Government of **Western Australia**
School Curriculum and Standards Authority

CAREER AND ENTERPRISE

ATAR course examination 2024

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% (93 Marks)**

Question 1 **(13 marks)**

(a) Outline **three** examples of the concept of continual personal learning. (6 marks)

Description	Marks
For each example (3 x 2 marks)	
Outlines an example of the concept of continual personal learning	2
Makes a general comment related to the concept of continual personal learning	1
Total	**6**
Answers could include: • Community involvement: voluntary involvement Opportunities for personal learning through interacting with people from different backgrounds and cultures. Interpersonal skills can be gained in an area of interest and improved by working in communities and teams • Public speaking courses: Training in public speaking or related courses can improve personal learning. Organisations such as Toastmasters and Rostrum give people opportunities to improve their verbal communication skills • Travel: Travel gives an insight into different cultures, forces you to be independent and learn self-management and initiative. Travel can be combined with study or work in a different country, which contributes to skill development and understanding of how to manage in different legal/economic environments.	
Accept other relevant answers.	

or

Outline **three** examples of the concept of continual professional learning. (6 marks)

Description	Marks
For each example (3 x 2 marks)	
Outlines an example of the concept of continual professional learning	2
Makes a general comment related to the concept of continual professional learning	1
Total	**6**
Answers could include: • training courses (online, hybrid or face-to-face) provide a means to develop industry relevant skills and improve capabilities • employer initiatives are particular to the business worked for and are part of a larger plan to enhance employee experience by giving possibilities for advancement, succession, and development. These activities may involve mentorship, coaching and feedback • graduate programs include professional learning programs provided to graduates so they may receive exposure to all facets of the business and develop skills specific to the sector.	
Accept other relevant answers.	

(b) Explain the importance of continual professional learning in the management of long-term career development. (3 marks)

Description	Marks
Explains the importance of continual professional learning in the management of long-term career development	3
Outlines the importance of continual professional learning in the management of long-term career development	2
Makes a general comment related to continual professional learning	1
Total	3

Answers could include:

- it enables people to stay competitive, build confidence and competence, improve employment chances, strengthen decision-making and problem-solving abilities
- it fosters creativity and innovation, and cultivates leadership qualities
- it helps to manage long-term career development by keeping skills and knowledge up-to-date, preparing for increased responsibilities
- initial qualifications and experience are no longer enough to achieve long-term objectives. Extra professional learning and training and/or extra work experiences will assist an individual in achieving more in the workplace. Accessing professional learning shows understanding that the employee can always be better, and they can achieve the skills to do a more advanced job.

Accept other relevant answers.

(c) Describe **two** benefits of workplace mentoring for the mentee. (4 marks)

Description	Marks
For each benefit (2 x 2 marks)	
Describes a benefit of workplace mentoring for the mentee	2
Identifies a benefit of workplace mentoring	1
Total	4

Answers could include:

- boosts the mentee's self-esteem and understanding of how the organisation operates and how tasks are completed. It increases awareness of alternative work styles
- boosts the mentee's knowledge of other working methods. It creates a network of colleagues and increases understanding of various organisational departments
- different perspective, more hands-on experience where the mentee gains a more intimate perspective of the operation from a person 'on the ground'.

Accept other relevant answers.

Question 2 **(17 marks)**

(a) Explain how performance management is used by organisations to monitor and improve workplace performance. (3 marks)

Description	Marks
Explains how performance management is used by organisations to monitor and improve workplace performance	3
Outlines how performance management is used by organisations to monitor and improve workplace performance	2
Makes a general comment about performance management	1
Total	**3**
Answers could include: • organisations can monitor performance by using key performance indicators (KPIs), which are specific measurable targets to achieve over time • for performance management to be effective an organisation needs to be very clear about its expectations and targets that need to be met • performance management is used to review sub-standard performance of employees, and can be linked to employment or salary • organisations can monitor performance if the data they collect is useful, comparable, reliable, and consistent. The data provides one method for the organisation to keep track of how an employee is performing against their targets • once a workplace or individuals within the workplace are seen to be meeting targets or KPIs, it is necessary to set higher, more challenging KPIs so that the workplace is not settling for what is achievable.	
Accept other relevant answers.	

(b) Distinguish between the use of rating scales and 360 degree feedback methods to monitor and improve workplace performance. (3 marks)

Description	Marks
Distinguishes between the use of rating scales and 360 degree feedback methods to monitor and improve workplace performance	3
Outlines the use of rating scales and 360 degree feedback methods to monitor and improve workplace performance	2
States a fact related to the use of rating scales and/or 360 degree feedback methods	1
Total	**3**

Answers could include:

Rating scales are 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 and can be the basis of decisions relating to how to manage the employee's workplace performance, including areas for further improvement. It is generally formal, focused on outcomes and identifies specific successes or areas for improvement.

On the other hand, 360 degree feedback is where a range of people, including colleagues and external stakeholders, are consulted to provide feedback. An evaluation of an employee's performance that is more precise and comprehensive is made possible by this multifaceted method. Peer feedback, for instance, might emphasise an employee's reputation for being kind and encouraging to their colleagues, giving a more comprehensive picture of their areas of strength and growth. Even while this type of performance management considers the perspectives of many different individuals, it is not a perfect approach since it still depends on subjective and biased human judgements. It does take time to complete 360 degree feedback.

Accept other relevant answers.

Question 2 (continued)

(c)   (i)   Outline what the above image portrays about this Australian workplace.

