



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	

4	One mark for each justification.	2
	<ul style="list-style-type: none"> To ensure staff are not breaching company policy To ensure that inappropriate emails are not being sent To ensure staff are not wasting time/or for personal issues To ensure staff not passing on sensitive information To scan for viruses Used by supervisors to assist with appraisals/performance reviews 	
	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 rank/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>Notes</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"> To anticipate problems/issues To gain a good reputation as an employer To comply with workplace legislation (Employment Rights Act) To put strategies in place to deal with any issues To check the effectiveness of any policies in place 	
		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 organisation 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>Counselling</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>Grievance procedures</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>Return to work interviews/absence management</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>Work-life balance initiatives</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>Employee well-being initiatives ...</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>Appraisal...</p> <p>Training/retraining...</p> <p>Buddy systems...</p> <p>Mentoring systems...</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"> • inform reception where the meeting is being held and give the names of those expected to attend • check the room is ready • check that refreshments are in place • check that equipment is in place • prepare the Attendance Register 	
		<p>Notes</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]