

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS

Cambridge International Diploma Standard Level

MARK SCHEME for the October 2004 question papers

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5162 Effective Business Communication (Standard), maximum mark 100

This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which Examiners were initially instructed to award marks. They do not indicate the details of the discussions that took place at an Examiners' meeting before marking began. Any substantial changes to the mark scheme that arose from these discussions will be recorded in the published *Report on the Examination*.

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.

Mark schemes must be read in conjunction with the question papers and the *Report on the Examination*.

- CIE will not enter into discussion or correspondence in connection with these mark schemes.



October 2004

CAMBRIDGE INTERNATIONAL DIPLOMA

Standard Level

MARK SCHEME

MAXIMUM MARK: 100

PAPER: 5162

BUSINESS
Effective Business Communication

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1 You work for BP and are involved in the recruitment of new graduates in your country.

- (a) Give four reasons why it is important that the external communications to potential recruits are effective. [4 x 2]**

Answers to include:

External communications

- Need to project good image of origination
- Need to consider the information which the potential recruits will need
- Need to consider the individuals being targeted and consider appropriate methods i.e. Universities, applicants, careers people etc
- Need to consider the immediacy of the communication i.e invitation for interview, confirmation of job offer etc
- Need to consider the level of feedback required i.e one-way or two-way communications
- Need to consider methods of recording the communication i.e. copies etc
- Need to consider timings and costs involved
- Need to consider use of electronic methods

Level 1: A small amount of reasons identified (1-4 marks)

Level 2: A small amount of reasons identified which are explained (5-8 marks)

- (b) Suggest the best method of communication which should be used for the following situations. Give a brief reason to support each answer. [12]**

- (i) BP wants to let all potential graduate applicants know the closing date for 2004 applications to BP.**

Accept: Internet/website, notices, posters, advertisements

Reasons: need information to reach mass audience – only needs to be one way.

[2 marks for method and 2 for reason]

– [full marks only awarded where a detailed explanation provided]

- (ii) You want to invite 40 applicants for an interview.**

Accept: letter, telephone call, e-mail

Reasons: information needs to be specific to the applicant in terms of times and locations. Does not have to be two-way but might be helpful. 40 invitations so need to think about the time taken to communicate this information individually.

[2 marks for method and 2 for reason]

– [full marks only awarded where a detailed explanation provided]

- (iii) You need to find out more information about a number of universities which you are going to visit on behalf of BP for recruitment purposes.**

Accept: telephone call, e-mail, letter

Reasons: needs to be two-way response so that specific questions can be answered, but depends on type of information required. If trying to find out about reputation of University, need to check out websites etc.

[2 marks for method and 2 for reason]

– [full marks only awarded where a detailed explanation provided]

[Total 20 Marks]

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2 You have decided to advertise for the graduate vacancies in the national press.

- a) Write a memo to BP's Human Resource Director, explaining that it will be necessary to advertise in the national press for graduate positions. [8]**

The memo format to include:

- To/from } **format 4 marks**
- Date/reference number or department }
- Subject (Advert for Recruitment of Graduates) }

- Body of memo should include: reasons for need to advertise nationally } **body 4 marks**

- indication that the advert will need to be national because of number of graduates required
- indication of timing i.e. quite urgent to get this moving
- Next step – i.e. HR manager to arrange for budget for advert to happen

- (b) The company has received 150 applications for the 15 marketing vacancies and has decided to short-list 40 people for interview. Write a letter inviting one of the shortlisted candidates for interview. You can 'create' any details that you think are necessary. [12]**

Business letter to confirm the following format:

- Logo or letter heading of the company } **format 6 marks**
- Date }
- Reference number }
- Recipient's name and address }
- Appropriate salutation – Dear Mr/Mrs.... }
- Letter heading – RE Application for... }

- The body content of the letter – calling for interview, giving date, time, location and any other information required for the interview i.e. CV, and ensuring that a form of response for confirmation of appointment is included.
 - Appropriate closure – yours sincerely } **body 6 marks**
- [up to 12 marks]**

[Total: 20]

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3 You have arranged to go into ten top universities to give a presentation about BP to help recruit graduates.

(a) Identify what factors you will need to consider when planning the presentation in terms of verbal and non-verbal communication. [8]

Could consider the following:

Verbal Communication:

- Decide on the aim of the message – need to ‘sell’ the organisation
- Select and deliver the important facts and figures
- Identify and stress the key points of the message
- Choose an appropriate verbal style – sincerity, warmth, assertiveness, diplomacy
- Choose an appropriate articulation – tone, enunciation, emphasis, volume, projection
- Monitor feedback constantly – adjust delivery accordingly
- End on a positive note

Non-verbal Communication

- Need to decide on body stance and gestures – ease, physical presence, enthusiasm
- Need to ensure eye contact
- Need to be prepared to listen to feedback and show this
- Need to check facial expression
- Need to choose most effective ways of presenting data – charts etc

Level 1: Demonstrates limited knowledge and understanding [1 - 2 marks]
 Level 2: Demonstrates a clearer understanding of verbal and NVC [3 - 5 marks]
 Level 3: Analyses verbal and NVC issues which are fully applied [6 - 8 marks]

NB: Where student only puts either just verbal or just non-verbal, then the maximum of 4 marks should be applied.

