



2007 Administration

Higher – Paper 1

Finalised Marking Instructions

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2007

Higher Administration

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~~

Section 1 – Case Study

1	<p>Outline 2 ways in which organisations can ensure the security of electronic data.</p>	(2)
<p><i>More than naming, but not a detailed description. Answer must relate to the security of electronic data. Two separate points are required. Candidate will not be expected to develop their answers.</i></p>		
<p>Have different levels of access for different users. Have back up systems and procedures – UPJ. Use passwords to limit access. Change passwords regularly. Use hard drive keys. Build in data controls like read only files. Automatic lock if password is entered inaccurately on a set number of occasions. CCTV to deter theft of data. Encourage staff to lock computers when not in use. Control physical access to parts of the organisation. Code and encrypt data. Install a firewall/anti-virus software. Dongle used to prevent files being accessed by unauthorised people. Swipe cards can be used to restrict access to the room where the computers are located.</p>		
<p>Notes</p> <p>Do not accept locking of offices/doors at all times. Do not accept “ensuring no confidential files are left open when computer unattended”. Do not accept “use passwords” on its own.</p>		

2a	<p>Legislation exists to ensure the security and confidentiality of information.</p> <p>Outline 3 features of:</p> <p>(a) The Data Protection Act 1998 and; (b) The Computer Misuse Act 1990</p>	<p>(3) (3)</p>
<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>		
<p>(a) Data Protection Act</p> <p>Data must be obtained lawfully and fairly. Data must not be passed on without permission to a third party. Data must not be kept longer than necessary. Data must be accurate and kept up-to-date. Use data for registered and lawful purposes only. Data must be adequate, relevant and not excessive for its purpose. Organisations must register as data users with Data Protection Registrar. Appropriate security measures must be taken to prevent unauthorised access. Individuals must be allowed access to the data about themselves. Data must not be transferred to countries outside the EU unless the country has adequate protection.</p> <p>(b) The Computer Misuse Act</p> <p>It is an offence to try and access data held on a computer that you are not allowed to access (hacking or cracking). It is an offence to change/erase/move data that you shouldn't have accessed. It is an offence to introduce worms and viruses to a computer system. It is an offence to access systems with the intent to commit or help further offences.</p>		
<p>Notes</p> <p>If accurate and developed or up-to-date and developed, one mark each If penalties are given they must be specific to the act to gain a mark</p>		

3	<p>Following the huge investment in online banking it has been found that 73% of existing customers are unwilling to use the service. The decision has been taken to invest in hardware and software to ensure security of data.</p> <p>State which level of decision-making this refers to and justify your answer.</p>	(2)
<p><i>One mark for identification and one mark for the justification. No consequentiality.</i></p>		
<p>Tactical decision.</p> <p>It is a decision that will take forward a strategic decision.</p> <p>A medium term decision.</p> <p>Usually taken by middle management.</p> <p>Brings together and uses the resources of a business to achieve the aims and objectives of the business.</p>		
<p>Notes</p>		

4	<p>It is important to maintain communication links with customers in order to ensure quality of service.</p> <p>Compare 2 ways of communicating with customers to monitor satisfaction levels.</p>	(4)
<p><i>Each mark is allocated for a complete statement comparing 2 ways of monitoring satisfaction levels. Statement must be linked to the monitoring of satisfaction levels.</i></p>		
<p>Accept: written survey/questionnaire, focus group, consumer panel, telephone survey, face-to-face interview, complaints box, online survey, e-mail.</p> <p>Eg</p> <p>A focus group allows the organisation to ask additional questions to gain clarification on a point however with a written survey there are a set number of questions.</p> <p>Written survey asks customers to complete a questionnaire and return it to the organisation whereas a focus group brings customers together to discuss their opinions.</p> <p>Written survey, completed in private gives them the opportunity to be open about their own opinions relating to the organisation whereas in a focus group some people may feel reluctant to be open about their thoughts.</p>		
<p>Notes</p> <p>Similarities to be accepted Simple negatives not accepted</p>		

