



CAREER AND ENTERPRISE

ATAR course examination 2018

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% (108 Marks)

Question 1

(19 marks)

(a) Explain the concept of a career.

(3 marks)

Description	Marks
1 explanation x 3 marks	
Explains the concept of a career	3
Explains briefly the concept of a career	2
States a fact related to the concept of a career	1
Total	3
Answers could include: Concept of a career is a person’s progress over their lifetime in relation to their individual occupations, actions and progress over a long period of time. It does not refer to just one job held by an individual but the overall accomplishments of a person in the world of work and includes paid and/or unpaid work. It could include progress in a single profession or changes in profession over a lifetime and the titles and positions earned during this time. Other relevant examples accepted.	

(b) Describe **one** reason for managing your own career and **one** reason for managing your work/life balance. (4 marks)

Description	Marks
1 reason x 2 marks	
Describes a reason for managing your career	2
States a fact related to a reason for managing your career	1
Subtotal	2
1 reason x 2 marks	
Describes a reason for managing your work/life balance.	2
States a fact related to a reason for managing your work/life balance.	1
Subtotal	2
Total	4
Answers could include: Reason for managing your own career: <ul style="list-style-type: none"> • to enable you to achieve your financial goals • to ensure that you have a planned career journey that will support you in retirement • to ensure that your career provides satisfaction/interest over your life time • to identify career opportunities in the future • to identify your strengths and weaknesses and choose appropriate career pathways • to adjust your career to suit other personal needs or interests. Reason for managing your work/life balance: <ul style="list-style-type: none"> • to make sure that you do not risk ‘burn-out’ or stress/anxiety due to overwork • to allow enough time for you to be able to do the things you value • to ensure that your work allows you time and money enough for you to maintain your preferred lifestyle • to enable you to change the amount of work to suit changing personal circumstances (e.g. having children, approaching retirement) Other relevant examples accepted.	

- (c) Explain in detail **one** decision-making tool you could use to assist you in making personal career decisions. (4 marks)

Description	Marks
Explains in detail a decision-making tool used to assist in making a personal career decision	4
Explains a decision-making tool used to assist in making a personal career decision	3
Describes a decision-making tool used to assist in making a personal career decision	2
States a fact related to a decision-making tool used to assist in making a personal career decision	1
Total	4
<p>Answers could include:</p> <ul style="list-style-type: none"> • cost/benefit analysis – compare options by looking at the potential costs and benefits of the option. The potential costs are listed and then the potential benefits are listed. Choices are made depending on what decision has the highest overall benefit • six thinking hats – possible decisions are examined from a range of different perspectives. Edward de Bono created the model that requires you to consider the impacts of a decision from perspectives including ‘thinking’, ‘intuition’ and ‘negative impacts’ so that the final decision takes these into account • paired comparison – a structured tool use to identify the relative importance of a range of options by comparing each option to all other options and using a formula to recognise the preferred and most attractive option. <p>Other relevant examples accepted.</p>	

- (d) Describe the **four** main features of happenstance, based on Mitchell (2003). (8 marks)

Description	Marks
4 main features x 2 marks each	
Describes a main feature of happenstance, based on Mitchell (2003)	2
States a fact related to a feature of happenstance, based on Mitchell (2003)	1
Total	8
<p>Answers could include:</p> <ul style="list-style-type: none"> • clarify ideas – by clearly identifying one’s own skills, abilities, aspirations and goals it is easier to recognise the types of employment and training opportunities necessary to develop a successful career • remove the blocks – clearly identifying obstacles to employment such as a lack of knowledge, training or opportunities for employment caused by current lifestyle choices such as living in an area unsuited for desired employment or training opportunities will improve an individual’s chances of securing employment in the future • expect the unexpected – being prepared for unexpected opportunities created by changes in the work environment, new connections or considering employment in areas not originally part of a career plan may expand an individual’s chances of developing a career • take action – being ready to act on opportunities as they arise by having up to date CVs, appropriate communication skills and the knowledge of how to utilise networks or application processes will improve the likelihood of securing employment. 	

Question 2

(14 marks)

- (a) Describe the concept of continual professional learning and the concept of continual personal learning. (4 marks)

Description	Marks
1 description x 2 marks	
Describes the concept of continual professional learning	2
States a fact related to the concept of continual professional learning	1
subtotal	2
1 description x 2 marks	
Describes the concept of continual personal learning	2
States a fact related to the concept of continual personal learning	1
subtotal	2
Total	4
<p>Answers could include:</p> <p>Concept of continual professional learning: Ongoing formal and informal study, training and experience related to professional development over a lifetime.</p> <p>Candidates may include examples to help describe the concept. These could be gaining qualifications, learning new skills, on-the-job training, online learning or informal observation or research.</p> <p>Concept of continual personal learning: Ongoing formal and informal development of personal interests, understanding and development.</p> <p>Candidates may include examples to help describe the concept. These could be community involvement, public speaking courses, travelling, learning a language and CV writing.</p> <p>Other relevant examples accepted.</p>	

