

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the May 2012 question paper
for the guidance of teachers

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

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes must be read in conjunction with the question papers and the report on the examination.

- Cambridge will not enter into discussions or correspondence in connection with these mark schemes.

Cambridge is publishing the mark schemes for the May 2012 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

| | | |
|--------|--|----------|
| Page 2 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

1 Song and Wu prefer to use two-way communication where possible. With the expansion of the organisation, stakeholders are going to have a number of questions.

(a) Describe the following methods of communication which Song and Wu could use when communicating the changes to the organisation to all of its stakeholders. Give one benefit of each method.

(i) video conferencing

(ii) telephone conferencing

(iii) seminars

(iv) team briefing

[4 × 3 = 12]

Video conferencing

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

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 Briefing

A gathering of a team on a regular basis in a formal way to receive feedback. This will be very important to all staff.

Benefit – an opportunity to maintain regular face-to-face or at least verbal contact and keep up to date with the expansion. 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.

| | | |
|--------|--|----------|
| Page 3 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

- (b) Identify two advantages of using electronic forms of communication when communicating with staff in different locations. [2 × 2 = 4]

Message in IN-BOX when the reader checks emails

No problem with time zones

Can attach reports to the email

Can check that recipient has read email

Instant delivery/can send one email to a number of staff members in different locations etc.

Fax can be included in the answer but only a total of 4 marks allowed.

- (c) Describe two factors which help to evaluate the effectiveness of business communication. [2 × 2 = 4]

Availability it must be accessible to sender and receiver (2)

Cost effectiveness it depends on the level at which it is used (1)
The most appropriate method of communication is used in a range of business situations. For example, is feedback required? Candidates may include as examples letters, reports, and meetings in this answer. (2)

[Total: 20]

- 2 Song is now arranging the details for the Shareholders' Meeting which is going to be held in Beijing.

- (a) Using the information in the case study, and any additional details which you feel are necessary, write a letter to the shareholders inviting them to attend the meeting. [12]

Standard business letter layout

Logo

Include Date

Letterhead 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

| | | |
|--------|--|----------|
| Page 4 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

- (b) Write an email from Song to Wu asking him to prepare a presentation for the Shareholders' Meeting. Remind him that the presentation will need to include the organisation chart and the financial information regarding end of year sales and profit. [8]

Layout – Logo, (1) To, From, (1) Date (1) and subject (1) – 1 mark for each = 4 marks

Content – Wu will need to create a presentation (1) and an organisation chart (1) for the meeting. Include day, time and venue (2) of the meeting = 4 marks.

[Total: 20]

- 3 (a) Wu is preparing the presentation for the Shareholders' Meeting. Describe two factors that Wu will need to consider for each of the following:

(i) verbal communication. [2 × 2 = 4]

(ii) non-verbal communication. [2 × 2 = 4]

Verbal – tone of voice and appropriate language used when answering questions from the audience.

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.

Non-verbal – 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.

2 marks for expanded points. 1 mark only for a list.

| | | |
|--------|--|----------|
| Page 5 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

(b) Wu realises that team work will be essential for the organisation to work effectively. Explain how each of the following affects team working relationships:

- (i) relationships within the group [4]
- (ii) size of the group [4]
- (iii) group culture [4]

Relationships – 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.

Size – 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.

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

[Total: 20]

4 The advertisement has been placed with a job agency for the recruitment of an accountant. The agency has short listed a number of suitable candidates. Song and Wu will be the interview panel.

(a) Explain what Song and Wu will need to plan for this interview. [10]

Decide on interview panel (no marks for interview panel as in the question).

Date of interview and room (1) + contact short listed candidates (1)

Short list candidates (no marks for this as it is part of the question)

Prepare questions (1) – open, closed, scenario or hypothesising (0) no marks as *the answer is in the next question*.

An interview is a two way process (2). Use of listening skills (1) Must be structured ending with a summary of key points. (1)

Notes need to be taken which can be referred to. (1)

Decision made on which applicant to be appointed (1)

Applicant contacted (1). Rejection letters sent out to other candidates. (1)

1–3 marks Demonstrates a limited knowledge and understanding

4–7 marks Demonstrates a clearer understanding of the planning stages

8–10 marks Demonstrates a full and detailed analysis of the stages

| | | |
|--------|--|----------|
| Page 6 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

(b) Give an example of the following types of question:

(i) open

(ii) closed

(iii) scenario or hypothesising

(iv) leading

[4 × 2 = 8]

Open questions – Allows the interviewee to expand on their answers

Closed Questions – yes or no responses

Scenario/hypothesising – you will be asked to respond to a particular situation

Leading – A leading question is one which attempts to guide the respondent's answer.

Marks given for examples of questions – up to 2 marks per answer

(c) Song and Wu will have to implement performance appraisal reviews for all staff. Briefly describe what is meant by a performance appraisal review. [2]

Gives feedback to the employee on their performance to date. Identifies any training needs. May be linked to a bonus payment, New targets will be set. May make alterations to job description. May discuss promotion etc.

[Total: 20]

5 Wu needs to prepare his financial reports for the Shareholders' Meeting.

(a) Describe three graphical visual aids which Wu could use in his presentation. Give one advantage and one disadvantage of each type of visual aid. [3 × 3 = 9]

Pie Chart

“slices of pie” scale in use is circular, representing 360 degrees

Advantages

- Visually appealing.
- Shows percent of total for each category.
- They are an informative way to depict proportional statistical information and allow for easy comparisons.

Disadvantages

- These would be that they can only depict up to 8 slices without causing confusion.
- Anymore than that could mislead readers and not convey the message you are trying to get across.
- Also, categories that represent less than 5% of the whole cannot be easily distinguished in the graph.

| | | |
|--------|--|----------|
| Page 7 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

Bar Chart

Series of bars in a vertical or horizontal format representing totals or amounts of items being compared using a common scale

Advantages

- Visually strong
- Can easily compare two or three data sets
- It shows exact quantities in real numbers, so you don't have to convert percentages into number as with pie charts. Thus, the information is much more distinct and obvious.

Disadvantages

- If the category labels are too long, they may not fit completely on the x-axis without making it too crowded.
- The range of the y-axis numbers and the in exactitude of bars make it difficult to determine the exact value.

Line Chart

A line graph plots continuous data as points and then joins them with a line. Multiple data sets can be graphed together, but a key must be used.

Advantages

- Can compare multiple continuous data sets easily
- Interim data can be inferred from graph line

Disadvantages

- Use only with continuous data
- Can becoming confusing with so many lines

1 mark for each type of visual aid identified

1 marks for advantage

1 marks for disadvantage

No marks to be allocated for tables.

- (b) **Song has to design the organisation chart for the Shareholders' Meeting. Describe three reasons why companies use organisation charts to show the company's structure.** [3 × 2 = 6]

Use of organisational charts to show levels of authority and responsibility within an organisation, the lines of formal communication, the status and role of employees – the chain of command

2 marks for each point identified and described

| | | |
|---------------|---|-----------------|
| Page 8 | Mark Scheme: Teachers' version | Syllabus |
| | Cambridge International Diploma – May 2012 | 5162 |

- (c) As the Company Secretary, Song has to prepare a formal report for the Shareholders' Meeting. List five main headings found in a formal report. [5 × 1 = 5]

Terms of Reference

Date

To/From

Findings

Recommendations

Conclusion

Bibliography

Appendix

Allocate one mark for title

One mark for any of the above for a total of 5