**ROSSMOYNE SENIOR HIGH SCHOOL**

**CAREER AND ENTERPRISE**

**Unit 3 Examination**

**Year 12 ATAR**

**SEMESTER 1, 2017**

##### *Question/Answer Booklet*

**NAME: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**TEACHER:** LITTLE

### Time allowed for this paper

|  |  |
| --- | --- |
| Reading time before commencing work: | Ten minutes |
| Working time for paper: | Three hours |

**Materials required/recommended for this paper**

***To be provided by the supervisor***

This Question/Answer Booklet

***To be provided by the candidate***

Standard items: pens (blue/black preferred), pencils (including coloured), sharpener,

correction fluid/tape, eraser, ruler, highlighters

Special items: nil

**Important note to candidates**

No other items may be taken into the examination room. It is **your** responsibility to ensure that you do not have any unauthorised notes or other items of a non-personal nature in the examination room. If you have any unauthorised material with you, hand it to the supervisor **before** reading any further.

**Structure of this paper**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Section** | **Number of questions available** | **Number of questions to be answered** | **Suggested working time (minutes)** | **Marks Available** | **Percentage of exam** | **Converted mark** |
| Section one:  Short Answer | 8 | 8 | 100 | Mark/112 | 60 | Mark x .536  Mark /60 |
| Section two:  Extended Answer | 3 | 2 | 80 | Mark/60 | 40 | Mark x .666  Mark /40 |
|  | | | | **TOTAL** | 100 | /100 |

**Instructions to candidates**

1. The rules for the conduct of Western Australian external examinations are detailed in the WACE Examinations Handbook 2016. Sitting this examination implies that you agree to abide by these rules.
2. Write your answers in the spaces provided in this Question/Answer Booklet using a **blue or black ballpoint or ink pen**. DO NOT USE PENCIL
3. You must be careful to confine your responses to the specific questions asked and to follow any instructions that are specific to a particular question.
4. Spare pages are included at the end of this booklet. They can be used for planning your responses and/or as additional space if required to continue an answer.

● Planning: If you use the spare pages for planning, indicate this clearly at the top of the page.

● Continuing an answer: If you need to use the space to continue an answer, indicate in the original answer space where the answer is continued, i.e. give the page number. Fill in the number of the question that you are continuing to answer at the top of the page.

**Section One: Short answer (112 marks) 60%**

This section has eight (8) questions. Answer **all** questions. Write your answers in the spaces provided.

Spare pages are included at the end of this booklet. They can be used for planning your responses and/or as additional space if required to continue an answer.

● Planning: If you use the spare pages for planning, indicate this clearly at the top of the page.

● Continuing an answer: If you need to use the space to continue an answer, indicate in the original answer space where the answer is continued, i.e. give the page number. Fill in the number of the question that you are continuing to answer at the top of the page.

Suggested working time: 100 minutes

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**Question 1 (16 marks)**

1. Explain the term “international standards” for manufacturing.

Detailed explanation 2 marks

Brief explanation 1 mark

(2 marks)

International standards for manufacturing are

* published documents
* setting out specifications & procedures

Lesser points

* common language defining quality & safety
* based on industrial, scientific & consumer experience

1. Explain the need for internationally recognised manufacturing standards through the use of two examples.

|  |  |
| --- | --- |
| Description | Marks |
| Detailed explanation of at least 2 needs using 2 examples used | 5-6 |
| Explains 2 needs and gives 2 examples | 4 |
| 1 need explained & example given | 3 |
| 1 or 2 needs outlined but not explained may include an example | 1-2 |
| Subtotal | 6 |

(6 marks)

* To ensure products, services & systems are safe, reliable & consistently perform as intended
* Particularly with globalisation we need to have standardised parts as it encourages world trade by making parts compatible, standardising transport containers, and communication technologies work world wide
* Improves efficiency and cut production costs through the use of common parts and specifications, help cut energy bills and foster new technologies.
* Sets and improves minimum safety standards – less legal risks
* Supports innovation because ideas adopted around the world
* Environment International Standards on air, water and soil quality, on emissions of gases and radiation and environmental aspects of products contribute to efforts to reduce Countries with low labour costs often have poorly regulated building & manufacturing standards – sweatshops – not ethical.
* Online shopping (do products meet Australian standards?)
* Increased mobility of people – issues with non transferable goods such as power adaptors, phones/internet systems
* ISO (International Organisation for Standards)
  + technological, economic, societal benefits – harmony in standards
  + largest developer voluntary standards. Helps break down international trade barriers
  + level playing field for developing countries
  + facilitate free & fair global trade
  + minimise waste, errors – increase productivity & efficiency

1. Discuss the ethical and legal issues associated with the management of data in a workplace. Use examples to support your answer.

