - geographic.
- (6 marks)

Description	Marks
For each structure (2 x 3 marks each)	
Explains the features of the functional and geographic workplace organisational structures	3
Describes the features of the functional and geographic workplace organisational structures	2
States a fact about workplace organisational structures	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <div style="border: 1px dashed gray; padding: 20px; margin: 10px auto; width: 80%;"> <p style="text-align: center; color: gray;">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.</p> </div>	
Accept other relevant answers.	

(b) Why are internationally-recognised manufacturing standards necessary? (3 marks)

Description	Marks
Explains the need for internationally-recognised manufacturing standards	3
Describes the need for internationally-recognised manufacturing standards	2
States a fact about internationally-recognised manufacturing standards	1
<b>Total</b>	<b>3</b>
<p>Answers might include:</p> <p>The need for internationally-recognised manufacturing standards:</p> <ul style="list-style-type: none"> <li>• provides the focus for innovation</li> <li>• standards change to allow for the development of improved technology and methods</li> <li>• ease of communication and synchronisation with the global community – almost like a common 'language'</li> <li>• standards save businesses time and money. Standards cut production costs. Standards can drive economies of scale and the use of specifications can help cut energy bills and foster new technologies</li> <li>• products that comply with Australian standards have a competitive edge over products that don't</li> <li>• businesses know that products made to Australian standards have more credibility. Australian exporters using international standards have a head start when they move into overseas markets</li> <li>• health and safety considerations may need to be considered to ensure that people have access to safe products.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 2 (continued)

- (c) Discuss the concept of the legal and ethical management of information within a workplace. (8 marks)

Description	Marks
For each concept (2 x 4 marks each)	
Discusses the concept of the legal and ethical management of information within a workplace	4
Explains the concept of the legal and ethical management of information within a workplace	3
Describes the concept of the legal and ethical management of information within a workplace	2
States a fact about legal and ethical management of information	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>The legal and ethical management of information within the workplace relates to the appropriate collection, use, storage, protection and sharing of information internally and externally in a workplace.</p> <p>Legal management:</p> <ul style="list-style-type: none"> <li>• legal considerations include; privacy laws, insider trading, legal durations for maintaining records, copyright, trademarks, intellectual property, patents and trade secrets</li> <li>• non-disclosure agreements and disclosures to ATO and WorkSafe</li> <li>• online data security management and confidentiality agreements</li> <li>• another parties' intellectual property can't be in breach of copyright</li> <li>• information must be stored securely which can be an issue with a rise in hacking and remote cloud-based storage platforms</li> <li>• the protection of a workplaces trade secrets and policies which detail what information employees can and cannot disclose about the operations of the business.</li> </ul> <p>Ethical management:</p> <ul style="list-style-type: none"> <li>• ethical management of workplace information is adhering to a set of rules set out in policy in order to guide the workplace to follow correct processes to legally protect the stakeholders</li> <li>• making an ethically correct decision may be different to making a legally correct decision. Just because it is legal to do something that does not mean it is ethically correct</li> <li>• unethical practices could include giving out information regarding the workplace which may be legal to do so but could harm the businesses reputation</li> <li>• sensitive data should not be published</li> <li>• the correct use of social media and the following of related social media policies for a workplace</li> <li>• work place referees should be appropriate to avoid appeals in employment.</li> </ul> <p>Accept other relevant answers.</p>	



## Question 3

(26 marks)

- (a) Discuss how the above cartoon demonstrates the possible effect of an organisation's structure on an individual's career development. (4 marks)

Description	Marks
Discusses how the cartoon demonstrates the possible effect of an organisation's structure on an individual's career development	4
Explains how the cartoon demonstrates the possible effect of an organisation's structure on an individual's career development	3
Describes how the cartoon demonstrates the possible effect of an organisation's structure on an individual's career development	2
States a fact about the effect of an organisation's structure on an individual's career development	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Different organisational structures can either limit or open up opportunities for an individual's career development. In the cartoon the company 'Globo' appears to be a geographic organisation as it has 10 000 employees worldwide. This means that there may be a range of opportunities for career development if the individual is willing to work in a range of work environments and possibly in different countries. The structure means that there is a diverse range of staff and a large number of employment pathways which could benefit a person's career development. However, there will be greater competition for jobs as well as possible issues relating to working overseas or needing to learn new skills if a person wishes to progress their career in new geographic locations.</p> <p>Accept other relevant answers.</p>	

## Question 3 (continued)

- (b) Discuss the statement, indicating the purpose and use of an electronic career portfolio in the development of an individual's career. (4 marks)

Description	Marks
Discusses the statement, indicating the purpose and use of an electronic career portfolio in the development of an individual's career	4
Explains the statement, indicating the purpose and use of an electronic career portfolio in the development of an individual's career	3
Describes the statement, purpose and use of an electronic career portfolio in the development of an individual's career	2
States a fact related to the statement	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• an electronic career portfolio is an important part of an individual's career development plan. It is the deliberate collection of work which demonstrates a person's skills, experience, education, training, growth and career goals. The purpose of an electronic career portfolio is so an employer can easily access relevant examples of your accomplishments. The portfolio needs to be reviewed and developed on a regular basis ensuring it is employer focused.</li> <li>• demonstrating your professional capabilities digitally can make you more employable and highlight your strengths to a potential employer. The individual should be asking themselves, 'What can I offer the employer? How can my skill set add value to advertised job or to the employer? What skills, training and experience can I demonstrate electronically could suit an employer?' By the individual participating in this ongoing process they can be ready for both pressures and opportunities as the world evolves and labour markets change. The electronic career portfolio allows the individual to be flexible, adaptable and proactive. They can take advantage of outsourced short- and long-term contracts which may result from an employer seeing examples of their work in an interactive manner.</li> <li>• an electronic career portfolio is a supplement to the traditional resume and covering letter. The portfolio extends your resume by providing real examples of your work. Employers can gain a greater understanding of you and the work you are capable of doing. By keeping an up-to-date electronic career portfolio the individual has an additional tool for managing the different stages of their career life cycle.</li> </ul> <p>Included in the electronic career portfolios are examples of the individuals work in the format of:</p> <ul style="list-style-type: none"> <li>• images</li> <li>• multimedia</li> <li>• blog entries</li> <li>• video links</li> <li>• audio links</li> <li>• organised in a logical sequence.</li> </ul>	
Accept other relevant answers.	

