

CAREER and Enterprise

Career and Enterprise - ATAR 12

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To be published December 2016

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Career and Enterprise - ATAR 12

ISBN: 978-1-925172-29-4

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- MCEECDYA, 2010 The Australian Blueprint for Career Development, prepared by Miles Morgan Australia, Commonwealth of Australia, Canberra. Available at: www.blueprint.edu.au

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Book to be published late 2016
for 2017 school year.

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WRS - Foundation 2014	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
WRS - Intermediate 3ed. 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
WRS - Senior 2ed. 2014	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
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C Job satisfaction and motivation	141	<input type="checkbox"/>	
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1. Inside the organisation

In the previous section you gained an insight into key factors and issues related to effective resource management. Some of those topics might have even piqued your interest regarding potential career pathways options. But the key aspect of effective resource management is the management of human resources. Organisations exist for a purpose and that purpose is related to human outcomes. Humans are the stakeholders of an organisation and humans set the goals and objectives for an organisation. Humans plan, organise, lead and control all other resources in order to achieve these goals and objectives. Equipment and technology assists, finances enable; but it is humans that determine the success, or otherwise of an organisation's operations.

The ways that organisations set up their structures and manage their activities can go a long way to determining how their human resources will succeed in work-related situations. This success relates directly to **individual efficiency** (and productivity), **workplace satisfaction** and **sustainability**.

Individual efficiency

Individual efficiency relates generally to the quality of a worker. Individual efficiency involves how productive a worker is as measured by relevant **quantitative key performance indicators** related to **multi-factor productivity**.

But individual efficiency also relates to **qualitative** KPIs such as **interpersonal skills** including the ability to work with others, **intrapersonal skills**, willingness to accept responsibility, communication, initiative, flexibility and adaptability, leadership qualities and many other **enterprising behaviours**.

Usually, the more a worker gets to choose in their work environment, the more likely they are to be **satisfied**. Feeling a sense of individual efficiency can encourage a worker to feel that they are using their time productively, that they are doing a task that is **valued** and that their efforts are being **recognised** and **rewarded** as part of the **workplace culture**.

Two key determinates of **individual efficiency** are the **management structures** and **management styles** that drive the activities of that organisation.

Organisational structures are changing with many new economy enterprises favouring decentralised and flexible workplaces, supported by more participative or projects-based management styles. On the other hand 'big business' continues to get bigger, leading to even more complex hierarchical and bureaucratic organisational structures and modes of operation, including operations spanning the globe.

And many organisations are embracing more **sustainable** methods of production and service-provision, all leading to improvements in **individual efficiency**.

Individual efficiency

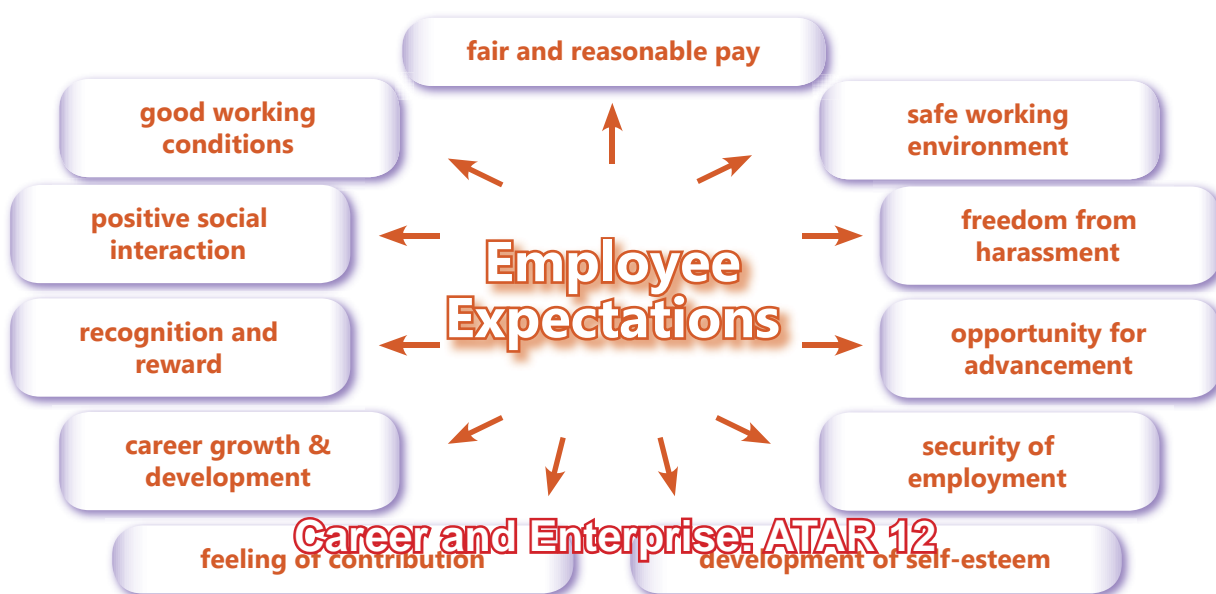
A

In your own words. 160 characters or fewer. Define individual efficiency!

2. Job satisfaction and motivation

Work or job satisfaction refers to the positive feelings that a worker receives from doing their work. You may have learned last year that there are many factors than can lead to job satisfaction. In your own work-related experiences you might also have started to develop a sense of the type of factors and expectations that motivate you.

You need to develop a career pathway that helps you feel satisfied and motivated. You can help achieve satisfaction and motivation by choosing work and career options that match your values and interests so as to deliver on the varied work expectations that you have.



What creates work satisfaction?

Many people will quickly say that the most important factor that influences job satisfaction is the money they are earning. They are doing this job more mainly for the money rather than for the job itself. If they didn't get paid they wouldn't do the job!

However, different people, working the same type of job might find that they have varying levels of satisfaction. If the feeling is different, then of course this might then be a major influencing factor impacting on their individual efficiency through their productivity levels.

You may have experienced this with two identical workers, performing the same job for the same pay yet demonstrating widely varying personal levels of satisfaction and motivation levels.



"If you paid me more, I'd like my job more."

"I like the job I do, but I would like to be paid more."



satisfaction & motivation

Motivation

So which of those statements do you agree with more? Do you agree that the amount that you are being paid is the most important factor in creating work satisfaction? Or is it the job itself that is more likely to lead to work satisfaction?

Some people seem to get very quickly disgruntled with their job; and more pay doesn't seem to make them more satisfied or motivated. It just tends to make them less dissatisfied (for a short while anyway)! Whereas others, including those in low paid entry-level jobs seem to enjoy high job satisfaction. Think about a first year apprentice, usually paid very low, but who loves their job! And what about mid-level professionals such as nurses, teacher, social workers and managers working in not-for-profits. Although they are paid comparatively 'well' they are certainly not highly paid! But many of these professionals enjoy very high levels of motivation and job satisfaction!

Thousands of studies have been done on worker satisfaction and motivation with most reporting very similar results. People, over the course of their career life cycle, tend to be more satisfied with intrinsic motivators related to the job itself.

Herzberg and motivation

Frederick Herzberg was just one of many organisational psychologists who investigated factors influencing employee motivation. He focused on various factors that could act to influence job satisfaction and job dissatisfaction.

Herzberg said that the first set of factors - **extrinsic** (or **external**) factors - relate to an employee's relationship with the organisational environment, i.e. the context of the job. The more obvious extrinsic factors, which he named as **hygiene** factors, include:

- ⇒ pay and conditions
- ⇒ bonuses and financial rewards
- ⇒ level of direct supervision
- ⇒ the work environment
- ⇒ organisational policy and work culture

He said that if employees record positive feelings about these hygiene factors then this doesn't actually lead to employee satisfaction - but instead these positive feelings help to minimise employee dissatisfaction. Herzberg concluded that these hygiene factors are not generally motivating factors, but without them employees might be dissatisfied; hence **job dissatisfiers**.

Herzberg said that the second set of factors - **intrinsic** (or **internal**) factors - relate to one's performance of the job itself and to the nature of the work performed, i.e. the content of the job. The key to employee motivation is to focus on these factors.

- ⇒ achievement
- ⇒ recognition
- ⇒ responsibility
- ⇒ opportunity for advancement
- ⇒ interest in the job itself.

If employees record positive feelings about these motivating factors then this may lead to enhanced employee satisfaction.

So Herzberg concluded that these motivating factors are the factors that generate motivation. Focus on these and an organisation will have a more motivated workforce.

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How about you?

It is interesting to note that many younger or new workers think that they are more likely to be motivated by **extrinsic factors** such as pay and conditions. Although this may be true to an extent (especially when they first start out earning money) this type motivation relates to the context of the job and not the content of the job. In other words, they are motivated because now they have a job and are getting paid.

However, this doesn't mean they actually enjoy the job itself (although some might). Over time, and as your career develops, you, as an employee, are more likely to seek out other, more **intrinsic factors** that lead to greater **job satisfaction**.

The longer you stay in a job then the more likely it is that these job satisfiers will have greater influence on your job satisfaction than factors such as pay and other work-related benefits. Why so?

A good income can help reduce job dissatisfaction (which BTW is not the opposite to job satisfaction). But many people rarely seem happy with how much they get paid - even when they are earning 6 figures!

B What I want from working

Reflect on the information about employee expectations related to work satisfaction and motivation on pp.138-9. Choose 5 reasons for working that resonate with you and complete this table. **Career and Enterprise: ATAR 12**

Reason for working	Why this is important for me in my near future.	How might this change in during my future career growth?
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Following Herzberg's theories we can see that the opposite to job satisfaction is not job dissatisfaction but rather, low job satisfaction.

3. Organisational structures

An organisational (or management) structure refers to the organisation of responsibilities, employees, assets and operations within an enterprise. The organisational structure sets out the functional, geographic or divisional departments of the organisation. The organisational structure also sets out the **lines of command** that exist and can also illustrate the level of control at departmental levels.

An organisational structure will reflect the levels of **authority**, the degree of **responsibility** and the structure of **accountability** of different management levels. The organisational structure will also determine how workplace activities are carried out including working relationships, methods of communication and participation in decision-making.

Vertical and horizontal structures

The **vertical structure** of an organisation sets out the relationship between the levels of command. All organisations require a vertical structure to establish responsibility, authority and accountability.

Enterprises then establish a **horizontal structure** which sets out the departmental groupings within the organisation. Different levels of the organisation's vertical structure may set out different types of horizontal structures. The horizontal grouping combines with the vertical grouping to establish the organisation's overall structure.

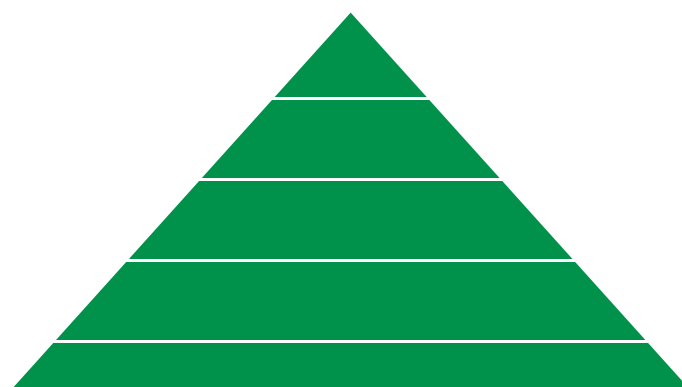
Different types of organisational (or management) structures have evolved over hundreds of years of organisational development. Vertical structures may be described as:

- ⇒ **centralised** or **hierarchical** structures which are bureaucratic and hierarchical, tall with lots of management levels and vertical specialisation; or
- ⇒ **decentralised** or **flat** structures which are organic and evolving, with fewer management levels, more flexibility with crossover specialisations.

