

X214/701

NATIONAL
QUALIFICATIONS
2008

WEDNESDAY, 4 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 Wilson Electronics Ltd and then answer the questions on *Page three*. You should spend approximately 50 minutes on this part of the paper.

Wilson Electronics Ltd

Jim Wilson, the Managing Director, is a natural leader. In 1995 he started up a manufacturing company, producing components for computers and electronic machinery. The business grew significantly in the first 10 years, securing many large contracts all over the world due to the quality of his products and his technical expertise.

This rapid expansion created many management problems for Jim. A poor working relationship developed between employees and management. Managers became very controlling and task focused, partly due to their widened span of control. Staff turnover has dramatically increased in recent years leading to poor data handling procedures.

Jim believes that major change is needed throughout the organisation and, in particular, within the Administration Department.

You, an Administrative Consultant, have been asked to advise Jim on:

- possible strategies for effectively implementing change
- ways of directing, motivating and retaining staff
- appropriate data handling procedures.

Answer the following questions based on the Case Study of Wilson Electronics 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. Using Lewin's Force Field Analysis, analyse how Jim Wilson could effectively implement change in the Administration Department. **10**
 2. Evaluate the use of staff appraisal as a means of improving staff efficiency and motivation within the Administration Department. **10**
 3. Jim Wilson must ensure that staff within the organisation always comply with data handling legislation. Using 2 pieces of legislation, describe the legal obligations of staff. **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. A motivated workforce leads to high productivity, high quality output and low absenteeism.
 - (a) Using Maslow's Hierarchy of Needs, examine the ways an Administrative Manager could improve the motivation of their employees. 8
 - (b) Describe the characteristics and qualities of leaders who create a motivated and loyal workforce. 7
 - (c) Discuss the impact of conflict on an organisation's performance. 5

(20)

2. The Administration and Customer Services Departments are being restructured. A new team has been formed to deal with customer complaints.
 - (a) Describe the 5 stages of team development and suggest strategies that a team leader could use to support their team through each stage. 10
 - (b) Describe reasons why staff may resist change and explain how management could minimise this resistance. 10

(20)

3. Training and development should be viewed as a wise investment in the future of an organisation.
 - (a)
 - (i) Compare the cost and benefits of internal training with external training. 5
 - (ii) Justify when different methods of internal training would be most appropriate. 5
 - (b) Explain how ICT has positively contributed to the effective delivery of training. 6
 - (c) Explain the legal obligations of employers with regard to staff training. 4

(20)

PART B—ESSAY QUESTIONS (continued)

4. A manufacturing organisation is suffering from poor leadership and inefficiency.
- (a) Using Fiedler's leadership theory, explain how the organisation can ensure leadership is effective. **6**
- (b) Describe and justify 3 ways in which an organisation could identify staff training needs. **6**
- (c) Assess the impact that ICT has had on the characteristics of good quality information. **8**
- (20)**
5. The Management Development Programme, run by a multinational company, largely focuses on managing, structuring and directing staff.
- (a) Describe different types of formal teams and explain the ways in which effective teamworking can add value to an organisation. **10**
- (b) Describe the criteria that could be used to evaluate the effectiveness of a presentation given to Trainee Managers. **6**
- (c) Explain the role of the employee in ensuring the maximum benefit is derived from their staff appraisal. **4**
- (20)**

[END OF PART B]

[END OF QUESTION PAPER]

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