- (c) Outline **four** areas that may be developed in an electronic individual pathway plan (IPP) and describe **one** area in which refinement may be necessary at a later stage in a person's career. (10 marks)

Description	Marks
For each stage (4 x 2 marks each)	
Outlines a stage in developing an IPP	2
States a fact related to developing an IPP	1
<b>Subtotal</b>	<b>2</b>
Suggests area for refinement	
Describes one component suitable for refinement at a later point	2
States a fact related to the refinement of an IPP	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>10</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• list interests, abilities, skills, workplace values</li> <li>• state current career options</li> <li>• name the tertiary course you wish to study and where; or employment you wish to pursue</li> <li>• describe what the career involves</li> <li>• prerequisites required and/subjects recommended</li> <li>• year 11/12 subjects studied</li> <li>• levels required for tertiary study/employment</li> <li>• list current goals linked to the following categories: <ul style="list-style-type: none"> <li>◦ personal management</li> <li>◦ learning and work exploration</li> <li>◦ career building</li> <li>◦ goals should be broken into short- and long-term goals.</li> </ul> </li> <li>• state career competencies linked to the categories and what will be focused on in the short- and long-term</li> <li>• state the action plan related to achieving goals</li> <li>• state affirmative elements <ul style="list-style-type: none"> <li>◦ statement related to why the plan is realistic and suitable</li> <li>◦ parent suggestions and words of encouragement</li> <li>◦ helpful suggestions from relevant staff.</li> </ul> </li> <li>• state alternative strategies to help achieve a successful outcome if plan is altered</li> <li>• state where help can be utilised if plan is altered due to the pathway not being attainable or change of mind occurs</li> <li>• comments on refinement can relate to most elements of the plan, but are particularly relevant to goals, action plan and alternative strategies.</li> </ul> <p>Accept other relevant answers.</p>	

**Question 3** (continued)

- (d) Describe **four** areas that you may refine in your electronic career portfolio. (8 marks)

Description	Marks
For each area (4 x 2 marks each)	
Describes a key area of an electronic career portfolio to be refined	2
States a fact related to refining their electronic career portfolio	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• an electronic career portfolio provides a personal record of an individual's success or improvement in a range of areas and can be added to over time</li> <li>• it is a compilation of relevant work samples and documents gathered and presented in a structured manner and can be refined as new material is available</li> <li>• it profiles an individual's goals, achievements, progress and competencies in an organised, accessible and purposeful format, without overwhelming prospective employers and can be refined as they grow and change over time</li> <li>• the collection of documentation can be on-going throughout your life, but in high school could include: <ul style="list-style-type: none"> <li>◦ cover sheet</li> <li>◦ passport size photograph of the individual</li> <li>◦ resume or CV</li> <li>◦ best samples of school work from all areas</li> <li>◦ copies of birth or citizenship certificate</li> <li>◦ copies of school reports</li> <li>◦ certificates of achievement (school and out of school activities)</li> <li>◦ references (school, character, employer)</li> <li>◦ awards.</li> </ul> </li> <li>• an electronic career portfolio changes as a person's career develops. Therefore, it is worthwhile keeping portfolio up to date with all information readily accessible</li> <li>• an electronic portfolio allows it to be sent to an employer quickly and in a format that should be user friendly. Refining the format of the portfolio may be necessary over time to reflect changes in content and style.</li> </ul>	
Accept other relevant answers.	

## Question 4

(29 marks)

- (a) Complete the table below to describe the **four** factors that drive organisational restructuring. (8 marks)

Description	Marks
For each (4 factors x 2 marks each)	
Describes a factor that drive organisational restructuring	2
States a fact about organisational restructuring	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Legal factors:</p> <ul style="list-style-type: none"> <li>• employee relations and equal opportunity laws</li> <li>• Workplace Health and Safety (OSH) and affirmative action laws</li> <li>• business trading and product safety laws</li> <li>• fair trading laws and competition laws (ACCC)</li> <li>• global legal implications and industry regulations.</li> </ul> <p>Environmental factors:</p> <ul style="list-style-type: none"> <li>• renewable energy, recycling and sustainable resource use</li> <li>• use of fossil fuels and finite resources</li> <li>• emission targets, green subsidies and pollution.</li> </ul> <p>Economic factors:</p> <ul style="list-style-type: none"> <li>• state of the domestic and world-wide economy</li> <li>• industry growth and decline</li> <li>• levels of taxation</li> <li>• value of the Australian dollar</li> <li>• business costs, interest rates, wage increases</li> <li>• consumer spending patterns.</li> </ul> <p>Technological factors:</p> <ul style="list-style-type: none"> <li>• capital-intensive production</li> <li>• global communication and eCommerce</li> <li>• database management, automated service systems</li> <li>• apps and software</li> <li>• cloud-based hosting and storage</li> <li>• privacy and data security.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 4 (continued)

(b) Explain the impact of organisational restructuring on:

- employees
- workplace culture
- industries.

