



**2011 Administration**

**Higher Paper 1**

**Finalised Marking Instructions**

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2011

Higher Administration – Paper 1

Solution and Marking Guidelines

ANNOTATION

Where you award a mark show it like this  
(You may wish to bracket the relevant scoring point)

1

Put the total for the question in the first column on the right

2

Put the total for the whole question in the second column

~~18  
20~~

R = no mark awarded for repetition

J= mark awarded for justification

No D = no discussion

SECTION 1

1	Outline 4 benefits of homeworking.	4
<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>		
<ul style="list-style-type: none"> <li>• Saving time/expense associated with commuting to and from work.</li> <li>• Improved work life balance.</li> <li>• Being able to work around family commitments/own schedule.</li> <li>• Reduced stress.</li> <li>• Retention of valued staff.</li> <li>• Increased staff loyalty.</li> <li>• Increased productivity.</li> <li>• Reduced need for office space and therefore costs.</li> <li>• Reduced need for office space and therefore more effective use of office space.</li> <li>• Widened pool of potential employees eg those with disabilities or those who live in remote areas will still be able to work as a homeworker.</li> </ul>		
<p>Notes</p> <p>Accept benefits from both the employee and employer's view.</p> <p>Must be the benefit outlined eg do not accept "employees can work in the comfort of their own homes" without increase in productivity or motivation etc</p> <p>Reduces absenteeism</p>		

2	Other than homeworking, describe <b>3</b> flexible working practices.	6
<i>Award one mark for outline plus one for additional comment, illustration or example. Flexible working practice must be named but no mark awarded for the name.</i>		
<ul style="list-style-type: none"> <li>• Part-time: where a worker will work only certain days of the week or only part of the day – give the organisation more opportunity for flexibility/provision of cover – cheaper to employ part-time workers.</li> <li>• Flexitime: where workers can choose their start and finish time – workers must be present during <u>core time</u> – extra hours worked can be banked and taken as holidays at a later date.</li> <li>• Job Share: where workers share one full time job – each worker works the hours that suit their circumstances – salary, holidays and other benefits are shared on a pro-rata basis according to the number of hours worked – 2 people bring two sets of skills and experience to the job – improvements in productivity because people working reduced hours tend to be fresh, energetic and creative.</li> <li>• Hot-desking: is an arrangement whereby workers do not have their own desks but work space can be booked according to their needs – employees depersonalise their desks so that they can be used by anyone – the growth of hot-desking is due to the increased cost of providing permanent office space – used by homeworkers/teleworkers when they need to visit the office.</li> <li>• Career Break: is an extended period of leave from work – the intention is that the employee will return to work at the end of the agreed period – eg a year taken to pursue a further qualification - improvements in productivity because people returning to work tend to be fresh, energetic and creative – a good way to retain staff.</li> </ul>		
<p>Notes</p> <p>Accept: touchdown areas, temporary, fixed term, teleworking, case loading and outsourcing as flexible working practices.</p> <p><u>For flexitime</u>: do not accept peak or busy instead of core time and award no mark for “must work a set number of hours”.</p>		

3	Discuss the factors regarding IT that need to be considered for employees who want to start working from home.	8
	<i>If no attempt at discussion then only 50% of the marks available.</i>	
	<ul style="list-style-type: none"> <li>• Organisation needs to ensure that the homeworker has access to the necessary equipment/software. The organisation may need to purchase and maintain equipment and software.</li> <li>• The organisation must consider current facilities within the homeworker's area eg broadband availability</li> <li>• Homeworker needs support if any technical difficulties arise.</li> <li>• Organisation will need to ensure security of equipment.</li> <li>• Organisation will need to ensure the security of information handled by the homeworker ...</li> <li>• Organisation needs to ensure that homeworker has access to appropriate training.</li> <li>• Employees need access to email to allow for communication between the organisation and employee. This helps to support feelings of isolation relating to working on their own.</li> <li>• Organisation needs to ensure general health and safety issues eg risk assessment of the work place.</li> </ul>	
	<p>Notes</p> <p>Do not award marks for listed hardware or software – needs justified or exemplified each time – if in doubt refer to PA.</p>	