5	Identify 2 possible consequences of poor data management to an organisation and discuss the long-term implications.	(6)
<p><i>One mark each for the 2 consequences identified and 4 marks available for discussion of implications. If no attempt at discussion then only 50% of the discussion marks (4) are available. If no discussion mark “no d” beside the mark.</i></p>		
<p>Consequences</p> <p>Out-of-date information being accessed.</p> <p>If naming conventions are not followed sharing of files are hampered.</p> <p>Files can't be found.</p> <p>Files/data may be lost.</p> <p>Wastage of time searching for data.</p> <p>Hard disk/server may become too full.</p> <p>Infringement of Data Protection Act.</p> <p>Confidential information accessed.</p> <p>Implications</p> <p>Flow of work disrupted.</p> <p>Prosecution.</p> <p>Poor decision making.</p> <p>Efficiency of the business is affected.</p> <p>Reduction in profitability.</p> <p>Business could end up failing/closing down due to customers being lost.</p> <p>People accessing confidential information could mean that the security of the organisation is questioned.</p> <p>Competitors could obtain this confidential information that could jeopardise the position of the company in the market.</p> <p>If any files are completely lost it could mean that it costs the organisation time and money as they have to be recreated.</p>		
<p>Notes</p> <p>Watch out for repetition of consequences and implications. Do not award for repeat point. Accept poor work flow as a consequence.</p>		

Section 2

1 a	Describe 2 methods used by individuals to ensure their work targets are met.	(4)
<p><i>Award one mark for outline plus one for additional comment, illustration or example. Must name the method but no marks awarded for naming.</i></p>		
<p>Action plan</p> <p>Notes the tasks in order they have to be done – with an estimated time for each task - prepared when a large project needs to be completed.</p> <p>Personal Development Plan</p> <p>This is used to record areas of strength and development of an individual. This is used to target improvement/development for the next year.</p> <p>Priorities List/To-do List</p> <p>Can be used to detail a number of small tasks or to detail a large complex task by breaking it down into a series of small tasks. Tasks are ranked according to high, medium and low priority.</p> <p>Diary</p> <p>A diary can be a daily, weekly or monthly planning aid. It can be electronic or paper based. It should be referred to regularly in order to check on approaching deadlines and to help with the prioritisation of work.</p>		
<p>Notes</p> <p>Do not accept “delegation” as a method. However it could be accepted as an additional point in the description of other methods.</p> <p>Do not accept “meeting with line manager” as a method. However it could be accepted as an additional point in the description of other methods.</p>		

1 b	Outline ways in which an individual's personal targets could be monitored and controlled by their line manager.	(4)
<p><i>More than naming, but not a detailed description. Four separate points are required. Candidate will not be expected to develop their answers.</i></p>		
<p>Random checks where a line manager would look over some of the tasks an employee has to complete.</p> <p>Buddy system where an employee is paired with someone more experienced who will give them support and help.</p> <p>Through the appraisal system.</p> <p>Through a Professional Review and Development process.</p> <p>Double checks whereby a completed task is also undertaken by the immediate superior in order to pinpoint if there are any problem areas and to ensure results obtained are the same.</p> <p>Mentoring systems where an employee is assigned a more senior member of staff.</p> <p>Periodic method and systems audits whereby existing targets are reviewed.</p> <p>Good communication channels through regular meetings/discussion.</p>		
<p>Notes</p>		

