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) internal: low consensus, high consistency

(b) external: high consensus: everyone is affected

2.2

(a) recency

(b) self-serving bias

(c) stereotype

2.3

one strong skill (tables) made the manager rate everything highly, hiding the stock-outs

rate each criterion separately, with evidence

2.4

the problem was training, not age: it disappeared once training was given

judge by the person's own trend, not by a belief about a group

3.1

(a) consensus low; distinctiveness low; consistency high

(b) before: internal (the cook); after: the jams explain the late Saturdays, so at least partly external

(c) fix or replace the printer, then watch the next Saturdays; talk to the cook about the market stall separately, with evidence

3.2

(a) $\dfrac{9+3+7}{3} = \mathbf{6.3}$

(b) the overall rating follows the strongest, most visible skill: the halo effect hides the weak stock control

(c) rate criteria separately with evidence; use two raters, or monthly notes rather than memory

3.3

7–8: B is better on both measures: 15 against 14 covers, and a third of A's error rate (App); "natural leader" may be a halo from confidence and liking, which are not the same as leading a shift (An); but a shift lead needs to speak up, and the numbers do not measure that (An); the decision also tells the crew what is rewarded (Ev); recommendation with a condition, e.g. a structured assessment of both on leadership tasks, such as running a trial shift, with criteria agreed first (Ev). **4–6**: sound analysis with limited use of the data or a weak judgement. **1–3**: relevant points, mostly descriptive.

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