(8 marks)

|  |  |
| --- | --- |
| Description | Marks |
| Detailed discussion includes ethical and legal issues reference to workplace and supporting examples | 7-8 |
| Discussion includes ethical and legal issues may involve some reference to workplace and has supporting examples | 5-6 |
| Discussion may omit specific reference to workplace and/or examples | 3-4 |
| Mentions or states a few facts relating to ethical and legal issues | 1-2 |
| Total | 8 |

Discuss means identify issues and provide points for and/or against.

Issues may include:

* The method of collecting, controlling, storing, processing, retrieving, sharing and management of information both in a physical and technological form.
* Using information appropriately, that is both ethical and obeys the rules of the law.
* Issues vary depending on the type of workplace e.g. keeping medical records requires different handling than library records or your car maintenance history
* Therefore training staff to handle data sensitively and met legal requirements will vary depending on the organisation
* Workplaces must develop policies on the ethical and legal use of data such as;
* Security measures –
* use of passwords,
* encryptions and identifying who access what data
* storage (hard copies and electronic
* Under Section 61 of the State Records Act 2000 (WA), State organisations are required to adhere to standards governing recording keeping and use of data
* Maintaining people’s privacy e.g. medical history or tax records
* Financial security e.g. banking details,
* Personal security e.g. victims of domestic violence
* Gaining consent on how the data may be used
* Making a profit from someone’s data – on selling without the owner’s knowledge today this is generally considered unethical for a number of reasons
* Identity theft

**Question 2 (12 marks)**

1. Define the concept of quality control.

Detailed definition 3 marks

General definition 2 marks

States a fact 1 mark

(3 marks)

* Quality Control procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of criteria (completed within time, quality, cost and productivity parameters) or meets the requirements of the client or customer.
* Quality control involves the testing of completed products to uncover defects, and reporting to management who make the decision to allow or deny the release of the product.

1. Explain **three** methods used to achieve quality control.

(3 methods x 3 marks)

Detailed explanation 3 marks

General explanation 2 marks

States a fact 1 mark

(9 marks)

* Check sheet – designed for gathering specific information on root cause of defects. Facilitates use of facts over opinions.
* Cause & effect diagram – causal diagrams showing causes of a specific event. Commonly used for product design & quality defect prevention, identifying potential factors causing overall effect. Causes are grouped based on sources of variation e.g. people, methods, machines, materials, environment
* Flowchart –diagram that uses graphic symbols to depict nature & flow of a process.
  + benefits – promote process understanding, tool for training & identifying problems & areas for improvement

**Question 3 (17 marks)**

1. Define the term performance management.

(3 marks)

Detailed definition 3 marks

General definition 2 marks

States a fact 1 mark

* A process where employers and employees work together to **plan**, **monitor** and **review** an **employee's performance** and achievement of work goals and overall contribution to the organisation
* It is the continuous process of setting goals, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their work and career goals (employee development)

1. Explain **three** techniques used to conduct performance management reviews and discuss the advantages and disadvantages of **two** of these techniques.

(14 marks)

|  |  |
| --- | --- |
| Description | Marks |
| Technique explained | 2 |
| Technique stated e.g. title only | 1 |
| (3 techniques x 2 marks) Subtotal | 6 |
|  |  |
| Advantage of technique discussed | 2 |
| Advantage of technique mentioned | 1 |
| ( 2 techniques x 2 marks) Subtotal | 4 |
| Disadvantage of technique discussed | 2 |
| Disadvantage of technique mentioned | 1 |
| ( 2 techniques x 2 marks) Subtotal | 4 |
| Total | 14 |

Rating scales:

* Performance appraisal checklist, rating employee on a continuum
* The most commonly used system in performance management
* Employees are judged on many different factors and on how much of that factor or trait they possess.
* Typically a 5 or 7 point scale is used

Objectives by Management Method –

* Process managers & employees jointly set objectives for employees.
* Employees receive ongoing feedback.
* Three steps:

1. Set individual objectives & plans (SMART goals) Specific objectives of the performance management program might include such objectives as increase professional development, skill level and performance of each employee; to strengthen working relationships between supervisor and employee; to clarify job duties and responsibilities; to establish mutually understood standards for measuring performance and to aid in promotion, retention and salary decisions
2. Give feedback & evaluate performance
3. Reward according to performance

360 Degree Feedback –

* Refers to multiple evaluations of employees, which often include assessments from a line manager, peers, sub-ordinates and self-assessment. In self-assessments, individuals assess and evaluate their own behaviour and job performance and in peer assessments members of a group evaluate and appraise the performance of their fellow group members.