1 c	Discuss policies which might be included in a Customer Service Strategy.	(8)
<p><i>If no attempt at discussion then only 50% of the marks available. At least 2 policies must be discussed to gain full marks. If only one policy “discussed” max 4. If 2 policies “discussed” could be 7 and 1 marks.</i></p>		
<p>Customer service policy details what a customer should expect of the organisation. Penalty payments may apply if deadlines are not met.</p> <p>Service standards policies/Service level agreement will detail how a customer should be dealt with eg detailing how long a customer should wait on a telephone before being spoken to.</p> <p>Loyalty schemes will detail how the scheme operates and what the customer can expect to get as their reward.</p> <p>Complaints procedure will detail what a customer should do if they have a complaint and how the organisation will deal with it.</p> <p>Also accept reference to: quality management, market research, measuring and testing, mystery shopper, returns policy.</p>		
<p>Notes</p> <p>Accept examples as further development points Policy does not have to be named – this can be inferred eg customer always comes first (1 mark). No mark for simply naming the policy.</p>		

1 d	<p>Practical tests are commonly used in the selection process for administrative assistants.</p> <p>(i) Justify the use of practical tests</p> <p>(ii) Outline 2 other types of testing which may be used in the selection process.</p>	<p>(2)</p> <p>(2)</p>
	<p><i>(i) Two justification points – one mark each.</i></p> <p><i>(ii) More than naming, but not a detailed description. Candidates will not be expected to develop their answers.</i></p>	
	<p><i>(i) Practical tests are used to check whether the information the candidate has written on their application form is correct.</i></p> <p><i>It also helps the organisation assess whether the candidate has the necessary skills for the post they are applying for.</i></p> <p><i>May be used to distinguish between candidates for a post.</i></p> <p><i>To indicate the depth of training required once appointed to the position.</i></p> <p><i>(ii) Medical tests to check if candidate is fit for the job.</i></p> <p><i>Personality tests used to gain an insight into the candidates personality.</i></p> <p><i>IQ tests to test for overall intelligence.</i></p> <p><i>Aptitude tests to test the ability to learn or adapt.</i></p> <p><i>Psychometric tests aimed at assessing aptitudes and personality.</i></p>	
	<p>Notes</p> <p>Practical test justifications must relate to the role of the admin assistant.</p> <p>In part (ii) do not accept references to other job roles.</p> <p>Accept written test if the answer is explained.</p>	

2 a	“Successful teams need effective leaders.” Outline 4 qualities of an effective leader.	(4)
	<i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i>	
	<p>Good communication skills – could be written or verbal.</p> <p>Able to build trust and relationships within the team.</p> <p>Able to listen to ideas so that all the team are included.</p> <p>Able to influence others towards the achievement of goals.</p> <p>Able to think clearly ...</p> <p>Analyse problems ...</p> <p>Know how to delegate ...</p> <p>Able to motivate ...</p> <p>Able to deploy team skills effectively ...</p> <p>Able to ensure conflict is kept to a minimum ...</p>	
	Notes	

2 b	Discuss the benefits to the individual and the organisation of effective teamworking.	(8)
<p><i>If no attempt at discussion or only one area “described” then only 50% of the marks available. If both areas discussed the balance of the marks could be 7 and 1.</i></p>		
<p>Individual</p> <p>Increased/improved motivation/moral ...</p> <p>Feeling of involvement ...</p> <p>Better promotion prospects ...</p> <p>Individual can develop greater skills ...</p> <p>Good support for one another ...</p> <p>Organisation</p> <p>Better decision making ...</p> <p>Increased productivity ...</p> <p>More ideas generated ...</p> <p>Improved communication ...</p> <p>Multi-skilled workforce ...</p> <p>When working as a team people are more willing to take risks which can be beneficial to the organisation.</p>		
<p>Notes</p> <p>Can accept similarities between the two.</p>		

2 c	<p>(i) Identify one example of both quantitative and qualitative information gathered in order to improve customer services.</p> <p>(ii) Justify the need for both quantitative and qualitative information</p>	<p>(2)</p> <p>(2)</p>
<p><i>Award one mark for any example of quantitative and qualitative information.</i></p> <p><i>Two separate justifications of both– each allocated one mark</i></p>		
<p>(i) Quantitative – number of complaints received or survey asking customers to score existing customer services.</p> <p>Qualitative – survey asking customers for comments on how they rate customer services.</p> <p><i>Any appropriate examples</i></p> <p>(ii) You need both quantitative and qualitative information as it creates an overall view of how the organisation is doing.</p> <p>Sometimes information is meaningless without one another.</p> <p>Information can compliment one another.</p>		
<p>Notes</p>		

