



2011 Administration

Advanced Higher

Finalised Marking Instructions

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PART A – CASE STUDY

Question 1

Explain using drivers and resistors, how MacDonald Publications Ltd could implement change successfully

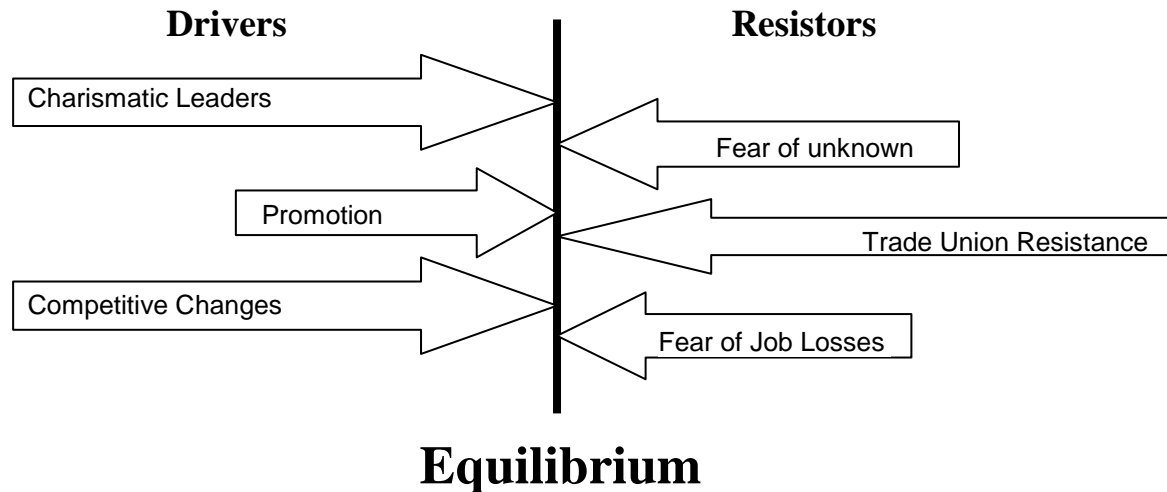
10 Marks

1 mark for each valid point explained

3 marks for diagram

Max 6 if only driver or resistor points are made

- Needs to increase drivers and minimise resistors so to move line of equilibrium:



Possible diagram marks:

1 mark for list of relevant drivers

1 mark for list of relevant resistors

1 mark for illustrating arrows of differing lengths

Manipulate and cultivate drivers:

- Charismatic leaders – energetic leaders create followers.
- Increased Salaries – increases acceptance of change.
- Well-trained management – subordinates will accept change better from skilled leaders.
- Motivated workforce – will be more willing to embrace change.
- External factors eg changes in the economy – economic changes may require a change in order to maintain profit levels.
- Opportunities for promotion – employees will be more willing to accept change when they know there is a personal benefit.
- Changes by the competition – changes by an organisation's competition may necessitate the organisation to also change in order to maintain competitive.

Reduce the strength of resistors or turn them into drivers:

- Fear of the unknown – creates barriers to acceptance/compliance – involve staff in change, implement slowly etc.
- Unclear Objectives – change will be messy. Be clear on the plans and goals and reasons for change.
- Trade Union resistance – strikes etc – negotiate and involve.
- Rumours – hold formal meetings – ensure facts/truth are understood.
- Fear of new requirements – providing good detailed training to alleviate fears of new jobs/new demands. Give all staff knowledge of all magazines.
- Fear of future job losses – try to create as much security for existing staff as possible.
- Cost of change – the financial commitment of introducing change needs to be reduced so that it is less than the benefit derived from the change.

Question 2

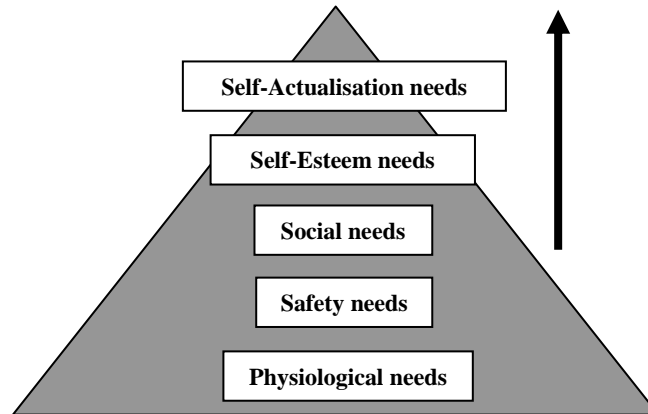
Suggest, using Maslow's Hierarchy of Needs, the ways in which the new administrative team could be motivated.