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(b) One of the methods of shortlisting applicants will be by evaluating how they work in groups. Explain how the following can have an impact on the effectiveness of the working relationship of the staff:

- | | |
|---|------------|
| (i) size of the group | [2] |
| (ii) group culture | [2] |
| (iii) relationships within the group | [2] |

Answers should include:

- (i)** the size of the group - 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
- (ii)** group culture is still very important in terms of how the group operates, can be related to people's background, lifestyle, nationality, religion, attitudes to work, education and interests
- (iii)** relationships within the group can relate to power and personal 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.

Level 1: Method only provided and very brief discussion	[1 - 3 marks]
Level 2: Method provided and detailed explanation	[4- 6 marks]

(c) You realise that you will need to get further information about exactly what type of people BP is looking for. Therefore, you have a meeting with BP's Human Resource Managers. Explain three points you will need to prepare for such a meeting. [6]

Answers to include:

- Need to prepare agenda and notice for the meeting
- Need to ensure that the right and most appropriate people attend the meeting
- Need to ensure that minutes are taken at the meeting
- Need to decide on chair for the meeting
- Need to decide on date and time which is convenient for all
- Nominate someone to follow-up action

Level 1: Offers three bullet points	[1 - 3 marks]
Level 2: Offers further explanation of points given	[4 - 5 marks]

[Total: 20]

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4 You have now invited 40 applicants to BP for a recruitment interview.

(a) Explain four purposes of this type of interview. [4]

Purpose of recruitment interviews:

- To obtain information about applicant
- To check suitability of applicant with BP culture
- To check information given on application form or CV
- To identify the most suitable candidates for the positions
- To check ability against person and job specification

[1 mark each up to 4 marks]

(b) Explain what you will need to prepare for these interviews. [8]

- Consider the aims and purpose of the interview
- Need to decide who should be present at the interview
- Need to consider type of questions – open, probing, scenario based, etc
- The discussion should largely go backwards and forwards from the interviewer to the interviewee so that the interviewer 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 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. personal specification, job specification, selection criteria
- 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 prepare acceptance and rejection letters after the interview to the appropriate people.

Level 1: Demonstrates limited knowledge and understanding [1 - 2 marks]
 Level 2: Demonstrates a clearer understanding of planning stages [3 - 5 marks]
 Level 3: Fully analyses all appropriate stages which are applied [6 - 8 marks]

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- (c) **Briefly explain open and closed questions which could be used at these interviews and give one example for each.** [8]

Answers to include:

- 1 Closed question – used to find out facts about the candidate such as age, current income, checking skills, checking details on the application form – questions such as ‘are you trained to use Excel spreadsheets?’
- 2 Open questions – used to find out attitudes and past experience – question such as why did you apply for this position? What could you bring to the job?

[2 marks per explanation and 2 marks per example of question up to 8 marks]

NB: Maximum of 4 marks per question

[Total: 20]

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5 As part of the presentation which you will be giving in universities, you need to present the data about the opportunities available within BP.

(a) Present the data in Table 1 and present it as a bar chart to be included within the presentation. [10]

Correct and accurate graph used	[2 marks]
Correct values plotted	[2 marks]
Correct shaded areas to illustrate key	[2 marks]
Clarity of chart and correct labelling	[4 marks]

(b) Identify and explain three different types of visual aids you could use to present this data instead of using a bar chart. [10]

Suggest:

- Pie charts – explanation – good to use for less complex data – but limited to the amount of in-depth information that can be conveyed using a pie or circle chart e.g. some data such as trends is too complex to illustrate this way
- Line graphs – explanation – can be used to show trends, etc but cannot readily or clearly be interpreted if too much information is plotted e.g. too many lines on one graph is confusing
- Tables – the use of numeric tables as a valuable way of presenting complex facts – not very good at showing trends etc.
- Pictograms – using pictures as a form of presenting numerical data – this is done by using a symbol which is eye catching and appealing and representative of the subject matter. The number of keys and symbols must reflect the values they represent.
- Histograms – similar to bar charts but are used for showing discrete or non-continuous information and so are best drawn using a separate bar for each time being represented. Where a histogram is used for showing continuous information the bars should be linked together.

Level 1: Demonstrates limited knowledge and understanding	[1 - 2 marks]
Level 2: Demonstrates a clearer understanding of each graph	[3 - 5 marks]
Level 3: Analyses graph in depth	[6 - 8 marks]
Level 4: Fully analyses each type and explains how they could be applied	[9 - 10 marks]

NB: Valid alternative answers should be considered [Total: 20]