

X214/701

NATIONAL
QUALIFICATIONS
2011

THURSDAY, 19 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 MacDonald Publications Ltd and then answer the questions on *Page three*. You should spend approximately 50 minutes on this part of the paper.

MacDonald Publications Ltd

Ambition, drive and determination were the common traits of 3 cousins that had a passion for different hobbies. David was a keen car racer, Steven enjoyed computer games and Angus had a love for extreme sports. After graduating, the cousins decided to start up MacDonald Publications Ltd. The company was split into 3 separate divisions, each led by a cousin, publishing a magazine devoted to their interests.

For 10 years the business was highly successful. Their market share increased steadily each year and healthy profits permitted substantial reinvestment. This allowed them to expand their magazine range and enter the American market. However, over the past 3 years, sales have declined due to increased competition and the global recession, while running costs have increased steeply.

The cousins have decided that a dramatic reduction in operational costs is required. To achieve this the Administration Departments in each division will be closed and a central Administration Department formed. This will result in substantial changes for the administrative teams.

You have been hired as an Administrative Consultant to advise on how to:

- implement the changes successfully
- maintain and increase motivation of the new administration team
- use appraisals to create direction and channel efforts.

Answer the following questions based on the Case Study of MacDonald Publications Ltd. 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. Explain, using drivers and resistors, how MacDonald Publications Ltd could implement change successfully. **10**

 2. Suggest, using Maslow's Hierarchy of Needs, the ways in which the new administrative team could be motivated. **10**

 3. Justify the responsibilities of both the Appraiser and the Appraisee in each stage of an effective appraisal process. **10**
- (30)**

[END OF PART A]

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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. Leadership and training help shape an organisation's workforce to achieve success.
 - (a) Explain the factors that influence leadership style. 10
 - (b) Discuss the use of external training rather than internal training. 10

(20)

2. Scottish Local Authorities are looking to improve the efficiency of staff and data handling.
 - (a) Evaluate the effect of teamworking on Administrative employees. 10
 - (b) Discuss video conferencing as a means of improving the qualities of good information. 6
 - (c) Suggest how Local Authorities could ensure they adhere with the Freedom of Information Act. 4

(20)

3. A business is planning to introduce on-line selling.
 - (a) Suggest strategies the Administrative Manager could introduce within the on-line division to meet data handling legislation. 12
 - (b) Evaluate change agents as a method of implementing fundamental change. 8

(20)

4. Many organisations structure their workforce into teams to capitalise on strengths and produce greater levels of productivity.
 - (a) Suggest, using Belbin's team roles, the skills and qualities required for team members. 8
 - (b) Outline and justify strategies team members can use to minimise barriers to communication within a team. 8
 - (c) Evaluate Staff Appraisal as a means of determining pay. 4

(20)

PART B—ESSAY QUESTIONS (continued)

5. There is an increased acceptance in business of the benefits of investing in the long term development of staff.
- (a) Justify the expense of training in an Administration Department. **10**
- (b) Suggest strategies to minimise the occurrence and disruption of technical problems when using presentation software in training. **6**
- (c) Compare **two** different types of Staff Appraisal. **4**
- (20)**

[END OF PART B]

[END OF QUESTION PAPER]

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