



**2015 Administration**

**Higher Paper 1**

**Finalised Marking Instructions**

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2015

## 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

$\frac{18}{20}$

O = outline } Describe  
A = additional comment }

R = no mark awarded for repetition

No D = no discussion

1	More than naming, but not a detailed description. Candidates will not be expected to develop their answers.	4
	<p>Saving expenses associated with commuting to and from work</p> <p>Improved work life balance</p> <p>Time saved travelling to and from work</p> <p>Being able to work around family commitments/own schedule</p> <p>Less stressed as home environment is more comfortable</p> <p>May allow employee to stay with the organisation</p> <p>More motivated as management have trusted them to work from their own home</p>	
	<p>Notes</p> <p>Must be the advantage that is outlined.</p> <p>Do not accept “motivation will increase” on its own.</p>	

2	If no attempt at discussion then only 50% of the marks available. If no discussion, please mark "No D".	6
	<p>Organisation needs to ensure that the homeworker has access to the necessary equipment/software.</p> <p>The organisation may need to maintain equipment/software.</p> <p>The organisation must consider current facilities within the homeworker's area eg broadband availability</p> <p>Employees need access to the organisation's intranet in order to access files.</p> <p>Homeworker needs support if any technical difficulties arise.</p> <p>Organisation will need to ensure security of equipment.</p> <p>Organisation will need to ensure the security of information handled by the homeworker – eg installation of anti-virus software/firewall software</p> <p>Organisation needs to ensure that homeworker has access to appropriate training.</p> <p>Employees need access to the organisation's email to allow for communication between the organisation and employee - this helps to support feelings of isolation relating to working on their own.</p> <p>Organisation needs to ensure general health and safety issues - risk assessment of the work place.</p>	
	<p>Notes</p> <p>Do not award marks for listed hardware or software – needs justified or exemplified each time</p>	

3	Award one mark for outline plus one for additional comment, illustration or example. No marks for simply naming the method.	6
	<p>Strategic Decisions</p> <p>Decisions taken by Senior Managers – will affect the organisation in the long term– will have a high risk factor – can take a long time to implement – costly to correct – decisions relate to the organisation’s strategic objectives – example of a strategic decision will be whether to change the structure of the organisation</p> <p>Tactical Decisions</p> <p>Decisions are taken by middle managers – these decisions impact the organisation over a period of weeks – they have a medium-risk factor – tactical decisions support the strategic decisions made - example of a tactical decision will be.....</p> <p>Operational Decisions</p> <p>Decisions taken by junior management and other staff – they are day-to-day decisions – they have an immediate effect – they have a low-risk factor – example of an operational decision will be.....</p>	
	Notes	

<b>4</b>	One mark for each justification.	<b>2</b>
	<ul style="list-style-type: none"> <li>To ensure staff are not breaching company policy</li> <li>To ensure that inappropriate emails are not being sent</li> <li>To ensure staff are not wasting time/or for personal issues</li> <li>To ensure staff not passing on sensitive information</li> <li>To scan for viruses</li> <li>Used by supervisors to assist with appraisals/performance reviews</li> </ul>	
	Notes	

5	One mark is allocated for each complete statement of comparison	2
	<p>Both are used to fill a job vacancy.</p> <p>Internal recruitment means vacancy filled by current employee whereas external means vacancy is filled by a new person from outwith organisation or an external candidate.</p> <p>Internal vacancies may be advertised on the company's intranet/notice boards whereas external vacancies may be advertised on the company's website and/or recruitment agencies.</p> <p>Staff within the organisation already know procedures and company set up whereas new recruits would need to be brought up to speed.</p> <p>External recruitment may bring in more talented staff with additional ideas whereas recruiting internally may stifle creativity.</p> <p>Internal recruitment reduces the risk of employing the "wrong" person as candidates are known however external recruitment may attract a wider pool of candidates of a higher quality.</p>	
	Notes	