4	Compare the use of a paper-based diary with an electronic diary.	2
<i>One mark for each full point of comparison.</i>		
<ul style="list-style-type: none"> <li>• Both are used to record appointments.</li> <li>• Both can be portable.</li> <li>• Amendments to a paper-based diary can look unprofessional whereas an electronic diary can be easily amended.</li> <li>• Using electronic diaries entries can be made in a number of diaries at the same time whereas with a paper-based diary each person must update their own.</li> <li>• Electronic diaries have many user friendly features eg reminders whereas the user of a paper-based diary must regularly check their diary to keep track of appointments.</li> <li>• Electronic diaries allow for unlimited recurring appointments whereas a user of a paper-based diary must individually enter each appointment.</li> </ul>		
<p>Notes</p> <p>Cannot accept "... and the paper based one doesn't" – no mark</p>		

SECTION 2

1	(a)	A company has made the decision to set up an e-commerce facility on their website. Outline operational decisions which will now have to be made.	4
		<i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i>	
		<ul style="list-style-type: none"> <li>• What security features will the company have to protect customers?</li> <li>• Will the company design the e-commerce facility in-house or use an external specialist?</li> <li>• Which member of staff will be trained to update the site?</li> <li>• Will the site include pictures of stock or just details?</li> <li>• Will the site include a feature to track customer order?</li> <li>• How often will the company update the website?</li> </ul>	
		<p>Notes</p> <p>Accept any decisions relating to features of an e-commerce website.</p> <p>Accept any future decisions relating to delivery.</p>	

1	(b)	Discuss the advantages and disadvantages of e-commerce to an organisation's customers.	6
<i>If no attempt at discussion then only 50% of the marks available. Minimum of one advantage/disadvantage. 5:1</i>			
<p><u>Advantages:</u></p> <ul style="list-style-type: none"> <li>• It is more convenient for customers to shop from the comfort of their own home</li> <li>• Can browse and buy 24/7</li> <li>• Increased choice</li> <li>• It saves the customer time and/or expense in travelling</li> <li>• By using a price comparison website, customers can compare prices and payment terms</li> <li>• A review section can be included so that customers can tell others about their experience</li> <li>• Information on the website can be more up-to-date</li> <li>• Images of the products can also be shown</li> </ul> <p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> <li>• Customers may not have internet access</li> <li>• Although customers can see the products some like to feel and examine the product before buying.</li> <li>• There may be additional charges for delivery</li> <li>• Customers banking details could be subject to online fraud unless protected by the organisation</li> <li>• After sales communications can be difficult and the organisation becomes faceless</li> <li>• Badly designed website can be off-putting</li> </ul>			
Notes			



1	(c)	Describe <b>3</b> long-term implications for a senior manager who fails to delegate tasks to his team.	6
		<i>Award one mark for outline plus one for additional comment, illustration or example. Accept consequences as the initial outline or developed point.</i>	
		<ul style="list-style-type: none"> <li>• Senior managers may suffer from stress as a result of heavy workload – could result in illness/absenteeism.</li> <li>• Senior manager may find it difficult to meet deadlines – could result in lower productivity</li> <li>• The team may suffer low staff morale - which may lead to the senior manager having to spend more time counselling/motivating/team building with his staff.</li> <li>• The team may suffer high staff turnover - which would mean the senior manager would have to spend more time recruiting and training new staff.</li> <li>• Deadlines are not met - leading to disciplinary action for the senior manager/loss of promotion opportunities.</li> <li>• Staff may not be able to deputise for the manager if he is absent - because they have not had the opportunity to develop skills through delegation.</li> </ul>	
		<p>Notes</p> <p>Implications must relate to the senior manager not for the organisation!</p> <p>Do not accept the consequence unless the implication is for the senior manager.</p>	

