# Higher Administration and IT

# Theory Homework Tasks

# Command Words

- **State** - listing or bullet points would be acceptable here.

- **Suggest** - more than just naming or stating. Put forward a recommendation or advise on a possible course of action.

- **Outline** - Identify key features and provide a brief description where appropriate.

- **Describe** - Give a description and use examples where possible as part of the description.

- **Explain** - Give a definition and then an example as to how something may or may not be affected.

- **Discuss** - Give advantages and disadvantages where possible. Use examples to expand your answer, and if possible, give a conclusion to your answer.

- **Compare** - You must be able to compare the similarities or differences between the items, again giving a conclusion if necessary. Key words that could be used as part of your answer are "whereas", "however", "on the other hand", "both have" etc

- **Justify** - You must be able to give reasons why a certain course of action is being taken.

- **Implications** - You should be able to state what the likely outcome of a particular action will be in the longer term, either to an individual or the organisation.

- **Consequences** - You must be able to identify the initial impact of the action being followed.

# Higher Administration – Self Evaluation Checklist

| | On Route | | Nearly There | | Got It! | |
|---|---|---|---|---|---|---|
| **ROLE OF ADMINISTRATIVE ASSISTANT** | | | | | | |
| awareness of the tasks, duties and support that both the Administrative Assistant and Senior Administrative Assistant are expected to provide in an organisation | | | | | | |
| **TIME AND TASK MANAGEMENT** | | | | | | |
| ♦ skills required: planning, delegating, organising, directing and controlling | | | | | | |
| ♦ setting targets for the individual and the organisation such as: | | | | | | |
| — personal development planning | | | | | | |
| — action plans and to-do lists | | | | | | |
| — Gantt charts | | | | | | |
| ♦ dealing with changes in priorities | | | | | | |
| ♦ monitoring and evaluating progress strategies used by both the employee and team leader | | | | | | |
| ♦ time stealers and strategies to minimise their effect in independent and group working and meetings | | | | | | |
| ♦ benefits of good time and task management — to the individual and organisation | | | | | | |
| ♦ consequences of bad time and task management — to the individual and organisation | | | | | | |
| **EFFECTIVE TEAMS** | | | | | | |
| ♦ features of effective teams | | | | | | |
| ♦ team formation | | | | | | |
| ♦ skills of team members — need for diversity | | | | | | |
| ♦ benefits of teams to individuals and the organisation | | | | | | |
| **WORKPLACE REGULATIONS** | | | | | | |
| ♦ employee and employer responsibilities under current workplace legislation in the areas of health, safety, security and data handling | | | | | | |
| compliance with the legislation | | | | | | |
| analysis of the most appropriate methods to train, remind and update staff about current legislation | | | | | | |
| main provisions of the health and safety legislation | | | | | | |
| EU General Data Protection Regulation (GDPR) | | | | | | |
| Computer Misuse Act 1990 | | | | | | |
| Freedom of Information Act 2000 | | | | | | |
| Copyright, Designs and Patents Act 1988 | | | | | | |
| **IMPACT OF DIGITAL TECHNOLOGHY** | | | | | | |
| ♦ the positive and negative impact of IT on areas such as: | | | | | | |
| — office layout and ergonomics | | | | | | |
| — flexible working practices (homeworking, teleworking, collaborative projects) | | | | | | |
| — employee morale and wellbeing | | | | | | |

# Higher Administration – Self Evaluation Checklist

| | On Route | | Nearly There | | Got It! | |
|---|---|---|---|---|---|---|
| customer care | | | | | | |
| — communication methods | | | | | | |
| — data handling (software applications, networks, file management, eg naming conventions, version control, restricted access) | | | | | | |
| file management | | | | | | |
| **PROCEDURES FOR ORGANISING AND SUPPORTING MEETINGS/EVENTS** | | | | | | |
| ♦ role of Administrative Assistant and Chairperson in planning an event/meeting | | | | | | |
| ♦ duties and tasks to be completed | | | | | | |
| ♦ venue selection | | | | | | |
| ♦ notifying attendees | | | | | | |
| documentation relating to meetings: | | | | | | |
| — notice of meeting and agenda | | | | | | |
| — minutes (including action minutes) | | | | | | |
| ♦ evaluation forms | | | | | | |
| ♦ use of technology to aid in the planning and organisation of events | | | | | | |
| **CUSTOMER CARE** | | | | | | |
| ♦ features of good customer care eg written customer care policy, loyalty schemes | | | | | | |
| ♦ mechanisms for monitoring and evaluating the quality of customer care eg market research, survey, mystery shoppers | | | | | | |
| The benefits of good customer care. | | | | | | |
| The consequences of poor customer care. | | | | | | |
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**TASK 1** - The table below lists the main skills required for effective time and task management. For each one, explain how that particular skill helps with time and task management.  The first one has been completed for you:

| Skill | Description |
|---|---|
| Prioritisation | *It is important to decide which tasks are the most important and make sure you complete these tasks first. Prioritising helps you to allocate your time where it is most needed and most wisely spent, freeing you and your team up from less important tasks that can be attended to later.* |
| Organisation | |
| Delegation | |
| Assertiveness | |
| Negotiation | |
| Control | |
| Evaluation | |
| Resource Management | |

**TASK 2**

Describe ways in which a Senior Administrative Assistant would ensure that time is managed effectively.                                                                6 marks

5

**HIGHER ADMINISTRATION & IT**
**SMART Targets**

**TASK 1** – Complete the table below explaining what is meant but each part of a SMART target. The first one has been done for you.

| S | SPECIFIC | Is the target well defined and does it state exactly what is required |
|---|---|---|
| M | MEASURABLE | |
| A | AGREED | |
| R | REALISITIC | |
| T | TIMED | |

**TASK 2** – Complete the table below re writing each target listed as a SMART target.

| Non-SMART Target | SMART Target |
|---|---|
| I will learn to ride my bike | |
| I will pass my Higher Administration and IT exam | |
| All employers will be able to use the machines | |
| Correspondence must be replied to quickly | |
| The Administrative Assistant is to attend a training course in the use of Advanced MS Word features | |
| By next March sales must get better | |
| All telephone calls must be answered promptly | |
| All committees must hold meetings | |

## TASK 1

Describe **2** methods used by individuals to ensure their work targets are met.

4 marks

Outline ways in which an individual's personal targets could be monitored and controlled by their line manager. 4 marks

**TASK 2** – Match the following methods of monitoring targets to the appropriate definition. Type out each completed definition in your document or create a table like the one below.

