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| Assessment Title | Assessment 5 –  Short Answer Questions |

## Competency Details

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| Unit code/s and title/s | BSBXTW401 Lead and facilitate a team |
| Qualification code/s and title/s | BSB40520 Certificate IV in Leadership and Management |
| Business unit/Work group | Business and Arts / Management |

## Instructions

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| Method/s of assessment | Knowledge (written) |
| Overview of assessment | **Assessment 5 - Short Answer Questions**   * This is a knowledge (written) assessment * You will be assessed individually * There are 17 tasks in total   **Overview of Assessment**  The purpose of this assessment is to ensure students' knowledge in the areas of: -   * Policies and procedures * Organisational reputation and culture * Team communication * Legislation * Team cohesion and effectiveness * Mentoring and coaching * Conflict resolution and negotiation * Communication methods, styles, and principals * Leadership behaviours * Workplace contingencies * Workplace challenges |
| For this assessment | * Read the questions carefully before you start your responses. * You are required to provide short answer responses for each question * You will access the below template and submit the completed template via TAFE SA Learn. * If you do not understand any of the questions, ask your trainer/assessor for help.   **Submission:**   * You are to submit your assignment via TAFE SA Learn * No email submissions will be accepted |
| Time allowed | Submission required by the due date as indicated on LEARN |
| Location of assessment | At TAFE SA, or the workplace, or an environment with computer and internet access. The assessments will be completed in the student’s own time and submitted by the due date as indicated in the introductory email on LEARN |
| Decision making rules | To receive a satisfactory outcome for this assessment you must:   1. Complete all 17 questions as instructed 2. You will provide enough detail in your responses to demonstrate process applied.   If assessed as unsatisfactory you will be provided feedback and given two (2) weeks to complete the resubmission against the same assessment tasks. |
| Assessment conditions | This assessment is unsupervised and must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership field of work and include access to:   * + - * relevant workplace documentation and resources       * case studies and, where possible, real situations   Specific conditions for this unit:   * Students must use the Bounce Fitness Simulated Business website as outlined above in the Resources/Preparation required section of this document |
| Resources required | TAFE SA facilities or a location with equipment and infrastructure required:   * Access to a computer with internet access * Access to the TAFE SA network * Access to LEARN * Microsoft office (Word, PowerPoint, Excel etc), Adobe Acrobat Reader * Unit Assessment Overview (UAO)   Specific resources for this assessment:  **Accessing Intranet Pages and External Links**  You will be given access to the simulated business, [Bounce Fitness](https://learn.tafesa.edu.au/course/view.php?id=14627) via TafeSA LEARN.   * [**Fair Work Act 2009**](https://www.legislation.gov.au/Series/C2009A00028) **-** Y*ou will be required to access the most current version of the Fair Work Act 2009*    1. [Flexibility in the workplace](https://www.fairwork.gov.au/employee-entitlements/flexibility-in-the-workplace)   2. [Parental Leave](https://tafesaedu.sharepoint.com/sites/qms/Student%20Files%20Repository/KB/BSBXTW401%20-%20Lead%20and%20facilitate%20a%20team/a.%09https:/www.fairwork.gov.au/tools-and-resources/best-practice-guides/parental-leave) |
| Result notification and reassessment information | Result notification   * The assessment result will be satisfactory or not satisfactory. * Your educator will provide feedback through the LEARN platform. * Your educator will result a final grade for the unit at the end of each study period.   Reassessment   * All students are entitled to two attempts to achieve each assessment task within any unit enrolment period. * If you have been assessed as not satisfactory will be provided feedback you will be given two (2) weeks to complete the resubmission against the same assessment tasks. * Re-assessment timeframe will be negotiated with your assessor. |
| **Question 1** | |
| Bounce Fitness is a premiere fitness centre that mainly caters to people from the Central Business District. Below are some of their organisational documents relevant to workplace teams. Access the Bounce Fitness organisational documents below to assist you in answering the following questions:   * [**Employee Relations Policy**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Employee%20Relations%20Policy.pdf) * [**Personnel Policies**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Personnel%20Policies%20v2.0.pdf) * [**Code of Conduct**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Bounce%20Code%20of%20Conduct.pdf) | |
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| * Identify at least two strategies relevant to relationships among staff in the workplace found in the [**Employee Relations Policy**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Employee%20Relations%20Policy.pdf) | |
| 1. Communicating honestly and openly | |
| 1. Valuing equity and diversity | |
| * Identify at least two reasons for discrimination in employment that are not tolerated in Bounce Fitness as found in the [**Personnel Policies**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Personnel%20Policies%20v2.0.pdf) | |
| 1. Under federal and state anti-discrimination laws, discrimination in employment on the following grounds is against the law | |
| 1. Discrimination undermines proper working relationships and may cause low morale, absenteeism and resignations | |

