



# **CAREER AND ENTERPRISE**

## **ATAR course examination 2022**

### **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% (110 marks)

## Question 1

(14 marks)

- (a) (i) Explain the message the cartoonist is making about managing your own career. (3 marks)

Description	Marks
Explains the message the cartoonist is making about managing your own career.	3
Describes the message the cartoonist is making about managing your own career.	2
States a fact related to the message the cartoonist is making about managing your own career.	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>The cartoonist is suggesting that:</p> <ul style="list-style-type: none"> <li>it is good to think of future pathways, even at the young age of 12. The student may not know the exact role they wish to undertake, but should be considering what they are interested in and where their strengths lie. This will help them to find out which course, which university, which type of engineer they wish to be in order to make it happen</li> <li>the teacher is trying to tell the student that becoming an engineer does not just magically happen; you must plan for your career choice/s, including researching the skills and information you may require, how to obtain the required qualifications, and how to land your dream job</li> <li>the prospect of managing a career is daunting for young people; it intimidates them and taking the first step to making it happen can be overwhelming, by exploring this with teachers or career support staff, young people will feel more confident about managing their own career path.</li> </ul> <p>Accept other relevant answers.</p>	

- (ii) Outline the concept of a career. (2 marks)

Description	Marks
Outlines the concept of a career.	2
States a fact related to the concept of a career.	1
<b>Total</b>	<b>2</b>
<p>Answers could include:</p> <p>A career is a sequence and a variety of occupations and roles (both paid and unpaid), which you undertake throughout your life. A career includes life roles, leisure activities, and learning and work.</p> <p>Accept other relevant answers.</p>	

- (iii) Explain **one** reason why managing your own career is important. (3 marks)

Description	Marks
Explains a reason for the importance of managing your own career.	3
Describes a reason for the importance of managing your own career.	2
States a reason for the importance of managing your own career.	1
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>Reason 1: Managing your own career is important because relying on an employer to do it is not necessarily going to benefit you –</p> <ul style="list-style-type: none"> <li>the investment your employer makes in your career will likely align with the organisation's goals, not your own</li> <li>the employer does not know your future ambitions and goals, which may lay outside of the organisation in which you are currently employed.</li> </ul> <p>Reason 2: Managing your own career is important because only you are responsible for your career success –</p> <ul style="list-style-type: none"> <li>For copyright reasons this text cannot be reproduced in the online version of this document.</li> <li>this will spark an active commitment and dedication, despite the potentially long journey of investment because you know the goal at the end</li> <li>For copyright reasons this text cannot be reproduced in the online version of this document.</li> </ul> <p>Reason 3: Your life goals and circumstances may change over time and you may need to manage your own career in order to meet your needs –</p> <ul style="list-style-type: none"> <li>being flexible about full and part-time work options depending on where you are at in life, for example when having children, part-time work may appeal</li> <li>keeping on top of training and professional development as well as networking.</li> </ul>	
Accept other relevant answers.	

## Question 1 (continued)

- (b) (i) With reference to Dr Tublin's point of view, explain the concept of 'work/life balance'. (4 marks)

Description	Marks
Explains the concept of 'work/life balance' and makes direct, relevant reference to Dr Tublin's point of view.	4
Explains the concept of 'work/life balance' and/or refers to the article.	3
Describes the concept of 'work/life balance' and/or refers to the article.	2
States a fact related to the concept of 'work/life balance' or refers to the article.	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• Tublin suggests that the concept of 'work/life balance' is actually 'false' and therefore cannot be achieved. 'Work/life balance' describes the relationship between your work and the commitments in the rest of your life and how they impact on one another</li> <li>• there is no ideal 'work/life balance'; everyone is different and the 'right' balance may alter over time as families grow older and personal commitments change</li> <li>• as Tublin suggests, it may be more about reconciling all the areas of one's life: family, friends, health, work. It is about making sure that each get the amount of time and attention that they need at the time they need it, which may mean they are not always equal and balanced.</li> </ul> <p>Accept other relevant answers.</p>	

- (ii) Describe why it is important to manage your own work/life balance? (2 marks)

Description	Marks
Describes why it is important to manage your own work/life balance.	2
States a fact related to management of your own work/life balance.	1
<b>Total</b>	<b>2</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• over-worked employees are more likely to suffer health problems, more likely to be absent or sick, less efficient, less sociable, and overall more difficult to work with. It is in the best interest of both the employees and the employer to avoid these pitfalls through smart human resource management</li> <li>• <div style="border: 1px dashed gray; padding: 5px; text-align: center;">For copyright reasons this text cannot be reproduced in the online version of this document.</div></li> <li>• sustainability of remaining in the workforce and longevity of career</li> <li>• if too much focus on family/friends out of work, then performance at work might suffer</li> <li>• being tired from too much work means that you will be less efficient, less sociable, and overall, more difficult to work with.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 2

(18 marks)

- (a) (i) Outline **four** ways you can develop **or** refine your Individual Pathway Plan (IPP). (8 marks)

Description	Marks
For each way (4 x 2 marks)	
Outlines a way they can develop or refine their IPP.	2
States a fact related to their IPP.	1
<b>Total</b>	<b>8</b>
Answers could include: <ul style="list-style-type: none"> <li>• outlines current career options e.g. the name of the tertiary course you wish to study and where/the employment you wish to pursue</li> <li>• states current curriculum plan e.g. academic areas of strength and/or concern</li> <li>• lists current goals linked to the following categories: personal management; learning and work exploration; career building; goals (short-term and long-term)</li> <li>• outlines career competencies linked to the categories and what will be focused on in the short and long-term e.g. lists interests, abilities, skills, workplace values</li> <li>• outlines an action plan related to achieving goals e.g. states alternative strategies to help achieve a successful outcome if the plan is altered</li> <li>• outlines affirmative elements e.g. makes a statement related to why the plan is realistic and suitable, parent suggestions, words of encouragement and helpful suggestions from relevant staff</li> <li>• outlines where help can be sourced if plan is altered, should the pathway be unobtainable or a change of mind occur.</li> </ul>	
Accept other relevant answers.	