An organisation must choose, develop and implement the most appropriate structure that it feels will allow it to achieve its objectives. The structure of an organisation determines how all of the work activities of the entire organisation will occur.



A centralised and hierarchical structure characterised by a tall building with many levels.



A decentralised and flatter structure characterised by an organisation with fewer levels.

1. What is an organisational structure and why is it important?

2. What is the difference between the vertical and horizontal elements of organisational structures?

3. What is the key difference between a centralised and a decentralised structure? Which would you prefer to be working as part of? Why so?

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4. Use the information about how to complete this table.

Function	Graphic
Definition:	
Key features:	
Suitability:	Suitability:

Extension:

- Research the management structure of an organisation with which you are familiar.
- Obtain or prepare an organisational chart.
- Classify the structure and describe its key features in a report to the class.



4. Horizontal management structures

Horizontal types of organisational structures relate to the grouping of tasks, employees and resources according to:

1. **function** or operation
2. **geography** or region
3. **division**, product, market or department
4. **projects** or **matrix** structure.

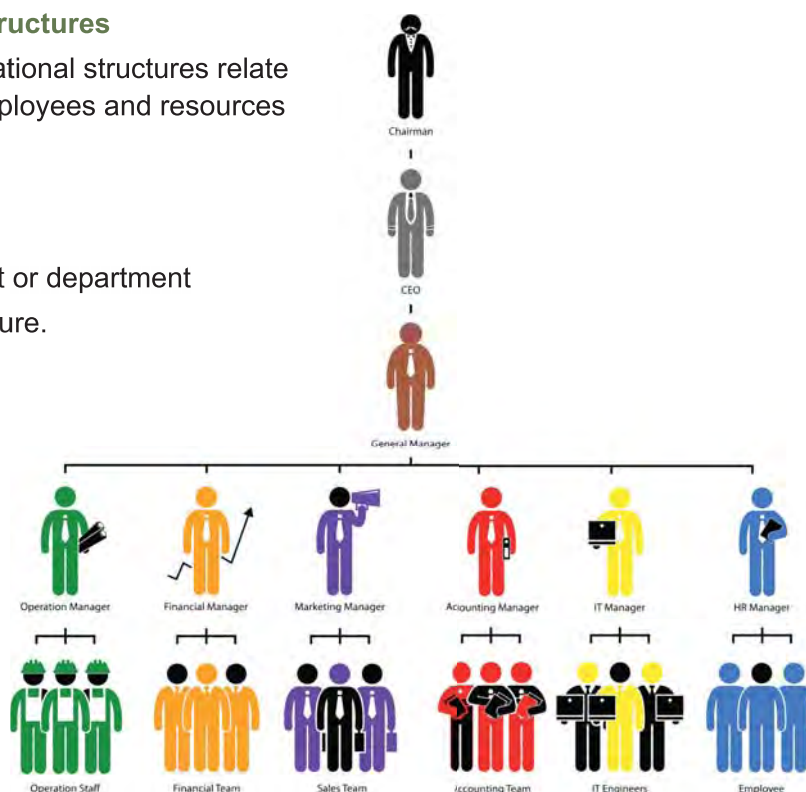


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i. Functional structure

- ⇒ A functional structure groups employees and decision-making based on the nature of the task performed.
- ⇒ A functional approach is based on the nature of the tasks.
- ⇒ Departmental employees have a high level of specialisation across all activities of the business.
- ⇒ A functional structure may be suited to an organisation that offers a limited or homogenous range of products with specialised quality control ability.



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- ⇒ A geographical or regional structure organises employees and decision-making based on the geographical trading patterns and regional business activities of an organisation.
- ⇒ Specialised functions such as operations, marketing, finance, human resources, etc. are grouped under a regional general manager.
- ⇒ Specialised functional managers may be accountable to a head office functional manager, but many functions might be duplicated across each of the regions.
- ⇒ In today's highly mobile and global commercial environment many organisations rely on geographical organisational units that are autonomous and self-sufficient and that are able to undertake appropriate decision-making.



iii. Divisional structure

- ⇒ A divisional, or product or market structure organises employees and decision-making based on an outputs approach.
- ⇒ Specialised functional managers are grouped together according to:
 - » their involvement in the production of a particular product range e.g. beer, wine, etc..
 - » their involvement in providing a product to a particular type of customer or market e.g. trade customers and household customers.
- ⇒ This structure groups together all the necessary functional skills and focuses these skills on managing a product line or customer group.
- ⇒ This structure may be necessary when the production of different products or the servicing of different customers requires differing skills and expertise.
- ⇒ Each management division is usually given autonomous control over their decision-making but is accountable to head office, which may more closely resemble a traditional functional structure.



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iv. Matrix or (projects) structure

- ⇒ The matrix structure is a flexible, fluid and dynamic structure which emphasises cooperation and synergy across all functional divisions.
- ⇒ Managers, employees and departments are organised primarily along traditional divisional or functional structures but they can then be assigned to various projects. It may include outsourced specialists or contractors.
- ⇒ The matrix structure allows organisations to use the most appropriately skilled managers from within a particular division or function and then assign them and their staff to a specific project. For example, a confectionary manufacturer might assign their finance manager to the Easter trading project.
- ⇒ The matrix structure allows for the use of highly skilled specialist managers and staff to enhance the likelihood of success of a particular project.



5. Management styles

Management styles reflect both the personality of the manager as well as the workplace culture of the organisation. Management styles can often be categorised at the most basic level into two particular sub-categories; either a **task-oriented** style or an **employee-oriented** style.

Both **task-orientation** and **employee-orientation** share the same basic aim; that is to achieve the **goals** and **objectives** of the organisation. However, the styles do differ considerably in their underlying theories of management and preferred organisational structures. Therefore the methods used to achieve the goals and objectives of the organisation differ according to the preferred style.

Choosing the most appropriate style of management depends upon the **leadership** style that is evident throughout the organisation. This leadership function will dictate both the formal and informal **workplace** (or corporate) **culture**. The workplace culture will then directly influence the **structures** and **activities** of the organisation.

Task orientation or employee-orientation?

It is important to not buy into the myth that task-orientation is just about making profit and telling people what to do, and that employee-orientation is about being all touchy-feely and letting employees do whatever they want!

All organisations have to achieve their goals and their objectives. For profit-making organisations that goal is to maximise profit (obviously)! For not-for-profits and government agencies the goal is to provide a service for stakeholders as effectively and efficiently as possible.

Under either a task-oriented style or an employee-oriented style employees must still meet their objectives. And varied organisations might have the same objectives whether they adopt more of a task-oriented approach or an employee-oriented approach.

The difference between the two approaches is not whether the organisation's objectives need to be met. Objectives must be met under both approaches. The difference is that these two approaches have different ways of going about it. The difference is that these two approaches have different ways of going about it. The difference is that these two approaches have different ways of going about it.

Task-oriented style

A task-oriented style mainly focuses on the notion of problem-solving. It is "What do we need to do in order to get the task done." It may involve:

- ⇒ direct supervision of employees
- ⇒ clear, strict and formal processes/systems
- ⇒ high level of control; therefore rigidity
- ⇒ emphasis on the established process
- ⇒ top-down decision-making
- ⇒ minimal employee-involvement in decision-making
- ⇒ the notion that the outcome is most important and that the activities of the organisation must be arranged in order to generate that outcome.

Employee-oriented style

An employee-oriented style mainly focuses on the notion of group or teams-based motivation. It is "How can we best motivate employees so they achieve their objectives?" It may involve:

- ⇒ indirect supervision of employees
- ⇒ fluid and dynamic systems and processes
- ⇒ low levels of control; therefore flexibility
- ⇒ reduced emphasis on the established process
- ⇒ shared decision-making
- ⇒ significant employee-involvement in decision-making
- ⇒ the notion that the people are most important and that the activities of the organisation must be arranged in order to maximise employee involvement and motivation.

Management styles and orientation

We can identify and classify different management styles depending on their degree of task-orientation or on their degree of employee-orientation. This assists us to be able to identify the level of employee-involvement in decision-making processes. This level of employee involvement is the true indicator of a particular management style.

Task-oriented styles usually involve minimal employee involvement in decision-making beyond the decisions related directly to their day-to-day roles and responsibilities. Essentially employees are responsible for following existing systems and procedures that have been set up by management. The tasks and responsibilities of managing including varied planning, organising, leading and controlling (POLC) functions are left to managers. Managers will use top-down communication to instruct employees who will follow these existing processes to successfully complete their goals.

Employee-oriented styles usually encourage, expect and support employee involvement in decision-making based on an employee's job description, responsibility and task focus. Employee-oriented styles encourage participation through shared goal-setting and achievement, increased responsibility and other recognition factors that aim to build motivation.

Management structures and orientation

We can also examine the height of an organisation's chain of command or (line of command) in order to determine the degree of task or employee orientation. Organisations with hierarchical structures tend to utilise more of a task-oriented approach. On the other hand, organisations with a flatter vertical structure and more organic horizontal structure tend to favour and encourage more of an employee-oriented approach.



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Which orientation suits?

E

1. Based on what you have learned about task-orientation or employee-orientation would you prefer to work under? Why so?

2. Now switch roles into that of a manager. Which would you prefer now? Why so? If your choice has changed, briefly explain why.

Management styles overview

Management styles are classified depending on their degree of task-orientation or employee-orientation and on the level of employee-involvement in decision-making processes. Four key management style are:

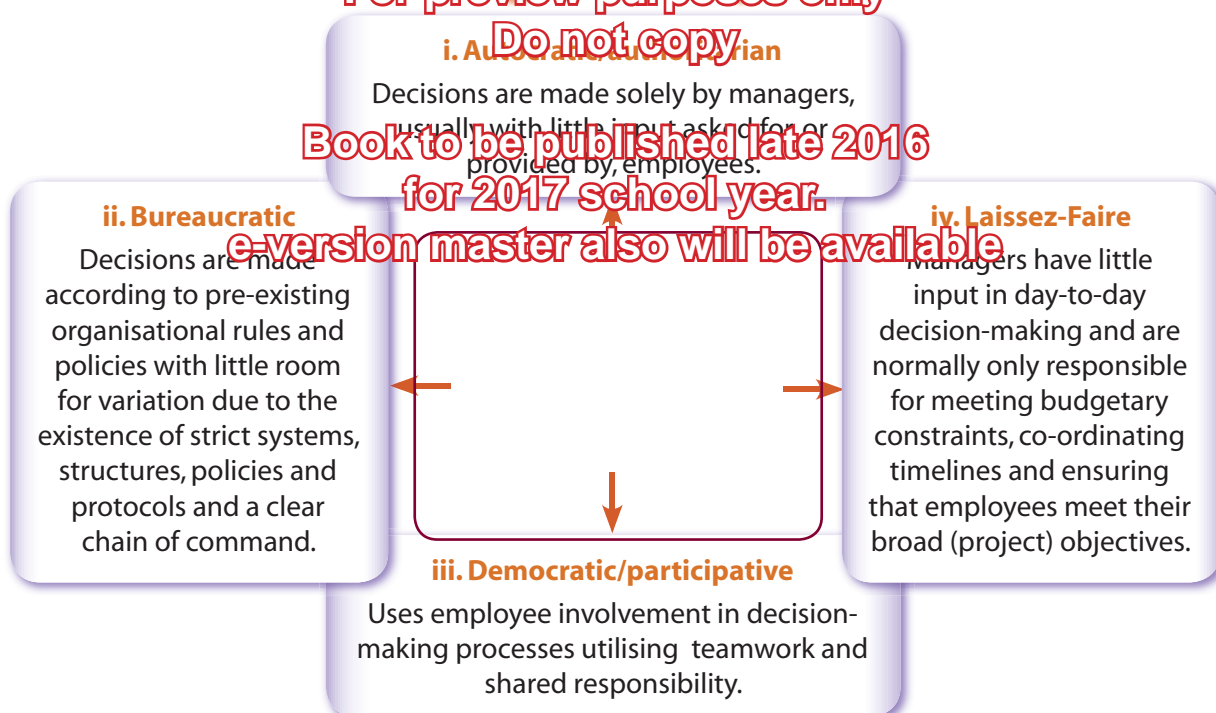
- i. **autocratic**/authoritarian
- ii. **bureaucratic**
- iii. **democratic**/participative
- iv. **laissez-faire**.