10 Marks

1 mark for diagram of Maslow

1 mark for each motivational tool

- People have a hierarchy of needs. Each need requiring a different motivating tool type.



Motivational Tools for Each Stage:

Physiological needs

- Provide good pay to ensure people have enough for a reasonable life.
- The centralised office needs to have good facilities, be bright and well equipped.

Safety

- Try to establish as much job security as possible – try to remove the fear of more redundancies.
- Provide secure contracts as far as possible.
- Ensure premises are secure and health and safety standards are high.

Social

- Create good relationships between managers and subordinates.
- Create a team spirit within the department.
- Organise department events, social occasions.
- Have regular team meetings.
- Use democratic management, open door policy.
- Create clubs or sporting activities for staff outwith work.

Self-Esteem

- Give verbal praise and recognition to staff working well.
- Provide rewards for good work eg staff of the month, bonuses etc.
- Give each job an official important job title.
- Constantly give feedback to team efforts and show genuine appreciation.
- Provide a promotional path as a reward.

Self-Actualisation

- Ensure jobs are enriched.
- Job rotation – to increase challenge in jobs.

Question 3

Justify the responsibilities of both the Appraiser and the Appraisee in each stage of an effective appraisal process. 10 Marks

1 mark for each responsibility justification
Max 6 if only Appraisee or Appraiser points are made

Appraisee

Before the Meeting

Responsibilities	Justification
Looking at their last appraisal records, checking their performance against targets set.	So they can give an exact account of their performance to help with rewards/promotion. To allow them to give a full account of how well they see themselves performing.
Considering areas of strength and areas for improvement.	So they can intelligently request training, support, new job opportunities.
Complete an Employee Appraisal Form.	To provide a formal record of the employee's input to be placed in their HR file.

In the Meeting

Responsibilities	Justification
Treat the appraisal as a constructive exercise.	A bad attitude in the meeting will render it pointless. Evaluation and targets will not be appropriate therefore not effective.
Work collaboratively with the Appraiser during the interview to establish realistic yet challenging targets.	The appraisee's input is needed or else there will be little ownership of the targets and less of a commitment to achieving them.

After the Meeting

Responsibilities	Justification
Read the Appraisal Report Form and sign it.	To ensure that they agree with the formal record held about what was discussed and what plans and targets were agreed.
Use the targets, training plan etc to guide their work over the months after the meeting.	To ensure targets are met and areas for improvement are actually improved.

Appraiser

Before the Meeting

Responsibilities	Justification
To plan the logistics of the meeting.	To ensure there is dedicated room for the meeting, enough time is allocated etc. Good organisation is needed to give the meeting status and importance and not just a tick box exercise.
Ensure the appraisee is clear about the purpose and aims of the appraisal.	To ensure time is not wasted in the meeting explaining the purpose. To ensure the appraisee comes prepared so the meeting will be as productive as it could be.
Look at the appraisee's last appraisal and assess their progress.	To ensure the meeting is focused and not wasteful. To ensure the appraisee feels valued – an unknowledgeable appraiser will devalue the process.

In the Meeting

Responsibilities	Justification
Create a relaxed atmosphere.	If the appraisee is nervous or scared they will not have a valued input into the process.
Work collaboratively with the appraisee during the interview to establish realistic yet challenging targets.	The appraisee's input is needed or else there will be little ownership of the targets and less of a commitment to achieving them.
Be focused and not go off on tangents.	The meeting loses credibility and time is lost.
Manage and control the conversation.	The appraisee may need direction, probing, support to keep them on track and to complete a truthful thorough evaluation of performance.
Work with the appraisee to set targets, training etc.	To ensure training and targets are appropriate – meeting the needs of both the appraisee and the organisation.

After the Meeting

Responsibilities	Justification
To complete the Appraisal Report Form with the detail from the meeting.	To ensure there is a formal record for the appraisee to refer to and to guide and to keep a record in the HR file.

Part B – Essay Questions

Question 1

Leadership and training help shape an organisation's workforce to achieve success.

(a) Explain the factors that influence leadership style.