- (ii) Describe **one** area in which refining your IPP might be necessary at a later point in your life. (2 marks)

Description	Marks
Describes an area in which refining their IPP might be necessary at a later point in life.	2
States an area in which refining their IPP might be necessary at a later point in life.	1
<b>Total</b>	<b>2</b>
Answers could include: <ul style="list-style-type: none"> <li>• refinement can relate to all elements of the plan, but is particularly relevant to goals, action plan and alternative strategies as these change over a lifetime</li> <li>• values, interests and personality may or may not change but may be more important at different stages of life</li> <li>• need to adapt or evolve to different stages of life e.g. work experiences may change you.</li> </ul>	
Accept other relevant answers.	

**Question 2** (continued)

- (b) Describe **four** ways you might develop **or** refine your electronic career portfolio. (8 marks)

Description	Marks
For each way (4 x 2 marks)	
Describes a way they might develop or refine their electronic career portfolio.	2
States a fact related to their electronic career portfolio.	1
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>regularly update the record of successes and/or improvements in a range of areas.</li> </ul> <p><b>Samples</b></p> <ul style="list-style-type: none"> <li>a compilation of relevant and up-to-date work samples and documents gathered and presented in a structured manner.</li> </ul> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>an individual's aims, achievements, progress and competencies, which should be presented in an organised, accessible and purposeful format and updated to reflect career developments in a way that doesn't overwhelm prospective employers.</li> </ul> <p><b>Comprehensive evidence</b></p> <ul style="list-style-type: none"> <li>ongoing collection of documentation that in high school may include: <ul style="list-style-type: none"> <li>cover sheet</li> <li>passport size photograph of the individual</li> <li>resume or CV</li> <li>best samples of your schoolwork from all areas</li> <li>copies of birth and/or citizenship certificate</li> <li>copies of school reports</li> <li>certificates of achievement (from school and extracurricular)</li> <li>references (school, character, employer)</li> <li>awards.</li> </ul> </li> </ul> <p><b>Professional advice</b></p> <ul style="list-style-type: none"> <li>an electronic career portfolio may be developed and/or refined with the assistance of relevant professionals, HR/careers advisers and/or graphic designers, who may be able to ensure that the presentation of the portfolio stays on trend and that the details included remain relevant.</li> </ul>	
Accept other relevant answers.	

## Question 3

(20 marks)

- (a) Describe how each of the following strategies can be used to manage changes in your personal employment circumstances. (6 marks)

Description	Marks
For each strategy (3 x 2 marks)	
Describes the strategy to manage changes in personal employment circumstances.	2
States a fact related to the strategy to manage changes in personal employment circumstances.	1
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>Up-skilling</p> <ul style="list-style-type: none"> <li>if re-entering the workforce e.g. after being a stay-at-home parent, you might need to upgrade your skills or revisit your current skills e.g. emerging technologies; adapting to disruptors/changes in all industries</li> <li>if you have no tertiary qualifications, you may need to do further study to get back into the workforce or up-skill to better your progress in your industry.</li> </ul> <p>Retraining</p> <ul style="list-style-type: none"> <li>if your industry is in decline, or your job has been made redundant, you may need to retrain to start a new job or work in a new industry</li> <li>this would involve learning new skills and knowledge to get yourself a new qualification in a different area.</li> </ul> <p>Individual Pathway Plan (IPP) analysis</p> <ul style="list-style-type: none"> <li></li> <li></li> <li>as the individual gets older, they can navigate changes to their employment by referring to their IPP and ensuring they are targeting jobs/industries that tie in with their interests, values and goals.</li> </ul>	
Accept other relevant answers.	

**Question 3** (continued)

- (b) Explain **two** possible impacts of an organisation's structure on an individual's career development. (6 marks)

Description	Marks
For each impact (2 x 3 marks)	
Explains a possible impact of an organisation's structure on an individual's career development.	3
Describes a possible impact of an organisation's structure on an individual's career development.	2
States a fact related to a possible impact of an organisation's structure on an individual's career development.	1
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>Geographical structure on career development:</p> <ul style="list-style-type: none"> <li>• it is not always easy for communication between employee and employer – your supervisor in another area may not even know who you are so you may not be able to promote yourself. You will need to be proactive to make sure that regional/head office staff know who you are</li> <li>• encourages collaboration with employees in all other departments in the one location. This allows you to pick up skills from other employees. It also allows an employee the opportunity to work in a different department, a creative accounts person could get the opportunity to work in marketing/advertising.</li> </ul> <p>Functional structure on career development:</p> <ul style="list-style-type: none"> <li>• while you are a specialist in your area and you are learning from other people in the same field, you could become quite insular and unable to see the bigger picture of what is best for the organisation. You could develop a mindset that what you do in the organisation is the most important which may make you less flexible in your role</li> <li>• with a lot of experience in your field, learning from those around you, you could build up enough skills, experience and knowledge in your area that you could set up your own business, rather than being an employee.</li> </ul> <p>Accept other relevant answers.</p>	



- (c) Describe **two** considerations important to managing change in career development when changing jobs. (4 marks)

Description	Marks
For each consideration of job movement (2 x 2 marks)	
Describes a consideration important to managing change in career development when changing jobs.	2
States a fact for consideration when changing jobs.	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• research – when looking for a new job, research potential new employers and their expectations, to ensure the change will align with your needs</li> <li>• transferable skills – are the current skills and experiences you have transferable and applicable to what you want to do in your new place of work, such as communication, leadership and planning</li> <li>• education – updating skills to broaden/deepen knowledge through training, re-training or further education may assist in giving a competitive edge when applying for a new job</li> <li>• networking – people in your network may be able to give you job leads, offer you advice and introduce you to others in the same field</li> <li>• flexibility – being prepared for employment status, location and salary changes when changing jobs is important.</li> </ul>	
Accept other relevant answers.	

- (d) Describe **two** considerations important to managing change in career development when using negotiation skills. (4 marks)

Description	Marks
For each consideration of using negotiation skill (2 x 2 marks)	
Describes a consideration important to managing change in career development when using negotiation skills.	2
States a fact about using negotiation skills.	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>• developing assertive (not aggressive) and persuasive elements within your negotiations to influence change ensures that your input is heard and valued</li> <li>• have clear expectations of what you want to achieve and be willing to listen to the expectations of your employer</li> <li>• be prepared to compromise and aim for a win/win – this will promote a healthier working environment in the future.</li> </ul>	
Accept other relevant answers.	