(2 marks)

Description	Marks
Outlines what the image portrays about the Australian workplace	2
Makes a general comment related to the image	1
Total	**2**
Answers could include: In Australia, the workplace of today is quite diverse, and the cartoonist shows a team of people with varying backgrounds, physical abilities and ethnicities.	
Accept other relevant answers.	

(ii)   Explain why the workplace portrayed in part (c)(i) is important in Australian organisations.

(3 marks)

Description	Marks
Explains why Australian organisations need to accept diversity in the workplace	3
Outlines why Australian organisations need to accept diversity in the workplace	2
Makes a general comment related to accepting diversity in the workplace	1
Total	**3**
Answers could include: • a diverse workplace allows for new ideas and methods. This diversity of talent translates into a larger range of abilities among employees, as well as a diversity of experiences and opinions, increasing the possibility for greater efficiency and productivity • a diverse workplace creates an inclusive atmosphere in which all employees have equal rights and opportunities, regardless of gender, race, age, ethnicity, physical ability, sexual orientation, religious views, and others. In Australia, it is a legal requirement for employers to provide equal opportunity to their employees while also creating a workplace free of discrimination and harassment • a diverse range of employees from various generations is important as they bring to the workplace a variety of aspirations and life experiences. For example, it is important to retain mature staff as they have experience and industry knowledge, whilst younger employees may have new ideas about how processes might be improved • diversity can bring a variety of viewpoints and perspectives to the table and create a more dynamic and engaging work atmosphere.	
Accept other relevant answers.	

(d) Describe each of the following strategies for working in a diverse workplace:
- Attending cultural awareness training
- Using appropriate communication techniques
- Being aware of equal opportunity legislation. (6 marks)

Description	Marks
For each strategy (3 x 2 marks)	
Describes the strategy for working in a diverse workplace	2
Makes a general comment related to a diverse workplace or the strategy	1
Total	**6**
Answers could include: Attending cultural awareness training: • provides a comprehensive education including training on different cultures' ethics, beliefs, values, and attitudes Using appropriate communication techniques: • use inclusive communication styles and encourage employees to share their knowledge and experiences within teams. Awareness of equal opportunity legislation: • ensure the recruitment team is trained in employment law and adapt expectations to solely focus on the candidate who has the best skills and/or knowledge.	
Accept other relevant answers.	

Question 3 **(13 marks)**

(a) Discuss why there is a need to adapt business practices to work efficiently in a digital workplace. (4 marks)

Description	Marks
Discusses why there is a need to adapt business practices to work efficiently in a digital workplace	4
Explains why there is a need to adapt business practices to work efficiently in a digital workplace	3
Outlines why there is a need to adapt business practices to work efficiently in a digital workplace	2
Identifies why there is a need to adapt business practices	1
Total	**4**

Answers could include:

- investing in new technology and skill sets is necessary for businesses to adapt to the digital transformation. Businesses must decide which technologies will have the biggest effects and make the required investments to create or acquire the skills to properly implement those technologies
- working with new technology may be intimidating without the correct training. Employees want to believe they have the necessary skills and resources to complete the job at hand. Closing the skills gap in a business is an excellent strategy to increase employee workplace satisfaction
- allowing for cloud storage, cyber security protocols and the legal and ethical management of information, businesses need to consider new regulations regarding privacy surrounding digitalised information and set up new protocols related to security and access. For example, businesses need to be aware of the different digital options available for managing information. They need to adapt to allow for increasingly 'paperless' environments using ICT including Office 365 online collaborative tools, Google Drive, Drop Box, OneDrive, AI tools
- 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 e.g. TikTok, YouTube, Instagram, Facebook, LinkedIn, Pinterest. Without attention to changes in digital information strategies a business risks missing opportunities or not using appropriate digital technologies to reach target audiences.

Accept other relevant answers.

(b) Explain how advances in technology can influence changes in the workplace. (3 marks)

Description	Marks
Explains how advances in technology can influence changes in the workplace	3
Outlines how advances in technology can influence changes in the workplace	2
States a fact related to advances in technology	1
Total	**3**

Answers could include:

- organisations now find it simpler to connect with their customers and staff via new forms of technology including email, instant messaging, conferencing and other online channels. As a result, communication has become more rapid and effective, and working virtually has become simpler and more efficient
- with the use of technologies (digital tools, apps, and systems), tasks that were previously laborious and manual can now be completed quickly and digitally

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- faster workflows are one of the most noticeable benefits of technology in the workplace. It is not only communication technology behind this responsiveness but also workplace planning and coordination software.

Accept other relevant answers.

(c) Explain **one** challenge and **one** opportunity created by globalisation for individuals.

(6 marks)

Description	Marks
Challenge created by globalisation	
Explains a challenge created by globalisation for individuals	3
Outlines a challenge created by globalisation for individuals	2
Identifies a challenge created by globalisation	1
Subtotal	**3**
Opportunity created by globalisation	
Explains an opportunity created by globalisation for individuals	3
Outlines an opportunity created by globalisation for individuals	2
Identifies an opportunity created by globalisation	1
Subtotal	**3**
Total	**6**

Answers could include:

Challenge:
- unskilled workers may be impacted by falling wages which are under continual pressure from globalisation. This may add to the income gap and inequity between educated and uneducated members of a community
- competition for individual jobs could increase
- there may be a need to move overseas to access jobs and therefore having to work in different cultural contexts
- having to communicate in different languages and develop a range of skills to work in different environments.

Opportunity:
- access to more job opportunities for individuals created by globalisation. People can apply for jobs from around the world
- people can work remotely via the internet with a few trips to head office during the year. This could be very positive for the individual
- individuals have greater choice and access to overseas products e.g. online shopping.

Accept other relevant answers.

