

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

**MARK SCHEME for the May 2011 question paper**  
**for the guidance of teachers**

**CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS**  
**5162      Effective Business Communication, maximum mark 100**

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1 Shilpa Davidson is keen to use as much two-way communication as possible. The takeover will involve all staff in both companies and he realises that they will have many questions.

(a) Describe the following methods of communication which DIMA could use when communicating with S & S with information about the takeover. Give one benefit of each.

- Video conferencing
- Telephone conferencing
- Seminar
- Team meetings

[4 × 3 = 12]

**Video conferencing**

Is a remote conferencing activity that enables individuals anywhere in the world to talk with one another and see one another through the use of a television screen. It is a visual form of two-way communication.

**Benefit** – being able to see the person you are talking to and being able to watch their responses to different situations, including an awareness of their non-verbal as well as their verbal responses.

**Telephone conferencing**

Is where a number of people using a common dial code, number and password, can discuss business issues together in a group on the telephone. It is a form of two-way communication.

**Benefit** – quick and easy to organise, accessible and generally cost effective.

**Seminars**

A presentation of information which leads to discussions, often used for briefing sessions.

**Benefit** – a face to face method of communication providing an opportunity to gain information and to discuss it openly, with an opportunity to ask questions and get answers.

**Team meetings** – a gathering of a team on a regular basis in a formal way and receive feedback. This will be very important to both companies.

**Benefit** – an opportunity to maintain regular face to face or at least verbal contact and keep up to date with the takeover. Can also use video and telephone conferencing if the team are not able to meet in the same room.

For each of the above, 2 marks can be given for the description and one mark for the benefit.

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- (b) Identify four factors that Antoine Dubois should consider when selecting the most appropriate form of internal communication when informing his staff of the takeover from the DIMA Company. Give a reason for each factor. [4 × 2 = 8]

Internal Communications

- Necessary for a business to operate successfully at all levels.
- Need to consider individuals within the organisation – Directors, supervisors, administrative, estates staff and consider appropriate methods.
- Need to consider the immediacy of the communication
- Need to consider the importance of the communication.
- Need to consider the level of feedback required – one-way or two-way communications.
- Need to consider methods of recording the communication – copies to etc.
- Need to consider timings and costs involved.
- Need to consider use of electronic methods.

The candidate should explain four factors. If they give a detailed explanation for each of the four factors they should be awarded 2 marks per factor. If the candidate only provides a bullet point they can only be awarded 1 mark per factor.

[Total: 20]

- 2 Antoine has decided that a meeting of the S & S Shareholders should take place to explain the takeover by DIMA. The venue will be in Berlin on the 12 June.

- (a) Write a letter to all the shareholders requesting them to attend the meeting to discuss the takeover of the S & S Company by DIMA. Use the case study to assist with this letter and make up content regarding time and venue. Antoine will need to know the number of shareholders attending the meeting. [12]

Standard business letter layout

Logo

Letter head of company

Full address of organisation

Full address of shareholders

Telephone and fax number

Email address

Closure – Yours sincerely

Dear Mr / Mrs / Miss

1 marks for any of the above for a total of 6

Content – consider tone and appropriate information

Time, date and venue of meeting

Reason for meeting and the need to attend

1 mark for any of the above for a total of 6

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(b) DIMA will have to extend their intranet to include all S & S employees.

(i) Explain what is meant by an intranet. [4]

A privately maintained computer network that can be accessed only by an authorised person, especially employees of the organisation that owns it. It is password protected. Employees are able to access company information and send and receive emails from other employees including managers and directors.

(ii) Identify two benefits to DIMA of using the intranet to communicate about the takeover of S & S. [2 × 2 = 4]

- It stores much of the organisation's open information in a common place.
- It can be used as the company notice board.
- It increases accessibility to company information.
- It provides a central forum for online discussions for the company.
- It is a private network and not open to any users.
- It is password protected within the organisation with a single sign-on so it can only be accessed by those individuals who are deemed appropriate.
- It has links to public Internet sites commonly used by organisations.
- It is cost effective.

2 marks for any two of the above benefits. 1 mark only for bullet points.

[Total: 20]

3 Antoine is preparing a presentation for the Shareholders' Meeting.

(a) When planning the presentation for the Shareholders' Meeting, list what Antoine will need to consider in terms of:

(i) verbal communication [4 × 1 = 4]

Tone of voice and appropriate language used when answering questions from the audience. Not all the shareholders may speak English – may need translating facilities.

Decide on the aim of the message

Content of the message

Identify key points of the message

Monitor feedback constantly

End on a positive note.