10 Marks

1 mark for every explained factor

Factor	Why
Time is available	Less time means less discussion – more autocratic styles needed.
Respect and trust	More respect and trust for subordinates more democratic/free reign can be used.
Who has the information – you, your employees, or both	If employees do not have info more autocratic is required.
Skills of staff	Highly competent staff will allow democratic and free reign.
Internal conflicts	A more direct hand may be needed if there is internal strife between staff.
Type of task. Is it structured, unstructured, complicated or simple	Complicated tasks may require more direction from management. Unstructured could allow for all staff to be involved.
Leader's personality	Leaders may naturally lead in one style because of their personality. If they are not open or welcoming they will be more autocratic.
Group/Staff personality	Some prefer to be spoon fed instructions. Others prefer free reign to be creative.
Type of Task	A creative task will need lots of ideas and imagination. Autocratic leadership would stifle this.
Group size	Democratic leadership style can lead to confusion the bigger the group.
The tradition/culture of the organisation	The atmosphere in an organisation can persuade managers to use specific styles. Some will be informally more acceptable than others.
Financial Constraints	Tight budgets could lead to autocratic styles in order to control spending.

1 mark for every point made

Max 5 marks if only positive or negative points are made

Positives of External Training:

- Skilled Trainer.
- Away from work distractions.
- Networking opportunities.
- Certificate – formal achievement.
- Motivated, increased morale due to change in daily routine.
- Ideas from other organisations.

Negatives of External Training:

- Expensive training method.
- Travelling costs and time for trainee.
- Loss of productivity for employer.
- Disruption to workflow and team roles with absent team member at training.
- Training environment may be artificial.
- Training is not tailored to the trainee's specific job or work situation.
- Trainee needs to be very motivated – need to view it as a learning course not just a trip out of the office.

Positives of Internal Training:

- Cheaper training method.
- No additional travelling costs and time for trainee.
- Higher work productivity level compared to external training.
- Real life training environment.
- Training can be more specifically designed to the specific job, employee or work situation.

Negatives of Internal Training:

- Trainer is not an expert in teaching.
- Possible work distractions.
- Feeling of an increased workload.
- No formal certificate.
- No ideas from other organisations.
- No networking opportunities.

Question 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 marks

1 mark for each valid point

Max 5 marks if only positive or negative points are made

Positive Result

- Satisfies need to feel belonged – social relationships – Maslow and Elton.
- Makes job more interesting – higher levels of job satisfaction/motivation.
- Training and development – teams' members can learn skills from each other.
- Specialisation – teams allow members to specialise in the role and task that best suits their character – they are happier and more productive.
- Direct help and support from other team members.
- Less stressful as workload and responsibility is shared.
- Teams can devise more creative and better plans – can motivate members more.

Negative Result

- Group pressure could increase stress.
- Clash of personalities can make close working difficult.
- People can lose individual identity and just take on team/group status.
- Rewards linked to group performance can be less effective in motivating individuals.
- Lack of individual accountability can lead to some team members slacking.

(b) Discuss video conferencing as a means of improving the qualities of good information. 6 marks

1 mark for each valid point

Max 3 marks if only positive or negative points are made

Positives:

- More timely information.
- More accurate information – body language, tone etc.
- More cost effective – less expensive than holding physical meetings.
- More complete – any missing info can be asked and answered.
- More concise – two-way communication can ensure the exact info is provided.
- More accessible – low costs permit easy access to info.

Negatives:

- Technical problems can reduce the quality of delivery.
- Some info irrelevant – social conversation and ease of getting off on a tangent.
- Could be difficult to co-ordinate a time for all to conference.

- (c) **Suggest how Local Authorities could ensure they adhere with the Freedom of Information Act.** **4 marks**

1 mark for each suggestion

The council need to:

- Be pro-active in providing the public with access to information by printing information and making these easily accessible to the public eg annual reports, policy documents, investigatory reports etc.
- Publish a 'Publication Scheme' which lists all the existing information sources that the public can access and easily see what information already exists.
- Respond within 20 days to a request for information either by sending the information to the person requesting (with an admin charge) OR
- Inform the person requesting the information if their request has been denied. The reason, which must be a legal exemption eg it may compromise national security or cause harm or annoyance, must be made clear.

Question 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 marks

1 mark for each suggested strategy

Data Protection Act

- Ensure there is an annual procedure set up for personal data to be reviewed by the owner and change changes highlighted and made.
- Provide a procedure for personal data owners to formally request changes to data.
- Set up appropriate security measures for paper and electronic data.
- Provide training for staff to ensure proper usage of security measures.
- Appoint staff to be responsible for the secure destruction of information no longer needed.
- Make staff aware of the registered purpose of having the information through training or staff meetings.
- Ensure staff are aware of the consequences of breaking the law.
- Make it possible for data owners to request a copy of their information and have their request quickly.
- Ensure that any request for information from the Administration Dept highlights the reason for the information – no trickery or unfairness.
- Etc...