(9 marks)

Description	Marks
<b>Impact of organisational restructuring on employees</b>	
Explains the impact of organisational restructuring on employees	3
Describes the impact of organisational restructuring on employees	2
States a fact about organisational restructuring on employees	1
<b>Subtotal</b>	<b>3</b>
<b>Impact of organisational restructuring on workplace culture</b>	
Explains the impact of organisational restructuring on workplace culture	3
Describes the impact of organisational restructuring on workplace culture	2
States a fact about organisational restructuring on workplace culture	1
<b>Subtotal</b>	<b>3</b>
<b>Impact of organisational restructuring on industries</b>	
Explains the impact of organisational restructuring on industries	3
Describes the impact of organisational restructuring on industries	2
States a fact about organisational restructuring on industries	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p>Impact of organisational restructuring on employees: Positives:</p> <ul style="list-style-type: none"> <li>• opportunity for multi-skilling and upskilling</li> <li>• develop new technological skills</li> <li>• jobs can become more secure</li> <li>• a shared goals process</li> <li>• improved ethical work place practices</li> <li>• clear communication.</li> </ul> <p>Negatives:</p> <ul style="list-style-type: none"> <li>• extra work-load</li> <li>• could face redeployment</li> <li>• could be made redundant</li> <li>• job security could be threatened</li> <li>• possible resistance to change</li> <li>• career opportunities might decrease.</li> </ul> <p>Impact of organisational restructuring on workplace culture: Positives:</p> <ul style="list-style-type: none"> <li>• improved workplace efficiency</li> <li>• improved ethical work practices</li> <li>• employees included in decision making and goal setting</li> <li>• better prepared for challenges and pressures</li> <li>• moral boost through better structure.</li> </ul> <p>Negatives:</p> <ul style="list-style-type: none"> <li>• a culture of uncertainty may emerge</li> <li>• workforce becomes over burdened</li> <li>• lack of loyalty from employees and employers due to uncertainty and change</li> <li>• work reduced to functional purpose.</li> </ul>	

Impact of organisational restructuring on industries:

Positives:

- better understanding of ethical practices
- improved understanding of legal frameworks
- opportunity to innovate
- operational efficiency
- workforce become better trained and more flexible
- more responsive to economic conditions.

Negatives:

- legal restrictions can be arduous
- costs of meeting environmental standards
- can't keep up with innovation and technology
- increased spending on training
- can't match global competition.

Accept other relevant answers.

## Question 4 (continued)

- (c) Explain how an employer may effectively manage human, financial, physical and technological resources of an organisation. (12 marks)

Description	Marks
For each of four resources (3 marks each)	
Explains how an employer may effectively manage human, financial, physical and technological resources of an organisation	3
Describes how an employer may effectively manage human, financial, physical and technological resources of an organisation	2
States a fact about effectively manage human, financial, physical and technological resources of an organisation	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Resource management refers to the managing of human, financial, physical and technological resources of an organisation. An employer needs to maximise productivity in order to maximise profits. An employer will employ staff who specialise in each area in order to maximise input into the organisation which in turn should lead to effective output and financial gain.</p> <p>Human resources:</p> <ul style="list-style-type: none"> <li>recruit the most appropriate and skilled employees</li> <li>plan for the optimal way in which to use employee's skills, intellectual knowledge, time and experience</li> <li>provide training and retraining for employees in line with global trends</li> <li>manage employees' salaries, superannuation and leave</li> <li>human resource management to deploy and re-deploy employees to best meet the financial goals of the business.</li> </ul> <p>Financial resources:</p> <ul style="list-style-type: none"> <li>effectively budget for all aspects of the organisation and include a contingency fund for unexpected expenses</li> <li>forward plan for the capital needs of the organisation</li> <li>effectively manage the organisations loans</li> <li>manage the revenue, expenditure and cash flow of the organisation.</li> </ul> <p>Physical resources:</p> <ul style="list-style-type: none"> <li>the management of buildings, premises, equipment, fixtures and fittings are all costs related to the organisation which need effective management in order to manage costs</li> <li>raw materials are consumed as a part of the production process in organisations and require careful managing in order to ensure a return on the costs of raw materials to make goods or provide services.</li> </ul> <p>Technological resources:</p> <ul style="list-style-type: none"> <li>technological resources such as computers need to be managed by an organisation in order to drive production, communication and marketing of the product or service</li> <li>production techniques may be influenced by ongoing advancements in technology</li> <li>the management of production techniques is required to ensure that ever evolving customised software are being incorporated into the organisation in order to maximise production and profit.</li> </ul>	
Accept other relevant answers.	



## Question 5

(17 marks)

- (a) Justify how you would apply personal career decisions by using **two** relevant decision-making tools. (8 marks)

Description	Marks
For each two decision-making tools (4 marks each)	
Justifies how a personal career decision is applied using a relevant decision-making tool	4
Explains how a personal career decision is applied using a relevant decision-making tool	3
Describes how a personal career decision is applied	2
States a fact related to personal career decision	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Cost/benefit analysis: involves adding up the benefits of a course of action and then comparing these with the costs associated with it.</p> <p>Process for making personal career decisions:</p> <ul style="list-style-type: none"> <li>brainstorm the benefits of a decision and list them all down. Then brainstorm the costs of that decision and also list them all down. Particularly relate to the costs and benefits over time</li> <li>assign a monetary value to the costs and benefits</li> <li>finally, compare the value of your costs to the value of your benefits and use this analysis to decide your course of action.</li> </ul> <p>This tool allows you to reach a balanced decision about the option you are considering by focussing on the benefits and costs of the decision. Focusing on overall monetary costs such as the potential of the career to provide you with a stable income that meets your needs while also taking into account the costs that you will incur if you choose that career pathway can help clarify your career choice.</p> <p>Six Thinking Hats: the premise of the method is that the brain thinks in a number of distinct ways which can be deliberately challenged, and hence planned for use in a structured way allowing one to develop tactics for thinking about particular issues.</p> <p>Process for making personal career decisions:</p> <ul style="list-style-type: none"> <li>Managing Blue – what is the goal? (career ideas; income earned; job satisfaction)</li> <li>Information White – what are the facts (subjects enjoyed; interests and attributes)</li> <li>Emotion Red – instinctive or gut reaction to possible careers after reading literature e.g. Job Guide)</li> <li>Discernment Black – logic applied identifying reasons to be cautious (course cost; employment prospects; opportunity cost)</li> <li>Optimistic response Yellow – logic applied to identifying benefits (increased job prospects; increased income opportunities)</li> <li>Creativity Green – statements of provocation and investigation (the “what if” statements).</li> </ul> <p>This tool enables you to look at a potential career choice from a wider range of perspectives and gives you an opportunity to reflect deeply on the various aspects of a potential career. It also allows you to evaluate the risks as well as look at the possibilities of a career choice.</p>	

**Question 5** (continued)

Paired comparison:

- a decision-making process used when comparing and choosing between a large range of options. Each item is paired up with another item for consideration. Each possible pair combination is considered by the end of the process
- a table can be used to make it easier to see the comparisons and rank the options
- the final stage is aligning options with the individual's goals, objectives and resources needed to pursue their ranked options.