1	a	More than naming, but not a detailed description. Candidates will not be expected to develop their answers.	4
		<p>Fear of impact on them if something goes wrong</p> <p>May fear loss of control/fear of staff taking over</p> <p>Job insecurity/loss of status</p> <p>Lack of knowledge of strength of the team</p> <p>Unable to trust subordinates to complete work on time</p> <p>Worry that work will be of poor quality</p> <p>Do not know how to tell others to do work</p> <p>Do not want to overburden staff</p> <p>Fear of conflict/upsetting staff</p>	
		Notes	



1	b	Award one mark for outline plus one for additional comment, illustration or example. No marks for simply naming the strategy.	6
		<p>Use a to-do list/priorities list to ranks/lists task in order of importance - this will ensure that more urgent/important tasks are completed on time – tasks are ticked off once completed - or can be carried them forward.</p> <p>Eliminate time stealers which slow down output - eg making unnecessary journeys – group jobs together.</p> <p>Prepare an Action Plan which breaks a large project into smaller parts - tasks arranged in order of completion - estimated time for completion of each task - notes can be made to explain actions or changes in priorities – eg organising a training event</p> <p>Delegate tasks to other members of the team – this allows the team leader to focus on key tasks</p> <p>Use an e-diary to enter tasks and set due dates – can set a reminder</p> <p>Use an effective manual filing system to keeps all papers tidy/organised – makes it easier to find information – makes it quicker to make decisions/complete tasks</p> <p>Use an effective electronic filing system to store documents - give documents appropriate names – have a folder hierarchy</p> <p>Use a Gantt chart to keep tasks on track – monitor timing of project using milestones – implement corrective procedures if required</p> <p>Setting targets....</p> <p>Training....</p>	
		<p><b>Notes</b></p> <p>Only award one mark related to time stealers but could gain additional mark if solution to time stealer relates to a task management strategy</p>	

1	c	One mark for each justification.	2
		<ul style="list-style-type: none"> <li>To anticipate problems/issues</li> <li>To gain a good reputation as an employer</li> <li>To comply with workplace legislation (Employment Rights Act)</li> <li>To put strategies in place to deal with any issues</li> <li>To check the effectiveness of any policies in place</li> </ul>	
		Notes	

1	d	If no attempt at discussion then only 50% of the marks available. If no discussion, please mark "No D". Can be a 7:1 split.	8
		<p><u>Employees</u></p> <p>Allows employees to gain promotion within the organisation</p> <p>Reduces stress of employees as they have the necessary skills to carry out their job</p> <p>Increased job satisfaction – leads to less absenteeism</p> <p>If employees are continually improving their skills and knowledge then they feel valued</p> <p><u>Organisation</u></p> <p>Keeping employees' skills up-to-date helps to give the business a competitive edge</p> <p>Training can make employees more motivated</p> <p>Better skills may lead to higher productivity – leads to increase profits</p> <p>Can help to retain staff/reduce turnover – this will reduce recruitment costs</p> <p>Can create a good image/reputation for the company - and attract quality job applicants when a job vacancy arises</p> <p>Better quality work produced leading to less customer complaints</p>	
		<p>Notes</p> <p>Watch for repetition of points</p> <p>If candidate separates employees/organisation in their answer some of the points can appear in either section but not both</p>	

2	a	More than naming, but not a detailed description. Candidates will not be expected to develop their answers.	4
		<p>Within budget available</p> <p>Good transport links</p> <p>Able to accommodate number attending</p> <p>Must have required facilities eg digital projectors, sound systems etc</p> <p>Appropriate access facilities</p> <p>Suitable parking facilities</p>	
		Notes	

