

**UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
Cambridge International Diploma Standard Level

## **MARK SCHEME for the May 2008 question paper**

### **CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS**

**5162      Effective Business Communication, Maximum mark 100**

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All Examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

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Answer **all** of the following questions:

- 1 (a) Advise Richard on *four* ways in which he can use technology to enhance his visual presentation to the international Olympics officials. Give examples to support your answer. [12]

Students should be able to advise Richard as follows:

- Use computer graphics to support his presentation
- Use multi-media aids including sound cards and video clips
- The use of presentation graphics and computer software packages
- Showing progressive data, by using 3 D' graphical presentations and colour.

Students should be able to identify the following points and then elaborate on each one, using examples to support their answers.

1 mark for identification of four point (4 marks)

2 marks for elaboration per point including the use of examples (8 marks)

- (b) During his presentation, Richard is to provide an organisation chart to the Olympic Officials. Explain *four* key characteristics of an organisation chart. [8]

Students should be able to identify the following four characteristics of an organisation chart:

The organisation chart shows:

- levels of authority
- levels of responsibility
- lines of communication
- the role and status of employees
- the hierarchical structure of the organisation

2 marks per point elaborated up to 4 points = 8 marks

[Total: 20]

- 2 (a) Write a memo to the premier stylist team inviting them to the four workshops, to be held weekly, and explain why it is important that they attend. [10]

**Layout**

Logo of the company

Date

To

From

Subject of memo

**Content**

Students should ensure that the memo is persuasive and impresses upon the stylist team the importance of attending the four weekly work shops. The memo should also recognise the future importance of these opportunities.

5 marks for content

5 marks for layout as indicated above

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**(b) Advise Richard of two reasons why you think it is important that his workshops are based on the concept of ‘two-way’ communication. [4]**

- Helps in providing detailed understanding
- Opportunity for the employees to ask questions about the opportunities relating to the Olympic officials’ visits
- An opportunity to motivate staff and encourage them to do well during the visit by the Olympic officials to secure beneficial future business in 2008.
- An opportunity to respond to changing demands of customers and to be more responsive.

Students should be able to identify and expand upon two of the above  
2 x 2 marks = 4 marks

**(c) Richard wishes to communicate to the rest of the salons in the chain to keep them up to date with the opportunities presented by the visit from the Olympic officials. Suggest three ways in which he could communicate with the salons using a variety of new technologies. [6]**

Students should be able to identify the following approaches:

- Global emails across the organisation
- E-mail newsletters
- Intranet.

Students should identify and describe each of the above points.  
3 x 2 marks = 6 marks.

**[Total: 20]**

**3 (a) One of the reasons Richard is keen to hold the internal workshops is to promote good practice in verbal and non-verbal communication.**

**(i) Explain what is meant by non-verbal communication. [4]**

Non-verbal behaviour is concerned with the use and interpretation of body language, including eye contact, hand gestures, active listening, posture etc.

**(ii) Suggest three examples of why poor non-verbal communication may give negative messages to the Olympic officials during their visit. [6]**

- Customers may be confused and receive mixed messages
- Perception of the hair salon may be poor
- Hair salons should be friendly and sociable and the salon may appear to be the opposite should non-verbal language be negative
- May lose business for the future as a result of poor perceptions of the stylists and the support staff
- Concerns that if the stylist does not demonstrate they are listening, it will result in mistakes being made

Students should be able to elaborate on the above points  
3 points should be identified x 2 marks = 6 marks

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- (b) Explain one reason why the tone of voice of the employees is important to visitors of the hair salon. [2]**

Tone of voice is important in that it appears welcoming to the Olympic visitors, it should be level and even, and not raised. Raised voices often demonstrate anger or annoyance and should be avoided.

- (c) Identify and explain *four* difficulties Richard might face when communicating with his team members, some of whom are from different countries. [8]**

Students should be able to identify the following key points:

- Cultural differences – approaches to work practice; dress; policy; style
- Language differences – whilst all salons are in the Far East the languages are different and have variances
- Time differences – timelines are slightly different but ordinarily there could be significant differences depending where in the world organisations could operate
- Lack of physical contact as they are not known to local team members; initially the correspondence will come from unknown individuals and it can be daunting
- Easy for misunderstandings to arise because of differences
- Potential lack of visual impact initially when receiving correspondence about arrangements.

Students should be able to identify and elaborate on four of the above points:  
4 points x 2 marks = 8 marks

**[Total: 20]**

- 4 (a) The ‘premier stylists’ are not used to working with each other and during the workshops they must become a team and impress the Olympic officials. Explain four ways in which the group will establish their own ‘norms’ of behaviour. [8]**

Students should be able to identify the following ways in establishing norms of behaviour:

- Through agreed behaviours
- Through group hierarchy
- Through group dress codes
- Through agreed aims and objectives
- Through nominated leadership of the team
- Through establishing agreed working practices

Students should be able to select 4 points from the above x 2 marks = 8 marks

- (b) Identify *three* factors that may affect group effectiveness in the ‘premier stylists team’. [6]**

- Size of the group
- Group culture
- Group relationships
- Expectations of individuals within the group
- Group processes for working and operating.

Students should be able to identify 3 points from the above x 2 marks = 6 marks

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**(c) Identify and explain *three* types of informal and formal communication channels. [6]**

Informal channels of communication include:

- Grapevine
- Offline discussions
- Informal chats and ad hoc/random meetings
- Emails

Formal channels of communication:

- Written word
- Formal meetings
- Virtual channels formalised group emails
- Intranet

Students should be able to identify three points from informal channels and 3 points from formal channels. 1 mark per point.

[Total: 20]

**5 (a) Richard thinks he will need to recruit additional salon assistants at the time of the Olympics in 2008.**

**Explain three reasons why it is important for Richard to hold formal interviews for these posts. [6]**

- To pass on information
- To obtain information
- To clarify information
- To understanding whether or not the relationship between the interview and the organisation would work.

Any three points from the above list x 2 marks per point – up to 6 marks

**(b) Explain to Richard the following types of interviews, so he can select the best approach to use when interviewing potential salon assistants.**

**(i) Loose or semi-structured interviews [4]**

**(ii) Structured interviews [4]**

Students should be able to elaborate on each of the above interviews as follows:

**Loose or semi-structured interviews**

Most commonly used in recruitment interviews. There tends to be a broad structure in place, but it is flexible enough to deal with the unexpected and to enable focus on key areas if required. Some questions are developed in advance and framed prior to the interview.

**Structured interviews**

All questions are prepared in advance, and will often be closed in nature. The interview tends to be very structured and organised and often inflexible and tends to be very controlled in terms of time, interactions and questions.

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**(c) Explain, using examples, the following types of interview questions likely to be used by Richard in the recruitment process.**

**(i) Open Questions** [3]

An open question – enables interviewees to open up and allows them maximum freedom to answer and respond to questions.

3 marks for a detailed explanation

**(ii) Closed questions** [3]

A closed question – this type of question is used when the answer required is very specific. These questions are often yes or no questions, or require numerate examples. For example how old are you, or what is your name, where do you live etc?

3 marks for a detailed explanation

**[Total: 20]**