An organisation's management structure will influence the type of management style that exists at different levels. Management structures and management styles (together with management skills) all coalesce to both develop and reflect the **workplace culture** of the organisation.

It should be noted that there is no one correct management style. Varied management styles might be more appropriate depending on the goals and objectives of the organisation, the size of the organisation, its workplace culture, the level of employee involvement and expertise and the situation to which the style is applied.

In essence, organisations use a **situational** (contingency) approach to management whereby they utilise varied styles depending on the objectives to be achieved and the needs of the stakeholders for particular situations.

For example, a large industrial machinery manufacturer that receives an urgent order may require a directed autocratic approach to factory-floor and warehouse employees so as to get the job done. The factory floor and warehouse staff might utilise a participative approach based on an autonomous middle-management work-team. The firm might have a research and development department using a laissez-faire approach to guide its engineering and scientific staff. And the entire organisation will be organised as a bureaucracy with clearly communicated systems and process, especially in the areas of workplace safety and in meeting guidelines and international standards.



Management styles overview

F

1. Based on the descriptions on p.148 which management style would you prefer to work under? Why so?

2. Which management style would you least prefer to work under? Why so?

3. What is a situational approach to management? Give your own example.

4. List examples of management styles that you have experienced in work-related situations. Were they effective? Why / why not? Share with the class.

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6. Autocratic/authoritarian management style

An autocratic or authoritarian (or dictatorial) style of management is the most extreme form of task-orientation. Under an authoritarian approach, decisions are made by managers with little input asked for, or provided by employees. Decision-making is often centralised and then is communicated using a top-down approach.

Underlying assumptions

An authoritarian style of management generally assumes that employees are motivated by extrinsic factors such as income, bonuses, hours worked and other task-related features.

An autocratic manager has an extremely high degree of power. Management is responsible for decision-making; employees are responsible for getting the task done successfully.

Under an authoritarian or task-oriented style, the combination of one-way, top-down management communication and employees who follow strict rules and procedures results in the achievement of the organisation's objectives.

Suitability

There are many situations where the authoritarian style of management is likely to be more applicable and successful.

An organisation may receive a late order that must be filled within a very short period of time. The use of an authoritarian style, whereby employees have clearly defined roles, is likely to lead to the performance of tasks in an efficient manner.

Many organisations that rely upon a high proportion of casual and/or part-time employees, or those that have a high concentration of occupational positions of a semi-skilled nature, are more likely to use an authoritarian style of management. These organisations may not need, value or encourage employee involvement in decision-making, but rather have clear structures and systems already in place.

An organisation that has employees that are clearly motivated and satisfied by extrinsic factors and who do not feel that their job is boring is well-placed to use an autocratic style of management.

Autocratic Management Style

Manager has a very high degree of power.

Decision-making is usually centralised.

Uses one-way, top-down management communication.

Employees follow strict rules and procedures.

Good for meeting tight deadlines.

Good for satisfying legal rules & regulations.

Management is responsible for decision-making. Employees are responsible for getting the task done successfully.

Suits managing lower-skilled or new employees.


Supports uniform or repetitive tasks.

Useful when clear processes are in place.

Appropriate for extrinsically motivated employees.

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Look I don't yell at my workers badly. But I'm paid to make the decisions so it's up to me to be firm and to make it clear what they have to do. And my workers respect that."



7. Bureaucratic management style

A bureaucratic management style is usually based on the establishment and acceptance of pre-existing authority. This form of management is likely to predominate in **hierarchical** public organisations and agencies such as government departments, government agencies and the military. You might also encounter bureaucracies in large privately-owned (often family-owned) organisations, global corporations that prefer a bureaucratic culture and indeed in many large organisations characterised by a very long chain of command.

A bureaucratic management style often goes hand-in-hand with authoritarianism but it does have some distinct differences from just being a task-centred approach. Bureaucratic organisations follow strict rules and procedures that allow for little deviation from objectives. Bureaucracies are usually established to ensure that work practices either deal with or satisfy legal and legislative guidelines usually requiring a high **chain of command**. Managers have a very high degree of power based on the authority associated with their position.

Bureaucracies may be headed by an elected official who leads teams that oversee different departments (such as in a government with ministers responsible). Departments and agencies are then established to meet the objectives set by these executives, with managers and employees following clearly communicated procedures. Decision-making is often **centralised** through one-way, top-down management communication.

In essence, all organisations that have many and multiple layers of management can be classified as bureaucracies. The degree to which they implement a bureaucratic style of management will vary, with the degree of management responsible for the task at hand.

A bureaucratic style of management might make use of persuasive management, especially if they have a long chain of command. They will employ consultative management in order to utilise the expertise of staff. But decisions based on this information will still be made by those in authority. It might utilise an autocratic approach for lower-level tasks, but expect mid-senior level managers to, at times, work together to determine the best approach (which is more of a participative approach).

Bureaucracies (such as the CSIRO and universities) may even have research and development and policy development teams self-managing as a laissez-faire approach. However, at all times, adherence to the rules, procedures and workplace culture oversees and overrides individual and teams-based autonomy. This clearly demonstrates a bureaucratic approach to management whereby decisions are made within the constraints of existing authority structures, decision-making models and chain of command.

Weber and authority

Max Weber (1864–1920 pronounced 'way-ber' not as a BBQ!) was a German sociologist and philosopher whose primary interest was in the structures of organisations.

Weber argued that to truly understand organisations we need to understand why people do as they are told; or in other words, why people respond to authority.

Weber identified three types of authority:

1. Charismatic authority which is based on the personal qualities of a leader. Charismatic leaders are often inspirational and encourages people to follow the leader! However, organisations that have charismatic leaders suffer when that leader departs, as charisma is not easily transferable.

2. Traditional authority which is based on precedent and custom. Leaders have authority by virtue of their status and may often inherit their leadership position.

3. Rational-legal authority which is based on an organisation that has clearly designed and functioning structures which encourages adherence to rules and procedures. Weber used the term bureaucracy to describe an organisation with rational-legal authority.

Bureaucratic management style

H

1. Outline the key features of a bureaucratic management style.

2. Explain the importance of the existence and acceptance of authority as part of a bureaucratic style.

3. Describe an example where you have seen a bureaucratic management style in action.

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4. Explain how you would respond to this style both as a worker, and as a manager.

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5. What do you think would happen if all organisations were bureaucracies?

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6. Discuss the following statements. Examine the extent to which you agree or disagree with each. Be sure to be able to back up your opinions. Share with the class.

“Bureaucracies implement clear and strict procedures because they often oversee and/or provides services that have to meet strict legal and policy guidelines.”	“Bureaucracies are great until there is some problem. The employees you deal with will never give you a straight answer, they always seem to have to refer you up to a higher level.”	“The good thing about working for a bureaucracy is that the overall goals and values of the organisation are more important than the individual. Together we can achieve a common good.”	“Many people who are anti-authority actually aren’t (they’re just pro their own authority)! When then move up the bureaucratic chain - watch out - they quickly start to wield authority like a pro!”
---	---	--	---

8. Democratic/participative management style

The participative style of management is a form of employee-oriented management. A participative approach usually involves employees in the decision-making processes and increases employee involvement, responsibility and inclusiveness. Success of the participative style of management relies upon employees being trained in the skills of decision-making, problem solving, communication and consultation.

Underlying assumptions

Under a participative approach decision-making is often decentralised and employees take responsibility for individual work units or tasks within the organisation. Employees are often called upon to develop the most effective methods for getting the task done successfully.

Organisations that use a participative approach are often forward-looking and proactive in their planning. Organisations will normally encourage a 'teams-based approach' and employee participation in relation to how their employees are organised, and also as to how decisions are made.

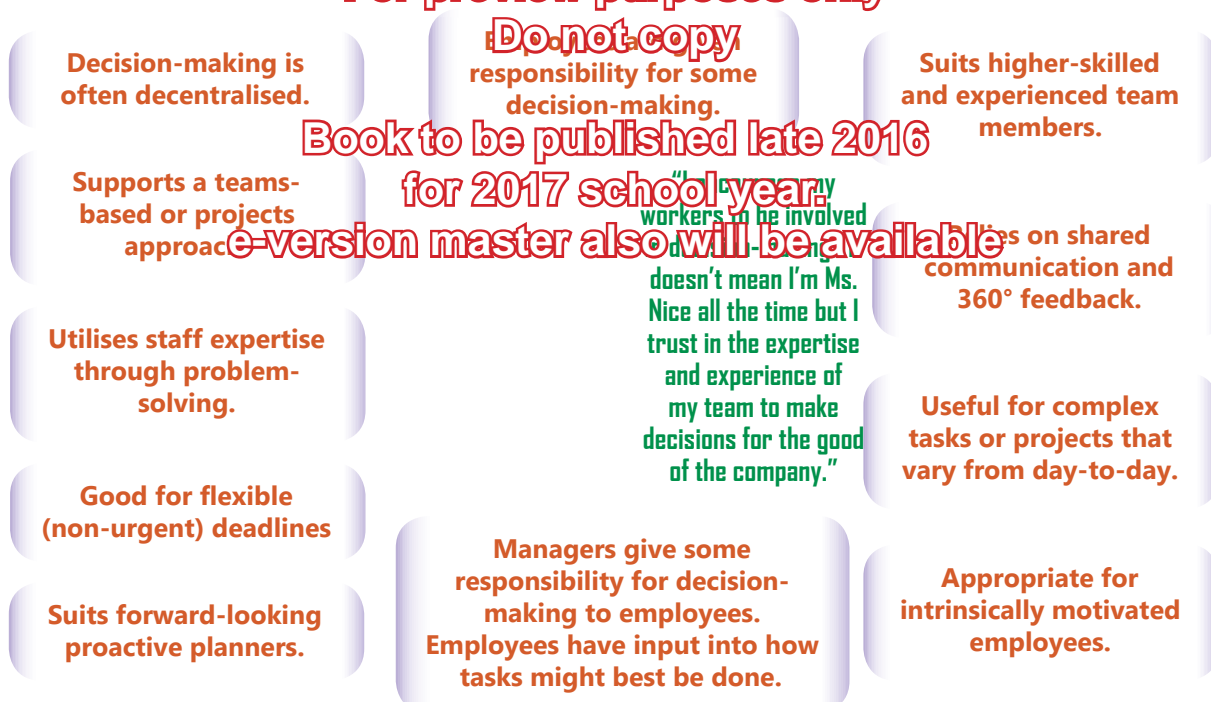
Suitability

A participative approach can often be very time consuming especially in the early stages of decision-making and planning.