- (b) Explain an example of learning that might be considered by an individual to fit both the professional and personal categories. (3 marks)

Description	Marks
1 example x 3 marks	
Explains, giving an example, of professional learning and personal learning which might be considered by an individual to fit both categories	3
Describes, giving an example, of professional learning and personal learning which might be considered by an individual to fit both categories	2
States a fact and/or an example related to one category	1
Total	3
<p>Answers could include:</p> <p>Could fit both categories:</p> <ul style="list-style-type: none"> public speaking courses – this can improve your personal confidence, teach you how to improve your personal image as well as enable you to deliver information in the workplace more effectively or persuasively. It may apply directly in situations involving customer service or indirectly in areas such as business or any industry where you are required to make presentations writing communication – this could improve your personal profile by allowing you to develop writing styles that will enhance your personal CV or job applications as well as ensure clear and professional written communications in the workplace. By demonstrating good writing skills, you may potentially be of greater value to an employer positive thinking – this enables you to approach opportunities with a positive outlook and you are likely to appear more confident and comfortable in interviews or when working with others. A positive mindset makes you a more valuable employee, as you will be more likely to manage challenges effectively and thus improve your own profile as well as the outcomes for your employer. <p>Other relevant examples accepted.</p>	

Question 2 (continued)

- (c) Describe **one** reason for the importance of continual personal learning and **one** reason for the importance of continual professional learning in the management of your long-term career development. (4 marks)

Description	Marks
2 x reasons (personal and professional) x 2 marks each	
Describes a reason for the importance of continual personal/professional learning in the management of your long-term career development	2
States a fact related to the importance of continual personal/professional learning in the management of your long-term career development	1
Subtotal	2
Total	4
<p>Answers could include:</p> <p>Reason for the importance of continual personal learning: It enables you to develop the necessary skills at the different points in your career. Positive thinking and good communication skills will increase your chances of securing employment and learning new communication skills and techniques as you move through your career will ensure that you are able to stay in touch with new communication strategies for example.</p> <p>Other examples the candidate may describe includes:</p> <ul style="list-style-type: none"> • maintaining a positive outlook makes you more likely to identify job opportunities as well as opportunities in the workplace to improve outcomes for the employer • maintaining a healthy lifestyle will make it more likely that you can maintain a quality of work and life balance throughout your career • learning a new language or a new communication strategy with technology will expand your opportunities in the workplace and make you more employable across a wider range of employment. <p>Reason for the importance of continual professional learning: Continual professional learning ensures that you maintain the relevant skills needed to remain in employment. In a changing work environment, you must be able to develop new skills as technology, processes and work requirements change.</p> <p>Other examples the candidate may describe includes:</p> <ul style="list-style-type: none"> • professional learning is needed if a person wishes to change jobs in the future • professional learning makes you more employable if you demonstrate new skills that are valued in the workplace • professional learning is needed if you wish to advance to more challenging work within an organisation. <p>Other relevant examples accepted.</p>	

- (d) Explain how the strategy of individual pathway plan (IPP) analysis can be used to manage changes in personal employment circumstances. (3 marks)

Description	Marks
Explains how the strategy of IPP analysis can be used to manage changes in personal employment circumstances	3
Describes how the strategy of IPP analysis can be used to manage changes in personal employment circumstances	2
States a fact related to how the strategy of IPP analysis can be used to manage changes in personal employment circumstances	1
Total	3
<p>Answers could include:</p> <p>IPP analysis:</p> <ul style="list-style-type: none"> • regular analysis enables an individual to identify what parts of their plan remain relevant and where to focus their current activities, be it retraining, applying for positions or growing their career • analysis enables a person to identify areas that may have changed over time, may no longer reflect a person's current aspirations or highlight new opportunities • analysis directs a person as to how to proceed in regards to current and future training, opportunities and actions when seeking new employment, changing employment or growing a current employment pathway. 	
Other relevant examples accepted.	

Question 3

(10 marks)

(a) (i) Identify which of the following items is ranked as the most positive impact:

- globalisation provides educational opportunities for Nigerians
- globalisation improves teaching and learning resources in Nigeria. (1 mark)

Description	Marks
globalisation improves teaching and learning resources in Nigeria	1
Total	1

(ii) Identify the item that might be seen as a challenge rather than an opportunity of globalisation for Nigerian higher education. (1 mark)

Description	Marks
globalisation does not provide indigenous knowledge	1
Total	1

- (b) Describe **four** challenges created by globalisation for organisations. (8 marks)