The advantages and disadvantages of **two** of these techniques

Rating scales:

Positives

* Cheapest
* Simplest
* Quickest

Negatives

* Can lack accuracy
* Not very specific

Objectives by Management Method

Positives

* Benefits can be for employee and management
* May set objectives together and develop employee skills
* Often involves professional learning objectives as well as company/organisational objectives
* Review based on the objectives

Negatives

* Problems if management and employee have different objectives
* Reviews that are only conducted by one person are more inclined to bias

360 Degree Feedback

Positives

* Most accurate, best possible analysis
* Solves many problems with peer assessments from only one member provides insight from different perspectives
* Usually confidential appraisals
* Most valuable when used for purposes of individual development rather than admin evaluative decisions.
* Provides specific suggestions on how to improve individual competencies
* Minimises some common problems with the performance appraisal process (supervisor evaluation only methods)
* This process makes people accountable to all levels of the organisation. It stops people being co-operative only when their manager is watching and acting differently when the manager is not present.

Negatives

* Time & money – it takes a significant amount of time for a group of individuals to evaluate one person.
* If we multiply the numbers based on the time required to evaluate one individual to count everyone in the organisation, the costs can quickly become massive.
* Integrity of anonymity easily compromised –subordinates/peers less truthful in their assessments of a supervisor/co-worker for fear of repercussions

**Question 4 (12 marks)**

Explain the role of **three** of the following resources within an organisation:

* Human
* Financial
* Physical
* Technological

(12 marks)

|  |  |
| --- | --- |
| Description | Marks |
| Detailed explanation covers three aspects of role | 4 |
| Explains two aspects of role | 3 |
| States two roles | 2 |
| States one role | 1 |
| (3 resources x 4 marks) Total | 12 |

* human (such as, recruiting, training, salary, re-deploying)
* financial (such as, budgeting, forward planning)
* physical (such as, buildings, grounds, equipment)
* technological (such as, communication, production techniques, customised software)

Human (e.g. recruiting, training, salary, redeploying)

* Everything to do with the employees
* Recruiting –searching for & obtaining a pool of potential candidates with the desired knowledge, skills, experience. Purpose- to find widest & best applicant pool for the organisation to select the best possible candidate from. Ineffective recruitment can cause significant cost to a business – reduced productivity, interpersonal difficulties, operational interruptions, customer service costs
* Training – process of acquiring new behaviours, knowledge, skills and attitudes which enhance employees' ability to meet current and future job requirements and perform at higher levels.
* Organisation responsible ensuring employees have appropriate skills & knowledge through ongoing professional learning. It ensures ongoing competiveness & adaptability for the company
  + on the job training
  + internal & external workshops & courses
  + coaching, mentoring
  + external study
* Salary – Human resources department determining salary & benefits to attract, retain, motivate employees.
* Redeploying –reorganising workplace to meet current & future needs – redundancy, retirement, retraining into a different area of the business

Financial (e.g. budgeting, forward planning)

Link between what a business wants to achieve in the future & the resources it will need to do so.

* Budgeting –legal requirement e.g. paying taxes GST, payroll tax etc. Plan for revenue & expenditure
* Forward planning –crucial to good management & future security. Establishing a clear view about where the organisation is heading & how it will get there. Three key principles:
  + establishing a clear view
  + where the organisation is heading
  + how it will get there

Physical (e.g. buildings, grounds, equipment)

Anything needed to carry out the day to day business activities. Includes Facilities & grounds, plant & equipment, consumables. Including safety of equipment and grouds.

Improving physical resources for efficiency; people perform better in a present work environment. Improving the sustainability of the business can have financial benefits & contribute to healthy environment & strong communities.

Technological (e.g. communication, production techniques, customised software)

* Communication –technology provides immediate, convenient & efficient communication globally.
* Production techniques –keeping up to date with most efficient & effective techniques e.g. automation, technology for record keeping
* Customised software –generally produce most efficient system as specific to the needs of a particular business.