2	b	Award one mark for outline plus one for additional comment, illustration or example. No marks for simply naming the feature.	6
		<p>Speaker notes act as a prompt/reminder to the speaker during the presentation - can be printed - these are hidden from the audience</p> <p>Slides can be programmed to advance automatically at timed intervals – this will allow the speaker to interact better with the audience - different effects can be added to the transition</p> <p>Ability to import/insert from other packages eg spreadsheet graphs, video, sound clips – this can make the presentation more interesting/professional</p> <p>Hyperlinks can be applied to pictures or text - this allows the speaker to call up a different document or website to illustrate/demonstrate a point - used by action buttons to move between different slides within a presentation</p> <p>Creation of a variety of layouts/slides - eg bulleted list, table, graph - different types of information lend themselves to different layouts.</p> <p>Master slide allows global changes to be made to the presentation - eg use of colour, fonts, styles to emphasise points - saves time when making edits to a presentation - ensures consistency</p> <p>Creating and printing handouts relating to training topic – audience do not need to take notes but could add brief comments to the handout – can refer to them later</p> <p>Animation features allow text and graphics to be introduced in an interesting way – eg entrance of text and graphics ...</p> <p>Sound/audio can be added/embedded for emphasis – this can be on individual slides or running throughout the presentation</p> <p>Creation and display of eye catching graphs to ease understanding – bars on chart can be customised/animated to emphasise points delivered – step by step overlay of information</p>	
		<p>Notes</p> <p>Do not award additional marks for repetition eg “makes it more interesting”</p>	

2	c	If no attempt at discussion then only 50% of the marks available. If no discussion, please mark "No D".	8
		<p>The nature of the task in terms of how challenging the task is - how structured it is - whether the team members believe in the task</p> <p>Presence of a good leader - helps to promote a positive atmosphere – provide good co-ordination – manages conflict</p> <p>Availability of good training to support the team</p> <p>Team members support one another when working on projects together – leads to better decision making/more risks taken</p> <p>It is important all members have a clear idea of what they are there to achieve – they will have clear goals</p> <p>Believe in shared goals – therefore will have a common direction</p> <p>Shared knowledge or skills - means there is better coverage for any absences</p> <p>It is important to have people who have different skills and personalities – leads to better productivity</p> <p>Strong/open communication between team members - team members should be encouraged to express their opinions - suggesting ideas and being prepared to compromise</p> <p>The longer the team is together the more effective it is likely to be – a team will work as a cohesive group, pulling together – more deadlines/targets are met</p> <p>An effective team is normally small – Belbin states 4-6 people</p> <p>Team composition relating to right balance of people (roles)</p> <p>The team may suffer high staff turnover – senior manager would have to spend more time recruiting and training staff</p> <p>Absence of a team leader due to a heavy workload – deadlines might then be missed</p> <p>Team may suffer from a low staff morale – team leader would then have to spend more time counselling/motivating/team building with his staff</p> <p>Staff may not be able to deputise for the leader if they are absent – staff may not have the opportunity to develop skills through delegation</p>	
		Notes	

2	d	One mark for each justification	2
		<p>Sick leave costs the organisation a lot of money</p> <p>Absences cause disruption of the flow of work</p> <p>Absences cause dissatisfaction amongst other workers</p> <p>Additional burden of work placed on staff who are at work</p> <p>Can flag up other work related issues/problems</p> <p>To establish any patterns of absence</p> <p>Needs to make sure that staff are not abusing the system</p> <p>To reward employees with good/perfect attendance</p> <p>Used in evidence in disciplinary procedures</p> <p>Used for references</p> <p>Used as part of the appraisal process</p> <p>Offer support to staff where they have personal issues</p>	
		Notes	

3	a	More than naming, but not a detailed description. Candidates will not be expected to develop their answers.	4
		<p>It allows creation of a personal development plan/targets</p> <p>It provides a basis for annual salary reviews</p> <p>It improves motivation</p> <p>Identifies strengths and weaknesses of the employee</p> <p>Helps identify the training and development needs of staff</p> <p>Leads to improved work performance</p> <p>Helps identify candidates for future promotion</p> <p>Provides a forum for staff to raise issues and ask questions</p> <p>Reviews current performance</p> <p>Staff turnover may be reduced</p>	
		<p>Notes</p> <p>Benefits to the <b>organisation</b> only</p>	