7 marks

| | | |
|---|---|---|
| **SAMPLE CHECKS** | | This is a chart that a manager could put up to allow individuals to see at a glance key dates and the tasks that must be completed. It can also be used to monitor when tasks have been completed. |
| **LINE MANAGER** | | Where an employee is paired with a more experienced member of staff who can be called on for help and advice |
| **BUDDY SYSTEM** | | where some but not all the tasks are looked over by the immediate supervisor |
| **MENTORING SYSTEM** | | The person directly above you in the organisation chart will check that your work at regular intervals to see how you are progressing |
| **GANTT CHART** | | Where an employee is assigned a more senior member of staff who can be called on for help and advice |
| **SYSTEM CHECK** | | Staff and managers will get together to discuss progress. |
| **REGULAR MEETING** | | where current procedures are reviewed, and changes made to improve efficiency |

## TASK 3

Outline the best way to deal with unforeseen changes in priorities within the workplace 4 marks

**HIGHER ADMINISTRATION & IT**
**Time and Task Management**

**TASK 1** – In the table below list 4 time stealers and next to each how they can be avoided. The first one has been completed for you:

| Time Stealer | Strategy |
| --- | --- |
| Telephone Interruptions | List the calls you want to make and what you want to achieve from the call. Have a specific time of day where you make calls, and you can also divert your incoming calls to voicemail is you are working on an urgent or complicated task. |
|  |  |
|  |  |
|  |  |

TASK 2

Discuss the effects of Poor Time Management on an organisation.                    4 marks

TASK 3

Justify the use of Time management techniques within a business environment.       4 marks

**TASK 1** – The passage below has been taken from the Belbin website "Team roles in a nutshell". Read the passage and insert the missing words into the correct location.

Ever wondered why some teams just seem to work and others hit the rocks? When things do not work, it is obvious to all and it often has a profound effect on the people involved, as well as the project or objective to be achieved. In the 1970s, Dr Meredith ▭ and his research group set about observing teams, with a view to finding out where and how these differences come about. They wanted to control the dynamics of teams to discover if – and how – problems could be pre-empted and avoided.

As the research progressed, the research revealed that the difference between success and failure for a team was not dependent on factors such as intellect, but more on ▭ The research team began to identify separate clusters of behaviour, each of which formed distinct team contributions or "Team Roles". A Team Role came to be defined as: "A tendency to behave, contribute and interrelate with others in a particular way." It was found that different individuals displayed different Team Roles to varying degrees.

The first Team Role to be identified was the ▭ The role was so-called because one such individual was ▭ in each team. They tended to be highly creative and good at solving problems in unconventional ways. The ▭ was needed to provide a logical eye, make impartial judgements where required and to weigh up the team's options in a dispassionate way.

▭ were needed to focus on the team's objectives, draw out team members and delegate work appropriately. When the team was at risk of becoming isolated and inwardly focused, ▭ provided inside knowledge on the opposition and made sure that the team's idea would carry to the world outside the team.

▭ were needed to plan a practical, workable strategy and carry it out as efficiently as possible. ▭ were most effectively used at the end of a task, to "polish" and scrutinise the work for errors, subjecting it to the highest standards of quality control.

▭ helped the team to gel, using their versatility to identify the work required and complete it on behalf of the team. Challenging individuals, known as ▭ provided the necessary drive to ensure that the team kept moving and did not lose focus or momentum.
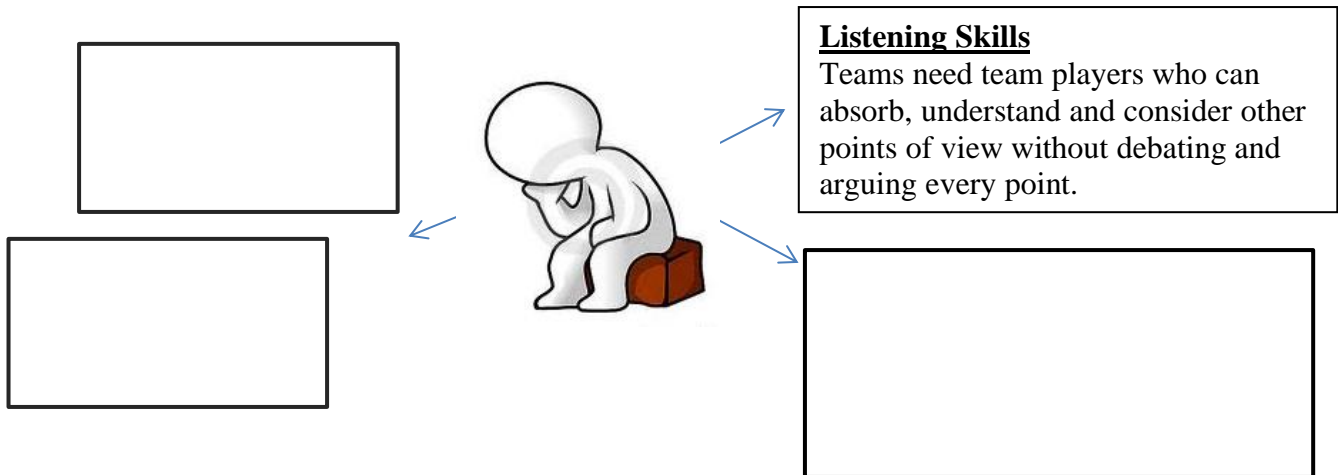
Whilst some Team Roles were more "high profile" and some team members shouted more loudly than others, each of the behaviours was essential in getting the team successfully from start to finish. The key was balance. For example, Meredith Belbin found that a team with no Plant struggled to come up with the initial spark of an idea with which to push forward. However, once too many Plants were in the team, bad ideas concealed good ones and non-starters were given too much airtime. Similarly, with no Shaper, the team ambled along without drive and direction, missing deadlines. With too many Shapers, in-fighting began, and morale was lowered.
If work requires Team Roles other than our own, it is a much better bet to find and work with others who possess roles ▭ to our own.

| | | |
|---|---|---|
| Investigator | Monitor Evaluator | Behaviour |
| Co-ordinator | Plant | Belbin |
| Implementers | Complementary | Teamworkers |
| Completer Finishers | Resource Investigator | Plants |
| Planted | Shapers | |

**TASK 1** - Complete the boxes below in your word processing document, to show the skills required to be part of an effective team – the first one has been completed for you.
6 marks

**Listening Skills**
Teams need team players who can absorb, understand and consider other points of view without debating and arguing every point.

