

# X214/701

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NATIONAL  
QUALIFICATIONS  
2007

FRIDAY, 1 JUNE  
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 E-Cash Ltd and then answer the questions on *Page three*. You should spend approximately 50 minutes on this part of the paper.**

### **E-Cash Ltd**

E-Cash Ltd is a credit card company. The Managing Director, Susan Brown, has 20 years' experience in the consumer credit market. She has led the business with great charisma and vision, providing clear direction for the company with strong strategic aims and an ambition to expand.

The company has built up a good customer base by offering low interest rates, free balance transfers and a points reward system. Their share of the UK credit card market is approximately 10%. The market is highly competitive and although growth has been steady, it is slow.

Susan Brown knows that the company's plans for expansion are being seriously restricted as growth in the credit card market is slowing down. At the last management meeting she proposed that the best growth strategy for the company would be to take over one of their smaller competitors. This would immediately increase their product range, customer base and overall sales.

Integrating the two companies successfully would involve major change. Key challenges include:

- restructuring the organisation's workforce
- integrating the two groups of staff into one overall team
- training staff in new computer systems and work procedures
- leading and managing staff through the change process.

**Answer the following questions based on the Case Study of E-Cash 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. Describe and justify **3** internal training methods which E-Cash Ltd could use to equip staff with new skills. **9**
  
  2. “Integrating the two companies successfully would involve major change”.  
Examine possible drivers and resistors to change within an organisation. **11**
  
  3. Leading people is a highly complex task. Describe and evaluate the different leadership styles utilised by managers. **10**
- (30)**

[END OF PART A]

[Turn over

## 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. Effective communication is at the heart of good management whereas poor communication breeds inefficiencies and conflict.
  - (a) Describe potential barriers to effective communication and suggest ways in which management could overcome them. 10
  - (b) Examine strategies which could be used by a manager to deal with conflict effectively. 5
  - (c) With reference to The Sex Discrimination Act 1975, describe the measures that employers can take to minimise their liability arising from employee actions. 5

**(20)**
  
2. The Administration Department of a manufacturing organisation is suffering from low productivity and is looking for ways to become more efficient.
  - (a) Evaluate the effect of teamworking in the Administration Department on both the employee and the organisation. 8
  - (b) Describe the benefits to the organisation of introducing a structured training programme. 6
  - (c) The organisation is considering homeworking to improve staff motivation. Discuss the employer's legal responsibilities towards homeworkers under Health and Safety legislation. 6

**(20)**
  
3. The results of a staff survey in a large insurance company indicated that satisfaction in the Administration Department was below average.
  - (a) Using Herzberg's Two-Factor Theory, explore the ways in which the Administrative Manager could improve the motivation of staff. 8
  - (b)
    - (i) Justify the introduction of Staff Appraisal considering both the department and employees. 8
    - (ii) Evaluate 2 different forms of Staff Appraisal. 4

**(20)**

**PART B—ESSAY QUESTIONS (continued)**

4. To remain competitive in today's dynamic markets, organisations continually strive to improve performance. "Nobody is perfect but a team can be."
- (a) Using Belbin's team roles, discuss how each role effectively contributes to the performance of the team. **9**
- (b) Team members may have different learning styles. Suggest how an on-line learning course could be designed to cater for these styles. **6**
- (c) Explain the role of a change agent in implementing change within an organisation. **5**
- (20)**
5. A new Administrative Manager has recently been appointed in a local College.
- (a) Describe and justify the use of both formal and informal communication methods within the college. **10**
- (b) Evaluate the effectiveness of a Plasma/LCD screen as a communication tool in the reception area of the College. **6**
- (c) Describe the responsibilities of the College under the Freedom of Information Act 2000. **4**
- (20)**

[END OF PART B]

[END OF QUESTION PAPER]

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