

X214/701

NATIONAL
QUALIFICATIONS
2010

WEDNESDAY, 19 MAY
9.00 AM – 11.00 AM

ADMINISTRATION
ADVANCED HIGHER

Candidates should answer **all** questions in Part A—Case Study and **two** questions from Part B—Essay Questions.

Part A—30 marks

Part B—40 marks



PART A—CASE STUDY

Read the Case Study on GamesOnline and then answer the questions on *Page three*. You should spend approximately 50 minutes on this part of the paper.

GamesOnline is a very successful producer of video games. The company is located near Dundee and during the last 20 years the company has grown to 10 times its original size. Pam West, the Managing Director, is pleased with its financial position. The company's success has been a result of constantly releasing cutting-edge products and minimising costs through innovations in the production process.

Despite this success, Pam realised the same was not true for the Administration Department. While high-tech methods had been essential in the production of the games, the way that administration was handled had hardly changed since the company started. The existing administrative procedures were no longer able to cope with the expansion of the company and staff were resistant to change. This has led to an increasing number of complaints about delays and poor customer service.

Pam knew that the company's administrative function had to change drastically to ensure continued success and growth. She has appointed you to the position of Administrative Manager in order to:

- lead the administration team through the required changes
- ensure that your staff are working effectively
- improve communication within the company.

Answer the following questions based on the Case Study of GamesOnline. All THREE questions should be attempted.

You should note that the Case Study does not contain all the information needed to provide appropriate answers to the questions. You will need to make use of knowledge you have acquired whilst studying this course.

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|---|-------------|
| 1. Describe different leadership styles and justify their use, giving relevant examples. | 10 |
| 2. Apart from Belbin's team roles, examine other characteristics which contribute to a team's successful performance. | 10 |
| 3. Evaluate the impact of ICT on internal communication within a company. | 10 |
| | (30) |

[END OF PART A]

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PART B—ESSAY QUESTIONS

Answer any TWO of the following five questions. Each question is worth 20 marks. You should spend approximately 35 minutes on each question.

1. Staff competence, safety and welfare are crucial to any company.
 - (a) Contrast staff training and personal development as approaches used to improve employee effectiveness. 5
 - (b) Explain the obligations of employers under legislation to specifically ensure that notebooks/laptops are used safely by employees. 6
 - (c) Suggest how different learning styles can be accommodated in an in-house training session on health and safety. 9

(20)

2. Leadership provides staff with vision, direction and motivation. “Where there is no leadership, the people fail”.
 - (a) Using Taylor’s Scientific Management, discuss financial incentives as a means of motivating staff in the Administration Department. 8
 - (b) Justify the use of praise from the Administrative Manager as a means of motivating staff, based on other motivational theorists. 7
 - (c) Describe how a leader could support team members in the “formation” stage of group development. 5

(20)

3. A training programme is to be introduced to develop new employees and encourage change within the Administration Department.
 - (a) Describe and justify the following as training methods for new employees.
 - (i) Mentoring
 - (ii) Job Rotation 10
 - (b) Examine driving forces for change in an Administration Department. 6
 - (c) Describe the responsibilities of both the employer and employees under the Design, Copyright and Patents Act 1988. 4

(20)

4. Foreign competition has forced organisations to seek ways of encouraging a more efficient and productive workforce.
 - (a) Evaluate training in the Administration Department as a means of specifically solving inefficiency and low productivity. 10
 - (b) Examine the role of the appraiser and the appraisee during the interview stage of a staff appraisal. 6
 - (c) Explain how “information overload” can lead to inefficient workflow and suggest strategies to overcome this. 4

(20)

PART B—ESSAY QUESTIONS (continued)

5. A high street bank has been taken over by one of their largest rivals. This will cause fundamental change for both banks.
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|---|-------------|
| (a) Evaluate the use of a change management programme. | 10 |
| (b) Justify different vertical and horizontal communication methods that could be used within the new organisation. | 6 |
| (c) Assess “charisma” as an appropriate leadership quality during change. | 4 |
| | (20) |

[END OF PART B]

[END OF QUESTION PAPER]

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