## Question 4

(23 marks)

- (a) Describe **three** reasons why a system of internationally recognised manufacturing standards is needed. (6 marks)

Description	Marks
For each reason (3 x 2 marks)	
Describes a reason why a system of internationally recognised manufacturing standards is needed.	2
States a fact related to why a system of internationally recognised manufacturing standards is needed.	1
<b>Total</b>	<b>6</b>
<p>Answers could include:</p> <p>Internationally recognised manufacturing standards are needed because they:</p> <ul style="list-style-type: none"> <li>• provide opportunities for innovation <ul style="list-style-type: none"> <li>▪ standards change to allow for the development of improved technology and methods</li> </ul> </li> <li>• ease communication and synchronisation within the global community <ul style="list-style-type: none"> <li>▪ a common 'language' for products, procedures and processes</li> </ul> </li> <li>• save businesses time and money <ul style="list-style-type: none"> <li>▪ standards cut production costs. They drive economies of scale through the use of common parts and specifications</li> </ul> </li> <li>• create a sense of competition <ul style="list-style-type: none"> <li>▪ businesses know products made to international standards have more credibility and expectations of quality</li> <li>▪ Australian exporters already using international standards have a head start if they move into overseas markets; strict standards can dictate a business' success or failure</li> </ul> </li> <li>• ensure the environment is protected <ul style="list-style-type: none"> <li>▪ manufacturers are required to meet emissions standards as dictated by regulatory authorities</li> </ul> </li> <li>• ensure that employees are protected <ul style="list-style-type: none"> <li>▪ health and safety standards to help reduce accidents in the workplace.</li> </ul> </li> </ul> <p>Accept other relevant answers.</p>	

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

Description	Marks
For each role (3 x 3 marks)	
Explains the role in assisting businesses to become more globally competitive.	3
Describes the role in assisting businesses to become more globally competitive.	2
States a fact related to the role.	1
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p>Role of efficiency in assisting businesses to become more globally competitive:</p> <ul style="list-style-type: none"> <li>• a globally competitive advantage is created when an organisation is able to produce a product or service more efficiently, and so be cheaper than its competitors. This can result in higher profit margins as consumers tend to choose the cheaper of any two perfect substitutes offered in the marketplace</li> <li>• the more an organisation can operate efficiently, the more globally competitive they will be. Their operating costs will be lower per unit of production which means that they can decrease their sales price (making them more attractive to consumers) and possibly experience higher profits</li> <li>• organisations will be more globally competitive if they are efficient as their profit margins will increase allowing them to expand their business further or to spend more on research and product development which can attract new customers and may increase market share.</li> </ul> <p>Role of productivity in assisting businesses to become more globally competitive:</p> <ul style="list-style-type: none"> <li>• increased productivity is the most important aspect in boosting competitiveness. Productivity is a measure of how efficiently a process uses the least number of inputs to produce the greatest number of outputs</li> <li>• productivity is directly impacted by efficiency. Anything that can be done faster, more efficiently or better than competitors, creates a competitive edge. Increased productivity e.g. producing products at a lower cost than a competitor, offers opportunities to charge less for products; leading to increased profitability and competitiveness</li> <li>• organisations that are productive will be more globally competitive since they will be able to meet demand with supply, making them a preferred product or service provider. With a good reputation for being able to meet customer demands on schedule, a greater market share will be gained.</li> </ul> <p>Role of sustainability in assisting businesses to become more globally competitive:</p> <ul style="list-style-type: none"> <li>• energy and water costs are a prime concern for organisations – by using alternative renewable energy sources, they can reduce energy-related costs/carbon footprint and increase productivity and therefore competitiveness</li> <li>• organisations can attract new customers who are more 'environmentally sensitive' and therefore increase sales and market share and therefore their competitiveness</li> <li>• organisations can attract high quality employees, boost workforce morale and innovations and therefore become more competitive</li> <li>• sustainable competitiveness is the ability to generate and sustain the level of production of goods or services over the long term, while avoiding such things as resource depletion, burnout, stress or boredom. This enhances the quality and reputation of their goods or services. This can attract new customers and hence offers an advantage over competitors</li> </ul>	

## Question 4 (continued)

- organisations will be more competitive if they are sustainable because this will mean they can continue to meet the demands of today without compromising on the tomorrow – meaning that they can be confident in providing the same product or service over a long period of time.

Accept other relevant answers.

- (c) Explain how human and technological resources have been managed effectively at The Graphics Agency design company. Support your answer using evidence from the source on page 12. (8 marks)

Description	Marks
<b>Human resources</b>	
Explains how human resources have been managed effectively, with direct, relevant reference to the source.	4
Explains how human resources have been managed effectively, with reference to the source.	3
Describes how human resources have been managed effectively and/or references the source.	2
States how human resources have been managed effectively or references the source.	1
<b>Subtotal</b>	<b>4</b>
<b>Technological resources</b>	
Explains how technological resources have been managed effectively, with direct, relevant reference to the source.	4
Explains how technological resources have been managed effectively, with reference to the source.	3
Describes how technological resources have been managed effectively and/or references the source.	2
States how technological resources have been managed effectively or references the source.	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <p>Human resources managed effectively:</p> <p>Recruitment</p> <ul style="list-style-type: none"> <li>selecting independent thinkers</li> <li>selecting people who are able to work independently</li> </ul> <p>Training</p> <ul style="list-style-type: none"> <li>employees are trained in using computer systems</li> <li>employees are provided with policies and procedures to guide their use of systems.</li> </ul> <p>Technological resources managed effectively:</p> <p>Communication</p> <ul style="list-style-type: none"> <li>meeting collectively or one-to-one on a business communication platform such as Microsoft Teams, or in person</li> <li>establishment of a group on an instant messaging platform</li> <li>smartphones are paid for by the business in order to cover communication costs</li> </ul> <p>Online software</p> <ul style="list-style-type: none"> <li>use of PixelX software system allows for tracking workloads and ensuring employees are on track to meet deadlines</li> <li>program is data encrypted to ensure safety for those working at home/abroad – they do not need to be on-site to access the server</li> <li>cloud storage to maximise storage space.</li> </ul>	

## Question 5

(20 marks)

- (a) (i) Identify the management style communicated by the manager in the script and outline the evidence of this. (3 marks)

Description	Marks
Identifies the management style is autocratic.	1
<b>Subtotal</b>	<b>1</b>
<b>Evidence of management style</b>	
Outlines evidence of management style.	2
States evidence relating to management style.	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>3</b>
<p>Answers could include:</p> <p>The management style is autocratic because:</p> <ul style="list-style-type: none"> <li>• autocratic leadership, is defined by individual authority over all decisions and limited involvement from members of the organisation</li> <li>• in the script the autocratic manager does not take input from his employees and states he will make decisions based on his own views and opinions</li> <li>• an autocratic leader imposes policies and procedures, they decide what goals are to be reached, and command and control all actions without any input from subordinates</li> <li>• autocratic managers have complete control over the team, resulting in a limited level of autonomy within the business.</li> </ul>	
Accept other relevant answers.	