Question 4 **(19 marks)**

(a)   Contrast how the strategies of up-skilling and retraining are used to manage changes in personal employment circumstances.   (4 marks)

Description	Marks
Contrasts how the strategies of up-skilling and retraining are used to manage changes in personal employment circumstances	4
Explains how the strategies of up-skilling and retraining are used to manage changes in personal employment circumstances	3
Outlines how the strategies of up-skilling and retraining are used to manage changes in personal employment circumstances	2
Makes a general comment related to the strategies of up-skilling and retraining	1
Total	**4**

Answers could include:

- up-skilling is about building on an existing skill set. It could be starting at a lower skill level and then building on that skill, or it could be about updating skills through learning new ICT software or updating qualifications to remain current. Retraining is less about the level of skill being learnt; it is the fact that it is a totally different skill that is being acquired
- up-skilling can be required if a role has more responsibility. For example, a teaching degree is required to be a teacher then upskilling to get a Masters in Education to become a deputy or a principal may be needed. Retraining may also not be about getting a promotion, but rather it is used to access a different industry or field altogether
- up-skilling generally refers to increasing or updating skills in one industry because the employee is planning on remaining in the same industry/field. Retraining is about making a change in a career pathway and moving to a different industry/field
- employees can upskill to strengthen already acquired talents and expand on their influence in their field of competence. Employees who increase their knowledge are better equipped to take on more responsibility and advance to higher-level positions within a certain professional path. Employees who retrain might want to do something completely different to their current profession and have to consider retraining to pursue a new career pathway.

Accept other relevant answers.

(b) Explain how individual pathway plan (IPP) analysis can be used to manage changes in personal employment circumstances. (3 marks)

Description	Marks
Explains how individual pathway plan (IPP) analysis can be used to manage changes in personal employment circumstances	3
Outlines how individual pathway plan (IPP) analysis can be used to manage changes in personal employment circumstances	2
Makes a general comment related to individual pathway plan (IPP) analysis	1
Total	**3**

Answers could include:

- can help when an employee wants to leave their job as it encourages them to reassess who they are and what skills, values and interests they have so that they can identify a suitable alternative occupation and effectively promote themself to another employer. It also can help a person to realise they are already in the right job
- can help when an employee loses their job as it gives them the opportunity to reflect on recent achievements and to update their resume and portfolio as a result
- can help employees adapt to organisational restructures as it allows them to ensure they are still working towards their goals, and that the restructure still allows them to be utilised for their skills and abilities.

Accept other relevant answers.

Question 4 (continued)

(c)　(i)　Discuss the following predicted global employment trends:
- decline in job security
- increase in working virtually.　　　　　　　　　　　　　(8 marks)

Description	Marks
For each trend (2 x 4 marks)	
Discusses the predicted global employment trend	4
Explains the predicted global employment trend	3
Outlines the predicted global employment trend	2
States a fact related to the predicted global employment trend	1
Total	**8**

Answers could include:

A decline in job security:
- may force individuals to be proactive about their career development. This could include keeping abreast of opportunities elsewhere; ensuring resumes are updated with recent achievements and current qualifications; up-skilling or retraining to remain competitive
- organisations do not feel responsible for the lifelong employment of employees and feel less obligation to retain staff who are not needed
- could have economic and emotional impacts on the individual. Employees may be concerned about losing their jobs even though actual unemployment rates remain historically low
- many businesses intentionally generate fear of job loss to motivate staff and save costs, because job-insecure people are less inclined to seek raises and other benefits.

An increase in working virtually:
- can cut an employer's cost. They can save money in salaries, overhead costs such as office space rentals, information technology (laptops, hardware, and software) and office supplies
- employees may get increased convenience and ability to prioritise their mental health. They can work from the comfort of their home and 'check out' from time to time, which may be the key to keeping mental health in check
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- the commute by car to work can also be avoided saving time, allowing time for productive work at the home office or to focus on other tasks/responsibilities out of work
- improvements in ICT allow employees to work from anywhere in the world. This could lead to a feeling of isolation or a lack of team building opportunities.

Accept other relevant answers.

(ii) Evaluate the possible impact of an increase in working virtually on individual career planning. (4 marks)

Description	Marks
Evaluates the possible impact of an increase in working virtually on individual career planning	4
Explains the possible impact of an increase in working virtually on individual career planning	3
Outlines the possible impact of an increase in working virtually on individual career planning	2
Identifies a possible impact of working virtually	1
Total	**4**
Answers could include: • allows individuals to look at global opportunities as people do not need to be in the same country to work virtually • less physically connected with other employees to be aware of opportunities or to network • people need to rely on maintaining an online presence, so everyone is aware of who they are and what they have to offer so that opportunities come their way • one of the long-term effects of virtual working on career progression is the lack of promotion to leadership positions or missing out on work opportunities as they are 'out of sight'.	
Accept other relevant answers.	

Question 5 **(9 marks)**

(a) Justify the need for internationally recognised manufacturing standards. (4 marks)

Description	Marks
Justifies the need for internationally recognised manufacturing standards	4
Explains the need for internationally recognised manufacturing standards	3
Outlines the need for internationally recognised manufacturing standards	2
Identifies the need for internationally recognised manufacturing standards	1
Total	**4**

Answers could include:

- saves organisations both time and money and reduces production costs. Standards may create economies of scale, and their implementation can assist to reduce energy expenses and stimulate innovations
- a shared 'language': it facilitates communication and synchronisation with the worldwide community
- creates compliance: products that comply with internationally recognised standards have a competitive edge over products that don't, consumers know the difference
- provides a focal point for innovation and standard transformation and this allows for the development of innovative technologies and procedures.