Computer Misuse Act

- Write a Computer Use Policy and ensure all staff aware of its contents – place in Staff Handbook.
- Ensure the regulations and guidelines for using computers, accessing files and passwords are included in induction training to ensure that every new member of staff is fully aware.
- Include in the Disciplinary Policy or provide details of the disciplinary action that would be taken for different breaches of the legislation.
- Follow through on the disciplinary action when there is instance of infringing on the legislation.
- Display posters in the offices of the guidelines of proper computer use.
- Protect files and network areas with security measures.
- Closely monitor the activity of employees in the network to identify any breaches or bad practice.

Copyright, Designs and Patents Act

- Organise the payment of a blanket fee to a specialist agency if copying of written work is frequent – this allows them to copy extracts from materials without individual permission being sought.
- Ensure all staff are aware of the requirements of the Act through information sessions, emails, posters etc. eg:
 - To display details of the license agreement at appropriate locations eg at the photocopier, near workstations etc.
 - To inform all staff of the responsibilities of the Act
 - To have details of their copying policy and ICT policy in the staff handbook
 - Set out a procedure for applying for permission for use of any copyrighted material.

(b) Evaluate change agents as a method of implementing fundamental change.
8 marks

1 mark for each point made

Max 4 marks if only positive or negative points are made

Change Agents can be very successful because:

- Usually they are a full time external professional, a leader of a department or a middle manager – either experienced or well respected.

- Key tasks:
 - Diagnosing what the real issues are – potential resistors to change.
 - Educating employees in the reasons/benefits for the change.
 - Educating employees in what to expect from the change and the process of change so as to reduce fear of the unknown.
 - Inspiring individuals to embrace change.
 - Setting out/proposing through consultation clear goals and targets for change.
 - Designing and implementing a Change Management Programme.
 - Buying in experts who may be able to facilitate change.
 - Co-ordinate performance management, incentives and reward systems in order to reward individuals for positive behaviour towards the changes.
 - Managing the change 'project' by co-ordinating the activities of key players.
 - Monitoring progress towards the change goal regularly and providing feedback to all parties involved.

May not be that successful because success depends upon:

- Degree of skill of the change agent.
 - Degree of respect and charisma of the change agent.
 - Organisation culture may be extremely traditional or hard to break.
- Etc...

Question 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 marks

Role	Qualities
Implementer	<ul style="list-style-type: none">• Eager to get results• Focused on actions• Turns decisions and strategies into defined and manageable tasks, sorting out objectives and pursuing them logically• Systematic, with common sense, methodical, hard working
Co-ordinator	<ul style="list-style-type: none">• The social leader of the group• Ensure individuals contribute fully• Ideal chairperson• Able to get others working to a shared aim• Are confident and mature• Clarify objectives, set agendas, establish priorities, select problems, sums up and is decisive but does not dominate
Completer/Finisher	<ul style="list-style-type: none">• They concentrate on detail and finishing the task• They give attention to detail, have high standards are quality orientated, deliver to schedule and specification• Maintain a permanent sense of urgency with relentless follow through• Makes sure the team delivers on time• Reliably sees things through to the end, ironing out wrinkles
Resource Investigator	<ul style="list-style-type: none">• They are a good communicator, networker, outgoing, seek and find opinions, a negotiator• They are the team's salesperson, diplomat, liaison officer• They go outside the team to bring in ideas, information and development to it• Explores new ideas and possibilities with energy and with others• Bring in new contracts and spreads the word of the group's activities

Team worker	<ul style="list-style-type: none"> • They are supportive, sociable, flexible, a good listener, a calming influence and a mediator • They operate against division and disruption in the group like cement particularly in times of stress and pressure • They provide an informal network of communication and support that spreads beyond the formal activities of the team
Plant	<ul style="list-style-type: none"> • They are innovative, inventive, creative, imaginative but not keen on detail • They are the source of original ideas, suggestions and proposals that are usually original and radical • Solves difficult problems with original and creative ideas
Shaper	<ul style="list-style-type: none"> • They are motivated, energetic, achievement-driven, assertive and competitive • They challenge others to move forward • They give the team shape, looking for a pattern in discussion and practical considerations regarding the feasibility of the project • They challenge inertia, ineffectiveness and complacency • Good leaders of rapid-response or start-up teams
Monitor/Evaluator	<ul style="list-style-type: none"> • They are serious, prudent, a critical thinker, analytical • They see the big picture and think carefully about plans • They contribute a measured and dispassionate analysis and stop the team committing itself to misguided tasks • Good at assessing proposals and monitoring performance
Specialist	<ul style="list-style-type: none"> • They are technical experts, highly focused capability and knowledge • Driven by standards and dedication to their personal expert area • Provide the essential expert knowledge for the completion of specific tasks