3	b	Award one mark for outline plus one for additional comment, illustration or example. No marks for simply naming the method.	6
		<p><b>Counselling</b></p> <p>Employees can speak to a trained member of staff or to an external specialist about specific issues - eg stress, health and careers - all matters are treated in strictest confidence</p> <p><b>Grievance procedures</b></p> <p>These aim to help resolve any difficulties between employer and employee (or between employees) in the workplace - employees can formally raise concerns regarding issues such as discrimination or unfair treatment at work - HR can provide advice on the process</p> <p><b>Return to work interviews/absence management</b></p> <p>After a period of illness/absence employees may be invited to meet with their line manager – this may result in the employee receiving advice and/or counselling - employees returning to work after a long-term absence may receive support in the form of a phased return</p> <p><b>Work-life balance initiatives</b></p> <p>Family friendly policies are used to encourage a better work-life balance – eg flexible working packages ranging from condensed working hours to career breaks, paid or unpaid paternity leave, duvet days</p> <p><b>Employee well-being initiatives ...</b></p> <p>These aim to improve morale and reduce turnover - eg subsidized canteen/nursery care, health club membership, cinema passes and discounts at various outlets</p> <p><b>Appraisal...</b></p> <p><b>Training/retraining...</b></p> <p><b>Buddy systems...</b></p> <p><b>Mentoring systems...</b></p>	
		Notes	

3	c	If no attempt at discussion then only 50% of the marks available. If no discussion, please mark "No D". Can be 7:1 split.	8
		<p>The Chairperson will decide a suitable date and time for a meeting – this is normally agreed at the previous meeting when all members are present</p> <p>The Chairperson is responsible for compiling the Agenda items</p> <p>The Chairperson will read appropriate documentation relating to the meeting/agenda</p> <p>Liaise with the Secretary on the preparation of the draft minutes</p> <p>The Secretary will be responsible for booking the accommodation – arranging any necessary equipment – arranging catering</p> <p>The Secretary will also be responsible for preparing and distributing the Agenda</p> <p>The Secretary will also prepare the Chairperson's Agenda</p> <p>The Secretary will also prepare the minutes of previous meeting</p> <p>Make a note of any apologies received</p> <p>On the day of the meeting the Secretary will:</p> <ul style="list-style-type: none"> <li>• inform reception where the meeting is being held and give the names of those expected to attend</li> <li>• check the room is ready</li> <li>• check that refreshments are in place</li> <li>• check that equipment is in place</li> <li>• prepare the Attendance Register</li> </ul>	
		<p><b>Notes</b></p> <p>Do not award marks for tasks carried out during the meeting.</p> <p>Do not accept "chair signing the previous minutes".</p>	

3	d	One mark for each justification.	2
		<p>Direct the course of the meeting and ensure that objectives are met</p> <p>Show tact and fairness in their dealing with issues to ensure that all viewpoints are aired/making sure everyone has a chance to speak</p> <p>Be impartial and objective to allow effective decision making</p> <p>To ensure the meeting is set up and run according to Standing Orders</p> <p>Bringing discussion to a close so that all agenda items are covered within time allocated</p> <p>Putting matters to the vote when required</p> <p>To ensure that order is maintained/to keep control/minimise conflict</p> <p>Uses his/her casting vote where appropriate</p>	
		Notes	

4	a	More than naming, but not a detailed description. Candidates will not be expected to develop their answers.	4
		<p>Opportunity for immediate feedback</p> <p>Can identify uncertainties and clarify immediately</p> <p>Allows for interaction between interviewer and interviewee</p> <p>Allows for more subtle questioning</p> <p>More likely that relationships will be formed between customer and organisation</p> <p>Demonstrations can be given if required</p> <p>May be appropriate if the discussion is confidential</p> <p>Allows body language to be read</p> <p>Promotes a good reputation that would ensure customer loyalty</p> <p>Can make the customer feel valued</p> <p>May help to defuse the situation if face to face as more personal</p> <p>Up-selling can be used in order to increase sales</p>	
		Notes	

4	b	Award one mark for outline plus one for additional comment, illustration or example. No marks for simply naming the method.	6
		<p>Written survey such as a pre-printed form or questionnaire with a series of questions – which is posted out to the customer with a reply-paid envelope – permanent record created</p> <p>Telephoning the customer and asking a series of pre-set questions – have become more popular with the increase in call centres – response rates are poor</p> <p>A questionnaire containing a series of questions which is completed on the internet/intranet/on-line – people find this quick and simple to use – sometimes people don't always read the questions properly</p> <p>Comment cards containing pre-set questions with boxes to tick or circle – cards are placed in suggestion boxes – some people don't take it seriously and make inappropriate comments</p> <p>Customers can be interviewed on a one-to-one basis/face to face – this can be time-consuming – expensive process</p> <p>Customer focus group is a meeting of a representative sample of customers – can provide in-depth discussion – feedback is immediate – can be expensive to run</p>	
		<p>Notes</p> <p>Do not accept loyalty cards.</p>	