1	(d)	Justify the need for a manager to monitor and evaluate tasks.	4
<i>One mark for each justification.</i>			
<ul style="list-style-type: none"> <li>• Ensuring that tasks are completed by the due date.</li> <li>• Ensuring the quality of work being completed.</li> <li>• To review the progress of the task to find out if assistance or resources are required.</li> <li>• To review and adjust targets for future tasks.</li> <li>• Keeps staff on track and ensures that they are not distracted.</li> <li>• Can be used for performance related pay.</li> <li>• Can be used as a basis for appraisal.</li> <li>• To identify future training needs of employees.</li> </ul>			
Notes			

2	(a)	Outline the importance of securing references prior to offers of employment.	2
<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>			
<ul style="list-style-type: none"> <li>• Confirming statements made in the application form.</li> <li>• Allows the employer to compare candidates.</li> <li>• Ensuring that the candidate is suitable for the job.</li> <li>• To get a previous employer's personal opinion of the candidate.</li> <li>• To allow an opinion of previous work capabilities which an interview may not pick up on.</li> <li>• As a check against criminal convictions.</li> </ul>			
<p>Notes</p>			

2	(b)	Describe <b>3</b> external methods of informing potential applicants of a job vacancy.	6
		<i>Award one mark for outline plus one for additional comment, illustration or example. Method must be named but no mark awarded for the name.</i>	
		<ul style="list-style-type: none"> <li>• Newspaper: local and national newspapers can be used to target suitable applicants - newspaper advertising tends to be expensive – limited information is provided because space is costly</li> <li>• Place advert on company website: this can reach a wider audience/people who have an interest in the company – there is no additional cost implication of using the companies own website - applications can be made online – person and job specifications can be available electronically.</li> <li>• Place advert through online recruitment agency: applicants can download more information about the job - then complete an on-line application – eg S1jobs.com carries a wide range of jobs across Scotland</li> <li>• Job Centre</li> <li>• Recruitment Agency</li> <li>• Shop Window</li> <li>• School/College bulletin boards</li> <li>• Trade Journals/Magazines</li> <li>• Head Hunting</li> <li>• Radio</li> <li>• Contacting previous applicants (phone/email)</li> </ul>	
		<p>Notes</p> <p>Do not accept TV advertising.  Each description must be unique – be aware of repetition “attracts a wide range of applicants – max 1”.  Do not award marks for recruitment advertising, must be for a job vacancy.</p>	

2	(c)	Discuss how productivity is affected by office layout.	6
<i>If no attempt at discussion then only 50% of the marks available.</i>			
<p><u>Open Plan</u></p> <p>Better supervision  Promotes better team working leading to better staff morale and better productivity  Help is at hand for employees who encounter problems  Equipment is closer to hand therefore less time wasted and more productivity</p> <p><i>However:</i></p> <ul style="list-style-type: none"> <li>▪ distractions (chatting/people) and therefore concentration is affected</li> <li>▪ it can be noisy (equipment) and therefore concentration is affected</li> <li>▪ lacks privacy</li> <li>▪ can't regulate heat/light to individual needs</li> </ul> <p><u>Cellular</u></p> <p>Can be more productive for employees who are working with tasks which require concentration because quieter atmosphere and less interruptions.</p> <p>More privacy – ideal if working with confidential information  Working environment can be arranged to suit personal preferences  Illnesses tend not to spread as quickly.</p> <p><i>However:</i></p> <ul style="list-style-type: none"> <li>▪ cannot share resources</li> <li>▪ employees may feel isolated</li> </ul> <p><u>Workflow</u></p> <p>Equipment and resources are situated for ease of working.</p>			
<p>Notes</p> <p>Do not award marks for a “flip” argument.  Do not award for Sick Building Syndrome.  Must relate to productivity.</p>			