Description	Marks
4 challenges x 2 marks each	
Describes a challenge created by globalisation for organisations	2
States a fact related to a challenge created by globalisation for organisations	1
Subtotal	2
Total	8
<p>Answers could include:</p> <p>Challenges of globalisation for organisations:</p> <ul style="list-style-type: none"> • staying competitive in a wider market is far more difficult if it is an 'open playing field' <ul style="list-style-type: none"> ○ Companies across the world have access to many innovative methods and processes resulting in better quality and often lower priced products ○ Domestic companies in Australia can find it difficult to compete with that level of competition (many of our manufactured products are now produced overseas due to that level of competition). • understanding trade practices in other countries if intending to trade internationally <ul style="list-style-type: none"> ○ Countries might subsidise their producers (European Union countries – agricultural products) making it more difficult for Australian companies/ producers to gain entry into those markets. • understanding rules and regulations relating to employment if using overseas workers <ul style="list-style-type: none"> ○ Australian companies using overseas workers (e.g. previously 457 visas; now TSS visas) may find it difficult meeting the new requirements of the program due to stricter conditions. This may make it more difficult for organisations to continue to produce products to be sold on world markets at the previous level or price. • competing with countries that can operate and produce products more cheaply <ul style="list-style-type: none"> ○ Many Australian companies have had to outsource their labour to off-shore countries to ensure it can be produced at a price that is competitive on world markets. • avoiding unethical practices such as the use of child labour or poor work conditions <ul style="list-style-type: none"> ○ Organisations that outsource their production need to ensure that they maintain satisfactory work practices and don't rely on arms-length management with inadequate supervision occurring. • managing environmental impacts caused by manufacturing in less developed countries <ul style="list-style-type: none"> ○ Similarly organisations that outsource their production to low wage cost countries need to ensure that adequate environmental practises are upheld to their own country's standard. • predicting global trends <ul style="list-style-type: none"> ○ In a modern world trends towards goods and services can change rapidly. Therefore keeping products relevant and appealing to a wider range of markets and customer tastes/wants is important if the organisation wishes to succeed in the longer term. <p>Other relevant examples accepted.</p>	

Question 4

(22 marks)

- (a) Explain in detail the importance of accepting diversity in the workplace. (4 marks)

Description	Marks
Explains in detail the importance of accepting diversity in the workplace	4
Explains in general terms the importance of accepting diversity in the workplace	3
Describes the importance of accepting diversity in the workplace	2
States the importance of accepting diversity in the workplace	1
Total	4
<p>Answers could include:</p> <p>Ethnic and cultural links:</p> <ul style="list-style-type: none"> • people from different backgrounds bring a different world view to work problems and issues. This can lead to innovative and new methods of working more efficiently in a workplace • collectively minorities make up a large proportion of markets in an economy, therefore a forward thinking company that adopts a proactive diversity outlook will tend to be in the forefront of the mind of many consumers when it comes to purchasing goods and services • companies with a diverse make-up can often offer a broader variety of goods and services to all potential customers. <p>Generational differences:</p> <ul style="list-style-type: none"> • different generations bring different skills and experiences to a workplace. An inclusive workplace will foster these differences that is likely to encourage the organisation to thrive • accepting generational differences will encourage trust and respect between all team members. This type of workplace promotes a positive environment for all often resulting in it being more productive and innovative • using a mentoring program can help different generations within a workplace to respect and accept different skills and experiences to improve harmony and productivity within a workplace. <p>Other relevant examples accepted.</p>	

- (b) Explain **three** strategies employers use to help employees accept working in a diverse workplace. (9 marks)

Description	Marks
3 strategies x 3 marks each	
Explains a strategy employers use to help employees accept working in a diverse workplace	3
Describes a strategy employers use to help employees accept working in a diverse workplace	2
States a fact related to a strategy employers use to help employees accept working in a diverse workplace	1
Subtotal	3
Total	9

Answers could include:

- attending cultural awareness training – making sure all individuals within an organisation learn to understand and appreciate differences to promote an inclusive and productive workplace
- using appropriate communication techniques – this encourages respect and better information flow between all individuals within an organisation. Often improves job satisfaction, reduced absenteeism and staff turnover within an organisation
- awareness of equal opportunity legislation – all individuals need to be conscious of the legal ramifications of the law in this area. Consequences for individuals and organisations if poor practices are followed
- Introducing a mentoring program – links generations within a workplace that fosters improved communication, greater respect, enhanced problem solving skills and a positive and inclusive workplace.

Other relevant examples accepted.

Question 4 (continued)

(c) Explain the following considerations for managing change in career development:

- how to change jobs
- dealing with unemployment
- negotiation skills.

(9 marks)

Description	Marks
3 considerations x 3 marks each	
Explains a consideration for managing change in career development	3
Describes a consideration for managing change in career development	2
States a fact about managing change in career development	1
Subtotal	3
Total	9
<p>Answers could include:</p> <p>How to change jobs:</p> <ul style="list-style-type: none"> • it is important to undertake significant research prior to changing jobs. Due diligence ensures that you are moving to a new role for the right reasons, rather than simply leaving the other position • Planning the change beyond a short-term fix. Often individuals move because of issues that can be solved through good communication and discussion with colleagues and/or managers • moving is a part of one's career progression that can offer significant career development (greater challenge; better work/life balance; better overall salary package). <p>Dealing with unemployment:</p> <ul style="list-style-type: none"> • seeing it as an opportunity (to reskill or retrain) • analyse the reasons for being unemployed (internal or external). If internal what changes could you make to avoid it happening in the future • take good care of yourself throughout each day (physically, emotionally, nutritionally, spiritually) and make it part of your daily routine. <p>Negotiation skills:</p> <ul style="list-style-type: none"> • negotiation skills are central to problem solving whether it be conflict resolution, process improvement discussions or effectively participating in team based groups within an organisation. Developing assertive and persuasive elements within your negotiations to influence change ensures that your input is heard and valued • developing stronger and more effective negotiating skills enhances your job performance at every level. Therefore, if in your work situation if changes are being discussed you are well placed to negotiate pay rates, shifts, leave and promotion. 	
Other relevant examples accepted.	

