Solutions

Marking: **M1** a correct method, **A1** the correct answer, **B1** an independent mark.

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

2.1

formal: through official channels set by the organization, e.g. meetings, reports; informal: outside official channels, e.g. conversations, the grapevine

2.2

any two: jargon or language differences; too much information; long chain of command; wrong channel; physical distance or time zones; cultural differences; lack of trust

2.3

any two, explained: no chance for immediate questions or two-way feedback, so misunderstandings remain; bad or sensitive news by email may feel impersonal and lower motivation; some staff may not read it or may misread it, so rumours spread

2.4

many levels / a long chain of command; the message passes through many people, so it is slow; and may be changed or distorted at each level before it reaches the workers

2.5

(a) person culture; (b) role culture; (c) task culture

3.1

award up to [10]: problem: seven levels slow and distort messages; autocratic style gives one-way communication and ignores drivers' knowledge; options: delayer to shorten the chain of command; but costs, overload of remaining managers, and fear of job loss; more democratic or consultative style with regular depot meetings and feedback; motivation: involving drivers meets esteem and relatedness needs (Maslow/Deci and Ryan); empowerment of depot managers to act on route ideas; communication tools, e.g. a driver app for quick updates, with training; judgement on priorities, e.g. two-way communication first because it is cheap and fast; conclusion linked to the 28% turnover

3.2

any two methods, explained: collective bargaining: negotiating for all members; overtime ban / work-to-rule: limits output without a full strike; strike: stops deliveries and puts strong pressure on the firm; resolution: conciliation (a third party helps both sides reach agreement) or arbitration (a third party decides); explained in context