Those employees who are encouraged to participate in decision-making need to be supported with appropriate training in order to allow them to successfully make decisions. In addition, the workplace culture of the organisation must support this level of employee decision-making.

The benefits of a participative approach are often seen more in the medium to long-term rather than in just short-term gain.

Under a participative approach to decision-making employees become empowered, and their ability to initiate ideas and solve problems and their willingness to accept responsibility and work within an effective team structure result in benefits for the organisation down the track. This can enhance motivation and worker satisfaction.



Participative management style

I

1. Outline the key features of a participative management style.

2. What assumptions are made under a participative style about how to motivate workers?

3. Describe 2 examples where you have seen a participative management style in action.

--	--

4. Explain how you would respond to this style both as a worker, and as a manager.

--	--

5. Discuss the following management scenarios. In your workbooks explain how each demonstrates either an appropriate or inappropriate use of a participative style of management. Use examples to illustrate how it helped or hindered the situation.

Vesna is the nursing manager of a team of nursing staff at a private hospital. Her time is taken up with administrative duties so she can't formulate operational plans for her staff.

Given that her staff are highly motivated and skilled, she has implemented a system where divisional nursing teams are responsible for their work schedules, staff budgets, contracting of temp staff, equipment needs and patient care programs.

The designated leader from each team meets with the other team leaders at the start of each day and the team leaders meet with Vesna on a weekly basis. In these weekly meetings, Vesna outlines mid-term planning and policy requirements. The team leaders then go away and implement these with their teams.

Harry is the sales senior manager of On-site sales. He has implemented a weekly staff suggestion seminar on Mondays, where sales reps are able to offer strategies for business improvement. Staff are encouraged to form working parties to plan and implement the changes.

At the meetings about a quarter of staff do all the talking, another quarter say nothing, about a quarter come and go depending on their appointments and another quarter don't turn up.

Harry is finding that new initiatives are not being properly planned and implemented, many staff only attend the first of these planning meetings, the planning groups cannot find times to meet that suit everyone's client schedules and that overall sales performance is actually falling.

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9. Laissez-faire management style

The laissez-faire style of management sees the managers have very little input in day-to-day decision-making.

Under a laissez-faire style of management, managers are normally only responsible for meeting budgetary constraints, co-ordinating timelines and for ensuring that employees meet their broad objectives.

A laissez-faire style of management is used where employees are extremely highly skilled such as with scientific research, academic research, creative design processes, ICT development and other related professional fields.

Suitability

A laissez-faire style works most effectively where employees tend to be highly intrinsically motivated and where these employees do not require constant management supervision in order to undertake the task.

A laissez-faire manager is often very skilled at managing their resources and generally does not need to have any real understanding of the processes that the employees are working on. Laissez-faire management requires the manager to lead and control and to set broad guidelines.

Laissez-faire supports workplace flexibility whereby a project may have to be completed within a certain timeframe and within a specified budget. The laissez-faire manager handles these constraints while the employees undertake the highly-skilled work.

Laissez-faire does not mean its fair to be lazy!

Often employees working under a laissez-faire style of management work much longer hours than under any other management style!

Employees must be highly-skilled and self-motivating in order to work effectively under a laissez-faire style.



Laissez-faire management style

J

1. Outline the key features of a laissez-faire management style.

2. What assumptions are made under a laissez-faire style about how to motivate workers?

3. Describe an example where you have seen a laissez-faire management style in action.

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4. Explain how you would respond to this style both as a worker, and as a manager.

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5. Discuss the following management scenarios. In your workbook, explain how each demonstrates either an appropriate or inappropriate use of a laissez-faire style of management. Use examples to illustrate how this helped or hindered the situation.

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<p><i>"I only meet with my manager once a week to see how I am progressing on my programs, to make sure I'm meeting deadlines and that I have everything I need."</i></p>	<p><i>"My team wanted full autonomy so I gave it to them. I trust that they are going to deliver the project on time. But two weeks to go and I haven't yet seen any progress!"</i></p>

K Impact of styles

Complete this table by explaining how each of the management styles might impact on productivity, sustainability and individual efficiency in both a positive and negative way.

	Worker productivity	Sustainability	Individual efficiency
Autocratic	☺ Significant management control can ensure that workers deliver achievable and measurable outcomes according to the goals of the organisation.	☺	☺
	☹ Managers might not always have full insight into determining how to increase worker productivity. Because workers are 'locked out' of this decision-making process, their knowledge and expertise may be ignored.	☹	☹ Workers, isolated from decision-making, have little chance to contribute to decisions even if they can see what is going 'wrong' on a day-to-day basis. This can lead to de-motivation and poor worker performance.
Bureaucratic	☺ Strict systems and authority usually results in clearly defined targets and processes to guide and control workers in achieving productivity outcomes.	☺	☺
	☹ Because established processes exist this can lead to inflexible processes which are not readily adaptable to changing work practices, thus harming productivity.	☹	☹
Participative	☺ Involving workers in decision-making can make use of direct worker knowledge as to how to boost productivity associated with the task - especially in work units and project-based teams.	☺ Workers might have a greater insight into how to modify the work practice to reduce waste levels and to set and meet productivity targets.	☺
	☹ Participative decision-making takes longer and more investment in staff skills and can result in shorter-term productivity gains being missed.	☹	☹
Laissez-faire	☺ The autonomy granted to employees can boost productivity by making use of their significant strengths and expertise.	☺	☺
	☹ Employees can be so focused on their own projects that they lose sight of bigger-picture goals and targets such as project budgets and timelines which can harm productivity.	☹	☹

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Summary: Inside the Organisation

The ways that organisations set up their **structures** and manage their **activities** can go a long way to determining how their human resources will succeed in work-related situations. This success relates to areas of **individual efficiency** (and **productivity**), **workplace satisfaction** and **sustainability**.

Individual efficiency refers generally to the **quality** of a worker. Individual efficiency involves how productive a worker is as measured by relevant **quantitative** and **qualitative key performance indicators** related to **multi-factor productivity**.

Work or **job satisfaction** refers to the positive feelings that a worker receives from doing their work. However, different people, working the same type of job might find that they have varying levels of satisfaction. This will influence their **motivation** levels and also might impact on individual efficiency.

Thousands of **studies** have been done on **worker satisfaction** and **motivation** with most reporting very similar results. People, over the course of their career life cycle, tend to be more satisfied with **intrinsic motivators** related to the **job itself**.

Frederick Herzberg said that a first set of **extrinsic factors** relate to an employee's relationship with the organisational environment, i.e. **the context of the job**. The more obvious extrinsic factors, which he named as **hygiene factors**, include: pay and conditions, bonuses and financial rewards, level of pay, level of promotion, work environment, organisational policy and workplace culture.

Herzberg said that a second set of **intrinsic factors** relate to one's performance of the job itself and to the nature of the work performed, i.e. **the job itself**. The key **job satisfiers**, which he named **motivating factors**, include achievement, recognition, responsibility, opportunity for advancement and interest in the job itself. The longer you stay in a job then the more likely it is that these job satisfiers will have greater influence on job satisfaction than factors such as pay and other work-related benefits.

An **organisational** (or management) structure defines the organisation of responsibilities, employees, assets and operations within an enterprise. The **functional** structure sets out the **functional, geographic or divisional departments**. The **vertical** structure sets out the **lines of command** that exist and can also illustrate the level of **control** at departmental levels.

The vertical structure of an organisation sets out the relationship between the levels of command. All organisations require a **vertical structure** to establish **responsibility, authority and accountability**.

Enterprises then establish a **horizontal structure** which sets out the **departmental groupings** within the organisation. The horizontal grouping combines with the vertical grouping to establish the organisation's overall structure.

Horizontal organisational structures relate to the grouping of tasks, employees and resources according to **function**

or operation, **geography** or region, **division**, product, market or department and **projects** or matrix structure.

A **functional** structure organises employees and decision-making based on the **nature of the task** performed.

A **geographical**, or regional structure organises employees and decision-making based on the **geographical trading patterns** and regional business activities of an organisation.

Different **management styles** can be classified depending on their degree of **task-orientation** or **employee-orientation**. The level of employee involvement in decision-making is the true indicator of a particular management style.

Management styles reflect both the **personality** of the **manager** as well as the **workplace culture** of the organisation.

A **task-oriented** style mainly focuses on the notion of **problem-solving**, i.e. "What do we need to do in order to get the task done."

An **employee-oriented** style mainly focuses on the notion of group or **teams-based motivation**, i.e. "How can we best motivate employees so they get the task done."

Organisations with **hierarchical structures** (bureaucracies) tend to favour and utilise more of a **task-oriented** approach. On the other hand, organisations with **latter vertical structures** and more organic horizontal structures tend to favour and encourage more of an **employee-oriented** approach.

Four key **management styles** are as follows.

Autocratic/authoritarian: Decisions are made solely by the manager with little input asked for, or provided by, employees.

Bureaucratic: Decisions are made according to pre-existing organisational rules and policies with little room for variation due to the existence of strict systems, policies and protocols and a clear chain of command.

Democratic/participative: Uses employee involvement in decision-making utilising teamwork and shared responsibility.

Project management: Managers have little input in day-to-day decision making and are normally only responsible for setting industry standards, coordinating timelines and ensuring that employees meet their broad (project) objectives.

It should be noted that there is no one correct management style. Varied management styles might be more appropriate depending on the goals and objectives of the organisation, the size of the organisation, its workplace culture, the level of employee involvement and expertise and the situation to which the style is applied.

In essence, nearly all organisations use a **situational** (contingency) **approach** to management whereby they utilise varied styles depending on the objectives to be achieved and the needs of the stakeholders for particular situations.

1. Understanding

2. Analysis

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3. Application

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Assessment Task 5 -

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Tasks	Re- quired	Due by	Done	Teacher
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Preparing my report		<input type="text"/>	<input type="text"/>	<input type="text"/>
⇒ Present drafts to teacher for checking.		<input type="text"/>	<input type="text"/>	<input type="text"/>
⇒ Finalise information and incorporate feedback		<input type="text"/>	<input type="text"/>	<input type="text"/>
⇒ Prepare/submit final written report in suitable format.	<input checked="" type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
⇒ Present report to the class.	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Additional information:

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Organisational Change

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A Organisational change	169	<input type="checkbox"/>	
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1. Change

Managing change effectively can be one of the most difficult processes an organisation has to undertake. Effective change management calls upon all of the different functions and skills of management in order to effectively develop and implement suitable management styles and structures that support the objectives of change.

But why change?

The global commercial world is becoming increasingly complex and sophisticated. **Forces for change** including economic conditions, competitive pressures, legislative requirements, innovative technologies (including disruptive technologies) social changes and other factors can all coalesce to influence the need to change.

All organisations operate within a wider external **macro environment**.

Macro pressures such as the state of the economy and government policy initiatives such as micro-economic reform bring about the need to change in response to the wider commercial environment.

An organisation must also manage its **direct external environment**. This direct external operating environment includes all the varied stakeholders who influence the operations of the organisation such as competitors, suppliers and pressure groups. These external forces pressure on an organisation to move with the times, such as in response to changing social issues surrounding sustainability and changing gender roles in the workforce.

Finally an organisation must manage its **internal environment**. Change is essential to maintain a dynamic and fluid organisation that both skills and empowers employees and other internal stakeholders to be capable of responding to wide industry issues and trends. These trends might include new technological opportunities and new customer service models.

