



CAREER AND ENTERPRISE

ATAR course examination 2017

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% (113 Marks)

Question 1

(12 marks)

For each scenario above, describe in detail the aspects of the work/life balance that need to be considered in their specific work and personal situation.

Description	Marks
Describes in detail the aspects of the work/life balance they consider as relevant to their specific work and personal situation in Scenario 1.	(6)
Describes in detail the aspects of the work/life balance they consider as relevant to their specific work and personal situation in Scenario 1.	5–6
Describes briefly some of the aspects of the work/life balance they consider as relevant to their specific work and personal situation in Scenario 1.	3–4
Mentions or states a fact related to aspects of the work/life balance they consider as relevant to their specific work and personal situation in Scenario 1.	1–2
Describes in detail the aspects of the work/life balance they need to consider at relevant to their specific work and personal situation in Scenario 2.	(6)
Describes in detail the aspects of the work/life balance they need to consider as relevant to their specific work and personal situation in Scenario 2.	5–6
Describes briefly some of the aspects of the work/life balance they consider as relevant to their specific work and personal situation in Scenario 2.	3–4
Mentions or states a fact related to aspects of the work/life balance they need to consider as relevant to their specific work and personal situation in Scenario 2.	1–2
Total	12
<p>Answers could include:</p> <p>Scenario 1</p> <ul style="list-style-type: none"> • income • age • savings • geographical circumstances • time management • career opportunities • career plans • personal goals • future training and skills development <p>Annette is only just starting her career. It is likely her income at this stage is low so she will not have a large amount of money. She will need to plan how she spends her income to ensure she can cover her needs as well as save some money to enable her to enjoy some of the things she enjoys. As chefs are in an area that is currently in demand she may have a range of opportunities to work either in her current location or somewhere else in Australia. As she is currently in a relationship she will need to consider if changing her location is possible depending on the type of work her partner does and make some joint decisions about where her future job aspirations could take her. She plans to get married in the next few years and this will have a major impact on her career and possibly their income.</p> <p>If she and her partner wish to have children, then they will need to consider the impact that this will have on their income and also their residence. They are currently living in a one-bedroom apartment but if they have children they will need to find a place where there is more than one bedroom. She will need to consider if their finances will be able to support more expensive accommodation as well as whether or not she wishes to stay at home for some time while the child is young. This will require careful consideration due to the loss of income. If she has a child she may also have to consider the costs associated with raising children such as child care and determine if their incomes will support this. As she is a chef she may have to consider looking for a job in the near future that allows her to work hours suitable for someone with a child but it is often the case that chefs work late into the night and she will need to consider if this suits her other life goals. Their current income meets their needs but if Annette remains in work it is likely that her income will increase over time as she advances her career.</p>	

This will give them more income to use and possibly make decisions about buying or building a house or renting better accommodation. Given that the job often involves late nights and working on weekends, Annette will need to consider if she wants to stay in this career over a long time or if she would prefer to look for a permanent career in an area with more flexible hours to suit her social and personal life choices. At this stage, saving for retirement is not a priority so she would not need to be investing more in superannuation but would be wiser to invest her money in a way that gives her access to the widest range of lifestyle choices. She may wish to gain more qualifications at this time to advance her career so she will need to factor in the expenses and time commitment needed to do any training or talk to her current employer about any opportunities for training at her current work.

Scenario 2

- retirement-savings/financial planning
- paid/volunteer work
- transition from work to retirement
- personal circumstances
- lifestyle choices
- housing/downsizing
- future plans – travel
- health considerations
- relocating

Mark is reaching the end of his career. He has to make decisions about what he will do after he retires given his personal circumstances and income. At this stage he should consider if his income after he retires will be adequate enough to enable him to enjoy a comfortable life style so he should be looking at things like superannuation and investment to ensure these are sufficient. He should consider if his superannuation is going to provide him with the ongoing income he needs to maintain his lifestyle. He may also consider if his current investments are able to cope with any unexpected changes in the global markets.

As his children now no longer live at home it is likely that his home is larger than needed and he and his partner will need to make choices about the type of home they want after retirement. This could include downsizing or moving away to suit his interest in travel. If he wishes to continue to travel then he will need to plan his income to include saving for holidays or make choices regarding his housing and investments that enable him to do this.

As Mark has worked in the same company all his life he may have friends that he wishes to keep in touch with and this must be considered in his future lifestyle choices. As he has children he may want to plan his lifestyle so they can easily visit regularly if it is a close family.

He is currently employed as a manager so it is likely his income is good. Saving money at this point would be a consideration while he still has earning capacity to increase his options after work.

His work as a manager is likely to be quite labour intensive so he will need to consider how finishing work may impact on his life and if he will likely to need to develop hobbies and interests after work that will prevent him from becoming bored.

As Mark will still be relatively young at retirement he may want to consider working in a part time capacity as part of his future lifestyle choices.

Other relevant answers accepted.

Question 2

(25 marks)

There are a number of social justice, financial, cultural and ethical issues associated with global businesses.

- (a) (i) Describe **two** unethical work practices that may be associated with global businesses. (4 marks)

Description	Marks
Describes unethical work practices associated with global businesses. (2 x 2 marks each)	(4)
Describes unethical work practices associated with global businesses.	2
Mentions or states a fact related to unethical work practices associated with global businesses.	1
Total	4
<p>Answers could include:</p> <p>Describes unethical work practices: Unethical work practices might include sweatshops, child labour and forced labour.</p> <ul style="list-style-type: none"> • sweatshops are workplaces especially in the clothing industry, where workers are employed at 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 not safe places to work. There have been several cases cited in the newspapers of factory collapses and fires and several news reports have cited such concerns of workers who have been exposed to toxic waste • child labour is where young children have been used in any work that may deprive them of their childhood and interferes with their ability to attend regular school, and that is mentally, physically, socially or morally dangerous and harmful. Child labour is found typically in developing countries, where poverty is high and opportunities to attend school very poor • forced labour is physically slavery and without pay. It is all work or service, which is obtained from a person under the threat of a penalty through the use of force, fraud or coercion and for which the person has not offered himself or herself voluntarily. Forced labour can include forced sexual services. <p>Other relevant answers accepted.</p>	

- (ii) Outline **two** other issues that may be associated with global businesses. (4 marks)