**Question 5 (16 marks)**

1. Define the terms career and career development.

(4 marks)

|  |  |
| --- | --- |
| Description | Marks |
| Fully defines term | 2 |
| Outlines term | 1 |
| (2 terms x 2 marks) Total | 4 |

The term career may be defined as the

* Sequence and variety of roles, which one undertakes throughout a lifetime
* It encompasses all life roles, not just occupation, and
* Includes all paid and unpaid work, learning, leisure activities, and community and family responsibilities
* Each person has a unique career in which work, learning and life are inextricably intertwined

Career development:

* The lifelong process of gaining the knowledge, skills, attitudes and behaviours
* To manage life, learning, leisure, transition and work
* In order to move towards a personally determined and evolving preferred future
* It involves individuals planning and making decisions about education, training and career choices, as well as developing the right skills and knowledge to do this

1. Explain the concept of self-understanding and why it is important for career development and management.

(6 marks)

Explains the concept 2 marks

Explains why important for career development and management 4 marks

From Ella Graham & Praj Menon

“Self understanding is thoroughly knowing what we value and enjoy, our skills and interests as well as our personality traits, strengths and weaknesses. The deeper understanding of ourselves we have, the more likely we are to be able to identify a career pathway that we will be able to develop, excel in and most importantly enjoy. Having a good self-understanding means we will perform better in interviews as you can present yourself confidently and answer personal questions with ease. This will increase your chance of being hired and therefore assist in career development. A good sense of self understanding gives individuals a powerful sense of guidance and makes it clear under what set of circumstances we work best in. … which will allow for increased productivity and workplace performance, in turn creating opportunities for promotion.”

“…It includes constant self-reflection and self management … When one is able to self-reflect, one can hone into specific strengths and weaknesses and can either work on these, or use these to correlate their self concept to a specific career field. If one is able to show employers that they have a good understanding of themselves, employers will understand that they are able to evaluate situations well and can show initiative. Once in a job or field of choice employees feel more fulfilled and have high job satisfaction, allowing them to participate more fully in the workplace and further update skills and competencies. By constantly evaluating using apps such as ‘stigma’ (where one writes down their day and how they felt about it) one can understand how situations affect them and hence become better problem solvers and reduce conflict and mental stress, enhancing their career development, management and employability value.”

1. In order to develop a career path a person should consider their personal attributes. Outline **two** of your personal attributes and explain how they will be useful in your chosen career.

(6 marks)

|  |  |
| --- | --- |
| Description | Marks |
| Identify personal attribute | 1 |
| 2 attribute x 1 mark each |  |
| Explains usefulness of attributes in career | 2 |
| Outlines or mentions usefulness of attribute in career | 1 |
| 2 attributes x 2 marks each |  |
| Total | 6 |

Answers may include:

|  |  |
| --- | --- |
| * Communication skills * Time management * Team work * Initiative * Drive * Discipline | * Determination * Adaptability * Growth mindset * Resilience * Supportive * Organised |

**Question 6 (15 marks)**

1. List 5 aspects included in an Individual Pathway Plan.

1 mark for each aspect

|  |  |
| --- | --- |
| Personal Profile   * Skills * Values * Personal attributes * Achievements * Knowledge jobs & occupations | * Short term goals * Long term goals * Action plans * Core Skills For Work |

(5 marks)

1. Explain how an Individual Pathway Plan can assist you in your career development.

(4 marks)

Fully explains 4 marks

Explains 3 marks

Outlines ideas with some explanation 2 marks

States a few points 1 mark

Students should explain the IPP in terms of their career development.

* Developing an IPP helps you to **better understand yourself as you identify** your personal **skills, strengths** and values. It therefore **assists you in making career choices** that best suit your personality, interests and attributes. Self exploration activities develop the ability to identify career interests, skills and work values
* Career exploration, career planning and career management activities completed when creating an IPP develop the ability to **connect your interests**, skills and values to a range of career options, identify the courses and employability skills needed to enter careers of interest and post secondary pathways
* The IPP activities help to **develop goal-setting skills** this in turn:
  + - Helps to develop action plans
    - Helps you to engage in self and skill development
    - Increases motivation and academic achievement
    - Decision-making
* Helps keep things in perspective by identifying different pathways and options for career development
* Helps **develop job search skills** and help secure employment
* Assists the development of work readiness skills, a **growth mind set** and a **positive attitude towards continual lifetime learning.**

1. Identify the four features/stages of Mitchell’s planned happenstance theory and explain **one** feature/stage that applies to an Individual Pathway Plan.