Accept other relevant answers.

(b) Explain the importance of research and product development in assisting businesses to remain competitive in a global economy. (3 marks)

Description	Marks
Explains the importance of research and product development in assisting businesses to remain competitive in a global economy	3
Outlines the importance of research and product development in assisting businesses to remain competitive	2
Identifies the importance of research and product development	1
Total	**3**

Answers could include:

- with the rapid growth and development of products around the world businesses need to be aware of their competitor's products and adjust their own to stay relevant. Without attention to research and development, businesses will struggle to remain competitive in the global market
- trends change rapidly and if a business does not constantly research consumer trends, they can lose market share or miss new opportunities. Consumer trends are continually changing so research ensures that organisations are responding to current needs
- product development ensures that organisations are using current technology to make products faster, cheaper, smaller, bigger, better.

Accept other relevant answers.

(c) Define the concept of the ethical management of information within a workplace.

(2 marks)

Description	Marks
Defines the concept of the ethical management of information within a workplace	2
States a fact related to the concept of the ethical management of information	1
Total	**2**
Answers could include: • ethical management of information is the responsibility of management, who should regulate the conduct or behaviour of all employees through a set of guidelines. These guidelines should restrict access to all forms of data and information, ensuring that its availability is only given to authorised individuals. The guidelines need to be transparent about the information businesses keep about their clients and customers and why • employers also need to be transparent about who else has access to the information and whether they sell their customer data to other organisations.	
Accept other relevant answers.	

Question 6 **(22 marks)**

(a) (i) Compare the open and hidden job markets as a means of locating job opportunities. (4 marks)

Description	Marks
Similarity	
Outlines a similarity between the open and hidden job market as a means of locating job opportunities	2
States a similarity between the open and hidden job market as a means of locating job opportunities	1
Subtotal	**2**
Difference	
Outlines a difference between the open and hidden job market as a means of locating job opportunities	2
States a difference between the open and hidden job market as a means of locating job opportunities	1
Subtotal	**2**
Total	**4**
Answers could include: Similarity: • in both markets an individual must make an effort to introduce themselves to businesses. An up-to-date resume containing a list of the individual's abilities is important to provide to open and hidden markets. Contacting people you know (hidden job market) as well as contacting people you do not know (open job market) takes confidence and organisation • in the open and hidden job market individuals look for work or start their own enterprises to generate money and pay for necessities • it is important to consider both the open and hidden job market; if a person does not look at both in the early stages of their career then they may miss a wide range of opportunities. Difference: • in contrast to the open job market, the hidden job market includes jobs that are far more difficult to see and locate and are filled quietly through internal referrals, networking, and headhunting. The positions are either never listed on the open market or are just presented as a formality; employers have already picked a candidate • a range of media can be used to locate open market job information. Online job platforms are best but there may also be advertisements in newspapers and signs at store shopfronts. Employment agencies can also be used in the open job market, whereas in the hidden job market people use personal and social networks to investigate job opportunities and advice.	
Accept other relevant answers.	

(ii) Describe **two** other important stages of gaining a job. (4 marks)

Description	Marks
For each stage (2 x 2 marks)	
Describes the stage of gaining a job	2
Identifies a stage of gaining a job	1
Total	**4**

Answers might include:

Applying for a job:
- having a strategic attitude is essential when applying for a job. This involves applying for a job that matches capabilities. This then increases the chances of landing a career that fits those abilities and in turn creates the conditions for long-term success and job satisfaction
- involves being able to demonstrate a potential candidate is a suitable fit for the position. This could involve ensuring:
  - resume/curriculum vitae is professional and up-to-date
  - selection criteria are well written using clear information to address each point thoroughly
  - e-portfolios are created and/or updated
  - research about the job has been completed to be ready to respond to questions about the industry or to demonstrate knowledge of the area of interest.

Attending an interview:
- is a chance to learn more about the position and determine if it's a good match for the potential employee as well as for the organisation to determine whether the potential employee is a good fit for it
- ask prepared questions to learn more about the organisation, including its objectives, beliefs, and working atmosphere. The interview stage is the most crucial one. At this point, the interviewer and the candidate evaluate one another's compatibility and decide whether they are the best match for the job
- you need to make a good impression on the interviewer. Composure, attitude, social skills, and communication ability are examined alongside experience and education. Attending an interview involves:
  - spending time practising some potential questions prior to the interview
  - impressing potential employers with the use of appropriate language both verbal and non-verbal (body language)
  - taking appropriate support documentation to the interview such as certificates or portfolios. While you may not be asked for extra documentation, having material on hand may assist you in the preparation time.

Accept other relevant answers.

Question 6 (continued)

(b)   Explain **two** opportunities for individual career development that can be created by changes in the workplace. (6 marks)

Description	Marks
For each opportunity (2 x 3 marks)	
Explains the opportunity for individual career development that can be created by changes in the workplace	3
Outlines the opportunity for individual career development that can be created by changes in the workplace	2
Identifies an opportunity created by a change in the workplace	1
Total	**6**

Answers could include:

Organisational restructure
• for new roles in the organisation or opportunities for redeployment or training
• to work with new people and expand networks
• to work in different geographical locations or even force workers to look for different employment which may in turn lead to new career pathways.

Globalisation
• to work in a different country, providing an opportunity for an individual to expand their experience, networks and knowledge of different work practices that would benefit their 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.

Introduction of new technologies
• to develop skills that 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
• which may arise leading to a broadening of skills or, if the individual is already familiar with a new technology, the opportunity to work in a leadership capacity.

Accept other relevant answers.