Description	Marks
Outlines an other issue associated with global businesses. (2 x 2 marks each)	(4)
Outlines an other issue associated with global businesses.	2
Mentions or states a fact related to an other issue associated with global businesses.	1
Total	4
<p>Answers could include:</p> <p>Fair Trade: Fair Trade supports better working conditions of workers in developing countries and advocates for improved terms of trade for those countries. Under Fair Trade consumers can be confident that if a product has a Fair Trade mark it meets International agreed social, economic and environment standards. These standards include the protection of children (no child labour), the provision of suitable working conditions for the workers, environmental care and preservation of the environment and a fair price for the product.</p> <p>Environmental compliance: Environmental compliance means organisations must comply with government environmental laws, regulations and standards. The management of environmental compliance requirements can be very demanding and time consuming. Organisations need to ensure they undertake environmental monitoring to ensure they meet the stated permit conditions relating to existing environmental laws, regulations and standards. Many organisations comply, as they believe it gives them a competitive edge by giving them a better image in the eyes of the consumer, they are seen to be producing a sustainable product. An example would be complying with the requirement for the safe disposal of industrial waste.</p> <p>Other relevant answers accepted.</p>	

Question 2 (continued)

- (b) Discuss **two** factors, financial and/or cultural, you would consider when working overseas that you have not mentioned in part (a). (6 marks)

Description	Marks
Discusses either a financial or cultural factor to consider when working overseas. (2 x 3 marks each)	(6)
Discusses either a financial or cultural factor to consider when working overseas that you have not mentioned in part (a).	3
Discusses briefly either a financial or cultural factor to consider when working overseas that you have not mentioned in part (a).	2
Mentions or states a fact related to either a financial or cultural factor to consider when working overseas that you have not mentioned in part (a).	1
Total	6
<p>Answers could include:</p> <p>Financial:</p> <ul style="list-style-type: none"> it is important to get a signed written contract stating clearly your salary entitlement, work hours and working conditions before agreeing to work overseas. For example, if you have been employed to teach English in China for a period of time you need to ensure you have a contract clearly outlining the above. Other considerations might include researching from a reliable source the cost of living expenses e.g. rent, food and whether your relocation costs and return airfares are being paid. Do you need a working visa permit? Will the new employer cover medical insurance for the period of employment? ensure you understand your job role and responsibilities and ensure that you have the required qualifications or find out what training will be provided for you and at what cost. different countries have a range of varying financial compliance issues that need to be taken into account. Aspects such as tax, superannuation and reporting of income will vary. <p>Cultural:</p> <ul style="list-style-type: none"> cultural barriers can hinder effective communication. For example the same word can mean different things in different cultures and may cause offence body language can also cause confusion between people from different cultures. Eye contact is important but in some countries it is seen as been rude or it could be seen as a challenge to authority. For example in some cultures people tend to smile freely at strangers, but in other countries this is considered strange and even impolite many people have preconceived assumptions of people from different cultures and tend to stereotype these people. These are usually negative assumptions and often work to hinder an effective workplace. Learning about different cultures can be a great way of developing social cohesion and diversity in the workplace holiday periods may vary depending on the culture. This may impact on your ability to arrange family time together or travel arrangements language may present a range of challenges such a reading of instructions, signage and relationships with colleagues. Communication with colleagues may be limited by the range of language or misinterpreted. <p>Other relevant answers accepted.</p>	

- (c) The cartoon suggests one view of Corporate Social Responsibility (CSR). Discuss the message the cartoonist is portraying. (3 marks)

Description	Marks
Discusses the message the cartoonist is portraying. (3 x 1 mark)	(3)
Discusses the message the cartoonist is portraying.	3
Discusses briefly the message the cartoonist is portraying.	2
Mentions or states a fact related to the message the cartoonist is portraying.	1
Total	3
Answers could include:	
<p>The cartoonist is suggesting that CSR is a marketing ploy as it builds a positive brand image. It can improve the organisation's bottom line profitability by attracting and retaining customers. A company's reputation for CSR can affect a customer's buying decision. The cartoonist is suggesting customers will pay extra for services and products from socially responsible brands. The cartoonist also suggests CSR attracts investors as investors recognise the value that strong CSR companies offer as investments.</p>	
Other relevant answers accepted.	

- (d) Define the concept of CSR in a workplace and outline **one** impact of CSR for each of the following:
- organisations
 - the community
 - the employees.
- (8 marks)

Description	Marks
Defines the concept of Corporate Social Responsibility (CSR) in a workplace. (2 x 1 mark)	(2)
Defines the concept of Corporate Social Responsibility (CSR) in a workplace.	2
Mentions or states a fact related to the concept of Corporate Social Responsibility (CSR) in a workplace.	1
Outlines an impact of Corporate Social Responsibility for organisations. (2 x 1 mark)	(2)
Outlines an impact of Corporate Social Responsibility for organisations.	2
Mentions or states a fact related to an impact of Corporate Social Responsibility for organisations.	1
Outlines an impact of Corporate Social Responsibility for the community. (2 x 1 mark)	(2)
Outlines an impact of Corporate Social Responsibility for the community.	2
Mentions or states a fact related to an impact of Corporate Social Responsibility for the community.	1
Outlines an impact of Corporate Social Responsibility for the organisations employees. (2 x 1 mark)	(2)
Outlines an impact of Corporate Social Responsibility for the organisations employees.	2
Mentions or states a fact related to an impact of Corporate Social Responsibility for the organisations employees.	1
Total	8

Question 2(d) (continued)

Answers might include:

Define the concept of CSR:

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For example, mining companies like BHP and Rio Tinto are required to abide by all laws, obligations and best practices when operating overseas. They have introduced strategies to improve the social and economic standing of communities where they operate. Other organisations like Australian Agency for International Development (AusAID) also run supportive programs where overseas government mining personnel are brought to Australia to attend short courses to improve their capacity to manage resources sustainability and equitability.

The impact of CSR:

Organisations

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- attracts investors when organisations build a positive brand image and they are seen to be socially responsible
- helps to cut costs, for example environmental corporate social responsibility can mean cutting costs. Eliminating packaging and paper waste has a big impact on the environment. Organisations can save money by going green. Participating in energy efficiency programs is another way corporations can meet their CSR and cut costs in the process. CSR can *lead* to tax reduction benefits, which is also an important economic argument in some countries.

