Solutions

Marking: **K** knowledge, **App** application to the case, **An** analysis (a developed chain of reasoning), **Ev** evaluation (a justified judgement); calculations earn **M1** for the method and **A1** for the answer.

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

2.1

any two: **planning**; **organising**; **coordinating**; **commanding**; **controlling**

2.2

- workers $= 3 \times 3 = 9$
- total $= 1 + 3 + 9 =$ **13**

2.3

- advantage: narrow spans allow **close supervision**; more levels give **promotion** chances, which motivates (K + An)
- disadvantage: a long **chain of command** slows communication and decisions; more managers raise costs (K + An)

3.1

C

3.2

B

3.3

(a)

- giving **authority** to a subordinate to carry out a task or make decisions

(b)

- $60 \div 4$
- $=$ **15**

(c) two benefits, each outlined (K + App each):

- managers have **more time** for planning
- skilled technicians feel trusted, so **motivation** rises
- **faster decisions** close to the customer
- staff gain experience for promotion

(d) two effects, each explained (K, App, An each):

- **more responsibility** and freedom: skilled technicians decide repairs themselves, so job enrichment raises motivation
- **less supervision and support**: a manager with 15 staff has less time for each, so problems may wait
- **fewer promotion** chances: the team-leader posts are gone, so ambitious technicians may leave
- **faster communication** with managers

(e) democratic: (An)

- technicians are highly **skilled**: consulting them uses their knowledge and motivates them (Herzberg); fits a flatter structure with wide spans

autocratic: (An)

- quick decisions during a big change; clear direction; but skilled staff may resent being told, raising turnover

decision: (Ev) for example, a democratic style suits TechFix better, because the staff are skilled and spans are now wide, so the director cannot supervise closely; consulting them during the change reduces resistance.

Level 3 (5–6): a justified decision for this business, weighing both sides. Level 2 (3–4): points explained and applied. Level 1 (1–2): points identified.