

2005 Administration

Higher – Paper 1

Finalised Marking Instructions

These Marking Instructions have been prepared by Examination Teams for use by SQA Appointed Markers when marking External Course Assessments.

H Administration 2005

Solution and Marking Guidelines

ANNOTATION

Where you award a mark show it like this

1

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

2 / 4

Put the total for the whole question in the second column

18
20

Section 1 – Case study

1	<p>Explain why “using new technologies to keep ahead of competition” is considered a strategic decision by an organisation.</p>	(2)
<p>Award one mark for explanation of any point. Further development of an explanation can receive second mark. One word answers not acceptable</p>		
<p>It is a decision made by senior managers.</p> <p>Non routine decisions made by senior managers, routine made by junior managers.</p> <p>It affects the long term direction of the organisation.</p> <p>It is a decision that will have far reaching effects on every aspect of the business.</p> <p>Aims to give the organisation overall direction, purpose and competitive edge.</p> <p>High risk decisions made by senior managers – difficult and costly to implement.</p>		
<p>Notes:</p> <p><i>Accept long term decision</i> <i>Accept long term aims and objectives</i></p>		

2	Before an organisation introduces the Internet, what operational decisions may have to be taken?	(4)
	Award one mark for each separate point.	
	<p>Purchase of hardware and software.</p> <p>Need to decide on anti-virus and firewall software.</p> <p>Training given to existing staff.</p> <p>New staff recruited.</p> <p>Redeployment of some existing staff.</p> <p>Need to choose an Internet service provider.</p> <p>Need to decide access rights for staff.</p> <p>Prepare procedures for use and monitoring of Internet use.</p> <p>Installation of broadband versus basic connection.</p> <p>Change of business stationery to include web address.</p>	
	<p>Notes:</p> <p><i>Do not award marks for definition of operational decision.</i></p> <p><i>Take into account legislation.</i></p> <p><i>Redesign of office space to accommodate hardware.</i></p> <p><i>Do not accept flexitime.</i></p> <p><i>Accept homeworking.</i></p>	

3	<p>One of the implications of failing to have an anti-virus system in place is data may be lost. Discuss the <u>consequences</u> of this to an organisation.</p>	(3)
<p>Award one mark for discussion of any point. Eg deadlines may be missed – no mark. Deadlines could be missed because electronic diary has been affected and no prompts given – one mark.</p> <p>Further development of a discussion can receive an additional mark. Minimum 2 consequences with development of one to gain all 3 marks. One word answers not acceptable. Watch for repetition of points – no additional marks to be gained.</p>		
<p>Time wasted creating the data again.</p> <p>Financial costs – eg paying additional staff to recreate data, additional cost of new software, associated training costs. Staff training may have to be put in place to inform and advise staff on viruses and how to avoid them.</p> <p>Impact on internal and external stakeholders – eg staff morale, resultant negative publicity can have an adverse effect on the public image of the business.</p> <p>Customer Information/Orders may be lost leading to reduced profits.</p> <p>May have to review procedures which has implications for both time and cost.</p> <p>Accept:</p> <p>Any example of type of data lost and an appropriate consequence of this data being lost to the organisation.</p>		
<p>Notes:</p> <p><i>Accept penalties for company if deadline missed.</i></p> <p><i>Do not award 3 marks for simply financial costs (needs development for 2 marks).</i></p>		

4a	<p>Remote workers use many forms of technology to communicate with the organisation.</p> <p>Discuss the limitations of electronic communication.</p>	(4)
<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. Minimum 2 distinct points with development of both to gain all 4 marks. One word answers not acceptable. Specific examples of electronic communication do not have to be stated to gain mark.</p>		
<p><u>E-mail</u></p> <p>There can be a problem with Internet access, causing delays in accessing e-mails.</p> <p>The sender cannot be sure that the receiver will check their e-mail regularly.</p> <p>If a network goes down an organisation can find that their communication system grinds to a halt if e-mail has become the main method of internal communication.</p> <p>Attachments can be inadvertently sent in a format recipients cannot read.</p> <p><u>Mobile Phones</u></p> <p>Quality of reception can be poor.</p> <p>Not all networks provide reception in all parts of the UK.</p> <p>Battery only holds a charge for a limited period of time and needs recharged regularly.</p> <p>Accept: fax, video conferencing, web cam, voice mail, desktop conferencing, smart groups as examples of electronic communication.</p>		
<p>Notes:</p> <p><i>Some e-mails may contain a virus which leads to a loss of data</i> <i>Award only one mark for "battery"</i></p>		