This tool is of use when you are making a decision based on limited options. By comparing two options in detail you may be able to make a more informed judgement about your choice as well as understand the different aspects of the two options you are considering.

Accept other relevant answers.

- (b) Describe **three** considerations to be taken into account in managing change in an individual's career development. (6 marks)

Description	Marks
For each consideration (2 marks each)	
Describes a consideration for managing change in an individual's career development	2
States a fact about managing change	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>How to change jobs:</p> <ul style="list-style-type: none"> <li>• opportunity to change into a new job and advance their career in a new role. Business usually want to retain valuable employees. Employees who can show that they are committed to the business and are willing to take a proactive approach such as up-skilling and being adaptive are likely to be retained and offered career opportunities</li> <li>• opportunity to train in multiple skill-sets could allow the individual to develop their career by working on multiple projects, or applying for a promotion. Change can set clear expectations surrounding the employee's goals and objectives and lets the employer know their career development aspirations</li> <li>• opportunity to get better pay and working conditions by pursuing a promotion or change in role.</li> </ul> <p>Negotiation skills:</p> <ul style="list-style-type: none"> <li>• individual career development can occur through effective negotiation. During times of change the opportunity to negotiate working conditions, working hours, pay and remuneration can arise. The key to effective negotiation is to ensure that both parties reach a favourable agreement</li> <li>• a win-win outcome is achieved through communication, consultation and compromise. Individual career development can be achieved by the employee and the employer working together in the change management process to discuss what is the current situation, what needs to be changed, where do you want to go, how will you get there, who will be involved and how success will be measured. People can engage in effective negotiation to manage career transitions leading to career development through a collaborative and open approach to negotiation.</li> </ul> <p>Dealing with unemployment:</p> <ul style="list-style-type: none"> <li>• be proactive in looking for employment. Retrain or do volunteer work in order to increase your skill set and employability</li> <li>• contact your network and communicate your employment goals, availability, situation and qualifications</li> <li>• develop a portfolio and quality references while you are working in order to better your chances of gaining employment if you find yourself unemployed.</li> </ul>	
Accept other relevant answers.	

**Question 5** (continued)

- (c) Explain how you can use individual pathway plan (IPP) analysis to manage changes in your personal employment circumstances. (3 marks)

Description	Marks
Explains how individual pathway plan (IPP) analysis is used to manage changes in an individual's personal employment circumstances	3
Describes how individual pathway plan (IPP) analysis is used to manage changes in an individual's personal employment circumstances	2
States a fact about how to use an individual pathway plan (IPP)	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>Strategy: individual pathway plan (IPP) analysis</p> <ul style="list-style-type: none"> <li>• an IPP is an ongoing process by which one defines, explores, and then refines their interests and goals throughout their school and work life.</li> <li>• IPP activities provide opportunities for a person to manage changes in their personal employment circumstances assisting them to engage in skill development: self-exploration, career exploration, and career planning and management.</li> <li>• an IPP may include: <ul style="list-style-type: none"> <li>◦ the information specific to a person's skills, abilities, hobbies, and accomplishments</li> <li>◦ grades and test scores</li> <li>◦ examples of work</li> <li>◦ personal goal statements</li> <li>◦ activities designed to develop the student's self-exploration, career exploration, and career planning and management skills.</li> <li>◦ contact information for advisors, teachers, mentors, and other supportive adults to help in achieving future career goals.</li> </ul> </li> </ul> <p>Accept other relevant answers.</p>	

## Section Two: Extended Answer

40% (60 Marks)

## Question 6

(30 marks)

- (a) Identify the **four** management styles and discuss the features of any **two** of these styles in detail. (12 marks)

Description	Marks
Correctly identifies the four management styles (1 mark each)	4
<b>Subtotal</b>	<b>4</b>
Discusses the features of two management styles (4 marks each)	
Discusses the features of the management styles	4
Explains the features of the management styles	3
Describes the management styles	2
States a fact related to management styles	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p><b>Autocratic:</b></p> <ul style="list-style-type: none"> <li>• ruling with unlimited authority</li> <li>• swiftness of project completion</li> <li>• employees often coerced and threatened to complete tasks</li> <li>• communication lines are direct</li> <li>• employees can feel unmotivated and disconnected</li> <li>• limited staff development.</li> </ul> <p><b>Democratic/participative:</b></p> <ul style="list-style-type: none"> <li>• requires and encourages participation from everyone and shares decision-making for the betterment of the organisation</li> <li>• leaders reward employees through financial gains and positive evaluations which in turn increases motivation and morale</li> <li>• encourages employee commitment as employees feel valued</li> <li>• develops leadership skills in subordinates</li> <li>• can be time-consuming reaching decisions.</li> </ul> <p><b>Bureaucratic:</b></p> <ul style="list-style-type: none"> <li>• clear chain of command structured as a hierarchy</li> <li>• focus on reporting processes</li> <li>• formal reporting procedures based on quality control and production information</li> <li>• large amount of reporting requirements</li> <li>• management structures clearly 'top down' in style.</li> </ul> <p><b>Laissez-faire:</b></p> <ul style="list-style-type: none"> <li>• very little supervision</li> <li>• 'hands-off' management style</li> <li>• great flexibility for staff</li> <li>• almost complete autonomy for staff</li> <li>• creative freedom for staff</li> <li>• very relaxed environment</li> <li>• no clear chain of command or reporting processes</li> <li>• very few formal rules or policies.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 6 (continued)

- (b) Different management styles can have an impact on workplace satisfaction. Explain how workplace satisfaction can be affected by **three** of the management styles identified in part (a). (9 marks)