**TASK 2** – Answer the questions below in a word processing document

Question 1
Outline **2** features of an effective team.                                              *2 marks*

Question 2
Discuss how effective time management can ensure that targets are met.
                                                                                          *6 marks*

Question 3
Discuss the benefits of effective team working to an organisation.
                                                                                  *6 marks*   **20**

*__Guidance Information – Command Words__*
*__Outline__ - A brief sketch of content. More than naming, but not a detailed description. You will not be expected to develop your answers - no credit will be given for examples.*
*__Compare__ - Demonstrate knowledge and understanding of the similarities and/or differences between methods/choices. Answer should be structured in such a way that each statement compares a similarity or a difference*
*__Discuss__ - Communicate ideas and information on a subject. It may be possible to debate two sides of the statement. You will not gain full marks unless your answer is organised, well-reasoned and cohesive. Examples/illustrations could be used. Within some contexts, conclusions may be required and/or the best course of action suggested.*

**Task 1**

In your own words, describe each of the following steps within Tuckman's Model (Page 25 of theory notes)

**Forming**

**Storming**

**Norming**

**Performing**

(12 marks)

**Task 2**

Using Internet resources – can you find any other steps that add to Tuckman's model? Describe these as above (6 marks)

**Task 3**

Describe 3 factors that could cause a Team to underperform – even if they have the correct composition of team members and roles. (6 marks)

**Task 4**

For the above Task 3, suggest and outline 3 solutions that could be employed to improve an under-performing team (6 marks)

Task 1

Make 3 lists as follows:

1) Benefits of effective teamwork to the employee
2) Benefits of effective teamwork to the organisation
3) Benefits to both of the above                                                8 marks

Task 2

Discuss the impact effective team working can have an on organisation          8 marks

Guidance: For an 8 mark 'discuss' question, you need to ensure your answer flows from one point to the next. Use of linkage words, such as "however", "therefore" and "in addition" etc will help this flow. You need to make a minimum of 3 separate points and to have fully explained/described/discussed each of these 3 points in detail to gain full marks. A discuss questions should be a 360-degree answer – you can include positive and negative points – unless you are asked to "discuss the advantages of…" specifically.

Task 3

Discuss reasons why some teams are more effective than others.                 8 marks

Task 4

*2014 Paper 1*

Outline 4 skills you would expect to see in an effective team leader           4 marks

**HIGHER ADMINISTRATION & IT**
**Workplace Regulations**

## TASK 1

Choose the correct answer to each of the following questions and type out the full sentence in your word processing document. More than one option may be correct.

| With reference to the HASAWA, a trainee is responsible for:<br>(a) Safety of equipment<br>(b) Nothing at all<br>(c) His or Her own safety<br>(d) His and her own safety and that of their colleagues | Under the HASAWA an employer must:<br>(a) Provide a bright and cheerful place of work<br>(b) Safeguard the safety and health of all employees<br>(c) Give all staff a personal copy of the safety policy<br>(d) Report all accidents of any kind to the enforcement officer |
|---|---|
| In which year was the health and safety at work act enacted?<br>(a) 1947<br>(b) 1974<br>(c) 1957<br>(d) 1975 | The Health and Safety at Work Act:<br>(a) puts all the responsibility for safety on the employer<br>(b) puts all the responsibility for safety on the employee<br>(c) Shares the responsibility for safety between the employer and the government.<br>(d) shares the responsibility for safety between the employer and the employee |

(6)

## TASK 2
Answer the following questions:

Outline the legislation an organisation must consider with regards to customer service employees whilst working at their computer workstation. (6)

## TASK 3

Match the points below with the correct Legislation. Write the legislation with the correct corresponding point into your word processing document. (4)

| | | |
|---|---|---|
| Health and Safety at Work Act 1974 | Health and Safety (First Aid) Regulations 1982 | Employers must provide eye tests and give employees regular breaks away from VDU screens |
| There must be a qualified First Aid person. | | |
| The Fire (Scotland) Act 2005 | The Health and Safety (Display Screen Equipment) Regulations 1992 | |
| Employees will attend any health and safety sessions and be familiar with the company health and safety policy | Employers will carry out a risk assessment to assess any risk to the employees in respect of harm caused by fire in the workplace | |

## TASK 1

Write the following sentences into your WP document, putting the words below into the correct place.                                                    12 marks

Data should be _____, relevant and not_____ for the purpose. Data should be _____ and kept up-to-date.

Data should not be_____ for any longer than is necessary, and should respect the_____ rights of the data subject.

Data should be protected against ____, theft or_____. Data should not be transferred abroad, except to certain _____ countries.

Copyright is the legal _____ of an original creative work, giving the holder_____ rights to decide how to earn income from the product.

A_____ is a registered original design, that cannot be_____ for a certain number of years.

| legal | copied | adequate | patent | loss | ownership |
| corruption | accurate | European | excessive | exclusive | stored |

## TASK 2

Answer the questions below in your WP document.

### Question 1

Legislation exists to ensure the security and confidentiality of information.
Outline 2 features of:
(a) GDPR
(b) The Computer Misuse Act 1990                                                     4 marks

### Question 2

Suggest and justify the use of 2 methods of communicating legislative information to employees                                                              4 marks

**Office Layout can have an impact on workflow within an organisation. Workflow is defined as:**

*A **Workflow** is a sequence of tasks that processes a set of data. ... Any time data is passed between humans and/or systems, a **workflow** is created. **Workflows** are the paths that describe how something goes from being undone to done, or raw to processed*

In other words, workflow describes how the work flows through the organisation with information being passed from one employee or department to another employee or department. For example – a customer order may be taken by the Sales Dept or Admin Dept. They will pass this to the warehouse or production department. When the product is ready, it will be passed to the despatch area. The order will then be passed to the Accounts or Finance Dept who will send an invoice or request for payment.

The better a workflow is, the faster and more accurately information will flow through the organisation**.**

