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

$0.9 \times 0.4 \times 0.6 = \mathbf{0.22}$

weakest: $P \to O$: good work does not reliably earn the bonus

2.2

hygiene: (a), (c), (e)

motivators: (b), (d), (f)

2.3

(a) physiological; (b) belonging

(c) esteem

2.4

e.g. "No order waits more than 12 minutes between 12 and 2 pm on Saturdays this month, checked at 2 pm"

it is clear what success looks like, so effort can be aimed

the check gives feedback during the shift

3.1

(a) equal **0.28**; by table $0.7 \times 0.8 \times 0.8 = \mathbf{0.45}$

(b) $\dfrac{0.448}{0.28} - 1 = \mathbf{60}\%$

(c) kitchen and support staff lose out, so teamwork suffers; waiters compete for the best tables

(d) e.g. a mix: part by table, part shared with the whole crew including the kitchen

3.2

(a) **40**% and **70**%

(b) the crew knows exactly what to aim for; a difficult goal raises effort; the 2 pm check gives feedback in time to change

3.3

(a) $1.50 \times 30 \times 52 = £\mathbf{2{,}340}$

(b) **5–6**: equity theory: A compares outcomes to inputs; with more experience but less pay, A sees inequity and may cut effort or leave (An); replacing an experienced cook costs far more than £2,340 (App); explaining the market rate may help, but the pay gap stays

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(An); non-pay options (a lead role) help motivation but do not fix pay fairness (Ev); judgement with a reason, e.g. raise A now and publish a pay scale linked to experience (Ev). **3–4**: one side analysed, or no judgement. **1–2**: relevant points.