4b	<p>Remote workers use many forms of technology to communicate with the organisation.</p> <p>How can an organisation ensure that remote workers do not feel alienated?</p>	(3)
	<p>Award one mark for any point. Further development of a point can receive an additional mark.</p>	
	<p>Make sure there are regular lines of communication eg company newsletters, regular meetings.</p> <p>Make sure staff are given adequate notice of meetings so that they don't miss out on information.</p> <p>Provide good IT support if computer system crashes.</p> <p>Make sure the social aspect of work is not neglected – organise team building or social events and invite remote workers to them.</p> <p>Appointment of a staff welfare officer to ensure that regular contact is made with remote workers</p> <p>Ensure remote workers have specific time allocated in the office to interact with other workers.</p> <p>Make sure staff have no difficulty in undertaking training thereby ensuring ongoing staff development.</p>	
	<p>Notes:</p>	

5	Justify the expense of introducing a network to an organisation.	(4)
	One mark for each valid point justified.	
	<p>Files can be shared.</p> <p>Peripherals can be shared.</p> <p>Enhances internal communication within an organisation (even across geographical boundaries).</p> <p>Increase in employees' productivity ie increase in the volume of information which can be accessed, processed and transmitted.</p> <p>Increase in the speed and ease with which information can be accessed, processed and transmitted.</p> <p>Improvement in the quality of output of information (accuracy and appearance).</p> <p>Increased opportunities to standardise the collection, processing and transmission of information within the organisation.</p>	
	<p>Notes:</p> <p><i>Further cost savings because of e-mail.</i></p> <p><i>Improved competitive edge because of improved working practices.</i></p>	

SECTION 2

Answer any 2 questions

1a	<p>It is essential that employees are familiar with organisational policy covering the use of information in the workplace.</p> <p>Discuss the ways in which an organisation ensures the confidentiality of information held on employees.</p>	(5)
<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. Minimum 3 distinct points with development of 2 to gain all 5 marks. One word answers not acceptable.</p>		
<p>Locked filing cabinets.</p> <p>Only have certain staff as keyholders.</p> <p>Logging out procedures/auto log off.</p> <p>Restrict access to areas/computers/data to authorised users.</p> <p>Access to information held on computer only by authorised staff – using personal identification and passwords.</p> <p>Change passwords regularly.</p> <p>If confidential information is to be sent via a telephone link eg e-mail and Internet, it should be encrypted.</p> <p>Train staff not to leave their computers unattended.</p> <p>CD Roms and floppy disks containing confidential or sensitive information should be stored in a secure location.</p> <p>Staff training regarding data protection act (do not award marks for provisions within the act) – do not need to state the year.</p> <p>Dongles</p>		
<p>Notes:</p>		

1b	Many organisations hold information electronically. Outline the problems which may occur if there is no back-up procedure.	(3)
Three separate points to gain all 3 marks.		
<p>Data may be lost.</p> <p>Loss of data could lead to poor decision making.</p> <p>Flow of work can be disrupted.</p> <p>Source data would need to be re-entered.</p> <p>Business may be disrupted/lost.</p> <p>Any loss of data could reduce the profitability of the organisation.</p> <p>There could be delay/disruption in the processing of payments eg to suppliers or staff.</p>		
Notes:		