# Question 1

Describe how a badly designed office layout could have an impact on workflow                                                         4 marks
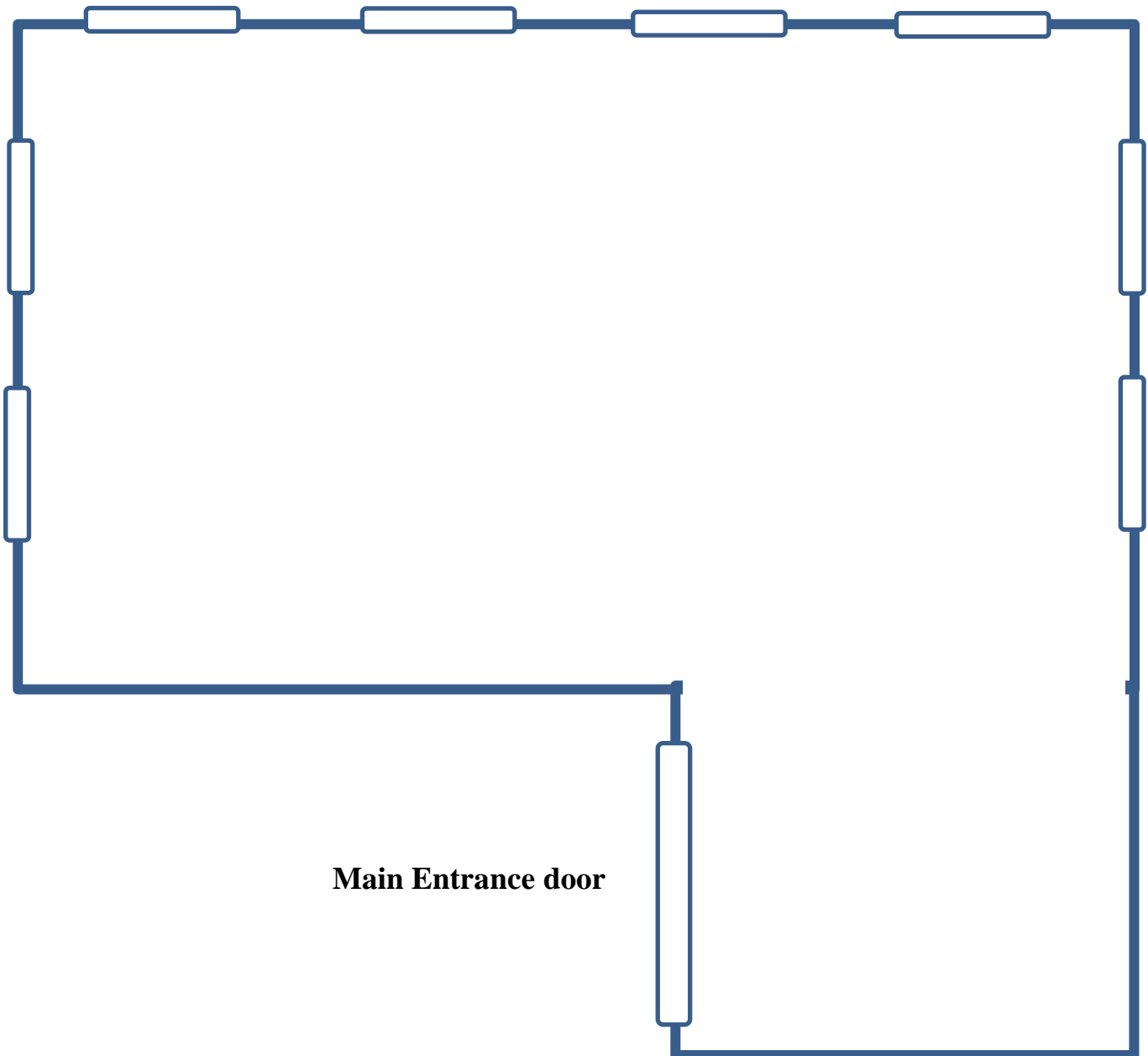
# Question 2

Describe, in your own words:

Open Plan Office Layout
Cellular Office Layout                                                         6 marks

Using the template below – create the 2 different types of layout – open plan (flexible) and cellular by positioning desks/walls, room dividers and common areas on the template. Use a word document to do this. 6 staff plus a manager work in this office. They need desks, chairs, dividers/walls and a photocopy and kitchen area.                      **20 marks**

**Main Entrance door**

## Question 1

Compare a cellular and open plan/flexible layout                    4 marks

## Question 2

State 2 advantages and 2 disadvantages of each type of
office layout                                                       4 marks

## Question 3

Describe the possible impact a poorly designed office
space could have on an employee's morale and wellbeing

                                                                    4 marks

## Question 4

Describe, in your own words, what the term "ergonomics" means 2 marks

## Question 5

Describe, in your own words, the following terms:

   i)     Hot Desking

   ii)    Hot Room

   iii)   Break Out Area                                           6 marks

**Working Practices means "how people work" i.e. whether they work part-time, full-time, flexible hours, shift work, only at busy seasons etc**

## Question 1

Using your theory notes (Page43 – 45), describe, in your own words, the following terms:

Flexible working practices

Flexitime

Part-time

Job Share

Fixed Term

Teleworking

Homeworking                                                                14 marks

## Question 2

Compare tele-working and homeworking                              4 marks

## Question 3

Compare a permanent contract to a temporary contract            2 marks

## Question 1

Describe 2 advantages of homeworking for the employee and
2 advantages of employees working at home to the employer     4 marks

## Question 2

Describe 1 disadvantage of tele-working for the employee and 1
disadvantage to the employer                                  2 marks

## Question 3

Outline, and give a brief description of a cost that an organisation
may have if allowing employees to work from home              2 marks

## Question 4

Discuss the changes in society and the economy that have led to
organisations requiring to consider flexible working practices for
their employees                                               8 marks

## Question 5

Outline 4 flexible working practices than an organisation could offer
to their employees                                           4 marks

**ICT (Information Communications Technology) has had a large impact on how people work. People can now communicate from anywhere in the world at the touch of a button. Information flows faster and this can help decision making in an organisation in addition to how, and where, people work.**

Using your theory notes (page 46) – answer the following questions

**Question 1**

Compare the use of audio conferencing and video conferencing for conducting a meeting with colleagues who work overseas       4 marks

**Question 2**

Describe 2 benefits of using e-mail within a business organisation and 2 disadvantages of using email to communicate       4 marks

**Question 3**

Describe 3 possible negative issues when using IT in a business organisation       6 marks

**Question 4**

Compare video conferencing and web conferencing       2 marks

**Question 5**

Discuss the need for a business organisation to invest in IT and the possible benefits of this investment       4 marks

**File Management is an important issue. Millions of pieces of information on millions of people is held by organisations all over the world. How they organise their data and keep it safe and secure is crucial if the organisation is to be successful.**

**Use your theory notes (Pages 47 and 48) to answer the following questions:**

**Question 1**

Describe, in your own words, what a centralised filing system is          3 marks

**Question 2**

Describe 4 types of data that may be held within an organisation          4 marks

**Question 3**

**Briefly describe the following terms:**

• Data integrity
• Access Rights
• Read Only files
• Encryption          8 marks

**Question 4**

Describe, giving examples, what type of security could be in place to protect computer hardware and customer details held electronically

5 marks

**Using your theory notes (Pages 49-51), and in your own words, answer the following questions:**

**Question 1**

Describe the consequences for an organisation that has a poorly organised information system – include in your answer the impacts on employees, profits, and customers                    6 marks

**Question 2**

Outline the basic elements of a good file management system

2 marks

**Question 3**

Discuss the consequences of an organisation failing to follow GDPR practices when dealing with customer information        4 marks

**Question 4**

Describe how paper-based information can be kept securely in an organisation                                                        3 marks

**Question 5**

Compare paper-based and electronic information              2 marks

**Question 6**

Why should an organisation invest in training staff to use ICT well? Outline at least 3 points and give examples               3 marks

| Higher Administration & IT |
| Communication |

## *Communication is the lifeline of any and every organisation*

**Communication matters in an organisation. Whether it is between employees, between employees and management, between employees and customers or between employees and suppliers – good communication is a serious factor in ensuring the successful operation of a business. Poor communication can result in many negative consequences and ultimately, the failure of the business.**
**Using your theory notes (pages 53 – 57), answer the following questions:**

### Question 1

An external customer means someone contacting the business who does not work in the business. Describe 2 benefits to the organisation of good communication with external customers                               2 marks

### Question 2

An internal customer means a person or department within eh business that communicates with another person/department within the business. Describe 2 consequences of poor communications with internal customers.        2 marks

### Question 3

Compare written communication with electronic communication and include at least 2 similarities and 2 differences between the two.                4 marks

### Question 4

Discuss the immediate and longer-term consequences for the organisation of its employees do not communicate well with each other and with external customers                                                          6 marks

### Question 5

Identify 3 barriers to communication and suggest a solution for each barrier.6 marks

## Higher Administration & IT

## Customer Care

**Question 1**

Using Internet resources, find 2 examples of a customer care policy or statement from well-known organisations. Outline at least 3 points they have in common which you consider to be positive. Include the URL of the policies you used with your answer.