2	(d)	Suggest and justify <b>3</b> features of presentation software which a speaker would find useful.	6
		<i>One mark for each suggestion and one mark for each justification.</i>	
		<ul style="list-style-type: none"> <li>• Speaker notes – this will act as a prompt/reminder to the speaker</li> <li>• Slides can be programmed to advance automatically at timed intervals – this will allow the speaker to interact better with the audience without having to worry about moving the slides forward</li> <li>• Handouts – this will allow the audience to refer to the handouts at a later date</li> <li>• Animation/builds – allows the speaker to progress through the presentation at his own speed.</li> <li>• Ability to import from other packages eg spreadsheet graphs, video, sound clips – this can make the presentation more interesting/professional.</li> <li>• Hyperlinks – allows the speaker to call up a different document or website to illustrate/demonstrate a point.</li> <li>• Action buttons</li> <li>• Master slides</li> </ul>	
		<p>Notes</p> <p>Do not award additional marks for repetition.  If suggested feature is repetitive – max 1 mark. However if justification is different award the marks appropriately.</p>	

3	(a)	Outline 4 features of an intranet within a school.	4
		<i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i>	
		<ul style="list-style-type: none"> <li>• Information can be posted for staff or pupil use eg phone directories provide contact details of local council employees, policies for current school and local council, events, training courses, jobs.</li> <li>• Template forms are available for both staff and pupil use.</li> <li>• Provides email facility for both staff and pupils.</li> <li>• Provides facility for sharing files and software within the school.</li> <li>• Allows the sharing of equipment eg printers, scanners etc.</li> <li>• Provision of hyperlinks to frequently used websites/internet.</li> <li>• Access is restricted to school users.</li> <li>• Remote access to the school server is possible.</li> <li>• Online forms.</li> </ul>	
		<p>Notes</p> <p>Accept online forums are available for staff.</p>	

3	(b)	Describe <b>3</b> methods a company may use to gather information about customer satisfaction.	6
		<i>Award one mark for outline plus one for additional comment, illustration or example. Method must be named but no mark awarded for the name.</i>	
		<ul style="list-style-type: none"> <li>• Written survey: such as a pre-printed form or questionnaire – which is posted out to the customer with a reply-paid envelope – permanent record created</li> <li>• Telephone Survey: telephoning the customer and asking a series of pre-set questions – have become more popular with the increase in call centres</li> <li>• Online Survey</li> <li>• Comment Cards</li> <li>• Interview/Informal discussion</li> <li>• Customer focus group</li> <li>• Mystery shopper</li> </ul>	
		<p>Notes</p> <p>Do not accept loyalty cards</p>	



3	(c)	Discuss the impact of technology on the organising and running of meetings.	8			
		<i>If no attempt at discussion then only 50% of the marks available.</i>				
		<p><u>Ediary</u></p> <ul style="list-style-type: none"> <li>• Can be used to check availability of people who will be attending the meeting – this can save time and effort phoning around</li> <li>• Able to send automatic invites - get instant decline/accept</li> <li>• It can be used to set dates for recurring meetings – this is more efficient saving the admin assistant time.</li> <li>• It can be used to set reminders of the date of the meetings/documentation – this should lead to no one missing a meeting/not having correct documents in time.</li> <li>• Memo sections can hold reminder notes about meetings -</li> <li>• To do lists enable a number of tasks to be listed and prioritised.</li> </ul> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: middle;"> <ul style="list-style-type: none"> <li>• Email</li> <li>• Word Processing</li> <li>• Spreadsheets</li> <li>• Databases</li> <li>• Presentation software</li> <li>• Video/Web conferencing</li> </ul> </td> <td style="font-size: 3em; vertical-align: middle; padding: 0 10px;">}</td> <td style="vertical-align: middle;"> <p>Must relate to the organisation and running of meetings</p> </td> </tr> </table>		<ul style="list-style-type: none"> <li>• Email</li> <li>• Word Processing</li> <li>• Spreadsheets</li> <li>• Databases</li> <li>• Presentation software</li> <li>• Video/Web conferencing</li> </ul>	}	<p>Must relate to the organisation and running of meetings</p>
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		<p>Notes</p> <p>Accept text alerts through mobile phones.</p>				