Community:

- contributes to sustainable development. Examples are organisations that eco-market, changing consumer expectations, to educate them about environmental problems and to rephrase their expectations so they take environmental considerations into account in their purchase decisions
- donations to schools, sports and community programs put the organisations name out there and makes it more likely that members of the community will feel good about purchasing goods or services from the organisation.

Employees:

- improves employee engagement. Employees are more productive when they feel good about the organisation they are working for. Employees generally like to feel good about the work they are doing, knowing that their workplace is contributing to society in a positive manner gives them a sense that they are a part of something much larger and more satisfying than just earning money. It doesn't matter how much an organisation does to protect the environment, if they are getting their supplies from an organisation who is not meeting their social responsibility to the environment.

Other relevant answers accepted.

Question 3

(21 marks)

- (a) Explain **two** legal requirements for employers and **two** legal requirements for employees in the workplace. (12 marks)

Description	Marks
Explains a legal requirement for employers in the workplace. (2 x 3 mark)	(6)
Explains a legal requirement for employers in the workplace.	3
Explains briefly a legal requirement for employers in the workplace.	2
Mentions or states a fact related to a legal requirement for employers in the workplace.	1
Explains a legal requirement for employees in the workplace. (2 x 3 mark each)	(6)
Explains a legal requirement for employees in the workplace.	3
Explains briefly a legal requirement for employees in the workplace.	2
Mentions or states a fact related to a legal requirement for employees in the workplace.	1
Total	12
<p>Answers might include:</p> <p>Legal requirements for employers in the workplace:</p> <ul style="list-style-type: none"> • <i>Work Health and Safety Act 2011</i> requires employers to provide appropriate training and information to employees so they know how to operate equipment correctly and safely. They need to provide a safe workplace and ensure they identify and manage hazards and reduce risks. • Equal Opportunity legislation requires employers to create a workplace free from discrimination and harassment. Employers are required to ensure their employees understand their rights and responsibilities under the human rights and anti-discrimination law. • <i>Anti-Discrimination Act 1991</i> requires employers to provide a workplace that is free from discrimination and sexual harassment. <p>Legal requirements for employees in the workplace:</p> <ul style="list-style-type: none"> • employees are required to work safely to protect themselves and others from injury and follow all work health and safety instructions, for example, ensure that they wear all protective equipment provided, follow safe work procedures, and report any work health and safety issues that they observe, including workplace and safety hazards and injuries. • employees have a legal responsibility not to disrupt a business, for example, taking part in industrial action, carry out and follow orders of the employer, (as long as they are legal), they must not disclose business confidential information, and employees are expected to work with reasonable care and perform to the best of their ability. <p>Other relevant answers accepted.</p>	

Question 3 (continued)

- (b) Discuss the impact of **three** different information and communication technologies (ICT) on the operational practices of workplaces. (9 marks)

Description	Marks
Discusses the impact of information and communication technology (ICT) on the operational practices of workplaces. (3 x 3 marks each)	(9)
Discusses the impact of information and communication technology (ICT) on the operational practices of workplaces.	3
Discusses briefly the impact of information and communication technology (ICT) on the operational practices of workplaces.	2
Mentions or states a fact related to the impact of information and communication technology (ICT) on the operational practices of workplaces.	1
Total	9
<p>Answers could include:</p> <p>The impact of information and communication technologies (ICT) on the operational practices of workplaces:</p> <p>Technology in general:</p> <ul style="list-style-type: none"> • technology is constantly changing and businesses and employees are expected to keep up to date if they want to remain relevant and competitive in the workplace • web based technology can and has enhanced global communications as people can meet in real time anyplace, anywhere and collaborate on work projects • employees can also attend meetings wherever they are by using video conferencing facilities or 'web 2' collaborate conferencing tools • technology can impact on the competitive nature of the way organisations conduct business these days. Business cannot compete in today's global world if they don't use the latest technologies • today customers expect the internet to be fast and they can lose a customer if the internet is slow and it impedes access to their business site. <p>Social media:</p> <ul style="list-style-type: none"> • social media can assist a workers professional development through providing networking opportunities, the sharing of ideas and resources and problem solving with connected peers • social media can also be a problem as employees might use this mechanism to undermine an organisation's reputation if they hold a grudge. It can also be used in the workplace for bullying, harassment and discrimination • social media could be used for leisure activities during business hours, limiting time spent on work tasks resulting in productive work time lost for the employer • social media can limit the amount of productive face-to-face interaction among workers. <p>Mobile technologies:</p> <ul style="list-style-type: none"> • mobile technology is widely used today in business and can create flexible workspaces and practices as employees can work from home or anywhere, anytime • mobile technology allows employees to respond to work from anywhere, before, during and/or after work hours. This can impact on an employees work life balance • mobile technology has enabled employees to use their working hours more efficiently by using this technology to respond to customer inquiries or employer requests whilst out and about on the job rather than return to the office to check there telephone messages or emails. Today customers expect instant responses to request or they are likely to do business elsewhere where their needs are catered for instantly. <p>Other relevant answers accepted.</p>	

Question 4

(18 marks)

- (a) Outline **four** key stages of your own Individual Pathway Plan and suggest **one** stage where refinement might be necessary at a later point. (10 marks)

Description	Marks
Outline of each stage in the development of an IPP (4 x 2 marks each)	(8)
Outlines a stage in developing their IPP.	2
States or mentions a fact related to a stage in the development of their IPP.	1
Suggests one stage suitable for refinement (1 x 2 marks)	(2)
Suggests one stage suitable for refinement at a later point.	2
States or mentions a fact related to the refinement of a stage in their IPP.	1
Total	10
<p>Answers could include:</p> <p>Stages/key points of an IPP:</p> <ul style="list-style-type: none"> • list interests, abilities, skills, workplace values • state current career options <ul style="list-style-type: none"> ◦ names the tertiary course the student wishes to study and where; or employment that the student wishes to pursue ◦ describe what the career involves ◦ prerequisites required and/or subjects recommended • state current curriculum plan <ul style="list-style-type: none"> ◦ current Year 11/12 subjects studied ◦ levels required for tertiary study/employment ◦ academic areas of strength and/or concern • list current goals linked to the following categories <ul style="list-style-type: none"> ◦ personal management ◦ learning and work exploration ◦ career building ◦ goals should be broken into short-term goals and long-term goals • state career competencies linked to the categories and what will be focused on in the short-term and long-term • state the Action Plan related to achieving goals • state affirmative elements <ul style="list-style-type: none"> ◦ statement related to why the plan is realistic and suitable ◦ parent suggestions and words of encouragement ◦ helpful suggestions from relevant staff • state alternative strategies to help achieve a successful outcome if plan is altered • state where help can be utilised if plan is altered due to the pathway not being attainable or change of mind occurs • comments on refinement can relate to most elements of the plan, but are particularly relevant to goals, action plan and alternative strategies. <p>Note: there must be reference to stages/key points of an IPP rather than story telling. Other relevant answers accepted.</p>	