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| 1. Identify the purpose of codes of conduct in the workplace. |
| The purpose of the code of conduct is to explain the expected conduct of all staff in bounce fitness |
| 1. Identify at least two requirements relevant to workplace teams found in Bounce Fitness’s [**Code of Conduct**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Bounce%20Code%20of%20Conduct.pdf)   *Requirements refer to specific behaviours that must be upheld by all employees. These can be about the following:*   * *Workplace team performance* * *Workplace team relationships* |
| 1. Encourage participants to value their performances and not just results |
| 1. Develop an appropriate working relationship with participants based on mutual trust and respect |

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| **Question 2** |
| Answer the questions below about the impact of organisational reputation on workplace teams.  *Organisational reputation refers to stakeholders’ perception of the organisation. These perceptions can be negative or positive. These stakeholders can be clients, vendors, and employees.* |
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| 1. Briefly explain how negative organisational reputation affects workplace teams. |
| A negative organisational reputation can reduce team moral, productivity and retention by creating a sense of shame for team members |
| 1. Briefly explain how positive organisational reputation affects workplace teams. |
| A positive organisational reputation can improve team morale, productivity, and retention by creating a sense of pride and belonging. |

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| **Question 3** | |
| In your own words, briefly explain the impact of each aspect of organisational culture below on workplace teams.  *Organisational culture refers to the values and beliefs that influence how people should behave within an organisation.* | |
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| **Aspect of Organisational Culture** | **Impact on Workplace Teams** |
| 1. Values   *Values refer to beliefs that the organisation shares among its employees.* | The culture values are impactful as they can help a team be cohesive if those values are shared or be detrimental if they aren’t. |
| 1. Degree of urgency   *Degree of urgency refers to the pace of the organisation’s working environment.* | The degree of urgency is important as it can help make sure tasks are achieved in a timely manner. |

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| **Question 4** |
| Read the case studies relevant to team communication provided below. Access the legislation (Fair Work Act 2009 https://www.legislation.gov.au/Details/C2017C00323) via the **FAIRWORK OMUDSMAN**: - |
| 1. [Flexibility in the workplace](https://www.fairwork.gov.au/tools-and-resources/best-practice-guides/flexible-working-arrangements) 2. [Parental Leave](https://www.fairwork.gov.au/tools-and-resources/best-practice-guides/parental-leave) |
| **Case Study 1**  You are currently working as a Team Lead in Bounce Fitness. As Team Lead, you are responsible for approving each of your team members’ working arrangements. One of your team members is requesting for flexible working arrangements due to their physical disability. You had approved of your team member’s request; however, some of your able-bodied team members are asking why their requests for flexible working arrangements have not been approved. To answer them, you explain to them the legislative requirements regarding requesting flexible working arrangements. |
| 1. Identify at least one requirement regarding requesting flexible work arrangements. |
| Bounce fitness has a legal responsibility to provide a flexible work arrangement to anyone who has a disability for any permanent worker who has been at bounce for at least 12 months |
| **Case Study 2**  One of your team members (they have been employed for 2 years) would like to take unpaid parental leave. They are unsure of the legal requirements of unpaid parental leave and have asked you how much time they can take You review the Fair Work Ombudsman Website in relation to [Parental Leave](https://www.fairwork.gov.au/tools-and-resources/best-practice-guides/parental-leave) to identify the legislative requirement for parental leave employee. |
| 1. Provide details of how much time this employee is entitled to in relation to unpaid parental leave and also advise them if they are entitled to access Government funded Parental Leave Pay. |
| The team member can take up to 12 months of unpaid parental leave or up to 24 months if bounce fitness agrees and is sent the request in writing 4 weeks before the end of the initial 12 months.  As long as the team member is an Australian citizen or a permanent resident, has worked for 10 months in a 13-month period, and 330 hours, around one day a week, in that 10 month period. The Team member must have made less than $168,865 or less in the 2022-23 financial year. The current payment for Parental Leave Pay is $176.55 a day before tax, or $882.75 per 5-day week. A family can get up to 100 days of Parental Leave Pay |