Description	Marks
For each management style (3 marks)	
Explains an impact of the identified management styles on workplace satisfaction	3
Describes an impact of the management styles on workplace satisfaction	2
States a fact about an impact of the management styles	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>9</b>
<p>Answers might include:</p> <p>Management styles:</p> <p>Autocratic:</p> <ul style="list-style-type: none"> <li>• employees know exactly what is expected from them. No lack of direction</li> <li>• more time to work with less meetings and discussion. Hence work gets completed on time</li> <li>• communication is direct so you always know where you stand</li> <li>• high regard for production and efficiency and you are rewarded accordingly.</li> </ul> <p>Democratic/Participative:</p> <ul style="list-style-type: none"> <li>• employees feel valued when their input is listened to</li> <li>• opportunity for leadership development as they are involved in decision-making</li> <li>• shared decision-making process strengthens team environment</li> <li>• when people make decisions together, the social commitment to one another is greater and thus increases their commitment to the decision and the job satisfaction they derive from the decision</li> <li>• employees feel a sense of empowerment and ownership as they are part of the decision-making process</li> <li>• open communication between all levels of management.</li> </ul> <p>Laissez-faire:</p> <ul style="list-style-type: none"> <li>• managers have very little input in decision making</li> <li>• decentralised decision-making</li> <li>• relies on shared communication and 360 degree feedback</li> <li>• suits highly skilled and creative employees</li> <li>• supports workplace flexibility where a project has a specific budget and deadline.</li> </ul> <p>Bureaucratic:</p> <ul style="list-style-type: none"> <li>• highly governed and rules to follow which can affect workplace satisfaction in a negative way</li> <li>• rules and structures of the organisation can suit certain employees that prefer certain structures within the workplace</li> <li>• creativity can be hampered</li> <li>• employees tend to know their roles and tasks</li> <li>• employees have a voice with decision-making but final decisions are rest with the line-manager.</li> </ul>	
Accept other relevant answers.	

- (c) Choose a management style and explain how it would encourage workplace efficiency, productivity and sustainability. (9 marks)

Description	Marks
Chooses a management style and explain how it would encourage workplace efficiency	
Explains how it would encourage workplace efficiency	3
Describes how it would encourage workplace efficiency	2
States a fact related to workplace efficiency	1
<b>Subtotal</b>	<b>3</b>
Chooses a management style and explain how it would encourage workplace productivity	
Explains how it would encourage workplace productivity	3
Describes how it would encourage workplace productivity	2
States a fact related to workplace productivity	1
<b>Subtotal</b>	<b>3</b>
Chooses a management style and explain how it would encourage workplace sustainability	
Explains how it would encourage workplace sustainability	3
Describes how it would encourage workplace sustainability	2
States a fact related to workplace sustainability	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p>Autocratic:</p> <ul style="list-style-type: none"> <li>• workplace efficiency: <ul style="list-style-type: none"> <li>◦ less distractions as work directions are handed down and not questioned</li> <li>◦ less meetings so more time is spent on tasks</li> <li>◦ rewards are task-orientated so acts as an incentive to complete work</li> <li>◦ the completion of the directed task is paramount, so work schedules are prioritised to maximise collective output.</li> </ul> </li> <li>• workplace productivity: <ul style="list-style-type: none"> <li>◦ each individual is focused on their own performance so each unit of performance can easily be measured</li> <li>◦ rewards and coercion often used by management, so an employee's work is constantly monitored</li> <li>◦ processes and methods are simplified to ensure employees follow instructions accurately to maximise individual output.</li> </ul> </li> <li>• workplace sustainability: <ul style="list-style-type: none"> <li>◦ as the focus is task-orientated each element of the task is completed on schedule and deadlines are met</li> <li>◦ a successful autocratic leader keeps abreast of changing global trends and implements appropriate methods and processes to ensure continued viability.</li> </ul> </li> </ul>	

**Question 6** (continued)

Democratic/participative:

- workplace efficiency:
  - as the approach is team-orientated everybody works towards a common goal
  - new ideas and methods are raised to improve workplace efficiency
  - a collaborative manner ensures each individual is placed in an appropriate part of the work process to maximise efficiency.
- workplace productivity:
  - each individual is trained and supported to optimise their individual productivity
  - as part of a team an individual does not wish to lessen their input, so they work to maximise their output.
- workplace sustainability:
  - working in a team environment, individuals are always investigating new methods due to global pressures to ensure sustainability of the organisation
  - individuals have a strong sense of ownership and will work together on responding to new trends in the marketplace.

Accept other relevant answers.



## Question 7

(30 marks)

- (a) Discuss the legal requirements for employers and employees in the workplace. (8 marks)

Description	Marks
<b>Legal requirements for employers in the workplace</b>	
Discusses the legal requirements for employers in the workplace	4
Explains the legal requirements for employers in the workplace	3
Describes the legal requirements for employers in the workplace	2
States a fact about the legal requirements for employers in the workplace	1
<b>Subtotal</b>	<b>4</b>
<b>Legal requirements for employees in the workplace</b>	
Discusses the legal requirements for employees in the workplace	4
Explains the legal requirements for employees in the workplace	3
Describes the legal requirements for employees in the workplace	2
States a fact about the legal requirements employees in the workplace	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Legal requirements for employees:</p> <ul style="list-style-type: none"> <li>• work safely to protect themselves and others from injury and follow all Work Safety and health legislation (WHS) instructions e.g. wear all personal protective equipment provided, follow safe work procedures, and report any WHS issues, including hazards, injuries, illnesses and near misses</li> <li>• these may be explained in the contract of employment, but the law implies that there are certain obligations and duties of an employee to their employer, even if the contract does not mention them. There is a duty to: <ul style="list-style-type: none"> <li>◦ do what a reasonable employee would do in any situation</li> <li>◦ be honest and disclose any wrong doing</li> <li>◦ not to disrupt business e.g. taking part in industrial action</li> <li>◦ carry out and follow orders of the employer, (as long as they are legal)</li> <li>◦ not to disclose the employer's confidential information and work with reasonable care and skill</li> <li>◦ not to compete in business against the employer while still working for them as an employee</li> <li>◦ be prepared to change when the job changes e.g. technologies</li> <li>◦ give any inventions to the employer if these are developed by the employee during their employment</li> <li>◦ follow correct protocols in the workplace for their and others' safety.</li> <li>◦ report hazards and wear PPE as required</li> <li>◦ take responsible care of the health and safety of people who are at the workplace</li> <li>◦ co-operate with employer and other people in the workplace</li> <li>◦ notify the employer or supervisor of any risk to health or safety</li> <li>◦ not to interfere with or misuse workplace equipment or things provided for health, safety and welfare</li> <li>◦ not to refuse assistance in either receiving aid or giving aid</li> <li>◦ not to disrupt the workplace by creating health and safety fears.</li> </ul> </li> </ul>	