1c	<p>Compare and contrast 2 methods an organisation can use to reinforce and remind staff about legislation in the workplace.</p> <p>Give an example of when each method could be used.</p>	(6)
<p>Candidate should name 2 methods but no marks awarded for naming only. One mark for each example linked to a method. One mark for each comparison up to a max of 4. Candidates must refer to both methods at least once to gain 4 marks. There is a ceiling of 2/4 marks if the candidate makes no attempt to compare or contrast.</p>		
<p>Posters Internally designed posters could be displayed or a national campaign of posters to get the message across.</p> <p>Role playing Situations could be simulated in order to train and/or assess.</p> <p>Competitions Quizzes can be used to test knowledge or simulate interest.</p> <p>Team discussions To discuss as a group the implications of any changes to remind or reinforce staff about legislation in the workplace.</p> <p>Films/videos/dvds Training films could be used to introduce staff to any changes in legislation.</p> <p>Visits From inspectors, health and safety or firefighters to ensure understanding and advise and instruct staff.</p> <p>Drills Fire/bomb evacuation drills held on a regular basis to remind staff of the procedures relating to current legislation.</p>		
<p>Notes:</p> <p><i>Please add "no cc" if ceiling is adopted</i></p>		

1d	Identify 3 factors that should be considered when choosing a method of communication. Develop your answer by using examples to illustrate each factor chosen.	(6)
	<p>One mark for each factor identified. Max 3. One mark available for each example. Max 3 (Accept either example of information or method.) However, candidates may give one method with 3 factors - 3 marks (x2) Do not accept “quick” and “easy” on their own.</p>	
	<p>Speed and timescale – how quickly the communication needs to be made.</p> <p>The cost of the different methods available.</p> <p>Whether the communication is internal or external.</p> <p>The need for a written record.</p> <p>Legal requirements.</p> <p>The need for confidentiality.</p> <p>Intended audience.</p> <p>The ICT equipment available to both the sender and the receiver.</p> <p>The nature of the material ie the length and/or complexity of the message.</p>	
	<p>Notes:</p>	

2a	<p>Many organisations are now making use of e-business. Discuss the advantages e-business will bring to an organisation.</p>	(4)
<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. Minimum 2 distinct points with development of 2 to gain all 4 marks. One word answers not acceptable. Answers must refer to advantages <u>to an organisation</u> not a customer.</p>		
<p>Enhances internal and external communication within an organisation (even across geographical boundaries).</p> <p>Increase in employees' productivity ie increase in the volume of information which can be accessed, processed and transmitted.</p> <p>Increase in the speed and ease with which information can be accessed, processed and transmitted.</p> <p>Ability to react quickly to customers changing needs.</p> <p>Enables customers to do business at their convenience (at any hour of the day) eg order online, check order status thereby bringing business in to the organisation.</p> <p>Increased order accuracy.</p> <p>Elimination of redundant, costly existing procedures – cost savings.</p> <p>Integration of dealings with customers across marketing, sales, billing and after sales service.</p>		
<p>Notes:</p>		

2b	<p>Regional Managers previously met in Edinburgh for their monthly meeting. For the first time next month, this meeting will be conducted using video conferencing.</p> <p>Compare and contrast these 2 methods of holding the monthly meeting.</p>	(6)
<p>One mark for each valid point. Candidates must refer to both methods at least once to gain full marks. There is a ceiling of 4/6 marks if the candidate makes no attempt to compare or contrast. Please write “no cc” if ceiling is adopted.</p>		
<p><u>Advantages of video conferencing</u></p> <p>Allows for face-to-face communication.</p> <p>Travel and accommodation costs should be reduced.</p> <p>The time saved through not having to travel to meetings can be used more productively at work.</p> <p>It can be suitable for demonstrating equipment or processes.</p> <p>It can provide for easier and more frequent communication between geographically distant sites.</p> <p>Meetings can be recorded and played back to those who were unable to attend.</p> <p><u>Disadvantages of video conferencing include</u></p> <p>Meetings can be difficult to chair as participants are not all in one place.</p> <p>Participants may perform badly or feel uneasy in front of cameras.</p> <p>Technical problems may occur.</p> <p>There can be the added inconvenience of having to go to a video conferencing centre.</p> <p>Equipment can be expensive to purchase or hire.</p>		

	<p><u>Advantages of face to face meeting</u></p> <p>Provides a good opportunity for people to meet face to face.</p> <p>Easier to control.</p> <p>Can read body language more easily.</p> <p>Display material – better represented eg in clothes design colours are truer.</p> <p><u>Disadvantages of face to face meeting</u></p> <p>Costly in travel time.</p> <p>Costly in money terms.</p>
	<p>Notes:</p> <p><i>Only accept “traditional meeting/face-to-face” and video conferencing.</i></p>