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| **Question 5** | |
| Listed in the table below are facilitation techniques commonly used for encouraging team cohesion. Briefly explain how each technique can be applied in the workplace.  *Team cohesion refers to the strength of interpersonal connections within the members of a group, giving a sense of unity.* | |
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| **Facilitation Technique for Encouraging Team Cohesion** | **How the Technique is Used for Encouraging Team Cohesion in the Workplace** |
| 1. Provide opportunities for team-building exercises in the workplace | Providing opportunities for team-building exercises in the workplace encourages team cohesion by allowing employees to get to know each other better, build trust, and learn to work together more effectively. |
| 1. Arrange discussions with team members to encourage them to share thoughts and ideas with each other | Arranging discussions with team members to encourage sharing of thoughts and ideas with each other helps team cohesion in the workplace by creating a space for collaboration, effective communication and problem solving of issues around the workplace |

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| **Question 6** | |
| Listed in the table below are facilitation techniques commonly used for encouraging team effectiveness. Briefly explain how each technique can be applied in the workplace  *Team effectiveness refers to a team’s capacity to achieve its goals and objectives.* | |
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| **Facilitation Technique for Encouraging Team Effectiveness** | **How the Technique is Used for Encouraging Team Effectiveness** |
| 1. Discuss conflicts with involved parties for conflict resolution | The discussion of conflicts with involved parties can encourage team effectiveness by one, reducing the amount of intra-team conflicts, and two it allows for the creation of understanding of team member on how to solve conflicts with each other when first done with the help of a third party. |
| 1. Provide constructive feedback on team and individual performance | Providing constructive feedback on team and individual performance helps improve team effectiveness by giving the team/individual an outside perspective on ways to improve their work. |

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| **Question 7** | |
| Listed in the table below are mentoring techniques commonly used in the workplace to provide support. Briefly how each technique is used in the workplace.  *Mentoring refers to a long-term process that follows an informal approach in training in the workplace.* | |
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| **Mentoring Technique to Support Team Members** | **How the Technique is Used in the Workplace** |
| 1. Active listening | Active listening is used in the workplace mainly during meeting and when giving and receiving feedback, it is also used when resolving conflicts as the lack of it can often cause conflicts |
| 1. Model good behaviour | Medeling good behaviour is usually don’t passively and automatically, it is important for supervisors and managers to model good behaviour to create a better environment in the workplace |

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| **Question 8** | |
| Listed in the table below are coaching techniques commonly used in the workplace to provide support. Briefly explain how each technique is used in the workplace.  *Coaching refers to a short-term process that follows a more structured and formal approach in training in the workplace.* | |
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| **Coaching Technique to Support Team Members** | **How the Technique is Used in the Workplace** |
| 1. Identify each team member’s strengths and weaknesses | Identifying strengths and weaknesses is used a lot in big team projects where efficiency is needed, this allows for people’s talents not to go to waste on something they aren’t fully capable on. |
| 1. Provide constructive feedback | Providing constructive feedback is used as a way to make sure team members are doing tasks to company standards without being harsh, or just to help team members improve. |

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| **Question 9** | |
| Listed in the table below are strategies commonly used to resolve conflict. Briefly describe how each strategy can be applied in conflict resolution.  *Conflict resolution refers to the process by which two or more parties in a dispute reach an agreement that peacefully resolves their dispute.* | |
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| **Conflict Resolution Strategy** | **Description of How Each Conflict Resolution Strategy is Applied in Conflict Resolution** |
| 1. Recognise differences in perceptions | Recognising differences in perceptions is important in conflict resolution as it allows for both parties to understand each other’s point of view, it also allows for future reduction of conflicts as it makes team members already cognizant of the others perception and how to implement those into a task |
| 1. Avoid escalating tensions between involved parties | Avoiding escalation is applied by having a supervisor or manager step in before a conflict gets too big and potentially permanently souring a work environment |

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| **Question 10** | |
| Listed in the table below are strategies commonly used in negotiations. Briefly describe how each strategy can be applied in negotiations.  *Negotiation refers to the process by which two or more parties with the same objective but have conflicting means to reach that objective settle on a decision that mutually benefits them.* | |
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| **Negotiation Strategy** | **Description of How Negotiation Strategy is Applied in Negotiation** |
| 1. Problem solving | Problem solving is applied in negotiation when the negotiation has come to a bit of a cross road, it allows for each party make their case and for a solution that benefits everyone. |
| 1. Contending | Contending in negotiation is when you try to persuade the other party to agree to your terms. This can be done through a variety of tactics, such as making strong arguments, using logical reasoning, and applying pressure. |