2 d	Describe 2 methods of communicating to employees changes in health and safety legislation.	(4)
	<i>Award one mark for outline plus one for additional comment, illustration or example. No marks for just naming the method of communication. Two points must be described for full marks to be gained.</i>	
	<p>Drills and simulations allow the staff to practice procedures eg fire drill</p> <p>Hold a staff meeting – allows expansion and or detailed explanation to a number of staff in one go. Allows questions or discussion.</p> <p>Role playing during staff training ...</p> <p>Use of posters in public areas ...</p> <p>Employee training ...</p> <p>Team discussions ...</p> <p>Visits from key personnel to advise and instruct employees ...</p> <p>Use of internet/intranet – to store procedures or provide training materials ...</p>	
	Notes	

3 a	Describe 3 methods of informing potential applicants of a job vacancy.	(6)
	<i>Award one mark for outline plus one for additional comment, illustration or example. No marks for just naming the method of informing the applicants. Three points must be described for full marks to be gained.</i>	
	<p>Advertised internally on the intranet, newsletter or noticeboard. Only people within the organisation can apply.</p> <p>Advertise externally in a newspaper, internet or job centres. Wider selection of applicants.</p> <p>Direct recruitment (ie headhunting) where the organisation would select who they want for the job and offer/ask them to apply for the position. Get the right person for the job.</p> <p>Recruitment Agencies – where an outside agency is used as it can save time and has the advantage of using the expertise of the agency staff but it can be costly.</p> <p>For a small organisation, a sign on the window/door. This would attract local custom and is an inexpensive method eg vacancy within a local hairdresser.</p> <p>Sending email to previous applicants. This would reach potential applicants who have already shown an interest in this organisation. This is an inexpensive method.</p>	
	Notes	

3 b	Outline benefits to an organisation of outsourcing the recruitment process.	(4)
	<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>	
	<p>Experts/specialists handling the work.</p> <p>This may lead to the identification of better recruits.</p> <p>Company can concentrate on their own core activities.</p> <p>No interruption to workflow.</p> <p>Cost of outsourcing may be less than doing the work within the organisation.</p> <p>If they feel that the outsourcing company are not performing the task as they wish then it is easier to cancel the contract than sack the people employed within their organisation.</p>	
	<p>Notes</p>	

3 c	<p>Continuous Professional Development (CPD) impacts on both individuals and the organisation.</p> <p>Discuss the need for a programme of CPD.</p>	(6)
<p><i>If no attempt at discussion then only 50% of the marks available.</i></p>		
<p>Need to keep employees skills up-to-date so that the business can remain competitive.</p> <p>If employees are continually improving their skills and knowledge then they feel valued.</p> <p>A good programme of CPD can make employees more motivated.</p> <p>Allows employees to gain promotion within the organisation as they improve their skills and knowledge.</p> <p>Investing in CPD can create a good image for the company.</p> <p>Investing in CPD can help to increase productivity.</p> <p>Investing in CPD can help improve profits.</p>		
<p>Notes</p> <p>Accept both positive and negative points in the discussion.</p>		

3 d	Justify an organisation's decision to change from an open plan layout to a traditional cellular layout.	(4)
	<i>One mark for each justification.</i>	
	<p>Organisation may feel that some workers are too easily distracted in an open plan office.</p> <p>Organisation may need more privacy to hold meetings.</p> <p>Organisation may want to keep information more confidential or secure.</p> <p>Organisation may want to cut down on the noise generated in an open plan office.</p> <p>Can regulate heat/light to suit individual needs.</p> <p>May need peace and quiet – can close the door.</p>	
	Notes	

