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) forming; (b) storming

(c) norming; (d) performing

2.2

possible $\dfrac{8 \times 7}{2} = \mathbf{28}$

density $\dfrac{18}{28} = \mathbf{0.64}$

2.3

nobody's own part can be seen, so each person does less

give each person a named area on a checklist

2.4

$\dfrac{3}{8} = \mathbf{37.5}\%$

problems the silent five see (stock running low) are not raised in time

3.1

(a) **28**

(b) $\dfrac{16}{28} = \mathbf{0.57}$; $\dfrac{18}{28} = \mathbf{0.64}$

(c) all information between kitchen and floor passes through one person; when they are absent or busy, messages are lost and orders go wrong

(d) cross-train one waiter in the kitchen and one cook on the floor; use a written checklist at the pass so the hand-over does not depend on one person

3.2

(a) **37.5**% and **87.5**%

(b) $2 \times 40 \times 12 = £\mathbf{960}$

(c) speaking became a routine for everyone, so raising a problem was no longer a risk; people who saw low stock said so in time

3.3

7–8: A has more skill, but four people who like to lead are likely to clash over the same role (storming) (An); B's clear roles cut conflict, and new hires learn from the leads (An); A costs about £2,080 a year more (App); B may be slower at first, and the new hires need training (Ev); a new site needs fast norming and a bridge between kitchen and floor (K); recommendation with a condition, e.g. B, with one of A's top people as a lead and a review after 8 weeks (Ev). **4–6**: sound analysis, weak use of the case or judgement. **1–3**: relevant points, mostly descriptive.

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