## Question 7 (continued)

Legal requirements for employers:

- ensure the National Employment Standards (NES) safety net for employees are covered e.g. leave entitlements (annual, parental, long service, maternity), maximum weekly working hours, requests for flexible working arrangements
- notice of termination and redundancy pay
- educate employees regarding equal opportunity
- investigate instances of discrimination and harassment and provides a vehicle for redress of discrimination
- provide adequate training and information so employees know how to operate equipment correctly and safely
- provide a safe workplace – identify hazards and risks and eliminate or control risks – if unable to must provide PPE
- provide a safe system of work
- provide supervision
- consult with employees
- provide amenities e.g. clean toilets, lunch area
- provide first aid facilities and personnel
- provide for emergencies
- ensure OHS committee members and representatives are trained
- employers have a responsibility to properly orientate, train and supervise staff to ensure safe work practices are understood and followed by all employees
- where relevant employers must provide suitable personal protective equipment (PPE) to make sure workers can do their job safely and train workers how to use PPE correctly and regularly check WHS systems and procedures to make sure that workers are adequately protected from workplace hazards.

Accept other relevant answers.

- (b) Discuss, using relevant examples, the impact of information communication technologies (ICT) on the operational practices of workplaces using:
- mobile technologies
  - high-speed internet connection
  - social networking.
- (12 marks)

Description	Marks
The impact of ICT on the operational practices of workplaces using mobile technologies	
Discusses the impact of ICT on the operational practices of workplaces using mobile technologies using a relevant example	4
Explains the impact of ICT on the operational practices of workplaces using mobile technologies using a relevant example	3
Describes the impact of ICT on the operational practices of workplaces using mobile technologies	2
States a fact about using mobile technologies in workplaces	1
<b>Subtotal</b>	<b>4</b>
The impact of ICT on the operational practices of workplaces using high speed internet	
Discusses the impact of ICT on the operational practices of workplaces using high speed internet using a relevant example	4
Explains the impact of ICT on the operational practices of workplaces using high speed internet using a relevant example	3
Describes the impact of ICT on the operational practices of workplaces using high speed internet	2
States a fact about using high speed internet in workplaces	1
<b>Subtotal</b>	<b>4</b>
The impact of ICT on the operational practices of workplaces using social networking	
Discusses the impact of ICT on the operational practices of workplaces using social media using a relevant example	4
Explains the impact of ICT on the operational practices of workplaces using social media using a relevant example	3
Describes the impact of ICT on the operational practices of workplaces using social media	2
States a fact about using social media in workplaces	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Impact of information communication technologies (ICT) on the operational practices of workplaces:</p> <ul style="list-style-type: none"> <li>• rapid and constantly changing – dynamic nature</li> <li>• pervasive throughout most industries</li> <li>• facilitates globalisation and is facilitated by globalisation</li> <li>• changing nature of workforce composition – capital intensive rather than labour intensive workplaces</li> <li>• expectations of emerging technologies</li> <li>• impacts on competitive nature of business – how do you compete if you don't use latest technology.</li> </ul>	

## Question 7 (continued)

## Mobile technologies:

- ties in with flexible workplaces/practices
- ability to work from home, or at least not have to be in an office – e.g. Real Estate salespeople multi-task during home opens with updating websites, emailing clients etc., trades people able to use time more efficiently by using smartphones and not having to return to office
- impeding on work/life balance as never fully able to switch off from work
- allows people to manage business functions from any location
- workers are more easily contactable and the communication process of workplaces can be made more efficient by their use
- they can however be a potential distraction in workplaces without a policy for their management
- workplaces have had to adapt their ways of communicating with clients as most clients prefer mobile contact information compared to letters or other forms of traditional communication.

## High speed internet:

- clients become accustomed to immediacy, lose clients if internet slow
- increased pressure as expectation of immediacy
- allows businesses to implement new strategies such as online meetings, working from home options and processing large amounts of work related data more efficiently
- workplaces may regularly use remote training for staff
- distribution of work related material to large numbers of staff becomes affordable and easy
- may lead to information overload in businesses who send workers large amounts of information or implement too many innovative strategies using technology
- can potentially cause problems for workplaces if the company become too reliant on internet capacity and speed when the system fails or is 'hacked'.

## Social media:

- blurring boundaries between work and leisure life
- opportunities for networking
- technology can severely limit the amount of interaction among employees.
- team meetings, worker cooperation, and informal conversations over the coffee machine or in the lounge are often replaced by email and voicemail messages, conference calls, and shared access to data over computer networks
- procrastination/distraction at work – impact on workplace productivity
- operational costs not incurred by employer – e.g. Facebook glitches fixed by Facebook not your employer
- operation of social media platforms kept current as they operate for profit and must keep improving to remain competitive
- potential for workplace bullying/harassment/discrimination.

Accept other relevant answers.