5 marks

**Question 2**

Discuss the following statement. Do you think this is true or false? What impact does this have on the organisation?

*"A customer who has a good experience with your company may tell 5 other people. A customer who has a bad experience with your company may tell 9 other people"*

6 marks

**Question 3**

Explain the link between Communication in an organisation and the quality of its Customer Care.

3 marks

**Question 4**

Describe the possible impact on staff morale, turnover and wellbeing if an organisation has a poor customer care system and reputation

3 marks

**Question 5**

Explain the following terms in your own words:

Loyalty Schemes
Mission Statement
Market Research

3 marks

## Question 1

Explain what "Standards of Service/Service Level Agreements" means                                                                                2 marks

## Question 2

Give 3 steps that should be included within a complaints policy   3 marks

## Question 3

Describe a loyalty scheme that you are familiar with and state one benefit of this to the customer and one benefit to the organisation 3 marks

## Question 4

Compare the use of an online survey with a customer focus group for gathering feedback from customers                                         4 marks

## Question 5

Explain the difference between "Field Research" and "Desk Research"                                                                                        4 marks

## Question 6

Justify the need for an organisation to invest in Market Research each year                                                                                          4 marks

## Question 1

Explain, in your own words, what TQM stands for and what it means                                                                4 marks

## Question 2

Compare the use of a Mystery Shopper and a Suggestions Box as means of gathering customer feedback                         4 marks

## Question 3

Explain how Quality Management is linked to Customer Care

4 marks

2 marks

## Question 4

Discuss the consequences for an organisation that does not consider customer care to be a priority                          6 marks

## Question 5

Suggest 2 ways in which poor communication between staff in the organisation could be improved and explain why this should be important to the organisation                                      4 marks

# Past Exam Questions by Unit

| Unit 1 | PAPER/ SECTION / Q | Describing strategies for effective time and task management and their importance | Marks |
|---|---|---|---|
| 1 | 2006 2/Q1d | (i) Identify a consequence of poor delegation. <br> (ii) Describe the implications of failing to delegate and suggest reasons why some managers are reluctant to delegate | 2 <br><br> 6 |
| 2 | 2006 2/Q4c | Outline ways in which a senior admin asst could monitor the progress of a large-scale project | 4 |
| 3 | 2006 2/Q4d | Discuss how effective time management can ensure targets are met | 6 |
| 4 | 2007 2/Q1a | Describe **2** methods used by individuals to ensure their work targets are met. | 4 |
| 5 | 2007 2/Q2a | "Successful teams need effective leaders." Outline **4** qualities of an effective leader. | 4 |
| 6 | 2007 2/Q4a | Identify **3** time stealers and outline **one** way of reducing the effect of each time stealer. | 6 |
| 7 | 2007 2/Q4b | Describe **3** skills required by an individual to ensure effective task management. | 6 |
| 8 | 2008 1/Q1 | In addition to "good people skills", outline **4** leadership skills you would expect to see in an effective leader. | 4 |
| 9 | 2008 1/Q2 | Describe **3** ways in which a team may be affected by poor leadership. | 6 |
| 10 | 2008 2/Q5a | (i) Outline **2** features of a Personal Development Plan. | 2 |
| 11 | 2009 2/Q1d | Identify **2** time stealers and for each suggest how these can be avoided. | 4 |
| 12 | 2009 2/Q5c | Describe **3** methods of monitoring and controlling targets. | 6 |
| 13 | 2010 2/Q1c | Outline **4** benefits of good leadership. | 4 |
| 14 | 2010 2/Q3c ii | Justify the need for employees to develop good time management skills. | 3 |
| 15 | 2011 2/Q1c | Describe 3 long-term implications for a senior manager who fails to delegate tasks to his team. | 6 |
| 16 | 2011 2/Q1d | Justify the need for a manager to monitor and evaluate tasks. | 4 |
| 17 | 2013 1/Q4 | Justify the need for employees to have good time management skills. | 2 |
| 18 | 2013 2/Q3a | Outline **4** ways a team leader may monitor the progress of a project. | 4 |
| 19 | 2013 2/Q4a | Outline **4** features of effective targets. | 4 |
| 20 | 2014 2/Q1b | Describe 3 methods of monitoring and controlling targets. | 6 |
| 21 | 2014 2/Q5b | Describe 3 time management techniques. | 6 |
| 22 | 2015 2/Q1a | Outline the reasons why a team leader may be reluctant to delegate. | 4 |

| Unit 2 | PAPER/ SECTION/ Q | Describing the characteristics of effective teams | Marks |
|---|---|---|---|
| 1 | 2006 2/Q3a | Outline **2** features of an effective team | 2 |
| 2 | 2007 2/Q2b | Discuss the benefits to the individual and the organisation of effective teamworking. | 8 |
| 3 | 2009 1/Q5 | Discuss the features of an effective team. | 6 |
| 4 | 2010 2/Q4d | Describe **3** features of an effective team. | 6 |
| 5 | 2011 2/Q5c | Discuss reasons why some teams are more effective than others. | 4 |
| 6 | 2012 2/Q5c | Discuss the advantages and disadvantages to an individual of working as part of a team. | 8 |
| 7 | 2013 2/Q3c | Discuss reasons why a team may be ineffective. | 8 |
| 8 | 2014 1/Q1 | Outline 4 skills you would expect to see in an effective team leader. | 4 |
| 9 | 2014 1/Q3 | Discuss the benefits of an effective team. | 6 |
| 10 | 2015 Q4 | Discuss the benefits of team working for the organisation and the employee. | 6 |
| 11 | 2015 2/Q2c | Discuss the reasons why some teams are more effective than others. | 8 |

| Unit 3 | PAPER/ SECTION/ Q | Explaining the strategies to ensure compliance with workplace legislation | Marks |
|---|---|---|---|
| 1 | 2006 1/Q4 | Outline ways in which an organisation can ensure the security and confidentiality of customer files held<br>(a) electronically.<br>(b) on paper | 4 |
| 2 | 2006 2/Q5ci | Describe **2** key responsibilities employers have with regard to Display Screen Equipment Regulations | 4 |
| 3 | 2006 2/Q5cii | Suggest possible implications for the employee if Display Screen Equipment Regulations are not followed | 4 |
| 4 | 2007 1/Q2 | Legislation exists to ensure the security and confidentiality of information. Outline **3** features of:<br>(a) The Data Protection Act 1998 and;<br>(b) The Computer Misuse Act 1990. | 3<br>3 |
| 5 | 2009 2/Q4d | Outline and justify **2** ways of making sure employees are aware of new legislation or changes to legislation affecting the office environment. | 4 |
| 6 | 2013 2/5b | Describe the benefits of induction training. | 6 |
| 7 | 2008 2/Q4d | Outline **2** offences under the Computer Misuse Act 1990. | 2 |
| 8 | 2010 2/2b | Describe **2** key responsibilities employers have with regards to Display Screen Equipment regulations. | 4 |
| 9 | 2012 2/Q3a | Outline **4** rights of the individual as outlined in the Data Protection Act. | 4 |
| 10 | 2013 2/Q5a | Outline **2** features of the following legislation:<br>i. The Data Protection Act;<br>ii. The Copyright, Designs and Patents Act. | 4 |
| 11 | 2014 2/Q4a | Outline 4 principles of good information handling. | 4 |
| 12 | 2015 2/Q5a | Outline the ways of informing staff about changes to legislation. | 4 |