3	(d)	Justify the need for an effective chairperson at a meeting.	2
		<i>One mark for each justification.</i>	
		<ul style="list-style-type: none"> <li>• Direct the course of the meeting and <u>ensure that objectives are met</u></li> <li>• Show tact and fairness in their dealing with issues <u>to ensure that all viewpoints are aired /making sure everyone has a chance to speak</u></li> <li>• Be impartial and objective <u>to allow effective decision making</u></li> <li>• <u>To ensure the meeting is set up and run according to Standing Orders</u></li> <li>• Bringing discussion to a close and putting matters to the vote when required <u>so that all agenda items are covered within time allocated</u></li> <li>• <u>To ensure that order is maintained/to keep control/minimise conflict</u></li> </ul>	
		<p>Notes</p> <p>Do not accept a list of duties for the chairperson. Accept the justification as a negative</p>	

4	(a)	Outline 4 reasons given by customers for not complaining.	4
<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>			
<ul style="list-style-type: none"> <li>• Too scared to approach a member of staff</li> <li>• Don't know who to complain to</li> <li>• Don't want to make a fuss</li> <li>• It would take too much time</li> <li>• Don't think it will make a difference</li> <li>• Don't know how to complain</li> <li>• Didn't make any difference the last time</li> <li>• Didn't want to upset the business/employee</li> <li>• Fear of repercussions</li> <li>• Got good service no need to complain (max 1)</li> </ul>			
<p>Notes</p>			

4	(b)	Discuss the importance of good customer service to an organisation	6
<i>If no attempt at discussion then only 50% of the marks available.</i>			
<ul style="list-style-type: none"> <li>• Creates customer loyalty to the organisation</li> <li>• Customers will tell others</li> <li>• Improved reputation</li> <li>• Increased sales/profit/revenue</li> <li>• Positive impact on recruitment</li> <li>• Increased staff morale</li> <li>• Competitive edge</li> <li>• Increased market share</li>   <li>• Demoralised and demotivated staff</li> <li>• Dissatisfied customers</li> <li>• Increase in complaints</li> <li>• Loss of sales</li> </ul>			
<p>Notes</p> <p>Do not award marks for a “flip” argument.</p>			

4	(c)	Describe <b>3</b> methods of appraisal.	6
		<i>Award one mark for outline plus one for additional comment, illustration or example.</i>	
		<ul style="list-style-type: none"> <li>• Management by Objectives emphasises setting of agreed targets by both the employer and the employee, in line with organisational goals – performance is then measured against these targets and development needs identified.</li> <li>• Competency-based method emphasises the importance of assessing how the work is carried out – this is particularly useful in areas of work that are less easy to measure such as customer service.</li> <li>• 360° method uses a variety of people in the assessment process to help build an overall profile – superior, peer and subordinate - the profile is then fed back and development needs and targets identified.</li> </ul>	
		<p>Notes</p> <p>Mark can be awarded for how the appraisal is conducted eg meeting one-to-one with line manager to discuss performance – max 1</p> <p><u>General</u> description of appraisal could merit 2 marks max.</p>	

4	(d)	Justify the need for an appraisal system as part of the staff development process.	4
		<i>Award one mark for each justification.</i>	
		<ul style="list-style-type: none"> <li>• Reviews current performance</li> <li>• It allows creation of a personal development plan/targets</li> <li>• It provides a basis for annual salary reviews</li> <li>• It improves motivation</li> <li>• Identifies strengths and weaknesses of the employee</li> <li>• Helps identify the training and development needs of staff</li> <li>• Leads to improved work performance</li> <li>• Helps identify candidates for future promotion</li> <li>• Provides a forum for staff to raise issues and ask questions</li> </ul>	
		Notes	