Question 4 (continued)

- (b) Explain **four** key elements you might include in your electronic Career Portfolio. (8 marks)

Description	Marks
Explains a key element of an electronic Career Portfolio. (4 x 2 marks each)	(8)
Explains a key element of an electronic Career Portfolio.	2
States or mentions a fact related to developing their electronic Career Portfolio.	1
Total	8
<p>Answers could include:</p> <ul style="list-style-type: none"> • a Career Portfolio provides a personal record of an individual's success or improvement in a range of areas • it is a compilation of relevant work samples and documents gathered and presented in a structured manner • it profiles an individual's goals, achievements, progress and competencies in an organised, accessible and purposeful format, without overwhelming prospective employers • the collection of documentation can be on-going throughout your life, but in high school could include: <ul style="list-style-type: none"> ◦ cover sheet ◦ passport size photograph of the individual ◦ resume or CV ◦ best samples of school work from all areas ◦ copies of birth or citizenship certificate ◦ copies of school reports ◦ certificates of achievement (school and out of school activities) ◦ references (school, character, employer) ◦ awards • a Career Portfolio changes as a person's career develops. Therefore, worthwhile keeping portfolio up-to-date with all information readily accessible • an electronic portfolio allows an individual to store and update materially easily • an electronic portfolio allows it to be sent to an employer quickly and in a format that is very user friendly. It also means the portfolio does not have to be hand delivered which saves time • an electronic portfolio also demonstrates an applicant is an information technology savvy job seeker. 	
Other relevant answers accepted.	

Question 5

(12 marks)

(a) Describe **three** potential benefits of a mentor to a workplace.

(6 marks)

Description	Marks
Describes a potential role of a mentor to the workplace. (3 x 2 marks each)	(6)
Describes a potential role of a mentor to the workplace.	2
Mentions or states a fact related to the role of a mentor to the workplace.	1
Total	6
<p>Answers could include:</p> <p>The following points have flow on benefits to the workplace:</p> <ul style="list-style-type: none"> • a mentor can provide guidance, motivation, emotional support, and role modelling allowing a quicker settling in period for new employees which enables increased productivity • a mentor may help with exploring careers, setting goals, developing contacts, and identifying resources which enables succession planning which reduces loss of corporate knowledge • bridging the knowledge gap reduces training requirements and workplace costs associated with training • increasing efficiency and productivity, therefore increasing profitability • mentor shares perspective and resolves conflict/manages change. <p>Other relevant answers accepted.</p>	

(b) Outline **three** benefits of a mentor to a mentee.

(6 marks)

Description	Marks
Outlines a benefit that a mentee receives. (3 x 2 marks each)	(6)
Outlines a benefit that a mentee receives.	2
States or mentions fact related to a mentee benefit.	1
Total	6
<p>Answers could include:</p> <ul style="list-style-type: none"> • provides a 'personalised' development opportunity to address individual learning needs • provides an opportunity to develop new skills and expertise • provides access to independent and objective perspectives • exposure to new ideas and ways of thinking • enhances confidence in dealing with challenges and issues • enhances networking opportunities • drives the mentee to set goals and to strive towards them • refines organisational awareness and insight • increases individual visibility and recognition in the organisation • helps to clarify and enhance professional development and advancement • provides support during times of change and transition. <p>Other relevant answers accepted.</p>	

Question 6

(25 marks)

- (a) Describe **three** self-marketing methods you could utilise to help develop and manage your career. (6 marks)

Description	Marks
Describes a self-marketing method you could use to promote your career development. (3 x 2 marks each)	(6)
Describes a self-marketing method to promote their career development.	2
States or mentions a fact related to self-marketing.	1
Total	6
<p>Answers may include:</p> <ul style="list-style-type: none"> • be aware of your own strengths and weaknesses. Once you know your strengths you can highlight these and link them to any career opportunities. With any of your weaknesses you can endeavour to work on these to reduce their limiting influence. By undertaking a self-help course you may be able to turn some of these into strengths or at least neutralise their impact on your career development • once you feel comfortable with your level of self-awareness, you should have more confidence to create a positive personal brand or image. Including: <ul style="list-style-type: none"> ◦ convey your personal strengths and talents ◦ don't underestimate your value to an employer or a career opportunity ◦ consider the needs and wants of your target audience (potential employer or current manager). Try to communicate your value to match what they're looking for ◦ identify the gaps in your personal brand and invest time and energy to overcome them through education or self-development courses • master a personal pitch. Your personal pitch – which should be practised verbally – will help you write a concise resume and cover letter, and more importantly, help you prepare for face-to-face interactions, such as networking opportunities or interviews • value networking. Focusing on the opportunity to build a relationship could make your next networking experience more enjoyable and much more effective. • implement a fully developed professional on-line profile, e.g. a LinkedIn profile, with recommendations • schedule informational interviews with knowledgeable people to learn about new trends in your industry or profession, and receive advice from people in positions you someday hope to attain • updated resume with explicit skills, knowledge and understanding and relevant covering letter • professional social media accounts are effective and presented in a contemporary way • do not engage in negative marketing activities such as canvassing • ensure personal social media accounts are devoid of negative content <p>Other relevant answers accepted.</p>	

- (b) Describe **two** reasons why the concepts of self-understanding, personal attributes and self-marketing are seen as being interconnected elements of career development. (4 marks)