**Question 5** (continued)

- (ii) Describe **one** key feature of **two** other management styles. (4 marks)

Description	Marks
For each management style (2 x 2 marks)	
Describes a key feature of the management style.	2
States a fact related to the management style.	1
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Democratic/Participative:</p> <ul style="list-style-type: none"> <li>• focuses on involving employees in the decision making process, whereby their ideas and suggestions are acted upon as given or, at the very least, taken into consideration</li> <li>• relies upon open communication channels between managers and employees to ensure opinions are seen to be valued and different viewpoints acknowledged</li> <li>• encourages employee commitment as employees feel valued and this develops the leadership skills of subordinates.</li> </ul> <p>Laissez-faire:</p> <ul style="list-style-type: none"> <li>• very little supervision and a “hands-off” management style which offers great flexibility and almost complete autonomy for staff</li> <li>• lots of creative freedom for staff as it is assumed that employees have required skills or are experts in their field</li> <li>• very relaxed environment with very few formal rules or policies and no clear chain of command or reporting processes.</li> </ul> <p>Bureaucratic:</p> <ul style="list-style-type: none"> <li>• process driven with strict regulations with lots of ‘red tape’; this makes it difficult for employees to be innovative</li> <li>• a clear chain of command, with many layers of management who are all involved in the decision making process; this results in slow decision-making as many people involved.</li> </ul> <p>Note: if candidates have not correctly selected autocratic leadership in 5 (a)(i), they will not be penalised in 5 (a)(ii).</p> <p>Accept other relevant answers.</p>	

- (b) Compare the democratic/participative and laissez-faire management styles. (4 marks)

Description	Marks
<b>For each similarity</b>	
Outlines a similarity between the democratic/participative and laissez-faire management styles.	2
States a similarity between the democratic/participative and laissez-faire management styles.	1
<b>Subtotal</b>	<b>2</b>
<b>For each difference</b>	
Outlines a difference between the democratic/participative and laissez-faire management styles.	2
States a difference between the democratic/participative and laissez-faire management styles.	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Similarities between the democratic/participative and laissez-faire management styles:</p> <ul style="list-style-type: none"> <li>• employees feel valued</li> <li>• employees are encouraged to develop as leaders</li> <li>• both management styles rely on a well-trained and motivated workforce and function best when the team work autonomously</li> <li>• the ability of the team to convey what they expect of their peers is critical to the success of both management styles</li> <li>• both management styles have a lot in common and are very focussed on the characteristics of people including integrity, trust, vision, respect, delegating, and influence.</li> </ul> <p>Differences between the democratic/participative and laissez-faire management styles:</p> <ul style="list-style-type: none"> <li>• democratic leaders participate actively in decision-making, but in collaboration with others. They are in charge of making sure the judgements they make result in the expected outcomes. Contrastingly, laissez-faire leaders play a minor role in decision-making, relying on their team to make the majority of the decisions</li> <li>• under democratic/participative leaders, employees feel valued because their input is listened to and they are involved in decision-making. Contrastingly, those who lead in a more laissez-faire style promote high levels of satisfaction for employees who like to work creatively or autonomously</li> <li>• democratic/participative leaders encourage focus on a team environment as part of shared decision-making; the social commitment to one another is greater and thus increases job satisfaction. Whereas, those who lead in a more laissez-faire style offer a 'hands off' approach so individuals can develop their own ideas and work in a style that suits their individual needs</li> <li>• democratic/participative leaders encourage open communication between all levels of management while those who work under laissez-faire leaders can be flexible with their hours; focus is on completing the work rather than hours worked.</li> </ul> <p>Accept other relevant answers.</p>	

**Question 5** (continued)

- (c) Choose **either** the autocratic **or** the democratic/participative management style and explain how it would impact workplace efficiency, productivity and sustainability. (9 marks)

Description	Marks
<b>Workplace efficiency</b>	
Explains how a chosen management style would impact workplace efficiency.	3
Describes how a chosen management style would impact workplace efficiency.	2
States a fact related to how a chosen management style would impact workplace efficiency.	1
<b>Subtotal</b>	<b>3</b>
<b>Workplace productivity</b>	
Explains how a chosen management style would impact workplace productivity.	3
Describes how a chosen management style would impact workplace productivity.	2
States a fact related to how a chosen management style would impact workplace productivity.	1
<b>Subtotal</b>	<b>3</b>
<b>Workplace sustainability</b>	
Explains how a chosen management style would affect workplace sustainability.	3
Describes how a chosen management style would affect workplace sustainability.	2
States a fact related to a how chosen management style would affect workplace sustainability.	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p><b>Autocratic</b></p> <ul style="list-style-type: none"> <li>• workplace efficiency:                             <ul style="list-style-type: none"> <li>▪ less distractions as work directions are handed down and not questioned</li> <li>▪ less meetings so more time is spent on tasks</li> <li>▪ rewards are task-orientated so acts as an incentive to complete work</li> <li>▪ the completion of the directed task is paramount, so work schedules are prioritised to maximise collective output</li> <li>▪ there is only one way to complete work tasks, so no time wasted and all working together</li> <li>▪ employees could become demotivated and feel undervalued as not listened to, so efficiency may drop</li> <li>▪ not so worried about the quality of the work preferring to just get it done.</li> </ul> </li> <li>• workplace productivity:                             <ul style="list-style-type: none"> <li>▪ everyone is focused on their own performance so each unit of performance can easily be measured</li> <li>▪ rewards and coercion often used by management, so an employee’s work is constantly monitored</li> <li>▪ processes and methods are simplified to ensure employees follow instructions accurately to maximise workplace output</li> <li>▪ could lead to stress related illnesses among staff meaning increased absences and reduced output.</li> </ul> </li> </ul>	