- (b) **Outline and justify strategies team members can use to minimise barriers to communication within a team.** **8 marks**

1 mark for outline
1 mark for justification

Barrier	Strategy	Justify
Jargon	Use simple everyday language – no technical words or phrases.	So that people with different areas of expertise are not confused and understand.
Perceptions/ Attitudes	Highlight the importance of the communication to the team member. Make it important to them. Minimise any previous bad experiences.	Necessary to ensure that the team member has a positive attitude and their interest is engaged.
Information Overload	Keep communication concise, relevant and vary the delivery or method of communication.	Too much information and little will be remembered. Short facts will be retained. Varied delivery will also help information to be retained.
Noise	Ensure that communication is sent in a quiet place or at a quiet time.	The less distraction there is when the communication is received the more accurate the reception will be.
Skill of the communicator	Get to know team members and select the communication medium that suits them best.	Communicating in ways most suited to the recipient will ensure more of the communication is received and understood accurately.
Jumping to conclusions	The purpose of the communication must be made clear. Use methods of assessing the understanding of the recipient.	Clear purpose should eliminate any preconceived wrong conclusions and assessing understanding will ensure no wrong conclusions were developed during the communication process.
Conflict	Each member must be given a clear role. Channels of open communication should be created. Constructive feedback rather than criticism.	This will help reduce the feeling of being personally attacked and allow people's opinions and feelings to be heard rather than allowing them to be hidden and built up.

(c) Evaluate Staff Appraisal as a means of determining pay.

4 marks

1 mark for each point made

Max 2 marks if only positive or negative points are made

Staff Appraisals are good for determining pay because:

- It rewards employees for performing well and achieving targets
- More pay distributed more fairly to those who work hardest and those who don't
- Should allow money spent on training to be effective – people will use their training more to achieve targets and increase pay.

Staff Appraisals are not good for determining pay because:

- Managers could be biased and staff could feel pay is unfair
- Some performance is hard to attribute to one employee
- Unexpected circumstances could limit an employees ability to achieve targets and so pay wouldn't reflect their ability
- Could lead to conflict and unethical tactics for staff to try achieve their targets and receive pay.

Question 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 marks

1 mark for every justification

Training is worth the expense because:

- It creates a more flexible workforce.
- It increases the productivity, quality and capabilities of staff.
- It increase the motivation and satisfaction of staff.
- It matches the workforce's skills and competencies with the needs of the organisation.
- It helps retain staff and improve the image of the organisation.
- It reduces accidents and injuries – cover Health and Safety legislation.
- It eases staff into new changes.
- It creates a workforce that has a competitive advantage over other rival businesses.
- It helps develop staff for management positions.
- It helps ensure responsibilities of legislation are adhered to.

(b) Suggest strategies to minimise the occurrence and disruption of technical problems when using presentation software in training. 6 marks

1 mark for every strategy suggested

Strategies

- Check the laptop or computer for what fonts are installed.
- Design the presentation on the computer that will be used for presenting it.
- Do a test run on the delivery computer to ensure presentation is correct.
- Check the equipment the day before the presentation to ensure it is working properly.
- Ensure there is someone from Technical Support on call if help is needed.
- Have various backups on different storage formats.
- Have the same presentation but different versions of different lengths. The most appropriate one can then be selected given the length of time available.
- Have sound recorded on a separate music storage device eg CD to run along with the presentation.

(c) Compare two different types of Staff Appraisal.

4 marks

Results-based Appraisal	Qualities Appraisal
Based on an employee's output/actual performance eg sales targets, achievement of qualification/certificate, level of waste, number of deadlines met/missed.	The person's abilities, character and qualities are being appraised rather than concrete results/output eg leadership skills, interpersonal skills, management ability etc.
An easy form of appraisal for the employee and the manager – concrete evidence – more unbiased – factual – less debatable – performance is more easily assessed.	Much more difficult to assess objectively – it is very subjective and up to a person's opinion and can therefore be viewed as unfair.
Often viewed as more fair than Qualities Appraisals.	Appraisee and appraiser can often differ in their view points.
Easier to set targets and for the employee to unbiasedly self-evaluate their performance between appraisals meetings.	Much more difficult for the employee to self-appraise – people can either think too well of themselves or be too hard on themselves.

Points will also be awarded if other appraisals are named and compared eg 180 degree and 360 degree appraisal.

[END OF MARKING INSTRUCTIONS]