(4 × 1 mark for verbal communication = 4)

(ii) non-verbal communication [4 × 1 = 4]

Body language, eye contact, hand gestures, active listening. Kinesics is the study of body movements, facial expressions, and gestures. It may also include the way we wear our clothes or the silence we keep.

Choose the most effective methods of presenting data – charts etc.

(4 × 1 mark for non-verbal communication = 4)

1 mark only for a list.

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- (b) Both Shilpa and Antoine realise that team work will be essential for the takeover to be a success.

Explain how each of the following affects working relationships:

- (i) Relationships within the group; [4]

Can relate to power and length of service. The level of trust and credibility within the organisation will have an impact. The level of external interaction will also have an impact.

- (ii) Size of the group; [4]

Smaller groups can become more intimate and communicate well, but may not have all the skills required, however larger groups may not be able to communicate effectively.

- (iii) Group culture. [4]

Culture is very important in terms of how the group operates, can be related to people's background, lifestyle, nationality and relation, attitudes to work, education and interests. Language will also be important.

[Total: 20]

- 4 Shilpa and Antoine have met and agreed that they will need to recruit a Project Manager to oversee the takeover. It is important that the right person is appointed to ensure the successful transition of the S & S Company.

- (a) Explain what is needed in order to plan for this type of recruitment/selection interview. [12]

- Consider the aims and purpose of the interview.
- Need to decide who should be present at the interview.
- Need to consider the type of question – open, leading, scenario, closed.
- The discussion should largely go backwards and forwards from the interviewer to the interviewee so that the interview maintains the position of controlling the proceedings.
- The interviewer will also need to set the general tone of the interview which will reflect the relationship of the parties and the nature of the discussion.
- Need to choose an appropriate location and time and collect all necessary background data that will set the structure for the interview i.e. job description and person specification.
- Need to listen carefully for information expressed by the interviewee. Need to consider how this is to be recorded.
- Need to make notes on critical issues during the course of the interview and close with a summary of the main points raised, highlighting the next stage of the process i.e. when the decision will be made.
- After the interview, need to spend a few minutes making additional notes that may be useful for reference later, whilst the interview is fresh in the mind.
- Need to consider the acceptance and rejection letters after the interview to the appropriate people.

Level 1: demonstrates limited knowledge and understanding. 1–3 marks

Level 2: demonstrates a clearer understanding of the planning stages. 4–7 marks

Level 3: analyses appropriate stages. 8–10 marks

Level 4: excellent analysis of appropriate elements. 11–12 marks

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- (b) There are a number of different types of questions which could be used in a business interview.

Define the following and include an example question for each.

- (i) Open [2 × 2 =4]

Used to find out attitudes and past experience – “What could you bring to the job?”

- (ii) Closed [2 × 2 =4]

Used to find out facts about the candidate such as age, checking skills and details on the application form – “Did you work for the ... Company as a Project Manager?”

2 marks for definition and 2 marks for example.

[Total: 20]

### 5 Antoine needs to prepare financial report for Shilpa.

- (a) Describe three types of graphical visual aid which Antoine could use. Give one reason why each would be useful for presenting financial information. [3 × 4 = 12]

- Tables – the use of numeric tables as a valuable way of presenting complex facts.
- Line Graphs – the advantage of line graphs against tables is that the line graph can still retain complex information, but it can be easier to identify and compare at first glance.
- Pie Charts – pie charts break up data into a circular diagram representing 360 degrees or 100%. The relative size of the slice of the pie indicates the proportion of it to the whole.
- Bar Charts – series of bars in vertical or horizontal format representing totals or amount so items being compared using a common scale.

1 mark per type of visual aid.

1 mark per description.

2 marks if example drawn – up to a total of 4 marks.

- (b) Give two examples of how technology could help Antoine enhance visual communications for this presentation to the shareholders. [2 × 2 = 4]

- Models can be produced – 3D to visualise more effectively.
- Full colour can be used.
- Integration with other IT packages for an effective presentation such as Power Point.
- Integration with other multimedia aids such as talking heads etc.
- Use of Excel.
- Sound Cards and video clips.

2 marks per example up to a total of 4 marks.

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- (c) Shilpa realises that the current organisational chart will need amending when the takeover of S & S is complete.

**Explain why an organisational chart is used in a business.**

**[4]**

An organisational chart shows the level of authority and responsibility within an organisation, the lines of formal communication, the status and role of employees.

1 mark for each point.

1 mark if a chart is drawn.

Up to 4 marks.

**[Total: 20]**