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

- the duties: **job description**
- the qualities: **person specification**

2.2

- $150 \times 20 + 600 = 3600$
- $3600 \div 20 = \$\mathbf{180}$

2.3

- dismissal: ending a worker's job because of the **worker's** poor performance or misconduct (1), e.g. repeated lateness (1)
- redundancy: the **job is no longer needed** (1), e.g. a factory closes or machines replace workers (1)

3.1

B

3.2

C

3.3

(a)

- the process of **finding** and attracting suitable **applicants** to fill a job vacancy

(b)

- $250 \times 80 + 4000$
- $= \$\mathbf{24\,000}$

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

- **interviews**: test how receptionists speak to customers
- **skills tests**: a chef cooks a dish; a receptionist uses the booking system
- **application forms / CVs** and **references** from past employers

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

- **cheaper**: no course fees, saving part of the $24,000
- staff learn the hotel's **own** systems and standards from experienced staff
- staff keep working while they learn, so the hotel can open on time
- training fits each job: a cleaner learns in real rooms

(e) internal: (An)

- the assistant managers know Bayview's **standards** and systems; cheaper and quicker; a motivating promotion for staff

external: (An)

- **new ideas** and experience of opening hotels; a wider choice; but costly, slow, and the newcomer must learn the brand

decision: (Ev) for example, appoint internally, because opening a new hotel needs someone who already knows Bayview's systems and can train 80 new staff in them; the promotion also motivates other staff.

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.