2c	Using an example of internal and external information, describe how this information is received, processed and transmitted by an Administrative Assistant.	(6)
<p>First mark is allocated to a correct example of either internal or external information and is linked to the method of receipt. Description of process for second mark. Third mark allocated for what is transmitted and linked to the method. Mark consequential errors ie incorrect example of internal information carried through the remaining stages.</p>		

INTERNAL INFORMATION

RECEIVED	PROCESSED	TRANSMITTED
Holiday requests:		
E-mail, fax, internal mail, voice mail.	Check holiday entitlement, compare with other staff requests, update holiday file, produce holiday rota.	Inform member of staff by e-mail, fax, internal mail, voice mail.

EXTERNAL INFORMATION

RECEIVED	PROCESSED	TRANSMITTED
Applications for a job:		
Post, e-mail, fax, online.	Date stamps application form, prepare acknowledgement.	Send letter of acknowledgement/interview by post. Pass application form to relevant department.

Notes:

Watch out that examples and processing of information relates to an administrative assistant

2d	To make effective decisions you require information. Outline 4 features of quality information.	(4)
	One word answers not acceptable, candidate must give brief development of point to gain each mark.	
	<p><u>Accurate</u> - Having inaccurate information may be worse than having no information at all.</p> <p><u>Up-to-date</u> - The latest information should be available.</p> <p><u>Relevant</u> - Irrelevant information may delay or confuse decision making.</p> <p><u>Sufficient</u> - Information should be comprehensive and complete but concise.</p> <p><u>Appropriate</u> - The information should be presented in a format which is comprehensive – the information must not be ambiguous or misleading.</p> <p><u>Available</u> - The information should be available at the time it is required: if there is a delay opportunities may be missed or wrong decisions may be taken.</p> <p><u>Cost effective</u> - The information should not be costly to obtain.</p>	
	Notes:	

3a	<p>Leisure Incorporated has decided to delayer by removing assistant managers from their organisation.</p> <p>Discuss the effects of delayering on remaining employees and management within the organisation.</p>	(6)
<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. Candidates must refer to both “remaining employees” and “management” at least once to gain full marks. One word answers not acceptable.</p>		
<p>Savings in management costs.</p> <p>Authority and responsibility devolved to a larger number of employees.</p> <p>Workload of employees may be increased.</p> <p>Harder to gain promotion – less promotion opportunities.</p> <p>Span of control increased.</p> <p>Decision making faster.</p> <p>Shorter lines of communication.</p>		
<p>Notes:</p>		

3b	<p>Outsourcing is proving increasingly popular with organisations.</p> <p>Compare and contrast the outsourcing of travel arrangements to an agency and making arrangements in-house.</p>	(6)		
<p>One mark for each valid point. Candidates must refer to both methods at least once to gain full marks. There is a ceiling of 4/6 marks if the candidate makes no attempt to compare or contrast.</p>				
<table border="1"> <tr> <td data-bbox="193 562 770 1305"> <p><u>Outsourcing</u></p> <p>An organisation may decide to outsource their travel arrangements so that they have experts handling these arrangements.</p> <p>The travel agency may have better access to travel information.</p> <p>Better decision making due to extended knowledge.</p> <p>Travel agent may be able to negotiate discounts.</p> <p>The cost of outsourcing the work may be less than doing the work within the organisation.</p> </td> <td data-bbox="770 562 1398 1305"> <p><u>In-house</u></p> <p>Task may take longer, because of lack of expertise.</p> <p>Inappropriate bookings/decisions due to lack of knowledge.</p> <p>Individual bookings by an organisation may not allow discounts.</p> <p>The organisation's own staff time can be better utilised.</p> </td> </tr> </table>			<p><u>Outsourcing</u></p> <p>An organisation may decide to outsource their travel arrangements so that they have experts handling these arrangements.</p> <p>The travel agency may have better access to travel information.</p> <p>Better decision making due to extended knowledge.</p> <p>Travel agent may be able to negotiate discounts.</p> <p>The cost of outsourcing the work may be less than doing the work within the organisation.</p>	<p><u>In-house</u></p> <p>Task may take longer, because of lack of expertise.</p> <p>Inappropriate bookings/decisions due to lack of knowledge.</p> <p>Individual bookings by an organisation may not allow discounts.</p> <p>The organisation's own staff time can be better utilised.</p>
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<p>Notes:</p> <p><i>Do not award marks for same point explained negatively.</i> <i>Please write "no cc" if ceiling adopted.</i></p>				