Description	Marks
Describes a reason for the link between self-understanding, personal attributes and self-marketing as being interconnected elements of career development. (2 x 2 marks each)	(4)
Describes a reason that links self-understanding, personal attributes and self-marketing to career development.	2
States or mentions a fact that links self-understanding, personal attributes and self-marketing to career development.	1
Total	4
<p>Answers may include:</p> <ul style="list-style-type: none"> • before you can begin to market yourself, you should be aware of your own strengths and weaknesses. This relates to self-understanding. Start by reflecting on your distinct talents, skills, and academic or professional achievements. Your marketability is largely affected by how much you believe in your own qualifications and suitability for a job. Your career portfolio should be reflective of this aspect • personal attribute evaluations increases self-understanding which contributes to one's self-esteem. The level of one's self-esteem in relation to this self-understanding is important in career decision making, as research has demonstrated a connection between self-understanding and occupational preferences • knowledge of self builds confidence. This is central to engaging in self-marketing activities related to career development. • as circumstances, values and/or attributes change; there are changes in the concepts of self-understanding, personal attributes and self-marketing • as circumstances, values and/or attributes change an individual may become more proficient in one of the concepts as their career develops which may require the individual to put more efforts into improving the other concepts • it is the individuals awareness of self-understanding, personal attributes and self-marketing that may guide career development • maturity, experience, education, money and lifestyle changes concepts of self-understanding, personal attributes and self-marketing influencing career development 	

Question 6 (continued)

- (c) Explain how **two** global trends might result in a decrease in job security for young workers in Australia. (6 marks)

Description	Marks
Explain how a global trend might result in a decrease in job security for young workers in Australia. (2 x 3 marks each)	(6)
Explain how a global trend might result in a decrease in job security for young workers in Australia.	3
Explains briefly how one global trends might result in a decrease in job security for young workers in Australia.	2
States or mentions a fact that relates to how a global trend might result in a decrease in job security for young workers in Australia.	1
Total	6
<p>Answers could include:</p> <p>Automation</p> <ul style="list-style-type: none"> the technologies that automated millions of routine production jobs (e.g. assembly-line work) are now rapidly encroaching on more complex routine and non-routine tasks. In Australia, some 40% of our current jobs are considered at high risk of automation over the next 10-15 years. Therefore, job security in these types of occupations will be significantly reduced by developing automation automation threatens the job security of young workers in routine transaction jobs (e.g. clerical and service work) for entry level work as much of this type of work will be fulfilled by automated services. Research suggests that up to 11% of service sectors jobs may be at risk from being lost to workers undertaking jobs (e.g. retail checkout work at supermarkets and large department stores being replaced by self-service operations and bank teller work replaced by ATM's and on-line banking) advances in deep learning and other forms of artificial intelligence means the work of information workers is also threatened – young workers with professional qualifications who often perform routine tasks (e.g. radiologists) may also have their job security threatened by automation workers in transport and logistics (such as taxi and delivery drivers) and office support (such as receptionists and security guards) are likely to be substituted by automated machines and that many workers in sales and services (such as cashiers, counter and rental clerks, telemarketers and accountants) also faced a high risk of automated computerisation. Therefore, any young worker in these types of occupations have their future job security threatened by these likely changes there are a host of both highly skilled and less skilled jobs being created – thanks to technology – that 10 years ago did not exist: e.g. app developers, big data analysts, UX designer, personal brand manager, digital content analyst, drone pilot. Therefore, workers in threatened industries where job security has been reduced need to consider retraining into these type of occupations, if they want to improve their job security in the future. <p>Globalisation</p> <ul style="list-style-type: none"> Australia has already lost hundreds of thousands of manufacturing jobs to competing locations around the world, so the job security of young workers in these types of industries has been eroded by this trend new technology platforms are making it possible for foreign workers to do jobs in Australia from remote locations. This would certainly threaten the job security of young workers 	

- organisations are constantly moving work off-shore in the pursuit of lower costs and this can threaten the job security of young workers working in these organisations
- among the medium and low-skilled young workers there will be intense competition for poorly paid temporary positions, with limited career prospects and consequently reduced job security

Collaboration

- the future will see the continued rise of the flexible worker engaged in work with a range of different employers, potentially at the same time. This leads to the increasing casualisation of work and impacting on the job security of young workers
- current industrial work definitions in our industrial relation system offer little protection for collaborative young workers in relation to their job security
- survey data suggests that some 30% of Australia's workforce are engaged in flexible work, including moonlighting, multiple part-time and casual roles, and independent contracting. This type of employment tends to have reduced job security and consequently young workers are often at greatest risk with maintaining regular work.

Virtual workplace

- virtual workplaces enable work to be completed outside Australia therefore reducing the number of jobs available to young workers locally.

Other relevant answers accepted.

Question 6 (continued)

- (d) Discuss **three** strategies a young person might adopt to improve their employment prospects in light of the challenges highlighted in the extract. (9 marks)

Description	Marks
Discuss a strategy a young person can adopt to improve their employment prospects (3 x 3 marks each)	(9)
Discusses a strategy a young person can adopt to improve their employment prospects.	3
Discusses briefly a strategy a young person could adopt to improve their employment prospects.	2
States or mentions a fact related to improving job prospects.	1
Total	9
<p>Answers could include:</p> <ul style="list-style-type: none"> • work experience or volunteer work, particularly while still at school, is an effective means for young people to improve their employment prospects • employers believe that training and further education is the most effective way to improve the employment prospects of young people due to the acquisition of work specific skills and qualifications • employers look for a positive attitude, motivation and enthusiasm • employers want punctual, dependable and committed workers • a focus on personal presentation is considered important • the value of good job search skills • well-developed career competencies (e.g. communication, problem-solving skills). • employer perspective <ul style="list-style-type: none"> ◦ equip them with the real and practical skills that they need to contribute productively to the economy now ◦ give them a positive experience, or any experience really, in the workforce so they develop the expectation of ongoing, lifetime involvement ◦ help them build the capacity to shift and re-learn new skills over time to respond to the disappearance of jobs or careers for life and, possibly most importantly ◦ help them build the resilience to cope with an incredibly uncertain future which could appear overwhelming for many young people. <p>Other relevant answers accepted.</p>	

Section Two: Extended answer

40% (60 Marks)

Question 7

(30 marks)

- (a) Discuss **three** social changes currently occurring in society that are affecting Australian workplaces. (12 marks)

