



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Business
Standard Level

EFFECTIVE BUSINESS COMMUNICATION

5162/01

Core Module

May 2010

2 hours plus 15 minutes' reading time

Additional Materials: Answer Booklet/Paper

READ THESE INSTRUCTIONS FIRST

Write your Centre number, candidate number and name on all the work you hand in.

Write in dark blue or black pen.

You may use a soft pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, highlighters, glue or correction fluid.

Attempt **all** tasks.

Start each task on a new piece of paper.

Please leave a margin on the right and left hand side of each new page.

At the end of the examination, fasten all your work securely together, in the correct order.

The number of marks is given in brackets [] at the end of each question or part question.

This document consists of **4** printed pages.



You must read the case study below and attempt all the tasks which follow.

(This case study is based upon a fictitious company.)

The KEL Fashion Departmental Store

The KEL Fashion Departmental Store has 200 outlets in international airports around the world. Kim Lee, the present Managing Director, started the business in 2000 with one store at Hong Kong airport. This is now the Head Office. The company produces a varied product range, under the KEL label, which appeals to a wide market. The range includes casual clothes, formal wear, denim, footwear and lifestyle accessories, such as watches, bags, belts and fragrances. The company has a long-term commitment to expanding globally. Although the stores represent a big investment, they are important to the company in controlling its own sales environment and increasing profit. The interiors of its largest stores reflect British style and identity through use of antique furniture, music memorabilia and photographs. 5

The company uses a wide range of marketing activities: 10

- Direct mail – catalogues and newsletters which customers receive by post or email.
- Exhibitions or events – the KEL range has a high profile at fashion and music events.
- Sales promotions – such as discounts, money-off coupons or competitions.
- Public relations – through press conferences or by participating in charitable events.
- Sponsorship – the KEL range is used to sponsor charity events thus raising money for nominated KEL charities, for example Oxfam. 15
- Product placement – KEL gives clothes to famous people so that they create publicity by wearing them. This is seen as an endorsement for the product.
- Branding – you can see the KEL brand in the layout and decoration of its stores, its links to music, its advertising campaigns, packaging and point-of-sale displays. 20

The Head Office is located in Hong Kong. The organisation has a traditional functional departmental structure. The main departments are Marketing and Sales, Finance and Accounts, Human Resources, Administration and Transport and Distribution. Every department is overseen by a manager known as a Head of Department. You are Kim Lee's Personal Assistant and have worked for the company since the first store was opened. 25

The Head of the Marketing Department in Hong Kong has resigned. Kim Lee wants the Manager of the London Heathrow airport store, Sunita Patel, to come to the Hong Kong Head Office to help interview the candidates. The interviews will take place three weeks from today's date. Sunita Patel will have to arrive in Hong Kong the day before the interviews. The interviews will take place over three days. She will need hotel accommodation convenient to the Head Office. Arrangements also need to be made for Sunita Patel to be met at the airport. 30

The Autumn sales catalogue, with the new range, has just been completed. Internet selling is now seen as a massive growth area for the company. Due to the capital outlay for setting up the internet shopping site Kim Lee wants to ensure that all the company staff are well aware of this major sales outlet. This will involve the training of all staff to help with the promotion of this new sales outlet. 35

You must attempt ALL the following tasks.

Where appropriate use information from the case study to support your answer.

- 1 Kim Lee is very concerned that, with a world wide business, internal communication is extremely important.
- (a) Explain **four** reasons why good internal communication is so necessary for the KEL organisation. **[4 x 2 = 8]**
- (b) Kim Lee wishes to contact all staff who work for KEL. Explain **three** appropriate two-way methods of internal communication. **[3 x 2 = 6]**
- (c) KEL wants to notify their customers of the publication of the new catalogue. Explain **three** methods of external communication which would be most appropriate. **[3 x 2 = 8]**
[Total: 20]
- 2 (a) Write a letter to Sunita Patel inviting her to join the interview panel in Hong Kong. Include all relevant details. **[12]**
- (b) You have been asked to write an email to the Finance Department asking for an airline ticket (both outbound and return flight) to be purchased and sent to Sunita Patel. Include all details which will be required by the Finance Department. **[8]**
[Total: 20]
- 3 Kim Lee has asked you to arrange a meeting for all the Heads of Department based in Hong Kong to discuss the draft copy of the 2012 Spring Catalogue.
- (a) Describe **four** characteristics of a successful meeting. **[4 x 2 = 8]**
- (b) Describe **four** factors which influence group effectiveness. **[4 x 2 = 8]**
- (c) List **four** difficulties with verbal communication within groups. **[4 x 1 = 4]**
[Total: 20]
- 4 (a) Identify **four** purposes of a performance appraisal interview. **[4 x 1 = 4]**
- (b) Describe **two** different types of question which could be used in both a performance appraisal interview and a recruitment interview. **[2 x 3 = 6]**
- (c) Kim Lee is writing a set of guidelines for all the Heads of Department on how to carry out performance appraisal interviews. Explain **five** points which should be included in the guidelines to support both the appraisee and appraiser. **[5 x 2 = 10]**
[Total: 20]

- 5 While in Hong Kong at the Head Office, Sunita Patel has been asked to give a presentation regarding the sales at the London Heathrow store.
- (a) Explain why **each** of the following types of visual aids will be helpful to Sunita Patel in her presentation to the Heads of Department.
- (i) Pie charts [4]
- (ii) Line graphs [4]
- (b) Sunita Patel has contacted you regarding the presentation. Give **three** examples of how technology can enhance the visual communication of Sunita Patel's presentation. [3 x 2 = 6]
- (c) Due to the growth of the company, Kim Lee is considering reviewing the present organisational structure. Describe **three** reasons why companies use organisation charts to show the company structure. [3 x 2 = 6]
- [Total: 20]