3c i	Which factors would be considered when selecting an external venue for an AGM.	(5)
	<p>One point, one mark. Does not need to be expanded. Accept one point developed with examples.</p>	
	<p>Location – needs to be easy to get to if people travelling. Parking availability. Catering requirements to be met. Cost v budget – external venues can be expensive. Size of location – AGMs tend to require larger venues. Are appropriate meeting facilities available – OHP, TV. Are appropriate physical facilities available – wheelchair access. Number of people attending meeting.</p>	
	<p>Notes:</p>	

3c ii	Discuss the importance of producing Minutes from the AGM.	(3)
	<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. One word answers not acceptable.</p>	
	<p>Provides a legal record – for some companies this is a legal requirement. Accurate record of proceedings. Those people unable to attend will be able to receive an accurate account of the meeting. Any action required is highlighted.</p>	
	<p>Notes: <i>Reference can be made to previous meetings and decisions made.</i></p>	

4a i	Discuss how an organisation would ensure that change is managed effectively.	(6)
<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. One word answers not acceptable.</p>		
<p>Implement changes carefully and sensitively to minimise detrimental effects on staff.</p> <p>Introduction of major change should be gradual, if appropriate, as this allows employees time to get used to the idea of change.</p> <p>Change could be piloted.</p> <p>Consultation/Information should always take place before change is introduced – this helps to create a sense of ownership and employees may offer ideas that have not been considered.</p> <p>Management should explain the benefits to the staff and reassure staff they are valued.</p> <p>Communication should be as early as possible in the process and continue throughout the change process.</p> <p>Procedures should be in place to deal with staff: who do not wish to be involved in the change who are resistant to change.</p> <p>Training should be available.</p> <p>Change should be monitored carefully and adjustments made if necessary.</p> <p>The organisation should empower staff so that they feel they have some control/influence over what is happening in their work.</p>		
<p>Notes:</p> <p><i>Do not accept “redundancy” on its own.</i></p>		

4a ii	Describe the benefits, to both organisation and employees, which would arise from effective change management.	(4)
<p>Award one mark for description of any point. Further development of a description can receive an additional mark. Candidates must refer to both organisation and employees at least once to gain full marks. One word answers not acceptable.</p>		
<p><u>Organisation</u></p> <p>Less aggression/resentment towards management.</p> <p>Less Trade Union resistance.</p> <p>Good efficiency and high productivity.</p> <p>Decrease in complaints.</p> <p>Decrease in absenteeism.</p> <p>Decrease in staff turnover.</p>		<p><u>Employees</u></p> <p>High morale/job satisfaction.</p> <p>Reduction in stress levels.</p> <p>Increased staff potential.</p>
<p>Notes:</p>		

4b	Compare and contrast 3 planning aids that can be used by the Administrative Assistant to ensure deadlines are met.	(6)
	<p>No mark for simply naming the planning aid. One mark for each valid point. For each planning aid mentioned, the candidate's answer must be linked to meeting deadlines.</p> <p>Candidate must refer to 3 planning aids at least once to gain full marks. There is a ceiling of 4/6 marks if the candidate makes no attempt to compare or contrast.</p> <p>If candidate refers to only 2 planning aids – max 4. If no attempt to compare and contrast – the ceiling becomes 2/4 marks.</p>	
	<p>Possible planning aids include:</p> <ul style="list-style-type: none"> priorities lists action plans work plan and review forms wall planners paper-based/electronic diaries paper-based/electronic personal organisers. 	
	<p>Notes:</p> <p><i>Please write "no cc" if ceiling adopted.</i></p>	