- (c) Use a specific business example you have researched this year to analyse how changes in efficiency, productivity and sustainability have assisted that business to become more globally competitive. (10 marks)

Description	Marks
Analyses the role of efficiency, productivity and sustainability in assisting businesses to become more globally competitive. Answer is supported by a specific business example	9–10
Explains the role of efficiency, productivity and sustainability in assisting businesses to become more globally competitive. Answer is supported by an example	7–8
Describes the role of efficiency, productivity and sustainability in assisting businesses to become more globally competitive. Answer has an example	5–6
Describes the role of efficiency, productivity and/or sustainability in assisting businesses to become more globally competitive	3–4
States a fact about the role of efficiency, productivity and/or sustainability	1–2
<b>Total</b>	<b>10</b>
<p>Answers could include:</p> <p>Efficiency:</p> <ul style="list-style-type: none"> <li>the role of efficiency – it is allocating resources to their best possible use to get the most out of them. It is the art of producing more with less effort. It is the capacity to execute a task correctly, always trying to improve one's performance. When effectively designed, and implemented, it can deliver significant benefits to any organisation. Efficiency indicates a level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs. Efficiency relates to the use of all inputs in producing any given output, including personal time and energy. Efficiency is a measurable concept that can be determined by determining the ratio of useful output to total input. It minimises the waste of resources such as physical materials, energy and time, while successfully achieving the desired output but indications include goods being produced at the lowest possible cost and labour being performed with the greatest possible output.</li> </ul> <p>Productivity:</p> <ul style="list-style-type: none"> <li>the role of productivity – the amount of work (e.g. production of a good or service) that is able to be achieved in a set time frame. Getting as many outputs as possible from set inputs.</li> </ul> <p>Sustainability:</p> <ul style="list-style-type: none"> <li>the role of sustainability – being able to maintain level of production/output over the long-term (avoiding burnout, stress, boredom)</li> <li>to become more globally competitive an organisation aims to decrease its production costs, increase its output and be able to maintain this long term. In order to achieve this the business should allocate each of its resources so it achieves maximum gain from them (no resources are underutilised or wasted – this might involve up-skilling workers to get more from them. Production processes should be utilised to get more out of inputs. We can ensure sustainability by not overloading workers, rewarding them so they do not get burnout, using sustainable practices and not depleting resources</li> <li>the more an organisation can operate efficiently and productively the more globally competitive they will be. Their operating costs will be lower per unit of production which means they have the opportunity to decrease their sales price (making them more attractive to consumers) and possibly experience higher profits.</li> </ul>	
Accept other relevant answers.	

## Question 8

(30 marks)

- (a) Discuss the potential impact of organisational restructuring on the human, physical and financial resources of a business. Include relevant examples for each resource. (12 marks)

Description	Marks
Discusses the potential impact of organisational restructuring on the human resources of a business	
Discusses the potential impact of organisational restructuring on the human resources of a business, using relevant examples	4
Explains the potential impact of organisational restructuring on the human resources of a business with examples	3
Describes the potential impact of organisational restructuring on the human, physical and financial resources of a business with limited example/s	2
States a fact related to the potential impact of human resources on a business	1
<b>Subtotal</b>	<b>4</b>
Discusses the potential impact of organisational restructuring on the physical resources of a business with reference to relevant examples	
Discusses the potential impact of organisational restructuring on the physical resources of a business, using relevant examples	4
Explains the potential impact of organisational restructuring on the physical resources of a business with examples	4
Describes the potential impact of organisational restructuring on the physical resources of a business with limited example/s	2
States a fact related to the potential impact the physical resources on a business	1
<b>Subtotal</b>	<b>4</b>
Discusses the potential impact of organisational restructuring on the financial resources of a business	
Discusses the potential impact of organisational restructuring on the financial resources of a business, using relevant examples	4
Explains the potential impact of organisational restructuring on the financial resources of a business with examples	4
Describes the potential impact of organisational restructuring on the financial resources of a business with limited example/s	2
States a fact related to the potential impact of financial resources on a business	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Potential impact of organisational restructuring on the human resources of a business include:</p> <ul style="list-style-type: none"> <li>• change to job description including additional duties and responsibilities</li> <li>• opportunity for multi-skilling and upskilling of the employee</li> <li>• opportunity for career development if roles merge</li> <li>• clear communication is required on job implications including benefits, compensation and redundancy</li> <li>• organisations need to keep employees focused by developing plans, setting goals and putting incentives in place to keep employees committed and not unsure</li> <li>• retention strategies put into place such as bonuses, employee training, internal promotion opportunities and improved workplace policies and procedures to make employees feel secure</li> <li>• could result in the employee being made redeployed within the organisation.</li> </ul>	

Potential impact of organisational restructuring on the physical resources of a business:

- the physical resources of a business include the tangible resources of a business such as manufacturing equipment, land and office equipment
- production facilities: land and buildings, machinery and manufacturing equipment, delivery vehicles
- marketing facilities: distribution networks, marketing management process
- information technology: IT equipment and hardware for communication with customers and suppliers
- organisational restructuring can lead to physical resources being used more effectively and efficiently within the business
- organisational restructuring can lead to physical resources being used more sustainably by the business
- organisational restructuring can lead to a capital-intensive production processes being put in place to create a relatively low ratio of labour input to achieve a higher labour output per worker.

Potential impact of organisational restructuring on the financial resources of a business:

- improve the financial position of the business
- increase the business's market value
- executive and employee acceptance of the realities of the financial state of the business that may lead to downsizing, departmental re-organisation and changes from the highest to the lowest levels of management
- accurate forecasting plans so that reducing operation costs in the short-term may lead to achieving the long term financial goals of the business
- capital-intensive production processes put in place by organisational restructuring can lead to less employee wages and costs, standardisation of quality and machines which can work continuously 24/7
- a negative impact of the initial set up costs of capital-intensive processing equipment can be high
- the equipment can break down having an impact on output.

Accept other relevant answers.