(6 marks)

|  |  |
| --- | --- |
| (Identify 4 stages x 1 mark )+ (Explains 2 marks) |  |
| Identifies each stage (4 stages X 1 mark) | 1 |
| subtotal | 4 |
|  |  |
| Explains the stage | 2 |
| Outlines the stage | 1 |
| subtotal | 2 |
| Total | 6 |

Answers may be stage names or stage explanations

Identify in bold below: Outlines beside each stage

1. **Clarify ideas** identify your interests
2. **Remove the blocks** can be attitude block or other blocks “how I can” rather than “I can’t because...”
3. **Expect the unexpected** Be prepared for chance opportunities
4. **Take action** Learn, develop skills, remain open and follow-up on chance events

Explains below:

Stage 1 clarify ideas appears the most obvious stage to link to IPP for the getting to know you attributes, values etc. However students may relate one of the other stages to their IPP.

* 1. **Clarify ideas** take time to identify your interests and make this a focus for exploring career opportunities. Exploring personal curiosity is part of this process
* 2. **Remove the blocks:** wonder how you can achieve a desired outcome rather than focus on reasons why you cannot achieve something
* 3. **Expect the unexpected:** Unexpected events can be opportunities. Being prepared for chance opportunities such as unexpected meetings, impromptu conversations or new experiences can lead to career possibilities
* 4. **Take action:** Be prepared to continue to learn and develop your skills. The theory states that you need to open to opportunities and to follow up on any chance events that may contribute something towards your career development.

**Question 7 (10 marks)**

List **four** time-management strategies and explain how **two** of these strategies could increase the productivity of an organisation.

(10 marks)

1 mark each for strategy listed (4 strategies x 1 mark) Total 4 marks

3 marks for each strategy explained (2 strategies explained x 3 marks) Total 6 marks

* **Prioritise tasks**
* **Use a planner** to ensure deadlines, appointments are followed
* **Make checklists / to do lists**
* **Set clear time limits** for achieving desire goals SMART goal setting
* **Turn off electrical devices / apps that distract you such as Facebook**
* Use a time-management app (should be set up before its needed or it can become a distraction and waste time instead of managing time) e.g. ‘Goals on Track’ or 60/60
* Develop routines for tasks that have to be done on a regular basis
* Organise your working area effectively
* **NOT** MULTI - TASKING

Strategy: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Strategy: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Question 8 (14 marks)**

1. Define the concept of continual professional learning

(2 marks)

Defines term 2 marks (2 points or more 2 marks)

Mentions or states a fact relating to the term 1 mark

* Students shouldn’t use continuous to define continual.

Continual learning includes ongoing, activities that develop an individual's skills, knowledge, expertise and other characteristics that directly improve your employability skills or make them more efficient in the workplace.

1. Explain two methods that you can partake in, to further your learning or increase your employability throughout your career.

(4 marks)

Students approached this question in different ways – open minded approach to marking q.

* Formal – university studies, training institutions, professional association courses.
* Informal – study groups/workshops, peer observations, mentoring, networks, conferences

OR

* Online Courses –courses delivered partially or completely online e.g. Open Universities
* Training Courses –series of lessons/lectures teaching skills/knowledge for a particular job/activity. e.g. St John’s First Aid online, Worksafe certificates
* Employer Initiatives –training initiatives by a business designed specifically to upskill employees to match business vision. e.g. McDonalds training. Skills are often transferable to other positions. Might have follow up Certificates that can be studied at TAFE.
* Graduate Programs –offered by governments & large organisations specifically for new or recent graduates. On the job training in a rotation of different areas within the organisation.
* Voluntary Work/ Community Service

Read the following article to answer question 8(c)

**Why are fewer people interested in doing IT?**

By Lucia Stein

Updated 20 Feb 2017, 2:55pm

If you've been following tech developments lately you'll know the industry is facing a bit of a skills shortage in Australia.

According to the Government's Cyber Security Strategy the number of people taking up information and communications technology degrees has halved over the last decade.

But Data61 chief executive and Australian technology entrepreneur Adrian Turner says there has been an increased demand for certain types of IT professionals from tech companies.

