

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

Each answer shows the steps, then the **result**.

2.1

- sender
- medium
- receiver
- feedback (2 for all four in order; 1 for a partial list)

2.2

- anything that stops a message getting through clearly from sender to receiver (2 for a clear definition; 1 for a partial idea)

2.3

- any two of: an unclear or too-long message; a poor medium; too many hierarchy levels; language or cultural differences; lack of trust (1 + 1)

3.1

- [3] **AO1** 1 — name a benefit (higher motivation; fewer mistakes; faster decisions). **AO2** up to 2 — develop it, e.g. clear instructions mean staff know exactly what to do
- fewer errors
- less waste and rework (2 developed / 1 limited)

3.2

- [8] For **each** of two barriers: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *too many levels*: the message passes through many managers
- it is changed or delayed on the way
- staff act on the wrong information. *Poor medium*: an important message sent by a quick text
- detail is lost
- misunderstanding and mistakes. Maximum 4 per barrier, 8 total

3.3

- [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. Options: **shorten the hierarchy** (layering speeds messages but raises spans), **choose better media** (cheap but needs training), **encourage feedback** (confirms understanding but takes time), **train staff**. Judgement: the best fix depends on the cause — if the chain is too long, layering helps most; if messages are unclear, better media and feedback matter more — usually a combination is needed