Question 5

(26 marks)

(a) Explain both the positive and negative impacts of organisational restructuring on:

- employees
- workplace culture
- industries.

(12 marks)

Description	Marks
3 organisational restructures (employees/workplace culture/ industries) x 4 marks each (2 marks x positive and 2 marks x negative)	
Organisational – Positive	
Explanation of the positive impact of the organisational restructure	2
States a fact about the positive impact of the organisational restructure	1
Organisational – Negative	
Explanation of the negative impact of the organisational restructure	2
States a fact about the negative impact of the organisational restructure	1
Subtotal	4
Total	12

Answers could include:

Restructuring can have positive and negative impacts on employees, workplace culture and industries.

Employees:

- Positive – may offer new opportunities to employees who felt they were pigeon-holed in the previous regime
- Negative – employees are often concerned about job retention, work changes, management changes and the impact the restructuring will have on them personally.

Workplace culture:

- Positive – old cliques within workplaces can be removed with a new management structure occurring within a restructure
- Negative – trust within an organisation can be quickly eroded if the restructuring is not carried out in an honest and open manner.

Industries:

- Positive – it can help the survival of an industry by reducing costs and inefficiencies
- Negative – often restructuring can lead to major industry changes (e.g. manufacturing sent off shore) and many of the industry employment positions (major companies and associated suppliers e.g. automotive industry in Australia) within the host country can disappear.

Other relevant examples accepted.

Question 5 (continued)

- (b) Describe the impact that organisational restructuring has upon each one of the following business resources:
- human
 - physical
 - financial.
- (6 marks)

Description	Marks
3 organisational restructuring (human/physical/financial) x 2 marks each	
Describes the organisational restructuring	2
States a fact about the organisational restructuring	1
Subtotal	2
Total	6
<p>Answers could include:</p> <p>Human:</p> <ul style="list-style-type: none"> • the impact on individuals within an organisation varies. It can have psychological impact (e.g. stress from change); skill requirements (e.g. need for retraining); employment prospects (e.g. possibly lay-off, redundancies); and, future human resource planning and recruitment. <p>Physical:</p> <ul style="list-style-type: none"> • often in restructuring (e.g. downsizing) physical resources are disposed of if considered superfluous to an organisation. These resources should not be sold off too cheaply in a 'fire sale' • Restructuring can result in the changed utilisation of the physical resources within an organisation (e.g. office layout, warehouse space). <p>Financial:</p> <ul style="list-style-type: none"> • restructuring can place a strain on financial resources (e.g. mergers, redundancies), so an organisation needs to make sure it does not over-stretch itself financially • restructuring costs can be significantly higher than forecast in the medium-term as hidden costs emerge and/or greater capital investment is required to make the restructuring work effectively. <p>Other relevant examples accepted.</p>	

- (c) Explain **one** reason for the need for internationally-recognised manufacturing standards. (3 marks)

Description	Marks
Explains a reason for the need for internationally-recognised manufacturing standards	3
Describes a reason for the need for internationally-recognised manufacturing standards	2
States a fact related to the need for internationally-recognised manufacturing standards	1
Total	3
Answers could include:	
Manufacturing standards:	
<ul style="list-style-type: none">• are set to ensure products and services are safe, meet stated specifications and produced on a consistent and reliable basis• give purchasers (consumers and businesses) confidence in buying products and services• provide benchmarks that are particularly useful for international trade.	
Other relevant examples accepted.	

Question 5 (continued)

- (d) The cartoon suggests the effect of the incorrect handling of information in the workplace. Describe the message the cartoonist is portraying by referring to the cartoon and explain the concept of the legal and ethical management of information in a workplace. (5 marks)

Description	Marks
Description	
Describes the message the cartoonist is portraying by referring to the cartoon	2
States a fact related to the cartoon	1
Subtotal	2
Explanation of concept	
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 related to the concept of the legal and ethical management of information within a workplace	1
Subtotal	3
Total	5
<p>Answers could include:</p> <p>Message the cartoonist is portraying: The cartoonist is suggesting that business has failed to follow appropriate protocols relating to the management of confidential information. Not only has personal information been shared inappropriately with unrelated persons but feedback from the 'stranger' is being conveyed to the customer as though it were appropriate information. Medical records, being strictly confidential should not be discussed with third parties without the express permission of the patient.</p> <p>Explanation: The legal and ethical management of information in the workplace. This entails ensuring that information is filed, stored and managed appropriately. Sensitive and personal information must be in a secure location only accessible to those who have authorisation. Disposal of sensitive information must be done securely. Distribution of information must abide by legal requirement relating to privacy and must not be distributed in a way that might compromise or damage the reputation of the firm, employee or customer.</p> <p>Other relevant examples accepted.</p>	