"… As more Australian emerging tech companies begin to scale up, they're requiring more talent and at the same time, multinational companies are looking to Australia to do primary R&D and product development," he said.

….. **What about industry culture?**

Part of the problem might also be that people are put off by the continual learning culture required in IT.

The tech industry requires retraining, reskilling and vocational training, according to Mr Turner, but the issue is that Australian culture does not promote this kind of continual learning.

"Australia needs more of a growth mindset, which is about continual learning and improving and also about not passing judgement when things don't work out — so treating everything as a learning experience," he said.

But he says this is also shifting, and believes that new learning structures will emerge where the "whole career cycle of people" will be looked at and compared with data to better understand where individuals are best suited to work and develop skills.

"I do think we're going to move to more of a concept of lifelong learning … where the educators have more of an incentive to make sure that the skills their students are learning are valued by the market."

**So, how do we fix this?**

According to Mr Turner one of the solutions is investing in skills at universities.

At Data61 he says they are collaborating with a number of universities and co-investing in a number of programs to ensure that "rich talent" is supported.

*Extracted from: http://www.abc.net.au/news/2017-02-20/where-is-the-it-crowd/8286396*

1. **Evaluate** the importance of continual personal and professional learning in the management of long-term career development using examples from the article.

(6 marks)

Students need to **evaluate** make a judgement.

Continual personal and professional learning is **extremely** important in managing long term career development.

One needs to keep up to date so skills match available work. As this is not happening at present in the IT field it creates openings for those who do continue to learn

In the future Australian’s will need to develop a different attitude and a more positive or ‘growth mind-set’ to take advantage of new business developments such as “R and D and product development” These areas are obviously constantly changing so not remaining up to date will eventually result in a lack of career opportunities. Therefore it is **imperative** that continual learning through “retraining, reskilling or vocational training” needs to become part of our industry culture – that is an accepted practice.

Continual personal and professional learning also reduces the defensive attitude accompanied when tasks do not work as intended. A continual learning attitude helps to produce a confidence and enquiring mind that learns from failure and allows us to move on.

**Section Two: Extended answer 60 marks 40%**

This section contains three (3) questions. You must answer **two** (2) questions. Write your answer in the spaces provided. If you use a page for planning, indicate this clearly at the top of the page.

Suggested working time: 80 minutes

**Question 9 (30 marks)**

1. Define the term organisational restructure. Describe three different types/forms of organisational restructure and for each type give one example of an organisation that has undergone the restructure.

Relocation

Offshoring

Outsourcing

Bankruptcy/Closure

Merger/Acquisition

Internal restructuring

Business expansion

(8 marks)

1. Discuss two positive and two negative impacts of organisational restructure on employees.

Negatives

Stress

Job loss/ job insecurity

Reduced hours

More competition

Higher work load

Worker safety

Bullying

Shift away from full time jobs

Positives

Improvement of one’s own job position – increased wellbeing/productivity

Ability to travel

Flexible working arrangements – hours, location

Higher job satisfaction

Innovative behaviour

Better work engagement

(8 marks)

1. Discuss two positive and two negative impacts of organisational restructure on an organisation.

Negatives

Public perceive them as only valuing profits over people, environment etc

Workers may fee undervalued – reduced productivity

Time – change will need time for training, building culture etc

Potential loss of workplace culture

Cost – change will impact profits (short term)

Potential loss of talent / increased turnover

Positives

Increased profits (long term)

Workers will have updated skills

Innovation

Potential enhanced Workplace culture

Improved productivity & efficiency & performance

Workers are proud to work for the organisation – build reputation amongst workers’ social networks – enhancing the organisation’s brand

Improved commitment

Reduced turnover

(8 marks)

1. Explain two factors that drive organisational restructuring.

Legal

Environmental

Economic – growth, interest rates, inflation

Technological

(6 marks)

**Question 10 (30 marks)**

1. Explain the concept of corporate social responsibility in the workplace and identify three different types of CSR practices.

(6 marks)

(a)

* Explains in detail 3 marks – may include the dot points below or something similar to the paragraph below.

Explains briefly 2 marks

Mentions or states a fact 1 mark

* Identify 3 different types of CSR practices 1 mark each
* Corporate social responsibility (CSR) refers to a business practice that involves participating in initiatives that benefit society.
* Commitment by business to behave ethically and
* Contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Businesses exist to make a profit. However, no organisation operates in isolation; there is interaction with employees, customers, suppliers and stakeholders. CSR is about managing these relationships to produce an overall positive impact on society, whilst making money. It is about being a good ‘corporate citizen’ and taking responsibility for actions taken by the company. It could include short term costs that do not provide immediate financial benefit for the organization but instead provide positive social and environmental change that benefit the community.