4 a	Identify 3 time stealers and outline one way of reducing the effect of each time stealer.	(6)
<p><i>Award one mark for each time stealer identified and one mark for each solution outlined. (Different solution for each time stealer.)</i></p> <p><i>Outline is more than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>		
<p>Making unnecessary journeys – group jobs so that visits to the photocopier etc are cut down.</p> <p>Interruptions by telephone – learn how to control the conversations.</p> <p>Unexpected visits by colleagues – be polite but firm especially if the person is just looking for a chat.</p> <p>Taking on too much work – learn to say NO – be assertive.</p> <p>Unable to find the information you require – ensure you have an appropriate filing system.</p> <p>Not assessing priorities correctly – prioritise all work and stick to the list.</p> <p>Taking work home – approach line manager about work load.</p> <p>Lack of forward planning – make better use of Priority Lists and Action Plans.</p>		
<p>Notes</p>		

4 b	Describe 3 skills required by an individual to ensure effective task management.	(6)
<p><i>Award one mark for outline plus one for additional comment, illustration or example. No mark for simply naming the skill. Three different skills must be described to gain full marks.</i></p>		
<p>Asking for help when you require it – rather than putting the task off because it is too difficult or you are not sure where to start.</p> <p>Using planning aids – to help prioritise work.</p> <p>Being organised to look ahead and plan but also to monitor progress and achievement.</p> <p>Control and monitoring of others involved in the task (supervision).</p> <p>Sticking to Priorities List – this will help ensure that urgent and must be done tasks are completed.</p> <p>Delegation – passing on of work to appropriate members of staff. Not taking on too much work – this will ensure that you get the important tasks finished.</p> <p>Assertiveness – being able to say no to tasks that would be outwith a person’s capability or time scale.</p> <p>Resource Management – ensuring that appropriate staff and equipment are utilised effectively eg buying software to perform a task rather than manual completion.</p> <p>Evaluation – ability to reflect on task with a view to improve and minimise problems.</p>		
<p>Notes</p>		

4 c	<p>Discuss how developments in ICT have had an impact on:</p> <p>(i) workflow, and (ii) working practices.</p>	(8)
<p><i>If no attempt at discussion or only one area “described” then only 50% of the marks available. The balance of the marks is 4 and 4.</i></p>		
<p>Workflow</p> <p>ICT has meant that it is much easier to share information with others which leads to better decision making.</p> <p>Templates can be created for certain documents ensuring that standards are followed or ensuring that documents are consistently produced.</p> <p>Once documents have been created using ICT it is much easier to circulate them through email or put them on the intranet for others to use.</p> <p>Due to networking it has meant that more than one person can use a document at any one time therefore the task can be completed more efficiently and faster eg customer response time is greatly improved.</p> <p>Once documents have been created electronically they can be saved – then recalled easily when required or updated when required rather than continually having to retype a new version of a document.</p> <p>ICT has led to a reduction in the need to physically move people (virtual teams).</p> <p>Fewer layers of management needed ...</p> <p>Reduced amount of lost/misplaced documents ...</p> <p>Less time wasted ...</p> <p>Reduced costs ...</p> <p>Software developments/benefits to workflow ...</p>		
<p>Working Practices</p> <p>ICT has allowed the development of homeworking as employees can access files from home and communicate with the office easily through email. This has meant that many people who may not have been able to continue working due to personal circumstances.</p> <p>ICT has also affected staff having to spend time travelling to meetings where now they can communicate through video conferencing. Making it much more cost effective.</p> <p><i>Also accept hot desking, teleworking, outsourcing</i></p>		
<p>Notes</p>		