Question 6

(17 marks)

- (a) (i) Explain the concept of change management in the workplace. (3 marks)

Description	Marks
Explains the concept of change management in the workplace	3
Describes the concept of change management in the workplace	2
States a fact related to the concept of change management in the workplace	1
Total	3
Answers could include: Concept of change management in the workplace: <ul style="list-style-type: none"> change management is managing the change in an organisation from its current state to the preferred outcome. It is a process that involves best practice in most aspects of a workplace (e.g. leadership, planning and analysis, workplace communication). Other relevant examples accepted.	

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

Description	Marks
Explains the concept of a culture of continuous improvement	3
Describes the concept of a culture of continuous improvement	2
States a fact related to the concept of a culture of continuous improvement	1
Total	3
Answers could include: Concept of a culture of continuous improvement: <ul style="list-style-type: none"> is a group of actions that are planned to bring steady, constant improvement to products, services or processes through regular evaluation, measurement and engagement. Everyone in the workplace is empowered and encouraged to contribute to continuously seek opportunities for improvement. Other relevant examples accepted.	

Question 6 (continued)

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

Description	Marks
Explains how a culture of continuous improvement contributes to the competitiveness of a business in the global market place	3
Describes how a culture of continuous improvement contributes to the competitiveness of a business in the global market place	2
States a fact related to how a culture of continuous improvement contributes to the competitiveness of a business in the global market place	1
Total	3
<p>Answers could include:</p> <ul style="list-style-type: none"> • a firm looking at a culture of continuous improvement is always implementing ways to improve their business. This can be a focus on the type of product or service they sell or the methods used to manufacture or sell those products or services. Any improvement will help provide them with a competitive advantage in a global market place • any new innovative method in the production of a good or service can strengthen global sales • technology is constantly changing and as such businesses that have a culture of continuous improvement are often looking at adopting new technology to improve efficiencies within their organisation. This can lead to improved competitiveness in the global market place. 	
Other relevant examples accepted.	

- (c) Describe **one** human, **one** financial, **one** physical and **one** technological factor that contribute to effective resource management. (8 marks)

Description	Marks
4 factors (human/financial/physical/technological) x 2 marks each	
Describes a factor that contributes to effective resource management	2
States a fact related to a factor that contributes to effective resource management	1
Subtotal	2
Total	8
<p>Answers could include:</p> <p>Human:</p> <ul style="list-style-type: none"> • recruiting methods used • training programs instigated • salary incentives provided • re-deploying staff throughout an organisation. <p>Financial:</p> <ul style="list-style-type: none"> • budgeting effectively on an annual basis • forward planning for future expansion or capital investment. <p>Physical:</p> <ul style="list-style-type: none"> • effective utilisation of buildings within an organisation (e.g. office layout) • grounds – well-maintained to improve the daily working environment for all staff • equipment – regular maintenance program. <p>Technological:</p> <ul style="list-style-type: none"> • new communication methods utilised • new production techniques to increase efficiency in a workplace • customised software relevant to specific tasks within a workplace. <p>Other relevant examples accepted.</p>	

Question 7

(30 marks)

- (a) Discuss the impact of **three** different management styles on workplace satisfaction. (12 marks)

Description	Marks
3 management styles x 4 marks each	
Discusses the impact of a management style on workplace satisfaction using relevant terminology and evidence to support responses	4
Explains the impact of a management style on workplace satisfaction using relevant terminology and evidence to support responses	3
Describes the impact of a management style on workplace satisfaction using terminology and some evidence	2
States a fact related to the impact of a management style on workplace satisfaction	1
Subtotal	4
Total	12

Answers could include:

Candidates may discuss impact focussing on only the positive or negative or a combination of both.

Management styles and their impact on workplace satisfaction:

Autocratic

- Positive – employees may appreciate the clear direction of management where the workplace workers who prefer to be in a highly structured environment where outcomes are clearly dictated directly from central management.
- Negative – employees may become dissatisfied in an environment that does not allow input from workers or the opportunity to have some degree of personal autonomy. An autocratic style may stifle employee creativity leading to low job satisfaction.

Bureaucratic

- Positive – employees may find satisfaction in structures that are clearly articulated and understand exactly what processes are expected from the bureaucratic manager. A knowledge that by following the correct procedures, an employee may maintain a good reputation and possibly improve their employment prospects may motivate some.
- Negative – employees may become dissatisfied under a bureaucratic management style if they become overwhelmed with unnecessary ‘paperwork’, rules or regulations. It may stifle creativity or lead to frustration if the style creates a workplace more focused on attention to process rather than final results.