Description	Marks
Discusses a social change currently occurring in society that are affecting Australian workplaces. (3 x 4 marks each)	(12)
Discusses in detail a social change currently occurring in society that are affecting on Australian workplaces.	4
Discusses a social change currently occurring in society that are affecting Australian workplaces.	3
Discusses briefly a social change currently occurring in society that are affecting Australian workplaces.	2
States or mentions a fact relating to social change currently occurring in society that are affecting Australian workplaces.	1
Total	12
<p>Answers could include:</p> <ul style="list-style-type: none"> • increasing participation of women in the workforce • increasing participation of older workers (55+) in the workforce • aging population • increasing urbanisation • virtualisation of workplaces • relative growth in service sector employment • growth of part-time and casual work • growth in demand for knowledge-based and people skills • change in consumer demands/preference • increase in social consciousness • decline in trade unionism. <p>Note: social changes occurring in society must be linked to how it is affecting Australian workplaces.</p> <p>Other relevant answers accepted.</p>	

Question 7 (continued)

- (b) Explain a suitable response to each of the social changes discussed in part (a) that a proactive employer could implement to ensure the social change does not negatively influence their workplace. (12 marks)

Description	Marks
Explains a suitable employer response to a social change ensuing that it does not negatively influence the workplace. (3 x 4 marks each)	(12)
Explains in detail a suitable employer response to social change ensuing that it does not negatively influence the workplace.	4
Explains a suitable employer response to social change ensuing that it does not negatively influence the workplace.	3
Explains briefly a suitable employer response to social change ensuing that it does not negatively influence the workplace.	2
States or mentions a fact related to a suitable employer response to social change ensuing that it does not negatively influence the workplace.	1
Total	12
<p>Answers could include:</p> <ul style="list-style-type: none"> • Increasing participation of women in the workforce <ul style="list-style-type: none"> ◦ flexible work time for women with children ◦ child care facilities on work premises for women with children • Increasing participation of older workers (55+) in the workforce <ul style="list-style-type: none"> ◦ provision of facilities suited for older workers, e.g. larger screen monitors to help vision ◦ part-time work to encourage experienced workers to stay longer in their occupation ◦ buddy system with younger workers to provide a two-way flow of skills and experience • Ageing population <ul style="list-style-type: none"> ◦ sponsored after work fitness sessions that are age appropriate • Increasing urbanisation <ul style="list-style-type: none"> ◦ flexible work hours to reduce peak hour traffic issues ◦ workplaces located on major public transport routes ◦ various work options provided – working from home, virtual work stations • Virtualisation of workplaces <ul style="list-style-type: none"> ◦ promote this to reduce size of work premises (reduce overheads) ◦ encourage as an incentive to attract the best workers • Relative growth in service sector employment <ul style="list-style-type: none"> ◦ implement regular work sessions on improving communication skills ◦ introduce a mentoring system with new employees to encourage best practice • Growth of part-time and casual work <ul style="list-style-type: none"> ◦ introduce regular social events to maintain team spirit • Growth in knowledge based and people skills <ul style="list-style-type: none"> ◦ encourage workers to improve these skills by finding PD sessions or further tertiary study • Decline in trade unionism <ul style="list-style-type: none"> ◦ provide monetary incentives for individuals to increase their output. <p>Other relevant answers accepted.</p>	

- (c) Describe **two** suitable government initiatives that could be implemented to respond to social change occurring in Australian workplaces. (6 marks)

Description	Marks
Describes a suitable government initiative that responds to a social change occurring in Australian workplaces. (2 x 3 marks each)	(6)
Describes a suitable government initiative that responds to a social change occurring in Australian workplaces.	3
Describes briefly a suitable government initiative that responds to a social change occurring in Australian workplaces.	2
States or mentions a fact related to a government initiative that responds to a social change occurring in Australian workplaces.	1
Total	6
<p>Answers could include:</p> <ul style="list-style-type: none"> • Increased participation of women in the workforce <ul style="list-style-type: none"> ◦ increased childcare subsidies • Increased participation of older workers (55+) in the workforce <ul style="list-style-type: none"> ◦ superannuation incentives over the age of 55 to continue working ◦ older pension age to encourage people to work longer to self-fund their own retirement • Ageing population <ul style="list-style-type: none"> ◦ education campaigns aimed at older workers to encourage fitness and general well-being • Increasing urbanisation <ul style="list-style-type: none"> ◦ focus on improving public transport to reduce congestion • Virtualisation of workplaces <ul style="list-style-type: none"> ◦ provide tax incentives to employers for the purchase of IT capital equipment, e.g. higher depreciation levels • Relative growth in service sector employment <ul style="list-style-type: none"> ◦ financial Incentives for individuals to study health related courses in areas of demand, e.g. aged care • Growth in part-time and casual work <ul style="list-style-type: none"> ◦ educational advertising programs on worker rights aimed at both employers and employees • Growth in knowledge-based and people skills <ul style="list-style-type: none"> ◦ provide financial incentives for students to undertake courses relevant to these areas, e.g. STEM programs for knowledge based employment • Decline in trade unionism <ul style="list-style-type: none"> ◦ increased number of Worksafe and Fair Work Australia employees to educate and regulate workplaces regularly. <p>Other relevant answers accepted.</p>	

Question 8

(30 marks)

- (a) Discuss the roles of efficiency, productivity and sustainability in assisting businesses to become more globally competitive. (9 marks)