| Unit 4 | PAPER/ SECTION/ Q | Explaining how modern IT has had an impact on working practices | Marks |
|---|---|---|---|
| 1 | 2006 2/Q3c | Describe and justify **2** working practices that could be introduced which would reduce high staff turnover | 6 |
| 2 | 2008 1/Q1b | Discuss the impact of flexible working practices on the modern working environment. | 8 |
| 3 | 2009 2/Q2b | Discuss ways in which flexible working practices can improve the work/life balance of employees. | 8 |
| 4 | 2009 2/Q4b | Describe **2** possible consequences for the employee moving from a cellular to an open plan office layout. | 4 |
| 5 | 2010 1/Q4 | Discuss the advantages and disadvantages of flexible working for an employer. | 6 |
| 6 | 2010 2/Q5a | Outline the benefits of an organisation's decision to change from a traditional cellular office layout to an open plan layout. | 4 |
| 7 | 2011 1/Q1 | Outline **4** benefits of homeworking. | 4 |
| 8 | 2011 1/Q2 | Other than homeworking, describe 3 flexible working practices. | 6 |
| 9 | 2011 2/Q2c | Discuss how productivity is affected by office layout. | 6 |
| 10 | 2012 1/Q1 | Outline flexible working practices that an organisation could offer. | 4 |
| 11 | 2012 1/Q2 | Describe the impact of flexible working on an organisation. | 4 |
| 12 | 2012 2/Q2d | Describe ergonomic features that would ensure a good working environment. | 6 |
| 13 | 2013 2/1b | Describe **3** working practices that could be introduced to reduce staff turnover. | 6 |
| 14 | 2007 2/Q4c | Discuss how developments in ICT have had an impact on: (i) workflow, and; (ii) working practices. | 8 |
| 15 | 2006 2/Q2c | Describe the benefits of using a form in a word processing package to collect data from customers | 6 |
| 16 | 2006 2/Q3b | Describe ways an intranet can assist communication between members of a team | 6 |
| 17 | 2007 1/Q1 | Outline **2** ways in which organisations can ensure the security of electronic data. | 2 |
| 18 | 2007 1/Q5 | Identify **2** possible consequences of poor data management to an organisation and discuss the long-term implications. | 6 |
| 19 | 2007 2/Q5d | Describe **3** possible features of a website which would encourage customers to buy on-line. | 6 |
| 20 | 2008 1/Q1c | Describe ways in which an organisation can prevent computer viruses. | 6 |
| 21 | 2008 2/Q4c | Establishing good practice in electronic file management is important to all organisations. Discuss the benefits of this and the consequences of poor file management. | 8 |
| 22 | 2009 2/3a | Describe features of a good e-commerce website. | 6 |
| 23 | 2009 2/3c | E-mail is an important method of communication. Discuss the impact of e-mail on an organisation. | 6 |
| 24 | 2009 2/5d | Compare the use of a database and a spreadsheet for storing and analysing information. | 4 |
| 25 | 2010 2/2a | Suggest and justify 2 methods of ensuring the security and confidentiality of electronic information. | 4 |
| 26 | 2011 1/Q3 | Discuss the factors regarding IT that need to be considered for employees who want to start working from home. | 8 |

| 27 | 2011 2/Q1b | Discuss the advantages and disadvantages of e-commerce to an organisation's customers. | 6 |
|---|---|---|---|
| 28 | 2011 2/Q2d | Suggest and justify 3 features of presentation software which a speaker would find useful. | 6 |
| 29 | 2012 1/Q4 | Justify the use of database software to store employee records. | 3 |
| 30 | 2012 2/Q1b | Describe how developments in ICT have had an impact on workflow. | 6 |
| 31 | 2012 2/Q1c | One potential disadvantage of a network is that viruses can spread very quickly. Discuss the consequences and implications of an organisation failing to protect its network. | 8 |
| 32 | 2012 2/Q4a | Integrity of data is about keeping data secure from human error or malicious intent. Outline 3 ways of ensuring data integrity. | 3 |
| 33 | 2013 1/Q3 | Describe 3 software applications that can be used by an Administrative Assistant. | 6 |
| 34 | 2013 2/Q1d | Justify the need for staff details to be held in a relational database. | 2 |
| 35 | 2013 2/Q2c | Discuss the advantages and disadvantages of using the internet as a source of business information. | 8 |
| 36 | 2013 2/Q4c | Discuss how effective data management can be ensured within an organisation. | 8 |
| 37 | 2013 2/Q4d | Justify the introduction of a centralised IT department. | 2 |
| 38 | 2014 1/Q4 | Compare audio conferencing with video conferencing. | 2 |
| 39 | 2014 2/Q2b | Describe 3 possible features of a website which would encourage customers to buy online. | 6 |
| 40 | 2014 2/Q4c | Discuss the positive and negative effects of using e-mail in an organisation. | 8 |
| 41 | 2014 2/Q5a | Outline 4 features of presentation software. | 4 |
| 42 | 2015 1/Q1 | Outline 4 advantages for employees working from home. | 4 |
| 43 | 2015 1/Q2 | Discuss the factors regarding IT that need to be considered for employees who want to start working from home. | 6 |
| 44 | 2015 2/Q1c | Justify the need for an organisation to monitor the work/life balance of its employees. | 2 |
| 45 | 2015 Q4d | Discuss how the physical environment can affect staff morale. | 8 |
| 46 | 2015 2/Q5b | Describe the benefits of flexitime to the organisation and the individual. | 6 |