Managing change

Change may be reactive or proactive. Change may occur in response to internal and external pressures and opportunities. Change might occur at a point-in-time; or it might be a continuous process.

Organisations can implement a **change management process** so as to clearly and effectively undertake and manage change to better achieve their objectives. In doing so they essentially become an **agent for change**.

An effective change management process can allow an organisation to take more of a proactive approach to managing change and turn the pressures for change into opportunities for change. An effective change management process can also assist to minimise resistance to change and generate successful outcomes for all stakeholders.

Change management process

Six simple questions that help manage change effectively. What, why, where, how, who and which!

- ⇒ What is our current situation?
- ⇒ Why do we need to change?
- ⇒ Where do we want to go?
- ⇒ How will we get there?
- ⇒ Who will be involved?
- ⇒ Which methods will we use to measure success?

2. Pressure and opportunities for change

Pressures and opportunities can impact economy-wide or industry-wide. As such these are usually 'big picture' or **macro** influencers.

In response to these forces for change organisations of all sizes might embark on change management processes to improve both **effectiveness** (what they do, i.e. their goals) and **efficiency** (multi-factor productivity, i.e. resource management).

Some innovative and proactive organisations might actually be key stakeholders that lead and influence change throughout their industry, such as Westpac with their family-friendly workplace arrangements or the ACTU with worker safety.

The changes that result then lead to modifications to how organisations are **structured** and managed, as well as how **work activities**, processes and systems are undertaken. Of course both of these change areas influence the **workplace culture** of organisations in line with evolving **visions**, **goals** and key objectives of organisations.

Some of these changes trickle down through an industry or industry sub-sectors, as commercial trends or **best-practice models** that smaller organisations then either choose to implement (as a proactive opportunity), or are forced to adopt (as a reactive pressure).

Of course the changes that both arise from, and result from, organisational restructuring then impact at the employee level.

As you are well aware, employees are the key resource of any organisation, large or small. Any changes to structures and activities influence the way the employees of all levels are expected to function. Industry-wide and organisational restructuring has direct impact on **employees** through changes in:

- ⇒ what they do (work tasks, goods produced, services provided, etc.)
- ⇒ the way that they do things (multi-skilling, re-deployment, teamwork, etc.)
- ⇒ the goals and objectives they are expected to meet (cost-cutting, social responsibility, sustainability, etc.) and
- ⇒ expectations surrounding their effectiveness (goals and objectives) and efficiency (productive use of natural resources, labour, equipment, technology and capital investment).

It is important that we examine some of the forces for change that impact on organisations and their workplaces. Through the subsequent topics of this section we will investigate the impact of these changes on **organisational restructuring**. You will then have the opportunity to apply your understanding of these forces for change. You will do this by analysing the actual (or potential) impact of these forces to workplaces with which you are familiar.

At times change is forced upon an organisation through no direct fault of their own. This could be due to larger firms dominating the market place (consider Mitre 10 v Bunnings), new technology (consider Netflix vs DVD hire outlets) or even extreme market competition (e.g. Eagle Boys Pizza vs Dominos and Pizza Hut!)



Organisational change

A

1. Outline some of the key forces for change that impact on organisations.

2. Describe the macro environment to which all organisations belong. Use an example.

3. Describe the direct external operating environment of an organisation. Use examples.

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4. Describe the internal operating environment of organisations. Use examples.

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5. How can the use of a change management process assist organisations to take more of a proactive response to dealing with organisational restructuring?

3. Globalisation

One of the key pressures for change impacting on Australian organisations and industries is **international competitiveness**. International competitiveness refers to the ability of industries and firms to successfully compete in the **global marketplace** against foreign competitors.

Globalisation conjures up ideas of big, nasty, greedy multinational companies exploiting weaker and poorer countries and gobbling up all their resources. We hear about huge global corporations that take over local businesses, dominate local markets and put locals out of work! But is this an accurate representation?

What we need to understand is that the commercial world extends across international boundaries and that Australia, as a global citizen, is a key player in world import and export markets. Globalisation does bring pressure from overseas companies and imports but also presents opportunities for proactive, enterprising local industries and exporters.

Globalisation also forces change through **innovation** related to new work practices, **international manufacturing standards** and **competition** from offshore.

Career and Enterprise: ATAR-12

The Australian manufacturing industry is haunted with the...

Global Pressures Subject to change Global Opportunities



International benchmarking

An ongoing challenge that stems from globalisation is the need to meet internationally recognised manufacturing standards. This need relates to local producers dealing with international competition from manufactured imports as well as local producers trying to gain headway in global export markets. It also extends to local branches or divisions of global corporations that are expected to match the international manufacturing standards in productivity and/or quality of their global counterparts.

International manufacturing standards are recognised through productivity and efficiency measures. As such they act as benchmarks of **world's best practice**. International manufacturing standards may also be set down in **quality assurance standards** issues by the **International Standards Organisation** (ISO) or by **Standards Australia**.

International manufacturing standards also relate to expected levels of workplace **safety**, including the safety of workers involved in the production process, the safety of the products they produce and the safety implications that might impact on stakeholders in the local or broader community.

World's best practice

World's best practice simply means producing goods and services that match or exceed **global quality** and productivity **benchmarks**. This often involves employees, managers, owners and customers working together to improve outcomes.

Domestically, within Australia, the pursuit of world's best practice, as part of an enterprise culture, should help industry growth, resulting in greater employment opportunities and higher income levels. Workers can experience more rewarding employment experiences and job satisfaction, more job security and a reduction in unemployment rates and more united workplace.

Achievement of world's best practice is also likely to lead to greater **international competitiveness**, increased export revenue and decreased reliance on imports.

However, the road to world's best practice is paved by many a broken enterprise. Failure to meet global standards can result in downsizing, closures, relocation offshore, takeovers and partial, or even total, loss of an enterprise.

International competitiveness

B

1. What is international competitiveness?

2. What is the relationship between international competitiveness, world's best practise and benchmarking?

Quality assurance and standards

Quality assurance

Quality assurance is a process whereby an organisation receives certification that its systems and processes meet accepted national and/or international quality standards.

Quality standards may set down by the ISO, and therefore apply worldwide. Or they may apply on a national basis set by Standards Australia or Standards New Zealand organisations. Standards are developed by agreement and applied by choice unless their use is mandated by government law or by a contract.

Sometimes organisations seek quality assurance from relevant employer and industry groups such as the Motor Trade Association of Western Australia. Some organisations achieve quality assurance from pressure and lobby groups such as the National Heart Foundation (its 'tick' was retired in 2015!).

Quality assurance informs business stakeholders that the members of their supply-chain, either upstream or downstream, have production processes that comply with (and where appropriate) global standards.

This is vital for manufacturing that sources components from suppliers, such as windows for construction, farm produce for food production or pharmaceuticals for medicine.

Quality assurance can also indicate acceptable training and WHS practices as well as the owner holding all relevant licences and licensing in order to operate according to the legal requirements and ethical standards of their occupation and industry.

International Organisation for Standardisation

The ISO consists of more than 110 national standards institutes that work "in partnership with international organisations, governments, industry, business and consumer representatives." It has developed more than 21,000 international standards for use by business, government and society ranging from standards governing wind farm noise right through to the content of lead in toys.

The ISO 9000:2015 'family of standards' deals with the requirements an organisation must follow to manage processes influencing quality. The ISO 14000 'family of standards' deals with environmental management.

Standards Australia

Standards Australia is a quality certification organisation that grants certification to Australian organisations in line with the international standards. It develops, designs and implements guidelines that relate to the production of various goods and services. Standards Australia assures products for safety, appropriateness and other technical aspects. Some of these guidelines even get taken up by the government and become part of legislation, especially in relation to safety.

Australian standards are specific standards that comply with local conditions, industries and regulations. Many organisations do not need international certification but rather seek only Australian certification.

Items such as childrens' sleepwear, hydraulic equipment, glass, electrical fittings, motor vehicles, gas appliances and many other items have to conform to Australian design standards.

The standards recognise set benchmarks that reflect a certain quality level that the item must meet. Once a product meets the standard, the external stakeholder can be assured the product will perform as expected; and if not relevant steps will be taken to clarify this situation.

Provides worldwide or local recognition of quality.

✓ Can publish QA ratings and display QA

✓ Suppliers and end-users often seek out

✓ Those who have certification, creating an

✓ Internal training, safety, management of

✓ Quality and communications processes are improved.

✓ Quality auditors provide an independent assessment.

✓ Satisfying global benchmarks may attract overseas contracts and exports.

✓ Involves processes that are in place to manage change effectively.

Check out Wikipedia (that's right!) for an accurate list of these.

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1. What is quality assurance?

2. How does quality assurance set and maintain standards?

3. How is quality assurance important for organisations that wish to achieve internationally recognised manufacturing standards. Use an example.

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4. Forces for change

There are many varied forces for change that can influence how work is undertaken in workplaces and throughout industry. These forces impact on both a macro and a micro level. As such these forces for change then manifest as pressures and/or opportunities for change by influencing organisational restructuring and impacting on workplaces. Enterprising workplaces are more likely to respond proactively to these forces for change by seeing these not just as pressures, but rather as opportunities to improve. On the other hand reactive organisations might be forced into changing due to experiencing these forces more as a pressure to remain competitive and survive. Four broad areas of change are as follows.

i. Political and legal changes

including, among others, government initiatives, changes in government and legislative workforce reforms.

ii. Economic changes

that impact both domestically and globally reflected in changing levels of economic growth as evidenced by recessions and boom

iii. Social changes

brought about by Australia's ageing population, evolving gender roles and changing consumer preferences

iv. Technological changes

in industry but not limited to, innovative new software (and apps) and new operating systems.

Investigating change - process

As you investigate each of these four areas (or forces) for change we recommend that you apply this 5-step process.

1. Reflect on how these forces for change might impact on industry and workplaces generally.
2. Analyse how these changes might impact on workplaces directly.
3. Apply your understanding of the commercial environment to how these forces for change either have impacted, or could impact, on specific workplaces with which you are familiar.
4. Illustrate how these forces for change have, or might, alter the way that workplace participants behave and undertake their roles and responsibilities.
5. Evaluate the effectiveness of these specific workplaces in responding to these changes.

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Using the 5-step investigating change process (p.174) analyse a macro force for change that might play a big role in your future.

Force for change:	
<i>Impact on industry and workplaces generally.</i>	
<i>Impact on workplaces directly.</i>	
<i>Impact on specific workplaces with which you are familiar.</i>	Career and Enterprise: ATAR 12
<i>Impact on workplace stakeholders (i.e you!) and their roles and responsibilities.</i>	Uncorrected draft sample. Subject to change For preview purposes only Do not copy
<i>Evaluate of the effectiveness of specific workplaces (or you!) in responding to these changes</i>	Book to be published late 2016 for 2017 school year. e-version master also will be available

6. Change and political/legal factors

Political factors

Governments of all levels play an important role in promoting change in Australian industry. Different levels of government have varied and specific responsibilities. However, at times the responsibilities overlap between these different levels of government such as with health, education, the environment and roads.

The Commonwealth (or Federal Government) operates and is responsible for the overall management of society and the economy. The **Commonwealth Government** collects revenue from income tax, company tax, GST, excise taxes and other revenue measures. The Government outlays expenses on areas such as social welfare, aged-care, defence, the environment, government administration, health, education, arts, culture and recreation.

The various **state** and **territory governments** are responsible for a range of areas including justice and law enforcement, consumer affairs, health, education, forestry, public transport, main roads and occupational health & safety. Some of these responsibilities, such as health and education, are shared and co-funded in accordance with federal government policies and regulatory frameworks.