<ul style="list-style-type: none"><li>• workplace sustainability:<ul style="list-style-type: none"><li>▪ as the focus is task-orientated, each element of the task is completed on schedule and deadlines are met</li><li>▪ a successful autocratic leader keeps abreast of changing global trends and implements appropriate methods and processes to ensure continued viability</li><li>▪ employees may not enjoy this style of management and will not stay long leading to increased turnover of staff.</li></ul></li></ul> <p>Democratic/Participative</p> <ul style="list-style-type: none"><li>• workplace efficiency:<ul style="list-style-type: none"><li>▪ as the approach is team-orientated, everybody works towards a common goal</li><li>▪ new ideas and methods are raised to improve workplace efficiency</li><li>▪ a collaborative manner ensures everyone is placed in an appropriate part of the work process to maximise efficiency</li><li>▪ too many people giving opinions so achieving goals takes more time.</li></ul></li><li>• workplace productivity:<ul style="list-style-type: none"><li>▪ everyone is trained and supported to optimise their individual productivity</li><li>▪ in being part of a team, individuals are pressured not to lessen input, so they work to maximise output</li><li>▪ employees are included in deciding best practices, so are invested in being productive to show they are right</li><li>▪ lots of time spent discussing workplace issues, so time is taken away from productive work.</li></ul></li><li>• workplace sustainability:<ul style="list-style-type: none"><li>▪ working in a team environment, individuals are always investigating new methods due to global pressures to ensure sustainability of the organisation</li><li>▪ individuals have a strong sense of ownership and will work together on responding to new trends in the marketplace</li><li>▪ if ideas are not listened to, or if there is too much discussion around a topic, then employees may get frustrated and may not stay long because decisions take too long to get formalised.</li></ul></li></ul>
Accept other relevant answers.

## Question 6

(15 marks)

- (a) Outline
- two**
- legal requirements for employers in the workplace. (4 marks)

Description	Marks
For each legal requirement for employers in the workplace (2 x 2 marks)	
Outlines a legal requirement for employers in the workplace.	2
States a fact related to a legal requirement for employers in the workplace.	1
<b>Total</b>	<b>4</b>
Answers could include:	
<ul style="list-style-type: none"> <li>• have an emergency policy and procedure and have a process in place if an employee gets injured</li> <li>• provide insurance for all employees so that they are covered in event of accident or injury</li> <li>• pay employees fairly and according to Fair Work for hours worked, including paying into a superannuation fund for employees</li> <li>• provide and maintain workplaces, plant, and systems of work so that employers and employees are not exposed to hazards</li> <li>• provide employees with instruction, training, induction and supervision to ensure they are able to work safely.</li> </ul>	
Accept other relevant answers.	

- (b) Outline
- two**
- legal requirements for employees in the workplace. (4 marks)

Description	Marks
For each legal requirement for employees in the workplace (2 x 2 marks)	
Outlines a legal requirement for employees in the workplace.	2
States a fact related to a legal requirement for employees in the workplace.	1
<b>Total</b>	<b>4</b>
Answers could include:	
<ul style="list-style-type: none"> <li>• work safely to ensure their own health and safety and to ensure their actions do not cause injury or harm to others</li> <li>• follow the employer's instructions on health and safety, for example reporting hazards, injuries, or ill-health to the employer</li> <li>• wear protective clothing and use equipment in line with health and safety standards.</li> </ul>	
Accept other relevant answers.	

(c) Explain **one** factor that drives organisational restructuring. (3 marks)

Description	Marks
Explains a factor that drives organisational restructuring.	3
Describes a factor that drives organisational restructuring.	2
States a factor that drives organisational restructuring.	1
<b>Total</b>	<b>3</b>

Answers could include:

Legal factors:

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Environmental factors:

- as consumer knowledge of environmental issues grows, more people are becoming aware of the impact of organisational practices on the environment. Some customers have used their purchasing power to support organisations that promote eco-friendly practices like biodegradable packaging and solar energy. Organisations may protect the environment, retain consumers, and boost income by paying attention to these external issues and modifying their practices
- organisations have learnt to adapt their actions, processes, and strategies to changes caused by climate change, in order to stay competitive e.g. due to the high financial impact that weather disruptions (flood and fire damage) have had on organisations, the insurance industry has been at the forefront of anticipatory adaptation, as has the healthcare sector, due to the costs associated with the consequences of extreme temperatures and epidemics
- processes may change to be more environmentally friendly meaning that new areas of business will be created and others will be removed.

Economic factors:

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- during a boom then some organisations may be able to expand or diversify their workforce e.g. mining companies taking on more apprentices.

Question 6 (continued)

<p>Technological factors:</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> <p style="text-align: center;">For copyright reasons this text cannot be reproduced in the online version of this document.</p>
<p>Accept other relevant answers.</p>

(d) Consider the impact organisational restructuring has on employees and workplace culture. (4 marks)

Description	Marks
<b>Impact on employees</b>	
Considers the impact organisational restructuring has on employees.	2
States an impact organisational restructuring has on employees.	1
<b>Subtotal</b>	<b>2</b>
<b>Impact on workplace culture</b>	
Considers the impact organisational restructuring has on workplace culture.	2
States an impact organisational restructuring has on workplace culture.	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answers could include:</p> <p>Impact on employees:</p> <ul style="list-style-type: none"> <li>• positive – may offer new opportunities to employees who felt they were pigeon-holed in the previous regime</li> <li>• negative – employees are often concerned about job retention, work changes, management changes and the impact the restructuring will have on them personally.</li> </ul> <p>Impact on workplace culture:</p> <ul style="list-style-type: none"> <li>• positive – old cliques within workplaces can be removed with a new management structure occurring within a restructure</li> <li>• negative – trust within an organisation can be quickly eroded if the restructuring is not carried out in an honest and open manner.</li> </ul>	
<p>Accept other relevant answers.</p>	

## Section Two: Extended answer

40% (60 Marks)

## Question 7

(30 marks)

(a) Evaluate the importance of each of the following stages of gaining a job:

- locating job opportunities
- applying for a job
- attending an interview.