Description	Marks
Discusses the role of efficiency in assisting businesses to become more globally competitive.	(3)
Discusses the role of efficiency in assisting businesses to become more globally competitive.	3
Discusses briefly the role of efficiency in assisting businesses to become more globally competitive.	2
Mentions or states a fact related to efficiency.	1
Discusses the role of productivity in assisting businesses to become more globally competitive.	(3)
Discusses the role of productivity in assisting businesses to become more globally competitive.	3
Discusses briefly the role of productivity in assisting businesses to become more globally competitive.	2
Mentions or states a fact related to productivity.	1
Discusses the role of sustainability in assisting businesses to become more globally competitive.	(3)
Discusses the role of sustainability in assisting businesses to become more globally competitive.	3
Discusses briefly the role of sustainability in assisting businesses to become more globally competitive.	2
Mentions or states a fact related to sustainability.	1
Total	9
<p>Answers could include:</p> <ul style="list-style-type: none"> • Role of efficiency – is about allocating the factors of production (land, labour, capital and enterprise) to produce more goods and services in the production process. If a business wants to increase efficiency it needs to minimise its costs, thereby maximising profit for every level of its output. Efficiency, allows a business to make the best possible use of its limited resources. An efficient business for example might produce more goods or services by avoiding waste or using new technology to save energy. • Role of productivity – given the problem of scarcity, that is limited resources, it is important in the production process of a good or service that we are able to achieve more for less in a set period of time. We need to achieve more outputs of goods and services from the given set inputs of the resources • Role of sustainability – is the promotion of environmentally friendly production practices, encouraging business corporate social responsibility and social cohesive practices in the workplace. Businesses should produce goods or services with consideration to the preservation of resources while maintaining its level of production of the goods or services • If a business operates efficiently and productively the more likely it is to be competitive in the market place because they can decrease their sales price, as costs are lower. This might attract new customers resulting in increased profitability. A business that acts sustainable is more likely to attract new customers who prefer businesses that care for the environment and their workers. 	
Other relevant answers accepted.	

(b) Describe **four** factors that drive organisational restructuring. (12 marks)

Description	Marks
Describes a factor that drives organisational restructuring. (4 x 3 marks each)	(12)
Describes a factor that drives organisational restructuring.	3
Describes briefly a factor that drives organisational restructuring.	2
Mentions or states a fact related to a factor that drives organisational restructuring.	1
Total	12
<p>Answers could include:</p> <p>Factors that drive organisational restructuring:</p> <p>Legal factors</p> <ul style="list-style-type: none"> organisational restructuring could be a result of a new government legal or statutory requirement. A recent example would be the government regulations requiring internet service provider (ISP) providers to provide data on those customers who are illegally downloading television shows, films, music illegally using their connection. The new requirements have been an attempt by the Federal Government to come down hard on piracy <p>Economic factors</p> <ul style="list-style-type: none"> organisations may find that the products they have produced for many years have become obsolete. The products produced may not have changed and another organisation may have come into the market place with a new improved cheaper product. In order to maintain their market share the organisation may be forced to restructure to regain back its customer base. The restructuring might include replacing members of their existing workforce and replacing them with technology that is capable of producing the product cheaply or it could mean hiring new labour with the required skills to produce a new improved product to meet the needs of their customers. Organisations need to continuously research to improve existing products or experiment to create new products or look at ways of finding new customers one common reason for restructuring an organisation is when they need to retrench or downsize their workforce. If the economy goes into recession an organisation may need to make some staff redundant to minimise costs and maintain profitability. Competition from competitors who may adopt a low price strategy may force an organisation to adopt measures to cut costs and achieve process efficiency <p>Environmental factors</p> <ul style="list-style-type: none"> legal obligations on businesses to comply with environmental requirements product/source may no longer be viewed as environmentally friendly change in public perceptions may drive the way they produce product/service improvements in environmental impact could be achieved through technological advancement enabling efficiencies <p>Technology as a factor</p> <ul style="list-style-type: none"> ongoing advances in technology may require an organisation to restructure in order to keep up with its competitors. Failure to do so may result in the organisation and its systems and procedures becoming obsolete and incompatible. Technology has enabled fast and reliable information exchanges among organisations, and resulted in flatter organisational hierarchies, which has allowed an increase involvement by employees in the decision-making processes of the organisation. Technology has also supported new means of interaction between the organisation and its consumers, with significant implications for organisational structure. Some organisations no longer have an office front but only a warehouse, where their products are stored waiting to be shipped to 	

<p>customers who have ordered online. Many consumers prefer to shop online as it is usually cheaper and more convenient</p> <ul style="list-style-type: none"> • automation of a range of processes will continue to have a major impact on organisations in terms of staffing, cost of implementing new processes and maintenance and upgrading of current equipment.
Other relevant answers accepted.

- (c) Justify **three** reasons for the importance of research and product development in assisting businesses to remain competitive in a global economy. (9 marks)

Description	Marks
Justifies a reason for the importance of research and product development in assisting businesses to remain competitive in a global economy. (3 x 3 marks each)	(9)
Justifies a reason for the importance of research and product development in assisting businesses to remain competitive in a global economy.	3
Discusses briefly a reason for the importance of research and product development in assisting businesses to remain competitive in a global economy.	2
Mentions or states a fact related to a reason for the importance of research and product development in assisting businesses to remain competitive in a global economy.	1
Total	9
<p>Answers could include:</p> <ul style="list-style-type: none"> • research and product development is very important to ensure a business maintains its competitiveness. Businesses that investment in research and development and create new and improved products will attract increased market share. Customers are attracted to new novel products and services or improved or current cheaper products • today we live in a global marketplace; not only does a business need to consider the local competition but also foreign competition. If the business does not do its research and ignores its foreign competitor the business can quickly be left out of the market place as customers are attracted to the new improved cheaper products placed into the marketplace by its foreign competitors • research and product development through improved workforce skills, new technology or better utilisation of the factors of production can lead to increased productivity and efficiency resulting in increased profitability • businesses need to engage in research and product development to ensure they are responsive to consumer trends and customers' expectations. Customers expect businesses to be socially responsible and their products to be environmentally friendly. 	
Other relevant answers accepted.	

Question 9

(30 marks)

- (a) Identify the management style of each of the companies and describe **five** reasons why you believe they exhibit this management style. (12 marks)

Description	Marks
Description 1	
Identifies from description 1 the management style. (1 mark)	(1)
Identifies from description 1 the management style.	1
Describes a reason why you believe that they exhibit this style. (5 x 1 mark each)	(5)
Describes a reason why you believe that they exhibit this style.	1
Sub-total	6
Description 2	
Identifies from description 2 the management style. (1 mark)	(1)
Identifies from description 2 the management style.	1
Describes a reason why you believe that they exhibit this style. (5 x 1 mark)	(5)
Describes a reason why you believe that they exhibit this style.	1
Sub-total	6
Total	12
<p>Answers could include:</p> <p>Description 1 – Management style of the company:</p> <ul style="list-style-type: none"> • Bureaucratic management style <p>Evidence of this style:</p> <ul style="list-style-type: none"> • clear chain of command structured as a hierarchy • focus on reporting processes and a large amount of reporting requirements • formal reporting procedures based on quality control and production information • management structures clearly ‘top down’ in style • compliance driven with many rules and policies. <p>Description 2 – Management style of the company:</p> <ul style="list-style-type: none"> • Laissez Faire management style <p>Evidence of this style:</p> <ul style="list-style-type: none"> • very little supervision • “hands-off” management style • great flexibility for staff • almost complete autonomy for staff • creative freedom for staff • very relaxed environment • no clear chain of command or reporting processes • very few formal rules or policies. <p>Other relevant answers accepted.</p>	