Local governments (city or shire councils) are responsible for services such as local road maintenance, garbage collection, local building regulations, local trading laws, local recreation facilities such as swimming pools, local libraries and so on.

The government influences the commercial environment both directly and indirectly through various policies and actions. Government initiatives, such as micro-economic reform, industry support programs, trade agreements and government spending programs (such as the submarine contract) can lead to business opportunities for change.

Many government factors impact as **macro factors** influencing the state of the overall economy. This can include the overall **budgetary stance** (fiscal surplus or deficit), **taxation levels**, **spending initiatives** and other big picture factors. A 2016/17 budgetary example was the Commonwealth Government's proposal to give tax cuts to businesses over the next decade.

Micro-economic reform can impact on Australia-wide sectors (such as privatisation) or on an industry-wide basis (such as deregulation) and then flow on to impact individual organisations. A current example is being played out with state-based deregulation surrounding ride-sharing services such as Uber, resulting in a significant pressure for change on the taxi industry.

And of course Australia is democracy whereby Commonwealth, state and local governments are held to account at **elections**. A change of government can lead to sweeping changes through a new policy agenda. Some are made as promises in order to help get elected (i.e. no more carbon tax) whereas others match the core values of the party (i.e. ???)

- Government and change**
- ⇒ government investment
 - ⇒ government services
 - ⇒ government agencies
 - ⇒ taxes and tariffs
 - ⇒ social policy agenda
 - ⇒ infrastructure planning
 - ⇒ industry and trade support
 - ⇒ laws and regulations
 - ⇒ WH&S laws
 - ⇒ research & development
 - ⇒ foreign affairs

Legal factors

Of course all **laws** are instruments of government **regulatory control** and must be followed. Legislative requirements such as WHS (OSH laws in WA), product standards laws, consumer protection legislation, equal opportunity and anti-discrimination, as well as many others can present both pressures and opportunities for change.

Legislative pressure forces organisations to change both what they do and how they do these activities. New laws may be enacted such as those prohibiting smoking in pubs, clubs and restaurants. These laws enforce change on hospitality workplaces. For other instances laws might be introduced or amended to reflect changing community values such as laws surrounding environmental sustainability such as the various state container deposit schemes (WAs scheme is to commence in 2018).

Organisations that proactively identify potential changes and move to adapt their work practices, before these changes are mandated, are often at the forefront of organisational change. These innovators actively embrace change and become industry leaders in best practices. Examples include industrial firms that implement higher safety standards than required by law (updating personal protective equipment ahead of time), manufacturers who over-engineer a product (such as lifting loads on hydraulics) and enterprises that implement ethical or socially responsible practices that extend beyond their legal obligations (such as affirmative action policies).

Global commerce is increasingly experiencing a time lag between evolving commercial operations and the development of a suitable legislative framework to regulate these areas. It is important to note that the laws that govern how organisations operate, and the products they produce, are subject to change and innovation. **Career and Enterprise: ATAR 12** helps stamp out unethical and exploitative activities.

We are seeing the law playing a catch up game not only at a global level, but also at Commonwealth and state levels. Examples include disruptive new economy firms such as Uber and Air BnB, firms operating in the gig economy, and firms operating (with their operations conveniently 'located' overseas) and new media firms exploiting grey areas in global copyright, intellectual property, privacy and information sharing.

There is also the ongoing concern of exploitative practices associated with underpaying workers, employing workers as self-employed contractors and other unfair industrial relations practices.

The concept of corporate social responsibility is important in bridging the gap between what is legal, what is not legal and what is ethical. But time and again we are presented with examples of organisations of all sizes that are deliberately exploiting their stakeholders - and in some cases, actively breaking the law.

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Change and political/legal factors

E

1. Describe how 2 key government pressures are a force for change on organisations. For each one explain how a workplace might have to change, or actually has changed, in order to effectively deal with this issue.
2. Describe how 2 key legal pressures are a force for change on organisations. For each one explain how a workplace might have to change, or actually has changed, in order to effectively deal with this issue.
3. How might each of these issues impact on your own future career pathways choices?

Tip: You could set up a table and then report back to the class.

6. Change and economic factors

Organisations of all types and sizes operate within an external macro economic environment. This 'big picture' environment can force change. Domestic economic conditions such as the health of the Australian economy as well as global economic conditions such as the demand patterns of trading partners will influence change.

Organisations also operate within their own direct external environment which is influenced by various micro-economic factors. These more specific economic influencers might impact on particular industries and industry sub-sectors as well as on specific geographical, regional and local areas.

Macro-economic factors

Economic growth is a measure of the total production of the entire economy. It is measured by **Gross Domestic Product** (GDP) and indicates the overall health of the economy. If the Australian economy is growing at a consistent and sustainable rate (3-4% annual GDP growth) then both **business investment** and **consumer spending** is also likely to be strong.

A **recession** occurs when economic growth is negative for two consecutive quarters and can lead to industry decline, closures and redundancies. A **boom** (expansion) occurs when the economy grows above a sustainable rate. In the short-mid term a boom can boost investment and employment opportunities. However, booms are unsustainable and are usually followed by a sharp and severe economic downturn (or contraction) leading to a significant economic problems.

Economic conditions in Australia's major trading partners will also impact. Many developing or 2nd world countries have experienced rapid growth over the past two decades, in particular China and India. This has fuelled demand for Australian export products including industrial commodities such as iron-ore, coal, natural gas and other processed and unprocessed minerals. Higher industrial output and growth. This higher demand also lead to higher demand for Australian products on world markets. Farming commodities such as wool, wheat, beef and other meats have also experienced consistently strong export sales.

China's growth levels are significantly higher than established first-world developed economies averaging about 10-12% annually. However, a slowdown in these booming developing economies, which has happened in recent years, has seen decreased demand for Australian mining and farming products.

The global financial crisis of 2008-2009 lead to a significant recession in most Western economies. However, Australia, as a whole, experienced a smaller downturn partly aided by the huge and growing demand for mineral products (at that time mainly from China).

Macro economic conditions influence change. In times of strong growth organisations are likely to expand, invest and boost their employment. This means that they may change their structures and activities to capitalise on growth opportunities. However, in times of declining or weak growth, then organisations may contract and downsize, close less profitable or unprofitable operating divisions, reduce employment and try to economise through efficiency savings. This also means a change in structures and activities as part of 'tightening their belts'.

Micro-economic factors

Micro-economic change impacts on a more specific level than macro factors and as such can have direct implications for the way the organisations are structured and the way that activities are undertaken.

Micro-economic policy could be either Commonwealth or state level government policy and actions focused on achieving efficiency throughout different **Australian industries** or **industry sub-sectors**.

Micro-economic policy aims to influence positive change and to boost **productivity** by making leaner, more efficient and more **internationally competitive** industries (and organisations) operating on a '**level playing-field**'.

Some key examples of micro-economic policy that put pressure on organisations to change and undertake restructuring are listed opposite. Your teacher might focus on one or more of these as relevant to the impact on your particular local or regional area. You might even have investigated a few of these last year.

Micro-economic factors

- ⇒ Ongoing long-term tariff reductions.
- ⇒ Removal of protection, subsidies and support for industries.
- ⇒ The pursuit of free trade agreements.
- ⇒ Changes to skilled migration, including an increase in '457' visas.
- ⇒ Industries (and sub-sector) deregulation.
- ⇒ Privatisation of government-owned 'businesses'
- ⇒ Corporatisation of government agencies forcing them to compete in the marketplace.
- ⇒ Changes to post-secondary TAFEs, private providers and universities education.
- ⇒ Changes in industrial relations moving from a centralised system to a decentralised system of negotiation.
- ⇒ Award restructuring and simplification of awards and conditions.
- ⇒ Changes in trading hours allowing businesses to operate more flexibility.
- ⇒ Worker training initiatives and incentives including Australian Apprenticeships.
- ⇒ Policies to promote and encourage family-friendly workplaces and work arrangements.

The idea is to consider these reforms in the context of how they might, and do, impact on specific organisations that you are aware of, resulting in organisational restructure. Because these changes impact directly at the organisational level, they influence how management structures are organised and as a result how workers go about their day-to-day work tasks as part of a drive towards all round business improvement.

For example, deregulation in the taxi industry has seen the growth of Uber resulting in how existing taxi licensors, booking companies and drivers now have to operate due to their new, tech-innovative global competitor entering the domestic market. Another example involves the introduction of the new Australian Apprenticeship training courses through the Future Skills WA program.

Change and economic factors

F

1. Describe how 5 key global and domestic economic issues are a force for change on organisations.
2. For each one explain how a workplace might have to change, or actually has changed, in order to effectively deal with this issue.
3. How might each of these issues impact on your own future career pathways choices?

Tip: You could set up a table and then report back to the class.

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7. Change and social factors

A **societal value** (social value) is a shared belief held by a group of like-minded stakeholders. **Stakeholders** such as employees, employers, unions, shareholders, the government, pressure and lobby groups and others may share a societal value. Essentially a societal value emerges as a result of shared **beliefs, attitudes** or **expectations** that unify people behind a common cause. For example, the ACTU campaigns strenuously for equal pay for women, a societal value shared by nearly all people in society.

Other stakeholder groups may have opposing societal values based on different attitudes to workplace issues. For example, business owners and workers may have different expectations about wage rates, length of shifts, penalty rates and other workplace conditions.

Societal values may even differ within stakeholder groups. Not all employees hold identical societal values. Some employees value income and power while some value leisure time and a sense of purpose. Different levels of government, such as the states and the Commonwealth may have conflicting values on the environment and on industrial relations.

Different **pressure** and **lobby groups** act to change expectations. Think of the banning of smoking in all workplaces including pubs and clubs; this was unheard of just a few short years ago! These evolving expectations lead to a change in society's attitudes.

Changing values and expectations

As society changes people's **values** change. People play different roles as stakeholders depending on whether they are a consumer, a worker, an employer or even as a member of a community. As a result, different societal values can influence organisations and bring about the need for change.

For example, it is expected that females should have full and equal access to all the opportunities of their males counterparts in the workforce reflecting the changing **gender roles** within society. It is now expected that due to an **ageing population** and people living longer that workers will have to work longer, putting on retirement and needing to fund their retirement. **Consumer preferences** is another factor that influences the products that organisations produce as well as how they produce these products. Environmental sustainability has been a key change area driving consumer preferences.

Organisations react to social change and this can extend to what they expect from their workers. Evolving employer attitudes as part of social change expect employees to be:

- ⇒ more flexible and able to work in a team
- ⇒ multi-skilled and able to do tasks immediately
- ⇒ excellent communicators who can work well with other people
- ⇒ technologically savvy and able to adapt to change
- ⇒ loyal to their organisation and willing to give more when needed
- ⇒ eager participants in training and lifelong learning
- ⇒ good trainers who can help new staff
- ⇒ dependable, reliable and trustworthy
- ⇒ the type of person who shares their vision, goals and drive.

Workers also react to social change and this can extend to what they expect from their workplace as well as their work-related roles and responsibilities.

As a result of these changing, evolving, complementary and even conflicting societal values organisations face pressures and opportunities for change.

Workplace change - Social factors

Societal values and attitudes are changing as too are the demographics that make up society. Organisations need to recognise and change to embrace these changes by proactively turning these pressures for change into opportunities for growth and innovation.