(12 marks)

Description	Marks
<b>Locating job opportunities</b>	
Evaluates the importance of locating job opportunities in gaining a job.	4
Explains the importance of locating job opportunities in gaining a job.	3
Describes the importance of locating job opportunities in gaining a job.	2
States a fact related to the importance of locating job opportunities in gaining a job.	1
<b>Subtotal</b>	<b>4</b>
<b>Applying for a job</b>	
Evaluates the importance of applying for a job in gaining a job.	4
Explains the importance of applying for a job in gaining a job.	3
Describes the importance of applying for a job in gaining a job.	2
States a fact related to the importance of applying for a job in gaining a job.	1
<b>Subtotal</b>	<b>4</b>
<b>Attending an interview</b>	
Evaluates the importance of attending an interview in gaining a job.	4
Explains the importance of attending an interview in gaining a job.	3
Describes the importance of attending an interview in gaining a job.	2
States a fact related to the importance of attending an interview in gaining a job.	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Locating job opportunities:</p> <ul style="list-style-type: none"> <li>• it is important to consider the 'hidden job market' because not all jobs are advertised. These may be accessed through job expos; personal, social and professional networking and associations; employment agencies and referrals</li> <li>• it is also important to consider the 'open job market' through using a range of media to locate job information such as the internet, newspapers, job board, company websites, recruiters, social networking sites and agencies</li> <li>• investigating jobs in areas related to your ideal job provides an opportunity to enter your preferred industry area.</li> </ul> <p>Applying for a job:</p> <ul style="list-style-type: none"> <li>• research the organisation to ensure this is the kind of place you want to work and that your values align with their ethos</li> <li>• it is critical to submit a job application in the manner requested by the employer, including meeting key submission dates</li> <li>• if required to address selection criteria the information must be well-presented, clear, well-written and address each point thoroughly to ensure that comparison of candidates' qualities, qualifications, skills and abilities can occur</li> <li>• ensure you are contactable and/or available for interview so that you do not miss opportunities</li> <li>• the resume/curriculum vitae must be professional and up to date and consider what employers currently require, including professional language and no errors in spelling, grammar or punctuation to give a positive first impression.</li> </ul>	

**Question 7** (continued)**Attending an interview:**

- before attending an interview, ensure all research about the organisation is completed, so that you know the history of the organisation and its products
- plan your travel before the interview so that you are on time to ensure you appear professional
- make sure you wear appropriate clothing to the interview to ensure you appear professional
- use appropriate language both verbal and non-verbal (body language) to ensure you appear professional
- ask questions about the organisation to show you are keen and interested in becoming part of the organisation
- bring appropriate support documentation to the interview such as certificates or portfolios
- prepare answers to common interview questions to ensure you feel confident on the day
- find out the role of the person who is interviewing you – are they the decision maker? The person you will be working with? The owner of the organisation? This shows that you are interested in the organisation and have taken time to learn about those who work within it
- make sure that you know what the next step is before you leave the interview, in order that any additional requirements are met, to avoid missing out.

Accept other relevant answers.

- (b) Identify **two** changes that can be created in the workplace. Explain how each change may provide opportunities for an individual's career development. (8 marks)

Description	Marks
<b>Changes in the workplace</b>	
Identifies two changes that can be created in the workplace.	2
Identifies one change that can be created in the workplace.	1
<b>Subtotal</b>	<b>2</b>
<b>For each change (2 x 3 marks)</b>	
Explains how the workplace change provides opportunities for an individual's career development.	3
Describes how the workplace change provides opportunities for an individual's career development.	2
States how the workplace change provides opportunities for an individual's career development.	1
<b>Subtotal</b>	<b>6</b>
<b>Total</b>	<b>8</b>
<p>Answers could include:</p> <ul style="list-style-type: none"> <li>restructuring – when an organisation must restructure, it may open opportunities for career development. New roles may open or there may be opportunities for redeployment or training. There may also be opportunities to work with new people and expand networks or to work in different geographical locations. It may even force workers to look for different employment which may in turn lead to new career pathways</li> <li>introduction of new technology – this provides employees with access to new skills 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</li> <li>globalisation – 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</li> <li>social change – opportunity with ageing workforce to find a mentor who is older who can share their wisdom and experience. Could be a great opportunity to learn how to succeed in the workplace and to avoid making mistakes</li> <li>technological change – opportunity to learn new skills, upskill or retrain or to learn faster, better ways of doing things. This could make you more employable in the industry</li> <li>gender role – introduction of gender equality in the workplace has seen the increase of non-traditional roles for male/female open up more opportunities across all industries</li> <li>political changes – government initiatives may introduce more funding to one industry over another which creates opportunities.</li> </ul>	
Accept other relevant answers.	

**Question 7** (continued)

- (c) Define the concepts of continual personal learning **and** continual professional learning. Explain the importance of **both** in the management of your long-term career development. (10 marks)

Description	Marks
<b>For each defined concept (2 x 2 marks)</b>	
Defines the concept accurately.	2
States a fact about the concept.	1
<b>Subtotal</b>	<b>4</b>
<b>For each explanation (2 x 3 marks)</b>	
Explains the importance of the concept in the management of your long-term career development.	3
Describes the importance of the concept and/or the management of your long-term career development.	2
States a fact related to the importance of the concept or career development.	1
<b>Subtotal</b>	<b>6</b>
<b>Total</b>	<b>10</b>

Answers could include:

Concept of continual professional learning:

- expanding a person’s skills in response to changing work environments and developments to ensure they can continue to work efficiently.

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Concept of continual personal learning:

- consistently enhancing a person's skills to further their understanding, knowledge and skills. It could be for a person’s personal growth, love of learning, exploring an area of interest or as part of their professional development.

Importance of continual professional learning for your long-term career development:

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Importance of continual personal learning for your long-term career development:

- self-awareness which enables you to get to know who you really are; your values, beliefs and the purpose you wish to pursue
- greater resilience and motivation to try something new
- improved sense of direction and focus
- more fulfilling relationships
- improved effectiveness which comes with knowing and playing to your strengths.

Accept other relevant answers.