Identify doesn’t require explanation but students may not use the terms below; they may give examples to demonstrate the different types of CSR practices.

**Environment:**One primary focus of corporate social responsibility is the environment. Businesses, both large and small, have a large carbon footprint. Any steps they can take to reduce those footprints are considered both good for the company and society as a whole.

**Philanthropy/community:**Businesses practice social responsibility by donating to charities and community programs. Whether it involves giving money or time, employing local people, purchasing supplies locally.

**Ethical workplace labour practices:**- treating employees fairly and ethically, e.g. providing a voice, flexible work arrangements, fair wage and good working conditions

**Marketplace and business conduct:** responsible behavour purchasing, selling and marketing

1. Discuss thoroughly the advantages and disadvantages for a company of adopting corporate social responsibility policies. Provide examples/evidence to support your answer.

(12 marks)

**Advantages for company**

**Students need to include examples in their discussion**

* Improved corporate image
* Heightened positive recognition by customer and consumers
* Improves relationships between company and local community
* Increased productivity may result, due to
* Improved staff morale, motivation, team spirit, commitment and initiative.
* Investing in training helps workers do a better job (less training poorer performance, unmotivated team with high attrition rate
* Enhanced workplace relationships as staff gains opportunities to work with staff from different departments and levels. E.g. voluntary work – McHappy Day (for Ronald McDonald House)
* Reduced absenteeism and retention of workers happier staff and healthier staff by providing gyms, free vaccinations and health checks
* Improves triple bottom line

**Disadvantages for company**

* Extra costs
* May reduce profit
* Any mistakes are seen as more negative because the company has given a commitment to CSR practices so seen as hypocritical

1. Discuss thoroughly the advantages and disadvantages for employees and the wider community when organisations adopt corporate social responsibility policies. Provide examples/evidence to support your answer.

(12 marks)

**Advantages for employees and community**

* Employees may feel proud of and committed to an organisation that is committed to the concept of CSR
* Happier staff sense of fulfilment
* Improved health and wellbeing
* New opportunities and skills may be developed especially through volunteering
* New networks established that may led to other jobs, hobbies and friendships
* Increased job involvement and opportunities to met people from other departments and explore new situations (increasing interests)
* Increased job satisfaction
* Reduced intentional turnover (staying longer in the organisation)
* New and more positive perceptions of career, workplace, peers and management teams
* Pathways to community involvement Act, Belong, Commit
* The transfer of skills, knowledge and technical expertise into the community
* Changing behaviours and practices that create social, economic or environmental problems
* Providing teams of volunteers for major tasks and events e.g. Bankwest
* Providing free or subsidies resources (mining companies – in remote WA)
* Increased public awareness of community issues
* Creating new income streams for community projects (Rio Tinto $12 million for Kings Park)
* Improving understanding and appreciation between the business and voluntary sector.

**Disadvantages for employees and community**

* Pressure to be involved when not interested

**Question 11 (30 marks)**

1. Describe the features of **two** management styles.

(6 marks)

2 management styles x 3 marks

Detailed description including the numbered points 3 marks

General description should include at least one numbered point and one other point 2 marks

States a fact 1 mark

**Autocratic**

1. Manager makes all decisions.
2. Autocratic managers have a lot of power over their staff.
3. Employees have few opportunities to make suggestions.

* Advantageous in fast-paced work environment where quick decisions are needed for efficiency. Can be effective for some routine and unskilled jobs. Autocratic leadership is therefore incredibly efficient.
* Ideal in crisis – quick decisions or complex decisions needed without dissent e.g. military
* Motivate employees through confidence in manager’s ability for accurate & productive decisions.
* Downside most people resent being treated this way. Often results in high levels of absenteeism and high staff turnover.

**Bureaucratic**

1. Rigorous rule followers
2. Inflexibility & high levels of control

* Can demoralise staff, diminish the organisation's ability to react to changing external circumstances.
* Very appropriate management style for work involving serious safety risks, involvement of large sums of money & routine tasks.
* Ineffective in teams and organisations that rely on flexibility, creativity, or innovation.
* Often, bureaucratic leaders achieve their position due to their conformity to rules rather than qualifications or expertise, resulting in resentment when team members don't value their expertise or advice.