Gender roles

In our modern society it is increasingly being seen that shared parenting, dual incomes and balancing work and family life is essential for the wellbeing of society, as well as a key to improved material and non-material standard of living. Gone are the days when a husband worked for 45+ years as sole breadwinner, while a women only worked until they married and had kids, returning to work later in life when their kids had left the nest.

Family and gender roles and expectations in relation to work have moved on and evolved. You were introduced to these statistics last year. But now they offer even more insight into the potential for workplace change.

By 2015 seven out of every ten males of working age were in the labour force, as six out of every ten females. Back in the late 70's it was eight out of ten males but only just over four out of 10 females. And this gap is likely to close even more.

The demographic character of the 'traditional' family or household is different from the past. Nowadays, parents are more engaged in the workforce, but more so by necessity.

Between 1911 and 2006 the average household size fell from 4.5 to 2.6. It is further projected to fall to 2.3% by 2036.

The proportion of households consisting of one-parent families increased from 2% in 1976 to 15% by 2011.

Mothers in paid work with dependent children grew from 43% in 1981 to 63% by 2009 (and more than half of those in full-time work).

57.5% of mothers whose youngest child is aged 0-5 years were participating in the labour force in 2013/14.

Between 1983-2009, the number of couples

with dependent children, working one job only, has declined from almost 50% to 30%. The proportion of these couples with one and a half jobs rose from just over 20% to almost 36% and the proportion with two jobs rose from 17% to 24%.

So these statistics, which are just a few drawn from thousands recording Australian family demographics, can be summarised as:

- ⇒ gender roles are evolving
- ⇒ families are getting smaller
- ⇒ the incidence of one-parent families is growing
- ⇒ there is a much greater incidence of mothers with dependant children working
- ⇒ couples with children have a much greater incidence of working more than one job between them.

As a result workplaces have had to ensure that they provide true equal opportunity and freedom from discrimination. This legal and social requirement not only influences hiring practices, it also has mandated changes as workplaces have had to ensure both work and communicate with other.

Many workplaces have implemented more family-flexible work arrangements such as a greater incidence of part-time and casual work, flextime, telecommuting and other initiatives. These enable families to share parenting and still be active members of the workforce. Many workplaces have introduced targeted affirmative action programs to identify and mentor female workers into management roles. There has been an increased emphasis on both maternity and paternity leave (and mixed success).

Ageing population

You also saw last year how the median age of the Australian population is getting older. This is because people are living longer; and families are having fewer children.

According to the 2011 ABS census, the median age in Australia is 37. In 1946 it was 30 years (men) and 31 years (women). By 1971 it had fallen to 27 years (men) and 28 years (women). Given that Australia has an ageing population it means the average age of many occupations is rising, with fewer young people entering the workforce to replace retiring workers. This is a significant issue in industries that are already facing a skills shortage.

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Generally speaking, as old employees retire there will be fewer young people coming through to replace them. This doesn't apply to all jobs in all industries, but it does impact on some industry sectors more than others.

With an ageing workforce there is also the threat of skills shortages if older workers leave the labour market without the opportunity to pass down their knowledge to train a new generation of skilled staff to replace them. This problem is particularly exacerbated if there are fewer Australian Apprenticeship positions available to replenish the workforce.

People are being encouraged to work longer and being discouraged from retiring early. In 2014, the Commonwealth Government lifted the official 'retirement age' (the age at which people are eligible for the aged pension) to 67 by 2023 and further to 70 by 2030.

So young people your age will be expected to work for about 50 years! Can you even imagine what you will be like at 70, let alone what the world of work will look like? One thing we can tell you is that your values and expectations in relation to work will change as you age. You are already aware of that.

Another thing to be aware of is that during your career, organisations will naturally be staffed by an older workforce. And it will be increasingly harder for younger people to get a foot in the door in their chosen profession or area of work (you'll have to wait longer to find a career position).

However, there will be even more growth of 'new economy' enterprises that tend to favour employing younger people. But why is that?

Is it because they prefer younger, more hip employees. Is it because younger employees are more attuned to the type of products and services offered by these enterprises? Is it because they have a real commitment to training and developing young people to improve employment outcomes for the youth of Australia. Or might it be for some other reason. Cheap, cheap! What do you think?

Consumer preferences

Society continues to change, and socio-demographic and socio-economic changes both drive and reflect changing consumer practices and preferences. Organisations

have to adapt to changing consumer preferences.

These changing preferences relate to the goods and services that consumers buy as well as to how they want to purchase and pay for these transactions. Changing preferences for goods and services can be illustrated through these varied examples, and many, many more!

- ⇒ Shifts to green energy sources.
- ⇒ Preference for new services such as Uber.
- ⇒ Ongoing purchase of digitised and subscription-based media content.
- ⇒ Increased demand for organic and 'healthy' food produce.
- ⇒ Calls for products such as clothing to be sourced from non-exploitative overseas manufacturers.
- ⇒ Growth in craft and bespoke items such as beer, clothing and jewellery.
- ⇒ Regeneration of industry sectors such as men's grooming and barber services.
- ⇒ Switch to imported SUVs as a family vehicle.
- ⇒ Ongoing re-growth in home delivery services.
- ⇒ Preference for engagement-service models such as food trucks, cafe's, pop-up shops and festivals.

Changing preferences for how the purchase and payment of goods and services is transacted can be seen in these examples.

- ⇒ Evolution and innovation in eCommerce, mobile shopping and eCatalogues.
- ⇒ Increased access to global sellers of goods.
- ⇒ Online payment portals.
- ⇒ Increase in both larger, and smaller, supermarket and shopping outlets depending on local demographics.
- ⇒ Increase in cashless purchasing as well as tap and go.
- ⇒ Personal shopper services.
- ⇒ Buy now, pay later.
- ⇒ The re-emergence of lay-by
- ⇒ Increased reliance on B2B at the back-end.

Another key issue both driving and reflecting changing consumer preferences is the contemporary economic fact that households are continuing to spend a growing proportion of their household income on services as compared to goods.

So, in summary, enterprises once again need to be proactive and adapt to, and if possible, drive change in the product mix and service models they offer to their customers and clients.

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1. What is a societal value?

2. Use examples to discuss how changing societal values and expectations might impact on workers.

3. Complete the table using examples for each of these 3 categories of social change that impact on workplaces with which you are familiar.

	Changing gender roles	Ageing population/ Consumer preferences	
What is the pressure?	<p>Uncorrected draft sample. Subject to change For preview purposes only Do not copy</p> <p>Book to be published late 2016 for 2017 school year. e-version master also will be available</p>		
On whom does it impact?			
How can this be an opportunity?			
What could workplaces do specifically? (Or what have they done?)			
What other changes might happen in the future?			

8. Change and technological factors

There really is only way to put this! Technology will continue to be a significant, ongoing, complex and disruptive force for change on all organisations, large and small, whether they are operating for a profit or purely to help society, both domestically and globally, whether they like it or not - and importantly whether they do anything to proactively embrace this change - or not!

If you look into the future, your future, and you don't have to have special psychic powers to do this, you can confidently make the following predictions.

- ⇒ Nearly all large organisations will continue to become more **capital-intensive**.
- ⇒ Medium and smaller organisations will face **increasing pressure** from organisations utilising capital-intensive production and digital technologies.
- ⇒ A large proportion of **workers** will continue the shift towards being **information facilitators** and managers, including industrial workers.
- ⇒ Enhanced **global digital communication** will both empower and threaten local enterprises.
- ⇒ **Disruptive technologies** and **aggregating services** will continue to threaten established ways of doing business.
- ⇒ Organisations will increasingly **outsource** both manufacturing capabilities and service delivery to **overseas**.
- ⇒ Labour-intensive producers will continue to make use of better and more **innovative equipment** and **processes**.
- ⇒ New and **entry-level** **tech-savvy** meaning they will not only be expected to be able to use new media technologies, but also be able to know how to utilise these technologies, both effectively and efficiently, for work-related tasks.
- ⇒ Many medium and small enterprises will close down their **technologies** - or face closure.
- ⇒ An increasing number of workers will be engaged as **outsourced specialist** technology and information consultants and **contractors**.
- ⇒ **Service** (across-the-board) will not necessarily improve - but its **potential** will **broaden**.
- ⇒ A growing proportion of **consumers** (generally those who have a higher income) will **shift** back to more 'old-school' and people-centred enterprises preferring **personalised services** and/or face-to-face interaction.
- ⇒ **Apps** will continue to run your personal life and support your work life - however, dumbing down almost everyone in the process.

H Tech-change analysis

Set up a table to explore each of these predictions. Explain the extent to which you agree with the statement. Use examples from workplaces you are familiar with. Interview key stakeholders to get their view as well. Add more examples of your own. Discuss as a class.

Note: The analysis in this table could form the key basis of your research into technological change that you can use throughout this year.

Technological change

Throughout this entire semester you have been introduced to many examples of technological change that impact on workplaces. In different activities you have been asked to reflect on the impact of these in workplaces you might be familiar with, or for workplaces that might feature as part of your future.

In workplaces around Australia there are literally millions of examples of technological equipment such as a nailgun, bobcat, in-ear thermometer, tablet-POS system, electronic whiteboards and many, many more! There are also tens of thousands of customised technologically-driven operating systems such as automated processes, digitally-driven portals, ICT networks, CAD, CAM, FMS, B2B supply-chain networks and others.

In essence, all of these examples of work-related technology are innovations. And innovation as a force for change drives new technology including new software and applications and new operating systems. But one key thing to remember with innovation is that 'new', isn't necessarily better. Nor is new automatically 'innovative'. Do you agree?

Innovation

According to the ABS innovation is: "The process of introducing new or significantly improved goods or services and/or implementing new or significantly improved processes."

Source: ABS, *Innovation in Australian Business*, (8158.0)

New goods or services or new processes may involve:

- ⇒ the development of **new technology** (such as the Cochlear ear implant)
- ⇒ an **adaptation of existing technology** to a new use (such as eCommerce)
- ⇒ be non-technological **organisational change**, and
- ⇒ **changes in marketing** (such as online and virtual networking)

Innovation in goods and services refers to when new goods and services are introduced to an organisation or where new uses are found for existing goods or services. Innovation in goods and services can also include the **development** of new products

Innovation in operational processes refers to

organisations that implement significant changes to their methods of production related to goods and/or services.

Operational innovation occurs when improvements are made to **work technologies**, or when developing and implementing new and different **systems**.

Innovation in managerial or organisational processes refers to organisations implementing changes to their **management structures** and **activities** so as to improve the way that they go about doing business.

Process-based innovation aims to improve stakeholder performance, improve work practices and achieve quality outcomes. Innovative management processes aim to ensure that employees are working to their full potential; and that all resources are being used most efficiently.



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Technology vs people

All innovation involves an intersection between technology and the use of that technology by people. However, we can classify one type of innovation as being more focused on the development of new and improved technologies and a second type of innovation as more focused on the development of improved people-processes.



Technology-focused innovation is often a product of **invention** and discovery and might be claimed to be the domain of the scientist, the engineer or even the backyard inventor.

New technologies arise for a number of reasons and many of these find their way into our personal, social and professional lives. Some new technologies are invented for a particular reason, but then take on a whole new purpose when they become cost-effective and **commercialised**.

For example e.g. The automobile was invented by Karl Benz in 1885. The motor vehicle had been invented for 49 years when in 1934, a 22 year-old motor vehicle designer and engineer, Lewis Bandt of the Ford Motor Co. of Geelong decided to modify it to produce the utility. Hence an 'old-school' Aussie technological innovation for an already innovative product.