(c) Discuss **two** factors a potential employee should consider when working overseas.

(8 marks)

Description	Marks
For each factor (2 x 4 marks)	
Discusses a factor to consider when working overseas	4
Explains a factor to consider when working overseas	3
Outlines a factor to consider when working overseas	2
Identifies a factor to consider when working overseas	1
Total	**8**
Answers could include: Cultural differences: • misunderstandings due to language barriers, for example, a simple nod of the head or smile may be interpreted as something not intended • language differences can make communication difficult, but if creative, the employee can find ways to communicate effectively • talk slowly and clearly as communication is an area that can be especially challenging for those uninformed about cultural differences • learn some of the key language terms before starting work in the new location • verbal and non-verbal cues and understanding is important e.g. some cultures do not smile for official photos, because these are considered serious occasions • engage in research either online or through books and by studying some of the history and traditions of other cultures • use travel review websites or talk to family and friends who can provide useful advice. Conditions of employment: • research the conditions of employment to make sure employees understand their contract as employment conditions differ between countries • read the contract carefully, and to be sure to understand what is being agreed to, e.g. pay, working hours, work conditions and the role's responsibilities. Get a contract in writing • employers should ensure they have the required qualifications, or find out what training will be provided for them • check about the cost-of-living expenses e.g. rent, food and see if relocation costs are being paid for, as well as the safety conditions and any past issues that organisation may have • register on the Australian Government *Smart Traveller* website, to make sure the employee has applied and obtained an appropriate work visa.	
Accept other relevant answers.	

Section Two: Extended answer **40% (60 Marks)**

Question 7 **(30 marks)**

(a) Discuss **two** legal requirements for employees in the workplace. (8 marks)

Description	Marks
For each legal requirement (2 x 4 marks)	
Discusses the legal requirement for employees in the workplace	4
Explains the legal requirement for employees in the workplace	3
Outlines the legal requirement for employees in the workplace	2
Identifies a legal requirement for employees in the workplace	1
Total	**8**

Answers could include:

Work Health and Safety Act:
- employees must work safely to protect themselves and others from injury and follow all work health and safety (WHS) legislation instructions such as wearing all personal protective equipment provided and following safe work procedures
- employees must report any WHS issues, including hazards, injuries, illnesses and near misses
- employees also need to take responsible care of the health and safety of people who are at the workplace
- WHS not only includes physical factors but also mental factors, for example, bullying other employees could be considered a crime
- the WHS Act is critical for employees. It is what makes Australia a safe place to work and is designed to protect all employees from physical and mental harm.

Code of conduct:
- a contract of employment containing a code of conduct ensures that the employee knows their rights, but also their responsibilities in the workplace. A contract of employment provides protection for both the employee and employer
an employee must follow the code of conduct as explained in the contract of employment; the law implies that there are also certain obligations and duties of an employee to their employer, even if the contract does not mention them, for example, there is a duty to:
  - do what a reasonable employee would do in any situation
  - be honest and disclose any wrong doings
  - carry out and follow orders of the employer (if they are legal)
  - be prepared to change when the job changes, e.g. technologies
  - give any inventions to the employer if these are developed by the employee during their employment
  - co-operate with employer and other people in the workplace
  - notify the employer or supervisor of any risk to health or safety
  - not to interfere with or misuse workplace equipment or things provided for health, safety, and welfare.

Confidentiality and privacy laws:
- are critical for the success of a business and their reputation. Employers must do all in their power to guarantee the integrity of their business dealings and protection for their clients
- employees must not disclose confidential workplace information
- they must not compete in business against the employer while still working for them as an employee. If employees breach these laws severe consequences may occur, such as loss of employment or criminal charges.

Other legal requirements for employees might include:
- conflict of interest
- copyright laws
- retention and storage of data
- disclosure policies
- share trading
- insider trading
- competition and consumer law
- privacy and confidentiality policies
- inclusion and diversity
- equal opportunity.

Accept other relevant answers.

Question 7 (continued)

(b)   Assess the influence of the following information and communication technologies on
        workplace operational procedures:
        •   use of social networking
        •   mobile technologies.   (10 marks)

Description	Marks
Social networking	
Assesses the influence of social networking on workplace operational procedures	5
Discusses the influence of social networking on workplace operational procedures	4
Explains the influence of social networking on workplace operational procedures	3
Outlines the influence of social networking on workplace operational procedures	2
States a fact related to the use of social networking	1
Subtotal	**5**
Mobile technologies	
Assesses the influence of mobile technologies on workplace operational procedures	5
Discusses the influence of mobile technologies on workplace operational procedures	4
Explains the influence of mobile technologies on workplace operational procedures	3
Outlines the influence of mobile technologies on workplace operational procedures	2
States a fact related to the use of mobile technologies	1
Subtotal	**5**
Total	**10**

Answers could include:

Social networking

Positives:
•   opportunities for increased networking

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•
•   operational costs are not incurred by employer, e.g. online website glitches fixed
    by the owner of the website
•   operation of social media platforms is kept current as they operate for profit and
    must keep improving to remain competitive
•   organisations have opportunity to promote their brand via social media and this
    can create new position in public relations/marketing
•   organisations need to be clear about where they stand on issues when utilising
    social media, e.g. what/who they like/follow.

Negatives:
•   potential for workplace bullying/harassment/discrimination
•   procrastination/distraction at work, which may impact on workplace productivity

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•
•   blurring boundaries between work and leisure life
•   fake reviews may damage reputation.