Democratic/participative

- Positive – enables input from employees who feel valued and encouraged to be a part of the organisational development process. Employees are more likely to feel job satisfaction when they are encouraged to have a voice in the operations of the business and believe that they can make a personal contribution.
- Negative – may not suit some workers who prefer clear direction and wish to work within clearly defined parameters.

Laissez-faire

- Positive – high levels of satisfaction for employees who like to work creatively or autonomously. By having a ‘hands off’ manager, individuals can develop their own ideas and work in a style that suits their individual needs, which can lead to increased satisfaction.

- Negative – may cause stress to individuals who prefer clarity of process or direction from management. If there is not sufficient direction in a business that needs clear process and outcomes to be articulated then this may lead to dissatisfaction or stress.

Other relevant examples accepted.

- (b) Explain in detail the need to adapt individual and business practices to work efficiently in a digital workplace. (8 marks)

Description	Marks
2 x Explanations (individual/business) x 4 marks each	
Explains in detail the need to adapt the practices to work efficiently in a digital workplace using relevant terminology and evidence to support responses	4
Explains in general terms the need to adapt practices to work efficiently in a digital workplace using relevant terminology and evidence to support responses	3
Describes the importance of the need to adapt practices to work efficiently in a digital workplace using terminology and some evidence	2
States a fact about the need to adapt practices to work efficiently in a digital workplace	1
Subtotal	4
Total	8

Answers could include:

Individual practices:

- mobile phones and other forms of digital technology are essential for communication and collaboration in the workplace. Connectivity issues and working from home may change personal work practices as may the use of apps as part of the business practices
- using different forms of information delivery may require people to learn new digital technologies to work more efficiently. This could include the production of documents using a range of delivery formats, adapting to new presentation software and the distribution of information via a range of media forms
- changing practices from paper-based workplaces to a 'paper-free environment' requires new personal knowledge of storage systems
- learning privacy and legal requirements relating to information storage and working with unfamiliar operating platforms e.g. Apple OS vs. Windows

Business practices:

- developing new practices relating to advertising and marketing. It is necessary to adapt and implement new methods of delivering information relating to advertising or marketing and use this to structure their marketing strategies. Without attention to changes in digital information strategies a business risks missing opportunities or not using appropriate digital technologies to reach target audiences
- management of information. Businesses must be aware of the different digital options available for managing information. They need to adapt to allow for increasingly 'paperless' environments
- businesses need to take into account new regulations regarding privacy in regards to digitalised information and set up new protocols related to security and access
- work practices related to day-to-day work. Businesses must change practices to allow for staff working in increasingly 'digital' environments. How information is shared, processes managed and new methods for streamlining day-to-day business, including options such as flexible work or working from home may require businesses to change.

Other relevant examples accepted.

Question 7 (continued)

(c) Analyse **two** processes used in workplace performance management. (10 marks)

Description	Marks
2 processes used x 5 marks each	
Analyses a process used in workplace performance management using relevant terminology	5
Analyses in general terms a process used in workplace performance management using relevant terminology	4
Explains a process used in workplace performance management using relevant terminology	3
Describes a process used in workplace performance management using some terminology	2
States a fact about process used in workplace performance management	1
Subtotal	5
Total	10

Answers could include:

Processes used in workplace performance management:

Rating scales:

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

Management by objectives:

- A cyclical system of management which focuses on identifying organisational goals and then using these to set objectives for staff. Staff performance is then evaluated on their achievement of the specific objectives generated from the goals. It is a continuous process; involving monitoring of progress, evaluating progress and providing feedback to ensure employees achieve the goal objectives.

360-degree feedback:

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

Question 8

(30 marks)

- (a) Evaluate **two** methods of monitoring and improving workplace performance. (10 marks)

Description	Marks
2 methods x 5 marks each	
Evaluates a method of monitoring and improving workplace performance using relevant terminology	5
Evaluates in general terms a method of monitoring and improving workplace performance using relevant terminology	4
Explains a method of monitoring and improving workplace performance using relevant terminology	3
Describes a method used in workplace performance management using some terminology	2
States a fact about a method used in workplace performance management	1
Subtotal	5
Total	10

Answers could include:

Methods:

- Self-assessment – a self directed form of evaluation of performance that allows an employee the opportunity to self-reflect on their performance and identify areas for focus, improvement or possible interest. It gives the individual an opportunity to make an honest assessment of their own work and provide feedback to management about their training needs. It may be of limited use if the employee is not honest about his or her own performance or unrealistic about their capacities/abilities. It may also not allow for feedback from a qualified supervisor to give an external perspective.
- Performance management – formal system of review that staff within an organisation must undertake on a regular basis. While the forms of management may vary, the overall intention is to provide regular feedback to staff regarding their own performance as well as identify which staff meet the required criteria within the workplace. It is beneficial to staff to have a structured and clearly articulated performance management system as the model requires staff to be very aware of the criteria used in assessment and a clear time-line as to when this process will occur. It may be of little benefit if the model used is poorly designed or focuses on 'process' rather than valid information collection and quality feedback and support.
- Quality control – product focused, quality control emphasises the outcomes of an employee's work and the level of quality it shows. The focus is on the process and the final product and identifies specific benchmarks throughout the production process by which 'quality' is measured. A worker's effectiveness is measured by their capacity to meet or exceed these benchmarks. It does not focus on identifying areas of an employee's work that relate to personal development but is mainly applied to businesses that produce measurable and often similar products.