5 a	<p>Many decisions are taken at meetings by voting. Outline the meaning of the following voting terms.</p> <ul style="list-style-type: none"> • Ballot • Majority • Abstain • Casting vote 	(4)
<p><i>More than naming, but not a detailed description. Candidate will not be expected to develop their answers.</i></p>		
<p>Ballot</p> <p>A written/electronic vote used so that the members voting do not have to disclose what they have voted.</p> <p>Majority</p> <p>When a greater number of people have voted for or against a motion.</p> <p>Abstain</p> <p>When someone decides not to vote for or against a motion.</p> <p>Casting vote</p> <p>When a vote is tied then the Chairperson gets an additional vote to get a decision.</p>		
<p>Notes</p>		

5 b	Compare the role of the chairperson and the secretary in planning and organising a meeting.	(4)
<p><i>One mark is allocated for each complete statement comparing the role of the chairperson and the secretary. Answers must relate to planning and organising a meeting.</i></p>		
<p>The chairperson makes the decisions about the venue and time of the meeting whereas the secretary then has to arrange the venue and invite all those who should be attending the meeting.</p> <p>The chairperson decides what will be discussed at the meeting whereas the secretary will then use this information to prepare the Agenda.</p> <p>The chairperson indicates who should attend the meeting whereas the secretary would make contact with these people inviting them to attend.</p> <p>The chairperson may make a request for specific equipment to be made available whereas the secretary has the job of making sure the equipment is booked.</p> <p>The Chairperson liaises with the Secretary regarding the preparation of draft Minutes and Agenda whereas the Secretary ensures that they are typed up and distributed.</p>		
<p>Notes</p> <p>Do not accept simple negatives</p>		

5 c	Discuss how technology has had an impact on the conduct of the meetings.	(6)
<p><i>If no attempt at discussion then only 50% of the marks are available. Minimum of 2 examples of technology must be discussed to gain full marks. No marks for repetition. The balance of marks could be 5 and 1. If only one impact “described” max 3 marks.</i></p>		
<p>Videoconferencing has allowed people to be in different locations and still participate in meetings. This will save travel time and travel costs and participants will be less tired by not having to travel.</p> <p>Email has had an impact in that meeting documentation can be emailed to all participants. Also if there are any changes to the arrangements, participants can be contacted very quickly.</p> <p>Ediaries allows the secretary to view the diaries of those who should be attending the meeting and select a free date suitable to them all and then enter it into all their diaries simultaneously.</p> <p>Audioconferencing allows a number of people to speak to one another. This allows people in a variety of locations to participate. This will save travel time and travel costs and participants will be less tired by not having to travel.</p> <p>Videophones allow a number of people to communicate with each other without meeting in one place.</p> <p>Networks allow you to connect computers to share information online.</p> <p>Collaborative whiteboarding allows people at different locations to view and operate the same computer programme simultaneously over a computer network.</p> <p>Online applications – often known as groupware, this allows participants to access diaries, calendars etc, but also allows for shared document management.</p>		
<p>Notes</p> <p>Both positive and negative points can score</p>		

5 d	Describe 3 possible features of a website which would encourage customers to buy on-line.	(6)
<p><i>Award one mark for outline plus one for additional comment, illustration or example. Three features must be described to gain full marks.</i></p>		
<p>They can buy 24/7 in the comfort of their own home which means that goods can be purchased at any time.</p> <p>Delivery of goods can be tracked on-line – this allows goods to be monitored on their progress from factory to their destination.</p> <p>Online payment is allowed with security ensured – encryption helps this facility.</p> <p>There is an opportunity to check the availability of stock, which would allow the customers to make a purchasing decision.</p> <p>My Favourites/saves customers time when purchasing on-line.</p> <p>Discounts could be offered (other incentives eg free delivery) for buying online making it much cheaper than more traditional retail outlets.</p> <p>Good Graphics so that you can see exactly what the product looks like.</p> <p>Previous positive Customer Feedback which could reassure a new customer.</p> <p>Also accept: FAQs, immediate email confirmation, contact details ...</p>		
<p>Notes</p>		

[END OF MARKING INSTRUCTIONS]