Mobile technologies

Positives:
- enables flexible workplaces/practices
- ability to work from home, or at least not having to be in an office, e.g. real estate salespeople multitask during home opens with updating websites, emailing clients etc., trades people are able to use time more efficiently by using smartphones and not having to return to the office
- use of QR codes to make organisations accessible via mobile technology
- appointment booking, customer feedback and other client interaction can be done through mobile technologies.

Negatives:
- impeding on work/life balance as never fully able to switch-off from work
- workplaces/organisations need to be accessible from mobile phones, not laptops anymore. There may be an increased costs to the business to provide updated mobile technologies to staff
- constantly updating technological systems
- security and cyber issues.

Note: to gain full marks the candidate must include a judgement statement based on their overall assessment.

Accept other relevant answers.

Question 7 (continued)

(c)   Explain how you would effectively manage the human, financial, physical, and
         technological resources in a workplace.   (12 marks)

Description	Marks
For each resource (4 x 3 marks)	
Explains how you would effectively manage the resource in a workplace	3
Outlines how you would effectively manage the resource in a workplace	2
Makes a general comment related to how you would effectively manage the resource	1
Total	**12**

Answers could include:

Human

Recruiting:
- it is important for a workplace to make sure that it hires the right person for the right job at the right time
- need to have a clear understanding of the job that needs to be filled, indicating what type of personal skill set they need.

Training:
- first day in the new job should include orientation to the company. For example, introduction to code of conduct, grievance procedure, training, mentoring program and WHS training including emergency procedures
- to be effective an employee may need to upskill with updated technology used in a role or trained if new legislation is brought in affecting the industry.

Salary:
- need to comply with award rates and pay allowances as legally required
- need to keep record of all payments, including all leave entitlements, to be paid correctly, and address payroll needs.

Re-deploying:
- instead of making staff redundant, find ways to utilise their skills in other areas. This ensures that time invested in recruitment and training is not wasted
- advertise positions internally before externally to make the most of existing talent, giving opportunities for employee growth.

Financial

Budgeting:
- allocate a budget to all areas of a business – not just payroll and income. Rent or maintenance costs should be included in budgets
- allow room for increase in costs each year and allow flexibility so that if one area becomes more expensive other areas will take the hit e.g., interest rate increases will see more money going to loan repayments instead of other areas of need such as new buildings or expanding the business.

Risk management:
- need to factor in that something might go wrong requiring extra expenditure
- forward plan for salaries with long service leave being a known expense, maintenance requirements, and/or staff turnover and training.

Physical

Buildings:
- a maintenance plan is required so office areas do not fall into disrepair
- need to look appealing to the public for a positive reputation.

Grounds:
- maintenance needs to be part of budget plan
- need to be maintained for safety and appearance. They should be fit for purpose (if the general public coming in, or trucks are delivering supplies).

Equipment:
- needs to be tagged regularly. An inventory of all stock needs to be kept and regularly maintained
- needs to be date stamped so it is known when to update/fix/service.

Technological

Communication:
- internal communication needs to be fast and efficient, and everyone should know the roles and responsibilities of employees and employers
- should be a clear chain of command – who do you contact and when
- external communication should be fast and efficient and simple to navigate.

Production techniques:
- should be reviewed regularly to ensure best practice is used
- should be checked for energy efficiency and environmental impact and adapted to suit updated products.

Customised software:
- needs to be cyber secure
- needs to manage data effectively.

Accept other relevant answers.

Question 8 **(30 marks)**

(a) Discuss **three** decision-making tools used to make personal career decisions. Include a relevant application for each tool in your response. (12 marks)

Description	Marks
For each decision-making tool (3 x 4 marks)	
Discusses a decision-making tool to make personal career decisions using a relevant application for each tool	4
Explains a decision-making tool to make personal career decisions	3
Outlines a decision-making tool to make personal career decisions	2
Identifies or states a fact related to a decision-making tool	1
Total	**12**

Answers could include:

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Process:
• brainstorm the benefits of a decision and list them all down in a table

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Positives: it looks at one decision in detail and weighs up all the potential costs and benefits so you can clearly see a recommended outcome. Negatives of the CBA are that monetary amounts are hard to equate with many items taking away objectivity. This could lead to a subjective decision.

Application: a personal career decision that I could use this tool to assist me is "Should I take a gap year and work in hospitality in Busselton?"

The Six Thinking Hats Tool
The premise is that the brain thinks in several distinct ways which can be deliberately challenged, and hence planned for use in a structured way allowing one to develop tactics for thinking about a particular issue.

Process (using the previous "Should I take a Gap year in Busselton" scenario):
• Information/White – what are the facts to consider?
  Hospitality workers are desperately needed in Busselton: Busselton is a nice place to live only 2 hours from Perth: I could stay with a family friend for 6 weeks before I find my own place: rentals are hard to find: a gap year can improve university results.
• Emotion/Red – instinctive or gut reaction.
  I feel like a need a break from studying; I need to be more independent.
• Discernment/Black – logic applied identifying reasons to be cautious (course cost; employment prospects; opportunity cost).
  I may not like the work; I'll be lonely; I can't get work; cost of living and travel may be too great.

- Optimistic response/Yellow – logic applied to identifying benefits (including increased job prospects, increased income opportunities).
  New skills developed, greater maturity; increased confidence; money saved for travelling; great place to surf.
- Creativity/Green – statements of provocation and investigation (the "what if" statements).
  I might learn more about what I'd like to study later, I may do some on-line courses; I may meet people who give me new opportunities; I can make more friends.
- Managing/Blue – what is the goal?
  After looking at the different perspectives and weighing up my goals – I think that a Gap year in Busselton will make me very satisfied. I love to surf and I'm keen to do something different away from my family for a year.