| Unit 5 | PAPER/ SECTION/ Q | Explaining benefits of good, and consequences of poor, customer care | Marks |
|---|---|---|---|
| 1 | 2006 1/Q1 | State **2** benefits to the organisation of having an effective customer service policy | 2 |
| 2 | 2008 1/Q3c | Discuss good practice an organisation would adopt to ensure complaints are handled effectively. | 8 |
| 3 | 2009 1/Q3 | Justify why customer satisfaction is important to an organisation. | 4 |
| 4 | 2009 2/Q1 a | Outline **2** features of a Mission Statement and justify the importance of this statement to the organisation. | 4 |
| 5 | 2010 1/Q3 | Describe **3** consequences, and their implications, of poor customer service. | 6 |
| 6 | 2011 2/Q4b | Discuss the importance of good customer service to an organisation. | 6 |
| 7 | 2012 2/Q2c | Justify the expense of training Administrative Assistants in customer care. | 2 |
| 8 | 2012 2/Q5b | Describe the areas that might be covered by a Customer Service Strategy. | 6 |
| 9 | 2013 2/Q1a | Outline **4** support systems that could be implemented to improve staff welfare. | 4 |
| 10 | 2015 2/Q4a | Outline the benefits of dealing with customers face-to-face. | 4 |
| 11 | 2015 2/Q4b | Describe 3 methods of surveying customer satisfaction. | 6 |
| 12 | 2015 2/Q4c | Justify the need to gather qualitative information from customers. | 2 |

| | | | |
|---|---|---|---|
| 13 | 2006 1/Q2 | Describe and justify **2** methods of market research to ensure that an organisation is meeting customer expectations | 6 |
| 14 | 2006 2/Q2d | Suggest and justify **2** ways customers can provide feedback to a supermarket | 4 |
| 15 | 2007 1/Q4 | It is important to maintain communication links with customers in order to ensure quality of service. Compare **2** ways of communicating with customers to monitor satisfaction levels. | 4 |
| 16 | 2009 2/Q1 b | Outline **4** factors to be considered to ensure internal customer satisfaction. | 4 |
| 17 | 2010 1/Q1 | Outline **3** areas of customer service that a mystery shopper might investigate. | 3 |
| 18 | 2010 1/Q2 | Compare the use of a mystery shopper with a customer focus group. | 2 |
| 19 | 2011 2/Q3 | Describe **3** methods a company may use to gather information about customer satisfaction. | 6 |
| 20 | 2011 2/Q4a | Outline **4** reasons given by customers for not complaining. | 4 |
| 21 | 2012 2/Q3b | Describe **3** methods of researching customer satisfaction levels. | 6 |
| 22 | 2013 2/Q2a | Outline the benefits of dealing with customers face to face. | 4 |
| 23 | 2013 2/Q2b | Describe the following methods of research used by Customer Services: <br> • Mystery shopper <br> • Loyalty cards <br> • Customer focus group. | 6 |
| 24 | 2013 2/Q3d | Justify the importance of a mission statement to the organisation. | 2 |
| 25 | 2013 2/Q5d | Justify the need for a complaints policy. | 2 |

| Unit 6 | PAPER/ SECTION/ Q | Communication | Marks |
|---|---|---|---|
| 1 | 2019 Q10 | Discuss possible barriers to communication | 6 |
| 2 | 2018 Q2 | Describe possible drawbacks in using social media to complain to an organisation | 4 |
| 3 | 2018 Q7 | An organisation has changed its fire evacuation policy. Discuss the methods of communication that could be used to inform employees. | 6 |
| 4 | 2017 Q5 | Justify the use of presentation software for communicating to an audience | 4 |
| 5 | 2016 Q3 | Compare written and verbal methods of communication. | 4 |
| 6 | 2016 Q5 | Discuss the impact of poor communication between an administrative assistant and their line manager. | 6 |
| 7 | 2016 Q6 | Outline 2 benefits of using web0conferencing for a remote meeting | 2 |
| 8 | 2018 Specimen | Outline suitable methods of informing staff of changes to legislation | 4 |
| 9 | 2018 | Outline 3 benefits of remote meetings | 3 |
| 10 | Sample | Compare verbal and electronic methods of communication | 4 |
| 11 | Sample | Describe 2 methods of written communication and two methods of electronic communication | 4 |
| 12 | Sample | Discuss the possible consequences of poor communication within an organization | 6 |
| 13 | 2015 Q6 | Describe the consequences of possible communication barriers during a training session. | 4 |

| 1 | 2007 2/Q5c | Discuss how technology has had an impact on the conduct of the meetings. | 6 |
|---|---|---|---|
| 2 | 2008 1/Q2c | Justify why some teams use Action Minutes. | 2 |
| 3 | 2010 2/Q4a | Outline 2 standard items in an agenda and justify their inclusion. | 4 |
| 4 | 2010 2/ Q4c i | Justify the use of Action Minutes. | 2 |
| 5 | 2011 2/Q3c | Discuss the impact of technology on the organising and running of meetings. | 8 |
| 6 | 2011 2/Q5d | Outline the use of 2 documents relating to a formal meeting and justify their importance. | 4 |
| 7 | 2012 2/Q5d | Justify the use of remote meetings. | 2 |
| 8 | 2013 1/Q5 | Compare Action Minutes and Formal Minutes. | 2 |
| 9 | 2014 2/Q3c | Discuss the use of technology during a meeting. | 8 |
| 10 | 2014 2/Q3b | Describe the following documents: <br> • Notice of meeting <br> • Agenda <br> • Minutes of meeting. | 6 |
| 11 | 2015 2/Q2a | Outline the factors which would be considered when choosing an external venue for a team meeting. | 4 |
| 12 | 2015 2/Q3c | Discuss the role of the Chair and the Secretary prior to a meeting taking place. | 8 |
| 13 | 2015 2/Q3d | Justify the need for an effective chairperson at a meeting. | 2 |

# Section 1 – Theory Paper – Case Studies 2019

## SECTION 1 — 10 marks

**Read the following information and attempt ALL the questions that follow.**

**The Mystery Shopper**

*Having booked a holiday online with a national travel agency, Alice had to pay the first instalment in person at the local branch. Waiting in a long queue she gazed about the office noticing how run-down and shabby it seemed, the lighting was poor and the air felt stuffy and stale. There were boxes stacked high behind the staff desks and in front of the fire exit. Staff had cups of coffee on their desks and there was a puddle of spilt coffee in the middle of the floor. A small child, bored with waiting, was running around and suddenly tripped over some cables causing a computer and customer files to fall off a desk. The staff member at that desk swore loudly and shouted at the child resulting in an angry exchange with the child's mum. Other customers were upset by the argument and one even filmed it on her phone.*

*Fifteen minutes after entering, Alice was eventually served. She gave her booking reference number only to be informed that there was nothing on the computer system about her booking. Whilst the member of staff went to speak to their manager, Alice spent her time reading other customers' holiday bookings.*

*On leaving the premises Alice noticed the customer who had been filming was standing outside writing in a notebook.*

Mystery shoppers tend to be associated with retail outlets, however, given the growth in the service sector and the downturn in retail this may be changing. Simon Brown is a lecturer in Customer Services and an advisor to a number of top companies. He says, 'It's a very competitive market. Service providers need to use mystery shoppers to ensure that they are offering customers a high quality experience.' Simon believes that organisations need to gather data from as many different sources as possible in order to shape policies and improve customers' experiences.

# 2019



tweet

**Marie Stewart** @MsS_97 · 3h

Just as well I am an honest person @ABC_Travel. Was in your Aberdeen branch today and a member of staff on the phone to a customer repeated their name, address and credit card details out loud for everyone to hear. #GDPR?