Question 8 (continued)

- (b) Discuss **two** opportunities for individual career development that can be created by changes in the workplace. (10 marks)

Description	Marks
2 opportunities x 5 marks each	
Discusses an opportunity for individual career development that can be created by changes in the workplace using relevant terminology	5
Discusses in general terms an opportunity for individual career development that can be created by changes in the workplace using relevant terminology	4
Explains an opportunity for individual career development that can be created by changes in the workplace using relevant terminology	3
Describes a simple opportunity for individual career development that can be created by changes in the workplace using some terminology	2
States a fact about an opportunity for individual career development that can be created by changes in the workplace	1
Subtotal	5
Total	10
<p>Answers could include:</p> <p>Opportunities: Restructuring:</p> <ul style="list-style-type: none"> When an organisation has to restructure, it may open opportunities for career development. New roles may open up or there may be opportunities for redeployment or training. There may also be opportunities to work with new people and expand networks. There may also be opportunities to work in different geographical locations or even force workers to look for different employment which may in turn lead to new career pathways. <p>Introduction of new technology:</p> <ul style="list-style-type: none"> This provides employees with access to new techniques which may open new opportunities for career development. Developing new technological skills may increase an individual's overall employability and the potential to work in different parts of the organisation or move into new employment in different organisations. New training opportunities may arise which lead to a broadening of skills or, if the individual is already familiar with a new technology, the opportunity to work in a leadership capacity. <p>Globalisation:</p> <ul style="list-style-type: none"> If an organisation expands into global markets there may be opportunities to work in different countries, thus expanding experience, networks and knowledge of different work practices that would benefit an individual's career development. Understanding of global issues or involvement with cross-cultural business operations would expand a person's skills and provide opportunities for working in new positions. <p>Other relevant examples accepted.</p>	

- (c) Analyse **two** future learning options for your own personal and/or professional development. (10 marks)

Description	Marks
2 future learning options x 5 marks each	
Analyses a future learning option for your own personal and/or professional development using relevant terminology	5
Analyses in general terms a future learning option for your own personal and/or professional development using relevant terminology	4
Explains a future learning option for your own personal and/or professional development using relevant terminology	3
Describes a future learning option for your own personal and/or professional development using some terminology	2
States a fact about a future learning option for your own personal or professional development	1
Subtotal	5
Total	10
<p>Answers could include:</p> <p>Future Learning Options:</p> <p>Formal education:</p> <ul style="list-style-type: none"> Formal training after school either at University or a training organisation will provide formal qualifications that may assist an individual to find work. Training while employed will also improve an individual's range of skills. Formal training in communication skills may improve an individual's ability to function well in a workplace and improve their overall capacity to grow their career. <p>Taking a gap year:</p> <ul style="list-style-type: none"> This gives a person an opportunity to engage in self-exploration, to explore a range of personal interests and potentially engage with new learning opportunities. It gives an individual a chance to undertake activities such as community service, which contributes to personal development and also increases their employability. Unpaid work experience may also be of value as may travel to expand a person's level of experience and helps individuals refine their interests and develop goals for the future. <p>Informal education:</p> <ul style="list-style-type: none"> Undertaking a range of informal learning opportunities may improve an individual's personal and professional development. Engaging in online courses, joining clubs, playing sport or developing a personal hobby may lead to new skills that would enhance an individual's skill base. Community work may open new opportunities and introduce an individual to mentors who may be of benefit in the future. Exploring interests assists the personal development of an individual by helping them identify their passions and shape their future work choices. <p>Other relevant examples accepted.</p>	

Question 9

(30 marks)

- (a) Select **two** of the following changes and evaluate how workplaces can be influenced by these changes. Use evidence to support your answer.
- global and domestic economic factors
 - technological factors
 - political/legal factors.
- (12 marks)

Description	Marks
2 evaluations (global and domestic, technological or political/legal factors) x 6 marks each	
Evaluates comprehensively and accurately how workplaces can be influenced by these changes. Consistently uses relevant terminology and refers to a wide range of specific evidence to support responses	6
Evaluates accurately how workplaces can be influenced by these changes. Uses relevant terminology and refers to evidence to develop responses	5
Evaluates in general terms and/or briefly how workplaces can be influenced by these changes. Uses some relevant terminology with appropriate evidence	4
Explains how workplaces can be influenced by these changes. Uses relevant terminology	3
Describes how workplaces can be influenced by these changes	2
States a fact about how workplaces can be influenced by these changes	1
Subtotal	6
Total	12
<p>Answers could include:</p> <p>Candidates need to comment on the degree or extent workplaces are influenced by the changes to get full marks.</p> <p>Global and domestic economic changes:</p> <ul style="list-style-type: none"> • recessions and booms e.g. a recession can lead to reduced demand for products and services that can have an impact on employment levels within a workplace • fluctuating exchange rate e.g. a higher exchange rate can make exports too expensive and more difficult to sell internationally. <p>Technological changes:</p> <ul style="list-style-type: none"> • new software introduced can lead to an increase in productivity, which can lead to an increase in profitability • cost involved with the need to retrain employees <p>Political/legal changes:</p> <ul style="list-style-type: none"> • government initiatives e.g. subsidies introduced for environmentally friendly energy use • changes in government can lead to different laws being enacted e.g. change in company tax rates. <p>Other relevant examples accepted.</p>	