4	c	One mark for each justification	2
		<p>It compliments quantitative data as it can provide explanations</p> <p>It helps managers to make decisions as customers will give their opinions and value judgements of what they think about their product or service</p> <p>Quantitative/numerical data on its own is insufficient</p> <p>Having both quantitative and qualitative data creates an overall view of the organisation's performance</p>	
		Notes	

4	d	If no attempt at discussion then only 50% of the marks available. If no discussion, please mark "No D".	8
		<p>Premises and décor: dark colours can be demotivating – different colours can affect individuals' needs – eg blue, lemon and green are seen as restful</p> <p>Lighting/Heating: should be comfortable for the majority of workers - must comply with legal requirements</p> <p>Noise: too much noise can add to stress levels – keep noisy machinery away from where people are working</p> <p>Layout: Open plan layout aids communication – cellular can aid privacy</p> <p>Furniture: design has to be suitable for task – can be adjusted for personal needs – condition of furniture</p> <p>Equipment: design/shape of keyboard and mouse – poorly designed items can cause health issues</p> <p>Overcrowding: people or items – can cause stress, lead to anxiety</p> <p>Cleanliness...</p>	
		Notes	
		Watch for repetition eg "stress"	

5	a	More than naming, but not a detailed description. Candidates will not be expected to develop their answers.	4
		<p>Role play where staff can practice situations</p> <p>By putting up posters/notices</p> <p>Talks from relevant officials</p> <p>Hold a staff meeting</p> <p>Put information on the company's intranet</p> <p>E-mail each member of staff their own copy</p> <p>Hold a training event</p> <p>Carry out drills/simulations</p> <p>By issuing newsletters</p>	
		Notes	



5	b	Award one mark for outline plus one for additional comment, illustration or example. No marks for simply naming the method.	6
		<p>Staff can choose when to start and finish work – this improves staff morale as they feel in control</p> <p>Fall in absenteeism - staff no longer need to take the whole day off if they sleep-in</p> <p>Staff can bank extra hours worked - staff can then take a flexi-day</p> <p>Reduced stress - staff can travel to work outwith rush hour</p> <p>If necessary staff can finish earlier – this may help retain staff who have other responsibilities such as after school child care</p> <p>Organisation knows that during core time the majority of the staff will be there – this will allow meetings/training to be organised at this time</p>	
		<p>Notes</p> <p>Accept - can offer staff a better work life balance if related to a point about flexi-time.</p>	

5	c	If no attempt at discussion then only 50% of the marks available. If no discussion, please mark "No D".	8
		<p>Customer care strategy is a statement about the standards that a customer can expect from an organisation – a good strategy can improve an organisation’s reputation – can lead to an increase in sales</p> <p>Customer service level agreement is an agreement between the organisation and the customer – it states what the organisation promises to do and what the customer can expect — outlines the responsibilities of the organisation and the customer – eg returns policy – used to increase customer confidence</p> <p>Complaints procedures outlines how customers can complain – outlines the time limits for acknowledging a complaint – states the time limits for communicating outcomes to the customer</p> <p>Loyalty/reward scheme whereby a customer buys goods and services and gain points on their card – these points can be put towards the purchase of more goods and services – organisations use these cards to gather very valuable information on the spending habits of their customers - eg Tesco Clubcard – targeted vouchers may be sent to customers</p> <p>Market research...</p>	
		Notes	

5	d	One mark for each justification	2
		<p>It sets out the aims of the organisation</p> <p>It explains how an organisation will achieve its aims</p> <p>It contains the values of the organisation</p> <p>It may attract custom</p> <p>It will provide direction for the organisation</p> <p>It will help with employee motivation</p> <p>It may help the image of the organisation</p>	
		Notes	

[END OF MARKING INSTRUCTIONS]