## Question 8

(30 marks)

- (a) Explain the use of the self-management strategies of goal setting, time management and self-reflection in building a career. (9 marks)

Description	Marks
For each strategy (3 x 3 marks)	
Explains the use of the self-management strategy in building a career.	3
Describes the use of the self-management strategy in building a career.	2
States a fact related to the self-management strategy in building a career.	1
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p>Goal setting:</p> <ul style="list-style-type: none"> <li>• use of SMART Goal-setting techniques (specific, measurable, achievable, realistic, time-orientated)</li> <li>• provides clearer focus, structure and direction</li> <li>• allows priority use of resources</li> <li>• measurement of outcomes against goals is easier against specific indicators.</li> </ul> <p>Time-management:</p> <ul style="list-style-type: none"> <li>• routines help to prioritise tasks that must be done on a regular basis</li> <li>• organised work areas allow for efficient, effective use of time</li> <li>• planners help to ensure deadlines and appointments are met</li> <li>• checklists and time limits allow for a sense of accomplishment and direction to achieve desired goals.</li> </ul> <p>Self-reflection:</p> <ul style="list-style-type: none"> <li>• allows you to review the success of completing a task or a decision made, and the methods used</li> <li>• enables you to focus on successes, weaknesses and areas of improvement for the future</li> <li>• provides you with an opportunity to list future strategies to undertake when task is repeated</li> <li>• allows you to better match your own personal interests and abilities to suitable career options</li> <li>• allows you to make realistic judgements about the suitability of career pathways in relation to your own personal circumstances.</li> </ul>	
Accept other relevant answers.	

- (b) Identify and define **two** decision-making tools. Justify how each of these may be used to make personal career decisions. (12 marks)

Description	Marks
For each decision making tool (2 x 2 marks)	
Identifies and defines a decision-making tool.	2
Identifies or defines a decision-making tool.	1
<b>Subtotal</b>	<b>4</b>
For each justification (2 x 4 marks)	
Justifies how the decision-making tool is used to make personal career decisions.	4
Explains how the decision-making tool is used to make personal career decisions.	3
Describes how the decision-making tool is used to make personal career decisions.	2
States a fact related to the decision-making tool.	1
<b>Subtotal</b>	<b>8</b>
<b>Total</b>	<b>12</b>
<p>Answers could include:</p> <p>Paired comparison</p> <ul style="list-style-type: none"> <li>this tool would be best used when you have been offered more than one job or when you have various options or pathways to consider</li> <li>the process used for paired comparison is that each option is compared against another in terms of the cost of each</li> <li>rather than consider all of the options at once you compare each option with another. You give each option a score – you can decide your own scoring system – and decide which one you prefer out of each pair. Then you add up the scores for each option and that should help you to make up your mind</li> <li>this is best used when there are a lot of options, as it is quite a simple process.</li> </ul> <p>Cost/benefit analysis</p> <ul style="list-style-type: none"> <li>this involves adding up the benefits of a course of action and then comparing these with the costs associated with it</li> <li>how it is used to make personal career decisions: <ul style="list-style-type: none"> <li>brainstorm the benefits of a decision; then brainstorm the costs of that decision particularly related to the costs and benefits over time</li> <li>assign a monetary value to the costs and benefits</li> <li>finally, compare the value of costs to the value of benefits and use this analysis to decide a course of action.</li> </ul> </li> </ul> <p>Six thinking hats</p> <ul style="list-style-type: none"> <li>the premise of this method is that the brain thinks in a number of distinct ways which can be deliberately challenged. This allows potential issues to be planned for and tactics to be developed before they actually arise.</li> <li>how it is used to make personal career decisions: <ul style="list-style-type: none"> <li>managing (blue) – the goal/s (i.e. career ideas; income earned; job satisfaction)</li> <li>information (white) – the facts (i.e. subjects enjoyed; interests and attributes)</li> <li>emotion (red) – the instinctive or gut reaction to possible careers after reading literature (e.g. Job Guide)</li> <li>discernment (black) – the logic used in identifying reasons to be cautious (i.e. course cost; employment prospects; opportunity cost)</li> <li>optimistic response (yellow) – the logic applied to identifying benefits (i.e. increased job prospects; increased income opportunities)</li> <li>creativity (green) – the statements of provocation and investigation (the “what if” statements).</li> </ul> </li> </ul> <p>Accept other relevant answers.</p>	

**Question 8** (continued)

- (c) Present **three** reasons why the concepts of self-understanding, personal attributes and self-marketing are seen as being inter-related elements of career development.

(9 marks)

Description	Marks
For each reason (3 x 3 marks)	
Presents a comprehensive reason why the concepts are seen as being inter-related elements of career development.	3
Presents a simple reason why the concepts are seen as being inter-related elements of career development.	2
States a fact related to the concepts.	1
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p>Why the concepts are inter-related:</p> <ul style="list-style-type: none"> <li>• before you can begin to market yourself, you should be aware of your own strengths and weaknesses</li> <li>• marketability is largely affected by how much you believe in your own qualifications and suitability for a job and a career portfolio should be reflective of this</li> <li>• includes self-reflection as well as feedback from other people which helps you to form a realistic picture of your personal attributes</li> <li>• confidence is central to engaging in self-marketing activities related to career development</li> <li>• before you are able to promote yourself to others (self-marketing) you must be able to identify your own strengths, values, interests and skills – these are personal attributes</li> <li>• you are unable to promote yourself accurately and honestly without self-understanding and knowledge of your personal attributes</li> <li>• promoting yourself requires that you know which jobs match your personal attributes.</li> </ul> <p>Accept other relevant answers.</p>	

## Question 9

(30 marks)

(a) Explain the impact of information communication technologies (ICT) on the operational practices of workplaces using the following:

- mobile technologies
- high speed internet
- social networking.