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| **Question 11** | |
| Listed in the table below are two methods of communication. Briefly explain how each identified method of communication is applied in the workplace. | |
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| **Methods of Communication** | **How the Method of Communication is Applied in the Workplace** |
| 1. Face to face informal communication | Informal communication is done whenever two parties/team members have a conversation whether in a break room or in the office space |
| 1. Email | Email is used to send everything from organisation-wide announcements to reports and quick coordination with others, communication is done using online mailing software without directly having to face the recipient of the message. |

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| **Question 12** | |
| Listed in the table below are at least two styles of communication. Briefly explain each style of communication in the table below.  *Styles of communication refer to the manner of one’s interaction and communication with others.* | |
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| **Styles of Communication** | **Explanation of Style of Communication** |
| 1. Analytical | The analytical communication style is characterised by a reliance on logic and data |
| 1. Intuitive | he intuitive communication style places a focus on the bigger picture, the overarching objectives which underlie an undertaking |

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| **Question 13** | |
| Listed in the table below are two key principles of cross-cultural communication.  *Key principles refer to what must be taken into consideration when communicating with others from different cultural backgrounds in the workplace.*  *Cross-cultural communication is communication between at least two or more people from different cultural backgrounds.*  Briefly explain why each key principle of cross-cultural communication must be considered when communicating in the workplace. | |
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| **Key Principles of Cross-Cultural Communication** | **Explanation for Why Each Key Principle of Cross-Cultural Communication must be Considered when Communicating in the Workplace** |
| 1. Contexts of culture | This principle is concerned about the varying need for context during communication, High-context cultures are heavily reliant on background information with which to contextualise the communication, On the other hand, low-context cultures are more independent of context |
| 1. Nonverbal differences | A principle that is relevant to the need for context is the nonverbal differences among different For instance, the simple gesture of pointing fingers means different things depending on where you are from cultures, |

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| **Question 14** | |
| Identify a key principle of communication with the following:   * Individuals with special requirements   *Individuals with special requirements refer to people with cultural or lifestyle requirements that affect how they communicate.*   * Individuals with disabilities   *Individuals with disabilities refer to people with physical or mental disabilities that affect how they communicate.*  *Key principles refer to what must be taken into consideration when communicating with others with special needs or disabilities in the workplace.* | |
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| **Individuals with Special Requirements** | **A Key Principle of Communication with Individuals with Special Requirements** |
| 1. Individuals that are culturally and linguistically diverse | * Greet and address the CALD people you speak with politely, pronouncing their names properly. * Speak clearly and enunciate your words properly. * Use simple words but do not oversimplify your speech as it may come across as rude. * Avoid the use of slang and filler words as well as jargon and acronyms. * Avoid the use of complex words so that information is easily understood by everyone. * Present information in small chunks to avoid confusion and confirm understanding as you communicate. * Provide examples and stories that can illustrate and clarify your points. * Stay relaxed and open as you communicate; raising your voice does not increase understanding, and it may be misunderstood. * Be attentive and respectful at all times |
| **Individuals with Disabilities** | **A Key Principle of Communication with Individuals with Disabilities** |
| 1. Individuals with hearing impairment | * Start by identifying the topic or matters to be discussed. * Speak at a normal but considerate pace. * Speak a little louder than usual, but do not shout. * Ask the person you are speaking with if they would like you to adjust your speaking speed so they can better understand you. * Speak clearly, but do not overexaggerate your lip and mouth movements; contrary to popular belief, this makes speech-reading more difficult. * Maximise the use of nonverbal cues (i.e. body language and facial expressions) as this would help the person who is hard of hearing understand you better. * Remember to pause from time to time so that the person you are speaking with can catch up and ask questions. * Use a mode of communication specific to the disability (e.g. sign language) |

