

X214/701

NATIONAL
QUALIFICATIONS
2009

WEDNESDAY, 20 MAY
9.00 AM – 11.00 AM

ADMINISTRATION
ADVANCED HIGHER

Candidates should answer **all** questions in Part A—Case Study and **two** questions from Part B—Essay Questions.

Part A—30 marks

Part B—40 marks



PART A—CASE STUDY

Read the Case Study on Equigym and then answer the questions on *Page three*. You should spend approximately 50 minutes on this part of the paper.

Equigym manufactures all kinds of sports equipment for use in fitness centres. The company is based in Perth and caters primarily for the Scottish market. Profits were high for the first 20 years of the company's operation, however over the last 3 years income has rapidly fallen. This year the company recorded a substantial loss. This was mainly caused by sub-standard factory equipment, poor working practices and inefficient administrative systems. Major change is required if the company is to regain its competitive advantage.

New management positions have been created in order to address these issues. You have been appointed to the new position of Administrative Manager and will be responsible for the following in the first instance:

- providing appropriate training for your staff to cope with the new demands
- building a high performance administration team that will support the whole company effectively
- ensuring awareness and compliance with all legal requirements in your area.

Answer the following questions based on the Case Study of Equigym. All THREE questions should be attempted.

You should note that the Case Study does not contain all the information needed to provide appropriate answers to the questions. You will need to make use of knowledge you have acquired whilst studying this course.

1. Training is most effective when it meets your staff's individual needs as well as those of the company. Explore the benefits of **2** external training methods for your Administrative staff and the company. **10**
 2. As Administrative Manager, you must choose your team members wisely. Examine the different personalities and personal skills required to ensure that your Administration team is well balanced and performing effectively. **10**
 3. Describe possible areas of the employment process where discrimination can occur and examine strategies the Administrative Manager could introduce to avoid this. **10**
- (30)**

[Turn over

[END OF PART A]

PART B—ESSAY QUESTIONS

Answer any TWO of the following five questions. Each question is worth 20 marks. You should spend approximately 35 minutes on each question.

1. Conflict is inevitable in a highly competitive workplace.
 - (a) Conflict can be both positive and negative. Assess the consequences of different causes of conflict within a team. **10**
 - (b) Competitive companies thrive on good information.
 - (i) Examine barriers which affect the flow of information between the Administrative Manager and team members. **4**
 - (ii) Suggest strategies which the Administrative Manager can adopt in order to ensure communication is effective within the team. **6**

(20)

2. As firms fight in competitive markets, the need for strong leadership and training has never been greater.
 - (a) Examine the qualities of a leader that come from their character rather than their skill. **10**
 - (b) Evaluating a training course is essential. Explain the problems that can arise when evaluating training courses and suggest ways in which these could be overcome. **6**
 - (c) Justify the use of presentation software in the delivery of training. **4**

(20)

3. A large organisation has a formal employee appraisal procedure in place, however employee motivation is still very low.
 - (a) Using Elton Mayo's research, examine how an Administrative Manager could improve the motivation of their employees. **8**
 - (b) Examine the responsibilities of the appraiser and the appraisee to ensure each stage of the appraisal process is effective. **8**
 - (c) Evaluate an autocratic leadership style as a means of motivating employees. **4**

(20)

PART B—ESSAY QUESTIONS (continued)

4. After years of intensive rivalry, two leading competitors have decided to merge. This will create fundamental change.
- (a) Effective change must be handled carefully.
- (i) Describe the possible negative effects of change on employees. **7**
- (ii) Using Lewin's 3-step process, examine the strategies that management could undertake to implement change effectively. **9**
- (b) Compare the role of the team leader in the “forming” and “adjourning” stages of team development. **4**
- (20)**
5. Communication problems are hindering the performance of the Administration Department of a large organisation.
- (a) Assess the role of Performance Appraisal as a means of improving communication between management and staff. **8**
- (b) Discuss how informal communication can impact on a department’s performance. **7**
- (c) Suggest possible strategies an employer could undertake to help ensure employees abide by the requirements of the Computer Misuse Act 1990. **5**
- (20)**

[END OF PART B]

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