💬 45   🔁 4   ♡ 34   ⬆️

**ABC Travel** @ABC_Travel · 1h
Replying to @ MsS_97

We can assure all customers that this was a unique event and the member of staff has been spoken to. All our staff have to undertake regular training on data security and confidentiality, and are fully aware of the requirements of the GDPR.

💬 4   🔁 8   ♡ 3   ⬆️

The following questions are based on ALL the information provided and on knowledge and understanding you have gained while studying the course.

1. Describe possible solutions to the health and safety issues identified in the information provided. **4**

2. Justify the need for the travel agent to use other research methods to evaluate customer care. **3**

3. Outline **3** strategies that should be covered at the travel agent's staff meeting to ensure compliance with the General Data Protection Regulation (GDPR). **3**

**SECTION 1 — 10 marks**

**Read the following information and attempt ALL the questions that follow.**

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**Royal Mail Group Ltd**

Royal Mail's latest Quality of Service report reveals that it has exceeded its regulatory First Class target for the first quarter of the financial year 2017–18, delivering 93·3 per cent of mail the next working day.

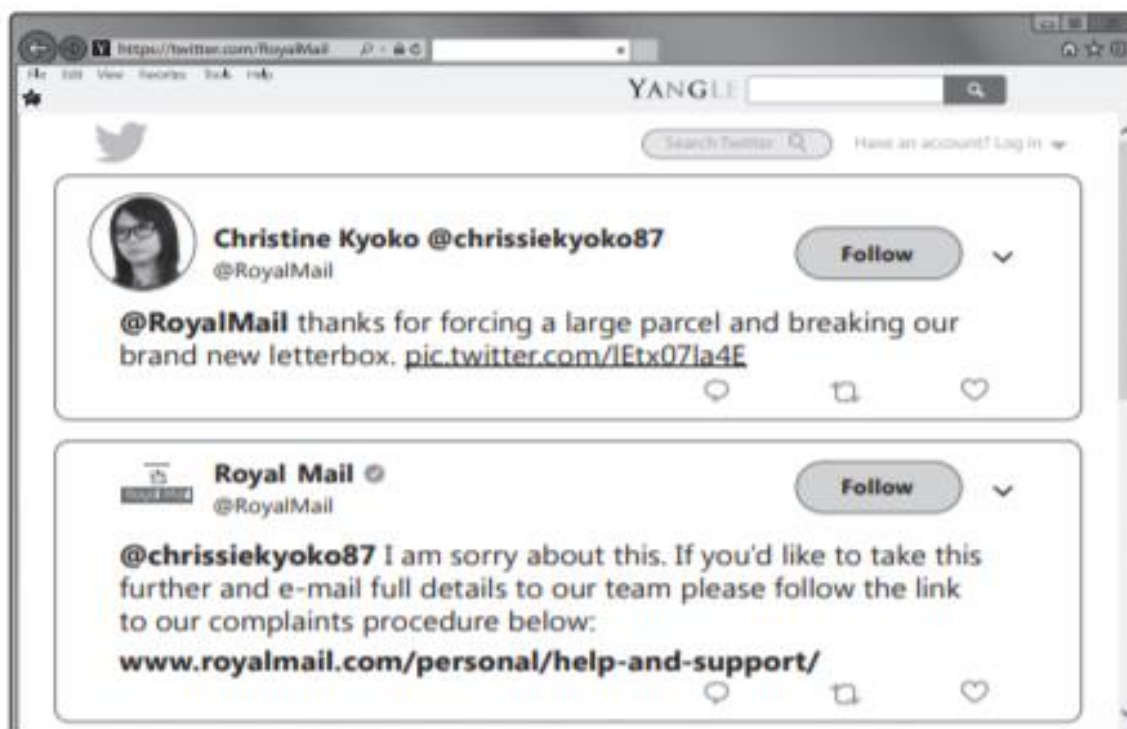The UK has one of the highest Service Level Agreement specifications of any major European country.

Sue Whalley, Chief Operations Officer, Royal Mail said: "Royal Mail operates under some of the most demanding standards in the whole of Europe, so it is only right to pay tribute to the hardworking postmen and women who make this happen six days a week at more than 30 million addresses across the UK. We continue to focus on improving and maintaining these high standards of service for our customers."

Whilst Royal Mail meets the needs of the vast majority of its customers they still receive nearly a million complaints a year. In order to respond effectively to these customers there needs to be a very clear complaints process.

Adapted from: Royal Mail Group Press Release

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**Exhibit 1**



Christine Kyoko @chrissiekyoko87
@RoyalMail

**@RoyalMail** thanks for forcing a large parcel and breaking our brand new letterbox. pic.twitter.com/IEtx07Ia4E

Royal Mail ✓
@RoyalMail

**@chrissiekyoko87** I am sorry about this. If you'd like to take this further and e-mail full details to our team please follow the link to our complaints procedure below:

**www.royalmail.com/personal/help-and-support/**

# 2018

The following questions are based on ALL the information provided and on knowledge and understanding you have gained whilst studying the Course.

1.  Outline the features of an effective complaints procedure Royal Mail might use.          4

2.  Christine used Twitter to complain to Royal Mail.

    Describe possible drawbacks of using social media for this purpose.          4

3.  Compare 2 methods of evaluating customer service.          2

# Specimen 2018

**Read the following information and attempt ALL the questions that follow.**

Holding meetings is an art and a science. But with remote meetings, it's art and science at a whole new level.

Sometimes the remote factor makes meetings annoying, awkward, inconvenient, and downright infuriating.

Why are remote meetings often so unsatisfactory? It's hard to say, but it could be lack of awareness, faulty software, sluggish Internet connections, and tuned-out participants. Maybe remote workers just hate meetings — that's why they choose to work away from the office.

Whatever the case, remote meetings can be unproductive. Thankfully, it doesn't need to be this way.

Here are some tips to holding successful remote meetings:

1. *Use the best software available.*
2. *E-mail relevant documents to everyone beforehand.*
3. *Before speaking, each participant should say their name.*
4. *Have a strong chairperson.*
5. *Give everyone the chance to talk.*
6. *Limit the number of participants.*

Business strategist John Spence makes a great point. He writes, 'nearly all of the rules for a typical face-to-face meeting still apply' to remote meetings.

In order to have a good remote meeting, you should also know how to hold a good normal meeting. Yes, you're running a remote meeting, but that doesn't require radical rewriting of all meeting rules.

**The following questions are based on ALL the information provided and on knowledge and understanding you have gained while studying the course.**

1. The case study above states that remote meetings can be unproductive.
   Outline **three** benefits of remote meetings.     3

2. It is the Chairperson's duty to ensure that everyone has a chance to talk.
   Describe other duties the Chairperson has during a meeting.     4

3. Justify which documents should be e-mailed to all participants in advance of a remote meeting.     3