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| **Question 15** | |
| Listed in the table below are at least two leadership behaviours. Briefly explain how each leadership behaviour is demonstrated in the workplace.  *Leadership behaviours refer to characteristics and actions typically demonstrated by effective leaders. These behaviours allow leaders to guide others to meet their goals in the workplace.* | |
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| **Leadership Behaviours** | **How the Leadership Behaviour is Demonstrated in the Workplace** |
| 1. Compassionate management | Compassionate management is an approach to leadership that involves actively showing empathy towards others as much as you can. This can be demonstrated by checking in on team members regularly. During meetings, for instance, you can ask how everyone is doing physically and emotionally in the workplace. |
| 1. Initiating change | Change is an inevitable part of operations and processes within the workplace. As a leader, you are tasked to manage this change well so that everyone can adjust to it. One particular aspect of managing this change comes in the form of initiating change. Essentially, this means being proactive and looking for areas of improvement in current work processes and coming up with ways to make these processes more effective. |

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| **Question 16** | |
| Listed in the table below are three typical workplace contingencies. Briefly explain how each contingency can impact teams in the workplace.  *Contingencies refer to unexpected situations that can arise when working on team tasks.* | |
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| **Typical Workplace Contingencies that can Impact Teams in the Workplace** | **How the Contingencies Impact Teams in the Workplace** |
| 1. Unplanned leave or absence of workers | Manpower and productivity decrease due to sudden absences, as these add to the team’s workload and require members to adjust work processes accordingly |
| 1. Reallocation of work tasks | Team members will have to adjust to their new tasks and will have to coordinate with each other to guide themselves with their tasks |
| 1. Succession planning for important team roles | Succession planning may be the most vital contingency to consider as it impacts the development opportunities of your team. It will require team members to adjust to their new roles and can affect their performance in the process. |

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| **Question 17** | |
| Answer the guide questions for workplace challenges in the table below. | |
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| 1. Outline at least one process for solving difficulties performing tasks in the workplace. For reference, you can access Bounce Fitness’s procedures for continuous improvement through the link below.   [**Continuous Improvement Procedures**](https://learn.tafesa.edu.au/pluginfile.php/1928979/mod_folder/content/0/Continuous%20Improvement%20Procedure.pdf) | |
| Consultation: This means reaching out to employees and discussing the tasks they are assigned to as well as the difficulties they experience in fulfilling these. In your consultation, seek their insights regarding why they think there are issues and how you can provide them with support so that they can overcome these challenges | |
| 1. Outline at least one process for solving the following: | |
| 1. Conflict with clients   For reference, you can access Bounce Fitness’s policy for complaints through the link below.  [**Complaints Policy**](https://learn.tafesa.edu.au/pluginfile.php/1928957/mod_folder/content/0/Complaints%20Policy.pdf) | |
| Informing Customers of Progress:  Customers will be given an approximate timeframe at the time they make their complaint. Customers will be informed of the progress of their complaint regularly, especially if there are any delays or changes to what has been agreed | |

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| 1. Conflict with team members   For reference, you can access Bounce Fitness’s policy and procedures for mediation through the link below.  [**Mediation Policies and Procedures**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Mediation%20Policies%20and%20Procedures.pdf) |
| resolve all conflicts immediately, before they escalate into more serious issues  Mediation:  Having a meeting with HR or a supervisor |
| 1. Outline at least one process for solving potential risks or safety hazards in the workplace.   *These refer to workplace conditions that are considered unsafe and can cause injury or illness to the team and others.*  For reference, you can access Bounce Fitness’s policy and procedures for risk management through the link below.  [**Risk Management Policy and Procedures**](https://learn.tafesa.edu.au/pluginfile.php/1928971/mod_folder/content/0/Risk%20Management%20Policy%20and%20Procedures.pdf) |
| comply with the work health and safety policies, procedure and instructions to ensure a safe workplace for all.  All individuals have an obligation to guard against or protect other from any hazards or incidents as soon as they are recognised. If the hazards or incidents are cannot be rectified immediately, the person must report the hazards or incidents to the Centre Manager or Assistant Manager. |
| 1. Outline at least one process for solving unethical or inappropriate behaviour in the workplace. For reference, you can access Bounce Fitness’s policy and procedures for workplace harassment prevention through the link below.   [**Workplace Harassment Prevention Policy**](https://learn.tafesa.edu.au/pluginfile.php/1928963/mod_folder/content/0/Workplace%20Harassment%20Prevention%20Policy.pdf) |
| Provide all workers with workplace harassment awareness training  Introduce a complaint handling system and inform all workers on how to make a complaint, the support systems available, options for resolving grievances, and the appeals process |