## Question 8 (continued)

- (b) As businesses grow and change, they use a range of strategies for staff development. Mentoring is one such strategy. Discuss the benefits of mentoring for both the mentor and the mentee. (8 marks)

Description	Marks
<b>The benefits of mentoring for the mentor</b>	
Discusses the benefits of mentoring for the mentor	4
Explains the benefits of mentoring for the mentor	3
Describes the benefits of mentoring for the mentor	2
States a fact related to the benefits	1
<b>Subtotal</b>	<b>4</b>
<b>The benefits of mentoring for the mentee</b>	
Discusses the benefits of mentoring for the mentee	4
Explains the benefits of mentoring for the mentee	3
Describes the benefits of mentoring for the mentee	2
States a fact related to the benefits	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Benefits for the mentor:</p> <ul style="list-style-type: none"> <li>• develop leadership qualities</li> <li>• develop problem solving skills and improve communication skills</li> <li>• reinforce their own knowledge and capabilities</li> <li>• widen their networking circles</li> <li>• increase their confidence and improve job satisfaction</li> <li>• increase their motivation and self esteem</li> <li>• add to their CV and assist in their own career progression</li> <li>• gain acknowledgement and recognition for their skills and experience</li> <li>• feel a sense of fulfilment and personal growth.</li> </ul> <p>The mentor can benefit in many ways such as development of their own leadership qualities by sharing their knowledge and capabilities. The mentor's communication skills can improve as they impart problem solving skills and communicate in a constructive manner. The mentor can widen their networking circles as a result of increased contact with more employees which could lead to work opportunities. The mentor can build their CV to include their mentoring role which can lead to increased confidence and self-esteem as well as further recognition of their skills and experience. The mentor can assist with another employee understanding the work place culture. Businesses may have development programs or paid and unpaid internships which rely on a mentor guiding the interns career development.</p> <p>Benefits for the mentee:</p> <ul style="list-style-type: none"> <li>• learn from the experience of the mentor</li> <li>• gain practical advice, support and encouragement</li> <li>• increase confidence and be empowered to make decisions</li> <li>• develop strategies to manage both personal and workplace issues</li> <li>• identify goals and establish a sense of direction and belonging</li> <li>• increase their knowledge and understanding of the workplace</li> <li>• increase their networking circle</li> <li>• understand how to manage conflict or issues in the workplace.</li> </ul>	



For the mentee mentoring is an effective method increasing their understanding of their role, the business and potential future roles. The mentee can gain practical advice, support and the encouragement to make decisions, be innovative, work independently and with a team in a productive manner. The mentee can identify and set goals, which can lead to establishing a sense of purpose, direction and belonging. The mentee can develop skills in a particular focus area to add to their CV and increase their chance of successfully winning future roles. The mentee can be shown both formal and informal workplace cultural practices and have support offered if they are from a diverse background.

Accept other relevant answers.

## Question 8 (continued)

- (c) Define the concept of 'change management'. Provide **three** detailed examples of the impact of global trends on individual career planning. (10 marks)

Description	Marks
Defines the concept of 'change management'	1
<b>Subtotal</b>	<b>1</b>
Give three examples of the impact of global trends on individual career planning (3 marks for each)	
Detailed example is provided of the impact of global trends on individual career planning	3
An example is provided of the impact of global trends on individual career planning	2
States fact related to the impact of global trends on individual career planning	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>10</b>

Answers could include:

Change management:

- is the management of change and development within a business. It is the process, tools and strategies to manage employees in order to achieve the required business outcome. An effective change management process minimises resistance to change and can turn pressures into opportunities.

Global trends:

- could have many possible impacts on an individual's career planning. Global trends such as employees working in decentralised and specialised businesses may impact the number of people employed. For individuals, the focus may be on technological change, retraining and lifelong learning and the outsourcing of higher-skilled, white collar, service based jobs such as, IT and business processing services being increasingly outsourced overseas.

Technological change:

- the fast pace that information technology (IT) is advancing could further accelerate in the near future. The individual in terms of career planning will need to consider synergies across technologies, research, development, production and the nature of products and services which will meet the continually changing needs of businesses. Planning for retraining and lifelong learning in the use of technology will be an essential part of individual career planning
- in an individual's career planning, they may need to keep up-to-date with advances in artificial intelligence, robotics and coding in order to remain a part of an in demand highly skilled workforce.

Retraining and lifelong learning:

- in the context of global trends the individual will need to plan to retrain in order to apply their existing skill set to emerging job descriptions and opportunities
- the individual will need to plan to incorporate on-the-job training which may come from either a more knowledgeable colleague or online tutorials in response to ongoing global changes resulting in possible ongoing changes to job descriptions
- the individual in their career planning will have a continuous lifelong learning plan starting with the current global trend of learning cognitive skills, abstract reasoning, critical thinking, problem-solving, digital technologies and communication and collaboration skills

- the individual career plan includes the continuous process throughout the course of their career of technology-mediated training and that of training institutions.

Outsourcing of jobs:

- the individual may need to take into consideration in their career planning the current global trend of businesses outsourcing jobs overseas. This may result in a loss of employment opportunities due to a decreased labour force
- outsourcing of jobs may be a benefit for individual career planning as it may open up opportunities to work in a virtual world of employment, working for international organisations from home or providing services or their expertise to businesses worldwide
- increased decentralisation of businesses may lead to an increase in less permanent work arrangements. An individual may need to have in their career plan a mind-set of moving from contract to contract, company to company
- individuals may need to plan to continually evolve their own entrepreneurial business in order to be competitive based on global trends such as outsourcing work overseas and being competitive in a global market.

Accept other relevant answers.

## ACKNOWLEDGEMENTS

- Question 1(b)** Dot points 1 and 2 from: Llopis, G. (2012). *Five most effective ways to invest in your career*. Retrieved August, 2020, from <https://www.forbes.com/sites/glennllopis/2012/10/22/five-most-effective-ways-to-invest-in-your-career/#10327dc15c8f>
- Question 2(a)** Answer adapted from: Gleeson, P. (2019). *Geographic organizational structure*. Retrieved August, 2020, from <https://smallbusiness.chron.com/geographic-organizational-structure-3807.html>
- Question 5(a)** Paragraph 4 from: Six thinking hats (n.d.). In *Wikipedia*. Retrieved August, 2020, from <https://en.wikipedia.org/wiki?curid=7310685>  
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- Question 7(c)** Dot point 1, sentences 5–8 adapted from: Banton, C. (2020). *Efficiency definition*. Retrieved August, 2020, from <https://www.investopedia.com/terms/e/efficiency.asp>

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