4c	Outline 2 possible causes of poor time management and suggest ways of dealing with these.		(4)
<p>One word answers not acceptable, candidate must give brief development of point to gain each mark. Accept only one timestealer.</p>			
<p><u>Cause</u></p> <p>Not planning the use of own time and the time of others.</p> <p>Not planning own methods of working according to the tasks to be undertaken.</p> <p>Not prioritising tasks.</p> <p>Doing too much yourself.</p> <p>Timestealers.</p> <p>Lack of training.</p>		<p><u>Suggestion</u></p> <p>Use a to-do list.</p> <p>Use of an action plan.</p> <p>Use a priorities list.</p> <p>Some tasks or parts of tasks may need to be delegated.</p> <p>Any appropriate solution.</p> <p>Attend training course/CPD.</p>	
<p>Notes:</p>			

5a i	<p>Organisations are investing heavily in ICT equipment.</p> <p>Discuss, using both positive and negative points, the use of the Internet in purchasing equipment.</p>	(4)
<p>Award one mark for discussion of any point. Further development of a discussion can receive an additional mark. Candidates must refer to both positive and negative points at least once to gain full marks. One word answers not acceptable.</p>		
<p><u>Positive Points</u></p> <p>Instant ordering.</p> <p>Discounts often given for on-line purchasing.</p> <p>Available 24 hours a day, 7 days a week.</p> <p>A wide range of information is easily accessed.</p> <p>Price and specifications can easily be compared.</p> <p>Businesses advertising on the Internet update their website on a regular basis so that information can be reliable.</p> <p><u>Negative Points</u></p> <p>Information on the website may not be up-to-date.</p> <p>Website may not be user friendly.</p> <p>There may be difficulties in logging-on to a particular website.</p> <p>Can be time consuming to find information.</p> <p>Can be costly if paying for Internet connection.</p> <p>It may not be possible to get answers to all your questions.</p> <p>There may be a reluctance to divulge financial information/card details.</p>		
<p>Notes:</p> <p><i>Accept lack of personal contact.</i></p> <p><i>Do not accept the negative of a point already made – one mark only.</i></p>		

5a ii	<p>Organisations are investing heavily in ICT equipment.</p> <p>Describe the ways in which an organisation can ensure the security of equipment.</p>	(4)
<p>Award one mark for description of any point. Further development of a description can receive an additional mark. One word answers not acceptable</p>		
<p>Computing equipment may be secured by bolting the equipment to the floor.</p> <p>Portable computers should be locked away at the end of the day.</p> <p>All equipment should be security marked.</p> <p>Computer equipment should not be placed beside windows – especially on the ground floor.</p> <p>Organisation may wish to consider the installation of security blinds, video cameras, sound and movement sensors, lightbeams, security lights, keypads, swipecards and other security devices.</p> <p>Keep records of all equipment specs and serial numbers and their location within the organisation.</p>		
<p>Notes:</p>		

5b i	<p>Good administrative support is essential for a successful business trip overseas.</p> <p>Describe, using examples, the possible problems of failing to take account of cultural differences when organising such a trip.</p>	(6)
<p>Award one mark for description of each example/problem. One word answers not acceptable.</p>		
<p><u>Appropriate examples:</u></p> <p>Make sure the correct people represent the organisation eg in China it is expected that the correct level of management is represented at meetings.</p> <p>Timing of visit eg Muslim Friday day of rest.</p> <p>Inappropriately dressed causes offence.</p> <p>Inappropriate greeting causes offence.</p> <p>Providing alcohol as a gift can lead to imprisonment.</p>		
<p>Notes:</p>		

5b ii	<p>Good administrative support is essential for a successful business trip overseas.</p> <p>Justify the need to have different methods of payment when travelling overseas on business.</p>	(6)
<p>Award one mark for each valid point. No marks available for simply naming the method of payment. Justification should be linked to the method of payment. There is a ceiling of 4/6 marks if the candidate makes no attempt to justify.</p>		
<p>Different methods of payment: credit cards, traveller's cheques, foreign currency, debit cards.</p> <p>The following circumstances will justify the need for different methods of payment:</p> <p>Small expense – cash. Large expense – credit/debit card. Unexpected expense – credit/debit card. Security – cash, traveller's cheques, credit cards, debit cards. Accessibility of foreign currency exchanges – traveller's cheques, credit/debit cards. Acceptability of payment methods – credit/debit cards, traveller's cheques.</p>		
<p>Notes:</p> <p><i>Please write "no J" if ceiling is adopted.</i></p>		

[END OF MARKING INSTRUCTIONS]