People vs technology Career and Enterprise: ATAR 12

Enterprising organisations recognise that innovation is people-driven and that the success of some types of innovations are inherently people-based. Therefore the success of any innovation relies upon the people that use that innovation.

The concept of people-based innovation recognises that people are the most important agents of change and the success of innovation relies on the willingness and ability of people to embrace that innovation. People-based innovation is usually driven by leadership that favours a people-centred approach to management such as a participative or consultative approach.

People-based innovation is supported by organisational and management processes that focus on employee participation in decision-making and problem-solving.

People-based innovation focuses primarily on creating improvements for various stakeholders. The aim is to

create an inter-organisational environment that supports innovation and the capacity of people to make full use of that innovation - be that technology or any other type of innovation.

For example, innovative contemporary management practices recognise the value of employees as decision-makers and emphasise employee responsibility in order to build motivation and job satisfaction. Happy workers are more likely to be productive and efficient thereby achieving quality outcomes. Many organisations use these processes by training and empowering autonomous work teams of employees as day-to-day decision-makers.

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1. What is innovation?

2. Describe the relationship between technological-based innovation and people-based innovation using clear examples.

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3. Describe 3 examples of technological change that impact on a workplace with which you are familiar. For each one explain how this is a pressure for change on that workplace. Describe how this workplace has turned this pressure into an opportunity (or suggest how it could).

Workplace:		
Examples	Pressure	Opportunity
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9. Corporate social responsibility

Contemporary business practice emphasises a growing need for large organisations to act as good corporate citizens. Consider the following statement. “With great power, comes great responsibility.” It may indeed be ancient wisdom but modern corporations need to conduct their operations in such a way so as to minimise harm on the stakeholders of the internal and external environments. Three main areas of corporate responsibility include:

- i. Ethical management practices
- ii. Corporate accountability
- iii. Socially responsible management



i. Ethical management practices

Commercial decisions may cause conflict between the different stakeholders impacted upon by that decision. Some decisions might benefit some stakeholders at the expense of others. This commercial conflict arises due to the differing values of key stakeholders.

Ethical management relates to the way an organisation is run by its stakeholders. Ethics are a set of rules that are used to guide behaviour. Ethical management may use policy to guide an organisation's decision-making processes. Ethical management often tries to answer the following question: “We know we are allowed to do it, but should we do it?” Just because something is legal does not mean it is ethical!

Large organisations hold a lot of power in the economy and community. So how should they best use that power? Should the ‘bottom-line’ profit at all costs, be their driving force.

Ethical responsibility in management is about balancing the needs of different stakeholders, and in some cases protecting the positions of ‘weaker’ stakeholders. Consider the recent examples of some private training providers offering incentives such as laptops and other inducements to get people to sign up to expensive and in many cases, almost useless training courses. Many of the targeted ‘students’ were poorly educated, lower-skilled, long-term unemployed and/or on support pensions and encouraged to sign up for courses, such as a diploma in management, for which they had little or no chance of gaining employment. Signees were lumbered with a large VET Fee-Help debt for a course they are unlikely to ever complete and left even more disadvantaged. All this so the course provider could pocket their government subsidy! So what do think about this practice - and has the law changed in any way to stamp out these unethical practices?

ii. Corporate accountability

Corporate accountability relates to the notion of organisations being responsible and fully accountable for their actions.

General managers, managing directors and chief executive officers are appointed by a board of directors and paid handsomely to run companies in the interests of shareholders.

These appointees might be responsible for holding, managing and investing many billions of dollars of shareholders funds. If the company fails, collapses or become insolvent people are called to be accountable. Of course, by then it may be a little bit too late! In many cases of insolvency employees are made redundant, their entitlements might be at risk, suppliers don't get paid and the broader community and local communities suffer!

Government departments and agencies, not-for-profit (social) enterprises and member organisations are accountable for their actions and are expected to deliver a social good through the services they provide (not to be confused with social goods)! They often operate under strict controls and are trusted to offer services to support their key stakeholders. Essentially they are accountable to their constituents. For example, local governments collect rates and must deliver services for local residents.

iii. Socially responsible management

Socially responsible management relates to many areas of an organisation's operations. It can be said that socially responsible organisations are trying to achieve objectives related to the **triple bottom-line**. Some areas of socially responsible management include:

- ✓ environmental impact and sustainability
- ✓ fair trading
- ✓ workplace health and safety
- ✓ employment conditions
- ✓ community benefit and support
- ✓ market power, control and exploitation
- ✓ advertising, marketing and public relations
- ✓ customer service and quality
- ✓ user-pays (for government services)

Organisations are members of society and their commercial decisions impact on society generally, and on different stakeholder groups in society specifically.

Social responsibility can be described as "Trying to do the right thing." But who decides just what is the right thing, and anyway... the right thing by whom? This comes back to a question of ethics. It also depends on to whom the managers of corporations are most accountable - the community, their customers/clients, their employees or their shareholders?

@twick/tweet?

@ The triple-bottom-line; organisations operating responsibly to achieve economic objectives, environmental objectives and social objectives. #CAEF12

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Corporate social responsibility: Impact on organisations



Corporate social responsibility: Impact on community



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1. What is corporate social responsibility?

2. Why is corporate social responsibility important? Use an example to support your answer.

3. Briefly outline 3 examples from workplaces you are familiar with to show how corporate social responsibility can benefit the community and its employees.

CSR examples	Organisations	Community	Employees
e.g. On ongoing sustainability campaign to reduce the use of single-use plastic shopping bags	Varied retailers encourage the use of reusable bags, or offer bag recycling, switched to paper bags	In some cases entire townships, as a result of the use of plastic bags, have switched to paper bags	Employees have been re-trained to offer alternatives to plastic; they often have to problem-solve to assist shoppers, e.g. boxes or help carrying to a car.

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K CSR in action

Consider these examples related to corporate social responsibility. Complete the table adding 2 examples of your own that you are familiar with.

1. Outline whether each is an example of positive, or not-so-positive, corporate social responsibility.
2. Identify the impact on different stakeholders. (One is given, you choose the 2nd.)

CSR Examples	Positive/or not?	Stakeholder 1	Stakeholder 1
A fast-food chain starts to provide nutritional information on its packaging.		Customers:	
A manufacturing company sources leather components 50% cheaper from overseas suppliers who are rumoured, but not proven, to be using child labour.		Suppliers:	
A CEO of a bank resigns well before his contract is due, with a large payout, shortly after the bank loses \$350million on foreign currency dealings.		Shareholders:	
A weight-loss company advertises during television shows aimed at teenagers.			
A retailer gradually phases out hiring full-timers and instead calls in casuals by text as needed.		Employees:	
A construction firm mandates the compulsory use of, and pays for, employees' sunscreen and sunglasses.		Managers:	

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10. Organisational restructuring

Those of you who studied Career and Enterprise last year have already been introduced to some of the key concepts surrounding organisational restructuring. And since then, its likely that you all have participated in work-related settings that have been influenced by organisational restructuring. So you may have witnessed this restructuring happening around you.

Organisational restructuring is a process of workplace reform aimed at promoting an enterprising culture. Given this it results in a changed workplace culture in response to various pressures and opportunities for change.

Workplace reform can be described as an integrated approach to changing how work is managed so as to improve outcomes for work-related stakeholders. It usually involves changing the **structure** of an organisation as well as redesigning how **activities** (such as work practices) are carried out. Effective workplace reform might involve any one or combination of the examples shown below in the diagram.

Organisational restructuring is aimed at changing the way that organisations are structured so as to improve **efficiency**, **quality** and other performance-based **outcomes**. This can include changing the **structure** of an organisation from a traditional organic structure to improve **communication** and encourage **employee participation** in decision-making. It might also include modification of the prevailing **management style** with an aim to boost **motivation**, productivity and **efficiency**.



Legal factors

- ⇒ employee relations laws
- ⇒ equal opportunity laws
- ⇒ WH&S (OSH) laws
- ⇒ affirmative action laws
- ⇒ business trading laws
- ⇒ product safety laws
- ⇒ fair trading laws (ACCC)
- ⇒ competition laws (ACCC)
- ⇒ corporate compliance
- ⇒ occupational licensing/certification
- ⇒ industry regulations
- ⇒ global legal implications
- ⇒ political policy and influence
- ⇒ pressure and lobby groups

Environmental factors

- ⇒ sustainable resource use
- ⇒ global warming
- ⇒ recycling
- ⇒ renewable energy
- ⇒ fossil fuels
- ⇒ finite resources
- ⇒ over-consumption
- ⇒ built-in obsolescence
- ⇒ affluenza
- ⇒ pollution
- ⇒ externalities
- ⇒ over-population
- ⇒ carbon pricing
- ⇒ emissions targets
- ⇒ green subsidies
- ⇒ pressure and lobby groups

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Economic factors

- ⇒ state of the domestic economy
- ⇒ state of the world economy
- ⇒ industry growth and decline
- ⇒ value of the Australian dollar
- ⇒ levels of taxation
- ⇒ government spending programs
- ⇒ consumer spending patterns
- ⇒ global demand patterns
- ⇒ consumer price index/inflation
- ⇒ business cost increases
- ⇒ wage increases
- ⇒ employment growth
- ⇒ unemployment levels
- ⇒ interest rates
- ⇒ global trade and markets
- ⇒ changing trading partners
- ⇒ export and export levels
- ⇒ micro-economic reform
- ⇒ industry assistance and support

Technological factors

- ⇒ capital-intensive production
- ⇒ global communication
- ⇒ database management
- ⇒ B2B supply-chain management
- ⇒ computer-aided design
- ⇒ computer-aided manufacturing
- ⇒ robotics
- ⇒ automated service systems
- ⇒ mobile communication devices
- ⇒ new media platforms & applications
- ⇒ apps and software
- ⇒ cloud-based hosting and storage
- ⇒ privacy and data security
- ⇒ remote working and tele-commuting
- ⇒ WHS technologies
- ⇒ aggregating/disruptive technologies

1. What is organisational restructuring?

2. Choose 3 examples from of each the 4 sets of factors and briefly outline how they impact on workplaces with which you are familiar.

Legal/political	Environmental	Economic	Technological
e.g.	e.g.	e.g.	e.g.
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Organisational restructuring: Impact on employees



Organisational restructuring: Impact on workplace culture



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Impact of organisational restructuring

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1. In one sentence summarise 3 different types of organisational restructuring that you are aware of (e.g. Increased use of flexible work arrangements such as retail casual shifts).
2. Outline the potential impact of organisational restructuring on industries generally.
3. Discuss the likely impact of this organisational restructuring on workplace culture. Use specific examples.
4. Based on research or through interviews explain the impact of this organisational restructuring on employees.
5. Discuss the implications of organisational restructuring on your own future career pathways development.

	Example 1	Example 2	Example 3
<i>Examples of organisational restructuring</i>			
<i>Impact on industries generally</i>	<p>Career and Enterprise: ATAR 12</p> <p>Uncorrected draft sample.</p> <p>Subject to change</p> <p>For preview purposes only</p> <p>Do not copy</p> <p>Book to be published late 2016 for 2017 school year.</p> <p>e-version master also will be available</p>		
<i>Impact on workplace culture</i>			
<i>Impact on employees</i>			
<i>Potential impact on my own career</i>			

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1. List these and provide a definition for each.
2. For each one give an example that relates to your own experience; or alternatively list some other information or a resource that relates to this term.
3. Your teacher might add some other key words/terms for you to complete.

Word/terms	Definition	Example/information/resource
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1. Understanding

1. Analysis

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2. Application

Task information

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