Solutions

Marking: **K** knowledge, **App** use of the case or data, **An** analysis (a chain of reasons: cause, then effect), **Ev** evaluation (a judgement with a reason). In calculations, **M1** is for the method and **A1** for the answer; **B1** is an independent mark.

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

2.1

(a) planning; (b) organising

(c) leading; (d) controlling

2.2

$\sum$(weight $\times$ score)

$= 0.4 \times 8 + 0.4 \times 5 + 0.2 \times 6 = 3.2 + 2.0 + 1.2$

$=$ **6.40**

2.3

(a) anchoring

(b) recency bias

(c) confirmation bias

2.4

e.g. 3 = under 200 people pass per hour; 6 = 200 to 500; 9 = over 500

two people scoring the same site then give the same score, and the score can be checked

3.1

(a) A: $3.2 + 2.0 + 1.2 =$ **6.40**; B: $2.0 + 3.2 + 1.4 =$ **6.60**; **Mill B** wins

(b) weights chosen after the scores can be set to give the answer the owner already wanted (confirmation bias); the table then decorates the decision instead of making it

3.2

(a) budget: planning; hire: organising; briefing: leading; check: controlling; change the budget: planning again

(b) controlling finds a gap between plan and result, and that feeds a new plan, so the functions repeat in a cycle

3.3

(a) van $0.4 \times 7 + 0.35 \times 4 + 0.25 \times 5 =$ **5.45**; longer hours $2.0 + 2.45 + 1.75 =$ **6.20**

(b) risk weight $0.75 - w$; van $7w + 4(0.75 - w) + 1.25 = 3w + 4.25$; hours $5w + 7(0.75 - w) + 1.75 = 7.0 - 2w$; tie at $5w = 2.75$: $w =$ **0.55**, both **5.90**

(c) $0.5 < 0.55$: no, longer hours still wins (6.0 against 5.75)

(d) **longer hours**, robust unless profit weighs more than 0.55

assumptions with metrics, e.g. evening customers will come (evening sales at least £400 a week by week 6); staff accept late shifts (no more than one rota refusal a month)

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