5	(a)	Primary information is gathered first-hand by an organisation. Outline strengths and weaknesses of this type of information.	4
		<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers. Must have at least one of each to receive full marks.</i></p>	
		<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• More reliable ... organisation can trust the source of information</li> <li>• More relevant ... suited for the purpose of the business</li> <li>• Up-to-date ... the information gathered is recent</li> <li>• Likely to know the source</li> <li>• Information gathered is confidential to the organisation/not available to competitors</li> </ul> <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Can be expensive to gather</li> <li>• People may have lied</li> <li>• Researcher might be biased</li> <li>• Could be more time-consuming to carry out</li> </ul>	
		<p>Notes</p>	

5	(b)	Describe <b>2</b> ways in which quantitative information can be presented.	4
<p><i>Award one mark for outline plus one for additional comment, illustration or example. Method must be named but no mark awarded for the name.</i></p>			
<ul style="list-style-type: none"> <li>• Numerical information presented in the form of a graph – eg line or bar chart</li> <li>• Line Graph: this can be used to show trends – easier to interpret</li> <li>• Bar Chart: this can be used to show comparisons – this can highlight maximums and minimums</li> <li>• Pie Chart: this shows proportions/shares of total presented – values or %ages can be displayed on each segment – can be an exploded pie chart</li> <li>• Spreadsheet: this can be used to perform calculations – perform analysis using what if scenarios</li> <li>• Numerical or textual information presented in the form of a report eg last year's revenue £1m</li> </ul>			
<p>Notes</p> <p>Outline may not be good enough to merit a mark but award a mark if an appropriate example is given.</p>			



5	(c)	Discuss reasons why some teams are more effective than others.	8
<i>If no attempt at discussion then only 50% of the marks available.</i>			
<ul style="list-style-type: none"> <li>• Team composition relating to right balance of people (roles)</li> <li>• The nature of the task: how challenging the task is, how structured it is and whether the team members believe in the task</li> <li>• Presence of a good leader – helps to promote a positive atmosphere – provide good co-ordination – manage conflict</li> <li>• Availability of good training to support the team</li> <li>• Team members support one another when working on projects together – leads to better decision making/more risks taken</li> <li>• It is important all members have a clear idea of what they are there to achieve – they will have clear goals</li> <li>• Believe in shared goals – therefore will have a common direction</li> <li>• Shared knowledge ... means there is better coverage for any absences</li> <li>• It is important to have people who have different skills and personalities – leads to better productivity</li> <li>• Strong/Open communication between team members - team members should be encouraged to express their opinions - suggesting ideas and being prepared to compromise</li> <li>• The longer the team is together the more effective it is likely to be – a team will work as a cohesive group, pulling together - targets being met – more deadlines are met</li> <li>• An effective team is normally small – Belbin states 4-6 people</li> <li>•</li> </ul>			
<p>Notes</p> <p>Accept negative as long as not a “flip” argument  Belbin roles – mark the discussion points as appropriate</p>			

5	(d)	Outline the use of 2 documents relating to a formal meeting and justify their importance.	4
		<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers. Document must be named but no mark for the name.</i></p> <p><i>One mark for each justification. (J)</i></p>	
		<ul style="list-style-type: none"> <li>• Notice of Meeting explains the meeting to be held, where it is to be held and when it is to be held – <u>so that attendees can plan to attend</u></li> <li>• Agenda sent in advance of the meeting to outline topics for discussion – <u>people attending an make preparations in advance of the discussion – helps to ensure that meetings do not stray from main points</u></li> <li>• Minutes provide a written record of the meeting – anyone unable to attend the meeting <u>can refer to the minutes at a later date – good reminder of what was actually agreed at the meeting – reminder of who had to carry out any specific action</u></li> <li>• Chairperson’s Agenda is a normal Agenda with more space available for notes – <u>allows the Chair to take his own notes</u> which are then used to prepare the minutes</li> <li>• Accept action minutes</li> </ul>	
		<p>Notes</p> <p>Accept global justifications for meeting documents not specifically tied to each document suggested.</p>	

[END OF MARKING INSTRUCTIONS]