- (b) Discuss in detail how **two** predicted global trends in employment could impact on your individual career planning. (10 marks)

Description	Marks
2 predicted global trends x 5 marks each	
Discusses in detail how a predicted global trend could impact on your individual career planning using relevant terminology	5
Discusses how a predicted global trend could impact on your individual career planning using relevant terminology	4
Explains how a predicted global trend could impact on your individual career planning using relevant terminology	3
Describes a predicted global trend which could impact on your individual career planning	2
States a fact about a predicted global trend which could impact on your individual career planning	1
Subtotal	5
Total	10

Answers could include:

Predicted global trend examples:

- increasing economic uncertainty in global markets (e.g. likely increased trade protectionism from changes occurring e.g. Brexit and the increasing American isolation)
- increasing use of innovative technology (e.g. artificial intelligence)
- casualisation of employment
- ageing work forces
- increasing female participation in the workplace
- consumer preference
- increasing use of overseas labour and outsourcing.

The impact on individual career planning will include:

- greater flexibility and adaptability required to help individuals cope with rapid change. Businesses may be less likely to expand and invest in uncertain economic climates which may reduce employment opportunities for individuals in some industries and locations. There may be movement of industrial centres to new countries as economies change which may reduce or increase job opportunities depending on where the individual lives
- continual upgrading of technology skills to stay employable in a technology based workplace must be considered by individuals to remain employable. Replacement of the workforce by automated processes may reduce career opportunities. New learning requirements to remain employable in a world where rapid change in technology is becoming the norm must be factored into career planning. New career opportunities in areas where new technologies are being introduced. Individuals must include retraining and up-skilling as part of their career development to remain employable
- casualisation of employment may result in reduced income and insecurity in certain careers. Individuals will have to consider if their chosen career will be impacted by casualisation and if they can maintain a sufficient work/life balance where casual employment is the norm
- as the workforce ages, individuals may consider accessing older workers as mentors and identify areas for future opportunity as the older workers leave the workplace. There are extensive opportunities to benefit from the expertise of highly experienced workers
- more workers are re-entering the job market making it more competitive. There may be more opportunities for females in a future work environment.
- as consumer preference changes, new products or an emphasis on factors such as 'environmentally friendly' and sustainable products may present new career opportunities for the individual
- If businesses outsource their labour force then this may reduce opportunities for individuals in countries where industries have shut down or relocated. Individuals must plan for these changes by maintaining networks, up-skilling and retraining to take advantage of opportunities.

Question 9 (continued)

- (c) Discuss how **two** different organisational structures might impact on an individual's career development. (8 marks)

Description	Marks
2 organisational structures x 4 marks each	
Discusses in detail how an organisational structure could impact on an individual's career development using relevant terminology	4
Discusses how an organisational structure could impact on an individual's career development using relevant terminology	3
Describes how each might impact on an individual's career development	2
States a fact about how either might impact on an individual's career development	1
Subtotal	4
Total	8
<p>Answers could include:</p> <p>Organisational structure: Functional</p> <p>Positive:</p> <ul style="list-style-type: none"> • expertise's are grouped together • greater opportunities for mentoring in specialised areas <p>Negative:</p> <ul style="list-style-type: none"> • sometimes miss the 'big picture' because they don't work across teams, can miss out on opportunities and getting wider perspectives • narrow field employees can be pigeon-holed • higher competition and the need to keep upskilling to be competitive <p>Organisational structure: Geographic</p> <p>Positive:</p> <ul style="list-style-type: none"> • provides a wider range of employment opportunities in that local area • individuals can experience a broader range of skills, which allows them greater career opportunities in the future <p>Negative:</p> <ul style="list-style-type: none"> • employees may need to transfer interstate or overseas at a time when it's not suitable • increased competition for promotion due to multiple departments • limited opportunities for increasing your skills through lack of mentoring <p>Other relevant examples accepted.</p>	

ACKNOWLEDGEMENTS

- Question 3(a)(i)** Dot points 1 & 2 from: Echezona, R., Ezema, I. J., & Asogwa, B. E. (2009). Globalization, information revolution and higher education in Nigeria: The challenging roles of library professionals. *International Journal of Library and Information Science*, 1(6), p. 77. Retrieved April, 2018, from https://www.researchgate.net/publication/228348215_Globalization_information_revolution_and_Higher_Education_in_Nigeria_The_challenging_roles_of_Library_Professionals Used under Creative Commons Attribution 4.0 International licence.

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