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) leniency

(b) central tendency

(c) recency

2.2

$7 - 9 = \mathbf{-2}$

the change will stall unless restrainers are reduced

2.3

(b), (d)

(c), (a)

2.4

"attitude" is a vague trait, so raters guess and bias creeps in

the anchored scale describes observable behaviour, so two raters give similar scores

3.1

(a) $\mathbf{-2}$

(b) $7 - 2 = \mathbf{+5}$

(c) +2 gives a net of only 0; pressure also raises fear, which can make restrainers stronger

(d) e.g. keep shared crew events across both sites and mix founding crew into the new site, so the "family" grows rather than splits

3.2

(a) $\frac{45}{12} = \mathbf{3.75}$; last three **5**

(b) recency: the latest months decide the year; the monthly record shows the summer dip and the recovery; a rating near 3.75, with credit for the strong trend, is fairer and can change the pay band

3.3

7–8: the resistance may hold knowledge: unwritten variations the book would lose (An); forcing the book risks losing the sous-chef and two cooks before opening (App); involving him as an author turns a restrainer into a driver (force-field) (An); Kotter: urgency (the new site needs repeatable food), coalition (the sous-chef), quick wins (one dish per week) (K); the deadline limits how long talks can take (Ev); recommendation with a condition, e.g. co-write the book with a "house variations" page, test it in the second kitchen by week 6, and decide on remaining dishes then (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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