**Laissez-faire**

1. Employees given freedom to work, set own deadlines.
2. Managers provide team support with resources and advice, but otherwise don't get involved.

* Effective if manager monitors what is being achieved & regularly communicates with employees.
* Effective with employees who are highly experienced & skilled self-starters.
* Main benefit is high levels of job satisfaction & increased productivity.
* Negative when manager exerts insufficient control. Can inadvertently occur when manager has little control.
* Not good when employees are unmotivated, low in skills & knowledge resulting in poor achievements & low job satisfaction.

**Democratic/participative**

1. Employees encouraged to contribute, but manager has final say.

* Encourages creativity resulting in highly engaged employees, increasing job satisfaction & developing people’s skills.
* More productive & motivated workers as they feel involved.
* Suitable when teamwork is essential & quality more important than efficiency or productivity.
* Negatives – slower due to more people participating in decision-making but often better results. Not good in crisis situations when decisions need to be made quickly. Employees may not have knowledge/expertise to provide high quality input.

1. Choose one management style from Q11(a). Discuss two positive and two negative impacts it has on **workplace satisfaction**. (

(8 marks)

**Autocratic**

Positives

* Motivate employees through confidence in manager’s ability for accurate & productive decisions.
* Advantageous in fast-paced work environment where quick decisions are needed for efficiency. Can be effective for some routine and unskilled jobs. Autocratic leadership can therefore be efficient.
* Task orientated acts as an incentive to complete work
* Ideal in crisis – quick decisions or complex decisions needed without dissent e.g. military

Negatives

* Autocratic managers have a lot of power over their staff –leads to resentment
* Employees have few opportunities to make suggestions – lack of ownership, commitment leads to resentment
* Often results in high levels of absenteeism and high staff turnover.

**Bureaucratic**

Positives

* Appropriate management style for work involving serious safety risks – improves sense of safety and control,
* Appropriate for dealing with large sums of money & routine tasks -

Negatives

* Constantly taking orders can demoralise staff, diminish the organisation's ability to react to changing external circumstances.
* Ineffective in teams and organisations that rely on flexibility, creativity, or innovation develops a lack of appreciation
* Often, bureaucratic leaders achieve their position due to their conformity to rules rather than qualifications or expertise, resulting in resentment when team members don't value their expertise or advice.

**Laissez-faire**

Positives

* Employees given freedom to work, set own deadlines gives a sense of control and respect
* Managers provide team support with resources and advice, but otherwise don't get involved.
* Effective if manager monitors what is being achieved & regularly communicates with employees.
* Effective with employees who are highly experienced & skilled self-starters.
* Main benefit is high levels of job satisfaction & increased productivity.

Negatives

* When manager exerts insufficient control can cause tension if team work not evenly dispersed
* Not good when employees are unmotivated, low in skills & knowledge resulting in poor achievements & low job satisfaction.

**Democratic/participative**

Positives

* Encourages creativity resulting in highly engaged employees, increasing job satisfaction & developing people’s skills.
* Strong sense of collaboration and ownership more productive & motivated workers as they feel involved.
* Suitable when teamwork is essential & quality more important than efficiency or productivity.

Negatives –

* Slower due to more people participating in decision-making. Not good in crisis situations when decisions need to be made quickly. Employees may not have knowledge/expertise to provide high quality input.

1. Choose one management style from Q11(a). Explain thoroughly how it can have an impact on
   * Workplace efficiency
   * Individual efficiency
   * Workplace productivity and
   * Sustainability

(12 marks)

Read the following article to answer Q11(d) and Q11(e)

**Questions about Rudd's management style remain**

Updated 20 Feb 2012, 7:35am

Questions about Kevin Rudd's management style could be a crucial factor in any potential leadership showdown. Mr Rudd was notorious for his micro-management and his sometimes angry outbursts as Prime Minister. But he says he's learnt from his mistakes and that he now favours a more consultative approach. Some aren't convinced.

*Extracted from: http://www.abc.net.au/news/2012-02-20/questions-about-rudds-management-style-remain/3839514*

1. What was the management style of Kevin Rudd? Provide examples/evidence to support your answer.

(2 marks)

1. Would you prefer to work under this style? Provide reasons to support your answer.

(2 marks)

END OF EXAMINATION