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) autocratic; (b) democratic

(c) transactional; (d) transformational

2.2

(a) directing: she needs clear steps and close support

(b) delegating: he is skilled and confident; close control would demotivate him

2.3

(a) espoused value

(b) artefact

(c) basic assumption

2.4

binned: $80 \to 42$ a week

38 fewer

saving $38 \times 3.10 = £\mathbf{117.80}$ a week

3.1

(a) high concern for the task, low concern for people; the crew says development matters most to them, so the gap hurts engagement

(b) 4 hours a fortnight: $4 \times (12 + 25) = £148$; $\times 26 = £\mathbf{3{,}848}$

(c) cheaper than losing one trained cook(App); talks build skills and spot problems early(An); worth it only if they are kept up and lead to action(Ev)

3.2

(a) $\dfrac{6}{8} = \mathbf{75}\%$

(b) the real assumption is "speed matters more than quality; don't send plates back"; waiters will stop catching mistakes, so customers get them

(c) chefs thank waiters who catch a plate; track the bin rate and send-backs each week and praise the trend

3.3

7–8: with three sites the founder cannot decide everything: hands-on control becomes a bottleneck (An); a vision and developed site leads let decisions be made locally (App); but transformational leadership alone can be vague: sites still need clear standards and rewards (transactional parts) (An); new sites with new staff need directing at first (situational) (K); recommendation with a condition, e.g. a clear vision plus a short list of standards per site, with the founder coaching site leads and stepping back over 6 months (Ev). **4–6**: sound analysis with limited use of the case or a weak judgement. **1–3**: relevant points, mostly descriptive.

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