Question 9 (continued)

- (b) State **four** features of an Autocratic Management Style and describe how this management style could impact on the efficiency, productivity and sustainability of an organisation. (10 marks)

Description	Marks
States a feature of an Autocratic Management Style. (4 x 1 mark each)	(4)
States a feature of an Autocratic Management Style.	1
Describes how an Autocratic Management Style could impact on the efficiency of an organisation.	(2)
Describes how an Autocratic Management Style could impact on the efficiency of an organisation.	2
Mentions how an Autocratic Management Style could impact on the efficiency of an organisation.	1
Describes how an Autocratic Management Style would impact on the productivity of an organisation.	(2)
Describes how an Autocratic Management Style would impact on the productivity of an organisation.	2
Mentions how an Autocratic Management Style would impact on the productivity of an organisation.	1
Describes how an Autocratic Management Style would impact on the sustainability of an organisation.	(2)
Describes how an Autocratic Management Style would impact on the sustainability of an organisation.	2
Mentions how an Autocratic Management Style would impact on the sustainability of an organisation.	1
Total	10
<p>Answers could include:</p> <p>The Autocratic Management Style allows managers to make all the decisions, without really taking into consideration their subordinates' opinions, feelings, ideas, and concerns.</p> <p>The features of this management style include:</p> <ul style="list-style-type: none"> • management will make all the decisions • management limits employee knowledge and checks performances to ensure given standards have been attained • communication is generally one-way, top down from management to employees • management maintains centralised control over all aspects of the decision-making process • management motivates through threats and disciplinary action • management expects compliance • they tend to be negative in their responses and feedback. <p>Efficiency:</p> <ul style="list-style-type: none"> • the lack of encouragement of new ideas would not always result in the most efficient form of production • workers will do the bare minimum to reach the planned output – no more, no less. The notion of efficient resource use is taken out of the equation for the workers who aren't valued 	

Productivity:

- linked to worker morale. High turnover rates mean training and education costs may be high as well as a productivity fall due to the constantly changing workers. In a low worker morale environment absenteeism also tends to flourish – further denting the productive and efficiency goals of the company

Sustainability:

- managers are locked into the notion of making decisions themselves. The globalised environment calls for flexibility (such as online trading for example) and initiative. This may not occur if the management is discounting the initiative potential of a large part of its workforce
- workers are seeking even more of a work/life balance. The notion of working for fear of job loss will probably fit into this equation – especially as other workplaces would probably rely on a more worker friendly management style.

Other relevant answers accepted.

Question 9 (continued)

- (c) Describe **two** features of the functional workplace organisational structure and **two** features of the geographic workplace organisational structure. (8 marks)

Description	Marks
Describes a feature of the functional workplace organisational structure. (2 x 2 marks each)	(4)
Describes a feature of the functional workplace organisational structure.	2
States or mentions a fact about a feature of the functional workplace organisational structure.	1
Describes a feature of the geographic workplace organisational structure. (2 x 2 marks each)	(4)
Describes a feature of the geographic workplace organisational structure.	2
States or mentions a feature of the geographic workplace organisational structure.	1
Total	8
<p>Answers could include:</p> <p>Features of a functional workplace organisational structure:</p> <ul style="list-style-type: none"> a functional organisational workplace structure is organised around specific job roles. These organisations group employees together by the duties they perform within the organisation. The employees and their leaders typically work in like departments. For example in a secondary school workplace teachers are placed in departments according to their area of expertise. English teachers are assigned to the English department, Mathematic teachers assigned to the mathematics department and so forth. Each department has a head of department that is responsible for its operation. The teachers perform their duties according to their area of expertise. Everyone has a defined role to pay in the life of the school in business employees are also grouped by departments and each of those departments perform specific tasks allocated to them such as, finance, human resources, sales, marketing and so forth. This brings and keeps liked skilled employees together for the benefit of the business. This can aid efficiency. Departments are more likely to make the right decisions because of the concentration of employees and knowledge, skills and experience. The employees become specialists in their field of work, which can lead to economies of scale. These include the ability for employees with specialised skills to perform their tasks quickly, efficiently and with confidence, reducing wastage and costly mistakes. They can also work together to solve unexpected problems are they occur one issue with this structure is that the specialised departments tend to work in isolation within their own organisation and don't tend to talk with other employees in the other departments. Unresolved issues or problems could compromise or impeded the organisations performance, or its level of service to customers or their joint commitment toward meeting overall organisational goals. <p>Features of a geographic workplace organisational structure:</p> <ul style="list-style-type: none"> organisations that have geographic workplace structures have offices in different geographic locations. These locations can be local, interstate or overseas. The Australian Banks (e.g. National Australia Bank, Westpac, ANZ and Commonwealth Bank) are a good example of geographic workplace organisational structures. Other examples are mining and manufacturing companies like BHP and Rio Tinto, which have local, national and international locations 	

- geographic workplace organisational structures allow an organisation to operate independently yet still requiring them to abide by the organisations goals, policies and procedures
- every office location is typically lead by a manager or an executive. These mangers or executives oversee and direct the daily functioning of the office and the manager or executive has responsibility for the entire operation, and in most cases its finances, but they are still answerable to and are required to report to other executives at the main office of the organisation.

Other relevant answers accepted.

ACKNOWLEDGEMENTS

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- Question 6(a)(b)** Excerpt from: SEEK. (n.d.). *The art of self-marketing*. Retrieved September, 2017, from www.seek.com.au/career-advice/the-art-of-self-marketing
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Question 6(d)

Information from: Department of Employment. (2014). *Improving the employment prospects of young Australians* [Report]. Retrieved September, 2017, from <https://cica.org.au/wp-content/uploads/Improving-the-employment-prospects-of-young-Australians1.pdf>
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