(9 marks)

Description	Marks
<b>Mobile technologies</b>	
Explains the impact of ICT on the operational practices of workplaces using mobile technologies.	3
Describes the impact of ICT on the operational practices of workplaces using mobile technologies.	2
States a fact related to the impact of ICT on the operational practices of workplaces using mobile technologies.	1
<b>Subtotal</b>	<b>3</b>
<b>High speed internet</b>	
Explains the impact of ICT on the operational practices of workplaces using high speed internet.	3
Describes the impact of ICT on the operational practices of workplaces using high speed internet.	2
States a fact related to the impact of ICT on the operational practices of workplaces using high speed internet.	1
<b>Subtotal</b>	<b>3</b>
<b>Social networking</b>	
Explains the impact of ICT on the operational practices of workplaces using social networking.	3
Describes the impact of ICT on the operational practices of workplaces using social networking.	2
States a fact related to the impact of ICT on the operational practices of workplaces using social networking.	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p><b>Mobile technologies:</b></p> <ul style="list-style-type: none"> <li>• ties in with flexible workplaces/practices</li> <li>• ability to work from home, or at least not have to be in an office – e.g. Real Estate salespeople multitask during home opens with updating websites, emailing clients etc. or tradespeople being able to use time more efficiently by using smartphones and not having to return to an office</li> <li>• impedes on work/life balance as never fully able to switch off from work.</li> </ul> <p><b>High speed internet:</b></p> <ul style="list-style-type: none"> <li>• clients become accustomed to immediacy – lose clients if internet slow</li> <li>• increased pressure as expectation of immediacy.</li> </ul> <p><b>Social networking:</b></p> <ul style="list-style-type: none"> <li>• blurring of boundaries between work and leisure</li> <li>• opportunities for networking</li> <li>• customer expectations have changed, whereby a social network presence has become an essential component of operational practices in the workplace</li> <li>• the processes for finding and sourcing new employees to fill vacancies have changed due to social networking platforms. Employees are more able to 'head hunt' potential candidates for positions in their organisation</li> </ul>	

**Question 9** (continued)

<ul style="list-style-type: none"> <li>• procrastination/distraction at work – impacts on workplace productivity</li> <li>• operational costs not incurred by employer – e.g. glitches fixed by the social network site, not the employer</li> <li>• operation of social media platforms is kept up-to-date as they operate for profit and keep improving to remain competitive</li> <li>• potential for workplace bullying/harassment/discrimination.</li> </ul>
Accept other relevant answers.

(b) Evaluate the importance of the following **three** strategies for working in a diverse workplace:

- attending cultural awareness training
- using appropriate communication techniques
- developing awareness of equal opportunity legislation. (12 marks)

Description	Marks
For each strategy (3 x 4 marks)	
Evaluates the importance of the strategy for working in a diverse workplace.	4
Explains the strategy for working in a diverse workplace.	3
Describes the strategy for working in a diverse workplace.	2
States a fact related to the strategy for working in a diverse workplace.	1
<b>Total</b>	<b>12</b>

Answers could include:

Attending cultural awareness training:

- often employees attend cultural awareness training through professional development programs; if employees have fixed ideas about some cultures then cultural awareness training may not be received well, but this shapes opportunities for greater awareness and self-reflection in order to overcome unconscious bias and systemic racism
- employees need to be aware of different cultures as employees can be sourced from around the world
- positive culturally diverse employment policies and educational programs increase awareness of equal opportunity legislation to help to encourage effective working relationships. When employees are better equipped to engage with colleagues, treat differences with respect and cultural awareness, this assists in mitigating cultural disputes
- webpages outlining an organisation’s diversity policy and focus on social inclusion e.g. appropriate communication techniques within the workplace, can be helpful to ensure the diversity of the workplace is well-publicised and that employees feel a sense of inclusion
- cultural understanding can be encouraged through social events and the celebration of key calendar dates of various nationalities/belief systems. This removes misunderstanding and assists in changing attitudes while increasing employee engagement
- management strategies can be used to reflect the expertise and experience of different ethnic, cultural or other personal backgrounds. This ensures that communication with employees and customers is reflective of a deeply ingrained sense of inclusion e.g. having a returns policy available in multiple languages.

Using appropriate communication techniques:

- use inclusive management and communication styles and encourage employees to share their knowledge and experiences within teams, this increases a sense of inclusion and respect which improves productivity and working conditions. Clear, effective communication amongst co-workers, managers and executives fosters an equal opportunity workplace where a diverse group of people may succeed
- challenge stereotypes that are observed in the workplace to ensure zero tolerance of exclusion, harassment or bullying. This ensures people feel safe in their place of work
- reflect understanding that different cultures have different expectations around communication – what may be acceptable in one culture is not in another, so it is important that all employees are provided with training opportunities. This will reduce the risk of communication problems arising and makes the workplace an enjoyable one in which to work.

Developing awareness of equal opportunity legislation:

- publish clear equal opportunity policies and give all employees access to support if required; responding to any discrimination accusations or issues raised by employees in a timely and equitable manner. This ensures employees feel safe
- include an effective employee complaint handling procedure so as employees feel they are treated fairly and equitably
- promote awareness and initiatives of mental health and wellbeing, as well as modifying uniform and/or bathroom options; workplace accessibility; workstations, including wheelchair access. This enhances productivity, performance and satisfaction
- use recruitment strategies that encourage applications from a diverse range of backgrounds. This ensures that employees can access career alternatives and a diverse range of employment options
- employers have a duty to ensure that they comply with Equal Employment Opportunity laws, this legislation is important because it establishes the standard of how people should treat each other at work.

Accept other relevant answers.

**Question 9** (continued)

- (c) Explain the impact that organisational restructuring has upon human, physical and financial resources. (9 marks)

Description	Marks
For each resource (3 x 3 marks)	
Explains the impact that organisational restructuring has upon the resource.	3
Describes the impact that organisational restructuring has upon the resource.	2
States a fact about the impact of organisational restructuring upon the resource.	1
<b>Total</b>	<b>9</b>
<p>Answers could include:</p> <p>Human resources:</p> <ul style="list-style-type: none"> <li>• psychological impact (e.g. stress from change)</li> <li>• skill requirements (e.g. need for retraining)</li> <li>• employment prospects (e.g. possibly lay-off, redundancies)</li> <li>• future human resource planning and recruitment</li> <li>• creates opportunities for people to apply for different jobs and receive promotions, retrain, work overseas.</li> </ul> <p>Physical resources:</p> <ul style="list-style-type: none"> <li>• may be disposed of if considered superfluous to an organisation. These resources should not be sold off too cheaply in a 'fire sale'</li> <li>• the changed utilisation of e.g. the office layout, warehouse space.</li> </ul> <p>Financial resources:</p> <ul style="list-style-type: none"> <li>• may become strained (e.g. mergers, redundancies), so an organisation needs to make sure it does not over-stretch itself financially</li> <li>• 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</li> <li>• longer term the organisation should be more profitable, produce less wastage and reduce duplication of resources.</li> </ul> <p>Accept other relevant answers.</p>	



## ACKNOWLEDGEMENTS

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