Positives: it looks at one decision from a variety of perspectives. It adds a lot more detail and thought processes to the outcome. Potential negatives are that the tool could be time consuming if done properly.

Paired Comparison Tool
This is an approach for evaluating a small range of options by comparing them against each other. This is a useful and easy technique for rating and ranking alternatives where the evaluation criteria are subjective.

Process for using the paired comparison tool:
- it is best to use the paired comparison tool for a quick comparison between the range of options
- the tool also enables you to rank the alternatives from the most preferred to least preferred after all the comparisons have been completed
- a subjective value system can be assigned to see which alternative one prefers and by how much
- I can use the tool to look at a range or career options that I may be considering.

Positives: it looks at a variety of options and then it ranks those option in preferred order. The main negative of the tool is that it is subjective and may be considered complicated by those not familiar with the process.

Application: would I rather do an IT course at TAFE or university or on-the-job-training? From a paired comparison tool, I can see what my preferred career choice for next year is.

Accept other relevant answers.

Question 8 (continued)

(b)   Assess the impact of **one** management style on workplace:
   •   satisfaction
   •   productivity.   (10 marks)

Description	Marks
Satisfaction	
Assesses the impact of a management style on workplace satisfaction	5
Discusses the impact of a management style on workplace satisfaction	4
Explains the impact of a management style on workplace satisfaction	3
Outlines the impact of a management style on workplace satisfaction	2
Makes a general comment related to workplace satisfaction	1
Subtotal	**5**
Productivity	
Assesses the impact of a management style on workplace productivity	5
Discusses the impact of a management style on workplace productivity	4
Explains the impact of a management style on workplace productivity	3
Outlines the impact of a management style on workplace productivity	2
Makes a general comment related to workplace productivity	1
Subtotal	**5**
Total	**10**

Answers could include:

Workplace satisfaction

Bureaucratic:
•   ideal if the employee likes to follow a process and can tick tasks off as they are completed
•   may be a longer process but allows for satisfaction that the job has been correctly completed.
Authoritarian:
•   could be detrimental if the employee is a creative or lateral thinker, as there is little or no room to think outside the square
•   authoritarian could be suitable if the employee does not want to make decisions.
Laissez faire:
•   ideal if the employee is competent and works well independently. They need to be disciplined and be able to meet deadlines
•   really frustrating if they need guidance, support or to be reminded to stay on task and get the job done.
Democratic/participative:

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•   employees feel valued when their input is listened to. They feel a sense of empowerment and ownership as they are part of the decision-making process.

Workplace productivity

Bureaucratic:
- duties of every employee in a bureaucratic management style are centralised, and the jobs are highly secure. This organisational structure is set up and administered to have a positive effect on the organisation's productivity
- can be inflexible due to a well-structured pattern. This type of leadership does not offer opportunities for employee creativity which may lead to a decrease in productivity because of employee dissatisfaction. It may also lead to a decrease in productivity as its well-structured policies and procedures could bring about delays in decision-making which does not allow for innovation and a quick response to an emergency.

Autocratic:
- does not allow for new ideas or different ways of doing work. This might be detrimental to efficiency thus impacting on productivity
- is perfect in some organisations where employees follow clear instructions, having a positive effect on productivity.

Laissez faire:
- if employees are competent, experienced or experts at what they do, then this management style could impact positively on productivity. Competent experts could thrive under this management style leading to an increase in productivity
- new employees could struggle and may be very inefficient if not trained and supervised properly, possibly leading to a decrease in productivity. This management style can allow for incompetent or less disciplined employees to do less, possibly resulting in reduced productivity.

Democratic/participatory:
- employees are trained and supported to optimise their individual productivity. As they are part of a team an individual does not wish to lessen their input, so they work to maximise their output.

Note: to gain full marks the candidate must include a judgement statement based on their overall assessment.

Accept other relevant answers.

Question 8 (continued)

(c)   Argue the considerations for managing change in your career development when
changing jobs **and** dealing with unemployment.   (8 marks)

Description	Marks
Changing jobs	
Argues the considerations for managing change in your career development when changing jobs	4
Explains the considerations for managing change in your career development when changing jobs	3
Outlines the considerations for managing change in your career development when changing jobs	2
States a fact related to changing jobs	1
Subtotal	**4**
Dealing with unemployment	
Argues the considerations for managing change in your career development dealing with unemployment	4
Explains the considerations for managing change in your career development dealing with unemployment	3
Outlines the considerations for managing change in your career development dealing with unemployment	2
States a fact related to dealing with unemployment	1
Subtotal	**4**
Total	**8**

Answers could include:

Arguments to consider for changing jobs:
- 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 another position. Find out as much as you can about the organisation you are moving to, check they are reputable and a good place to work
- plan 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, e.g. greater challenge; better work/life balance; better overall salary package
- ensure the job offer provides what you want and what you might want in future. Find out the pay rate for the job or be clear about what you are willing to accept. Check the conditions of employment once you have been offered the job but before you accept the role. These conditions could include pay rate, sick, compulsory leave.

Arguments to consider when dealing with unemployment:
- view unemployment 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 again in the future
- take good care of yourself throughout each day (physically, emotionally, nutritionally, spiritually, and mentally) and make it part of your daily routine
- stay future-focused and identify next steps towards a new role. Network with everyone you know so that they know you are looking for work. When networking, do not speak badly of previous employer, remain positive.

Note: to gain full marks the candidate must make a case for and/or against based on appropriate evidence.

Accept other relevant answers.

Question 9 **(30 marks)**

(a)   Discuss **one** legal and **one** economic factor that drives organisational restructuring.

