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: **email**; text / messaging apps; **video calls**; intranet; social media; website

2.2

- 0.9^4
- $= 0.656$, about **66** %

2.3

- two-way gives **feedback** (1)
- trainees can **ask questions** when they do not understand (1)
- the trainer can **check** the trainee has understood (1)
- so fewer mistakes are made at work (1)

3.1

C

3.2

C

3.3

(a)

- anything that **stops a message** being received or **understood** correctly

(b)

- $90 \div 300 \times 100$
- $=$ **30** %

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

- wrong **medium**: email on a depot computer does not suit drivers who are on the road
- **no feedback**: managers do not know who has read the changes
- **information overload** or lack of time before leaving
- **distance**: 5 depots, so managers cannot speak to every driver

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

- **wrong deliveries**: customers are unhappy and may switch to rivals, so revenue falls
- **higher costs**: repeat deliveries use fuel and drivers' time
- **demotivated drivers**: blamed for mistakes they did not know about, so turnover rises
- damage to **reputation**

(e) mobile app: (An)

- reaches drivers **instantly**, even on the road; read receipts give feedback; updates during the day; but needs phones and training; messages can be ignored while driving

meetings: (An)

- **two-way**: drivers can ask questions; managers check understanding; but take time from deliveries every day and cannot pass on changes later in the day

decision: (Ev) for example, the app is better, because route changes happen during the day and drivers are spread across 5 depots; read receipts solve the problem of not knowing who has seen a message.

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.