(8 marks)

Description	Marks
For each factor (2 x 4 marks)	
Discusses the factor that drives organisational restructuring	4
Explains the factor that drives organisational restructuring	3
Outlines the factor that drives organisational restructuring	2
Identifies or states a fact related to the factor	1
Total	**8**
Answers could include: Legal or legislative: • organisations that handle sensitive personal data may be required by the government to monitor and possibly restructure their computer networks. A new bill may mandate commercial computer networks to use the same security measures as government networks to avoid liability claims in the case of a cyber-attack • new government laws and regulations: pertaining to cyber security, environmental wastage, employment law, trade and safety. Businesses may be required to restructure to accommodate legal changes. Economic: • bankruptcy: to attract bailouts or other rescue packages, a corporation may be forced to reassess expenses such as labour, land, or other resources, sell certain business lines to obtain cash, and become more cost effective. To avoid the enormous expenses of a formal bankruptcy, businesses may try to restructure outside of court • business diversification: organisations who don't keep up to date risk having their products become outdated. As a result, businesses are always experimenting with new goods, exploring new markets, and reaching out to new categories of customers. Businesses aim to diversify into new sectors to boost sales and capacity, while simultaneously shedding divisions that provide little value, allowing the business to focus on core skills • analysing the organisation: as a normal activity, business owners may employ a management consultant to analyse the organisation and advise macro-level improvements, with or without a change in ownership serving as a trigger, e.g. merger and acquisitions.	
Accept other relevant answers.	

Question 9 (continued)

(b)   Analyse separately the role of efficiency, productivity **and** sustainability in assisting businesses to become more globally competitive. (12 marks)

Description	Marks
For each role (3 x 4 marks)	
Analyses the role in assisting businesses to become more globally competitive	4
Explains the role in assisting businesses to become more globally competitive	3
Outlines the role in assisting businesses	2
States a fact related to the role	1
Total	**12**

Answers could include:

Efficiency:
- it is imperative for a business to work on making their operations more efficient. i.e. reducing time, costs, effort and/or waste because by making improvements in reducing time, waste and energy, the business will be reducing costs. This will make the business more competitive in the global marketplace as they can attract more customers with a better product, or they may be able to offer the product at a cheaper price to attract more customers due to efficiencies that were made in the lean production model
- by reducing costs through efficiency, funds could be put toward research and development to enable further product improvement and more global competitiveness.

Productivity:
- rises when more output is produced with the same inputs or when the same output is produced with fewer inputs
- to become globally competitive an organisation aims to decrease its production costs, increase its output and be able to maintain this ratio long term. To achieve this the business should allocate each of its resources carefully so it achieves maximum gain from them ensuring no resources are under-utilised or wasted
- workers may need to be skilled workers to achieve this
- production processes should be streamlined to get more out of inputs
- sustainability can be ensured by not overloading workers, rewarding them so they do not burnout, using sustainable practices and not depleting necessary resources at a non-replaceable rate
- the more an organisation can operate efficiently and productively the more globally competitive they will be. Their operating costs will be lower per unit of production which means they can decrease their sales price, making them more attractive to consumers and possibly experience higher profits.

Sustainability:
- sustainable practice maintains the level of production/output over the long-term, avoiding burnout, stress, and boredom of employees. They are consistent in operation, which leads to increased performance, profitability, customer and worker satisfaction, and competitiveness among peers. They embrace a culture of continuous improvement
- businesses that practice sustainability seek to safeguard nature and make intentional attempts to maintain natural resources. This not only improves the organisations image in the eyes of consumers and other stakeholders, but it also increases the availability of resources for everyone
- organisations that embrace sustainability demonstrate leadership in combating climate change and staying ahead of the carbon pricing curve. They are attempting to fulfill customer expectations while increasing production and possibly lowering prices and increasing global competitiveness and profitability.

Note: to gain full marks the candidate must include the implications on global competitiveness for each of the concepts.

Accept other relevant answers.

(c) Assess the possible impact of the geographic **and** functional organisational structures on an individual's career development. (10 marks)

Description	Marks
For each organisational structure (2 x 5 marks)	
Assesses the possible impact of the organisational structure on an individual's career development	5
Discusses the possible impact of the organisational structure on an individual's career development	4
Explains the possible impact of the organisational structure on an individual's career development	3
Outlines the possible impact of the organisational structures	2
States a fact related to the organisational structures	1
Total	**10**
Answers could include: Geographic organisational structure: • allow employees to work in the same company but in different geographical locations • may entail regional, national, or international travel with opportunities to meet new people, work in new localities and learn new systems • the local divisions of businesses with geographical structures require managers with effective leadership at each location. This provides managers with the opportunity to complete on-the-job training and gain valuable experience For copyright reasons this text cannot be reproduced in the online version of this document • • disgruntled employees in different geographical departments may become indifferent, even hostile, to the concerns of other areas, putting their own well-being first, even ahead of the company's. This would not have a positive impact on one's career. Functional organisational structure: • is organised into groups based on specialisation by functional areas such as IT, finance and marketing For copyright reasons this text cannot be reproduced in the online version of this document • • specific training for the role will be offered, enabling career advancement in that specialisation. The promotional hierarchy within the department is clear. There may be less opportunity for promotion because they are limited by opportunities within their own department • segregation of employee groups can lead to insular behaviour within the company. • working in one specialisation may stifle creativity and/or advancement opportunities • if the specialisation is one the employee enjoys, a functional structure will enable satisfied career development with the employee acquiring skills in that role leading to further experience and opportunities.	
Note: to gain full marks the candidate must include a judgement statement based on their overall assessment.	
Accept other relevant answers.	