

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Standard Level

MARK SCHEME for the October 2008 question paper

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.

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 discussions or correspondence in connection with these mark schemes.

CIE is publishing the mark schemes for the October/November 2008 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.



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- 1 (a) Explain *four* reasons why it is important for GMCS to communicate with its key stakeholders, if the purchase of Biomedical Global Ltd is agreed. [4 x 2 = 8]

- To communicate the rationale for the business acquisition
- To communicate the benefits of buying Biomedical Global Ltd for GMCS
- To enable GMCS to communicate its day to day and special business arrangements
- To convey clear messages about the acquisition within the company and external to the company, including to shareholders
- To enable the opportunity to receive feedback on the current status of the acquisition, including any concerns stakeholders may have
- To communicate how the acquisition may change the future structure and shape of the business

Students should be able to explain and elaborate on **four** of the above or other valid alternative points. 2 marks per point up to 8 marks.

Only give marks for consequences NOT reasons or causes.

Allow 2 marks maximum if different stakeholders are identified only.

- (b) Explain *three* reasons why it is important for GMCS and Biomedical Global Ltd to use two-way communication during the purchase of Biomedical Global Ltd. [3 x 2 = 6]

Students should outline three points from the following:

- To enable an exchange of ideas
- To receive feedback on communications
- To motivate employees and other stakeholders to support the acquisition of Biomedical Global Ltd
- To determine individual and corporate needs relating to the acquisition
- To respond to the concerns of stakeholders
- To respond to questions relating to the acquisition
- To negotiate, discuss and liaise with key stakeholders

Students should explain and elaborate on any of the above up to 3 points x 2 marks = 6 marks.

Must identify '*reasons*'.

- (c) Identify *three* ways in which GMCS could evaluate the effectiveness of its communication processes between it and its stakeholders. [3 x 2 = 6]

Answers should include the following:

- Availability – can the information be accessed successfully, and through the right channels?
- Cost effectiveness of communication – was the communication cost effective either on a per head basis, or geographical spread basis, or source basis?
- Message content – was the content of the message understood by all stakeholders relevant to the Biomedical Global Ltd acquisition?
- Appropriateness – was the content of the message appropriate in the circumstances of the Biomedical Global Ltd acquisition?

Students should provide answers to the above, 2 marks per point up to 6 marks

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2 You have been asked by the Managing Director of GMCS to arrange a preliminary meeting with Biomedical Global Ltd to discuss GMCS’s proposal to buy the company.

(a) Write a letter to Biomedical Global Ltd inviting the Managing Director and the Chairman to a preliminary meeting to discuss the proposed acquisition of their company. You can invent the date, time and venue. [12]

- Logo or letter heading of the company, date , reference number and heading (4 marks)
- Appropriate salutation – Dear Mr or Mrs (1 mark)
- The Body and content of the letter to include an invitation to the meeting, who is attending the meeting, the purpose of the meeting, the timing of the event and a response mechanism to confirm the meeting (6 marks)
- The correct use of yours faithfully and yours sincerely (1 mark)

Content of the letter should be marked on a level basis:

- Level 1 1–3 marks A short vague letter without details or appropriate closure
Level 2 4–6 marks A detailed letter with invitation to the meeting and acceptance details included, along with the rationale and purpose of the meeting.

Letterhead and inside address should have a realistic address.

Salutation and complementary close should match.

7 possible marks for layout, maximum any 6.

(b) Write a memo to GMCS’s Regional Directors, who manage the different business units, advising them that Biomedical Global Ltd have agreed to a preliminary meeting, and asking the Regional Directors to be available to meet the visitors. Use the same time, date and venue arrangements you invented for the letter. [8]

Layout

- Logo of the company
- Date
- To/from
- Subject of memo

Content

The memo content should be persuasive and motivating and impress upon the directors the importance of the meeting.

4 marks for content.

4 marks for layout as indicated above.

Must have Company logo or ‘Memo’ or ‘Memorandum’.

‘To: From:’ – must have both for 1 mark.

5 possible marks for layout any 4 maximum.

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- 3 (a) Explain *four positive non-verbal* behaviour traits that the Regional Directors should display to give a positive view of GMCS as an organisation. [4 x 2 = 8]

Students should provide the following:

- Good eye contact – looking straight into eyes and not avoiding eye gaze
- Good posture – sitting up straight and not lying back
- Good hand gestures – no pointing of fingers or shaking of fists
- Good facial responses – smiling and open
- Respectful dress sense – smart and respectful of the culture

Students should be able to identify and elaborate on each of the following and explain why it is important that they are positive.

2 marks per point up to 8 marks.

- (b) The Regional Directors are based in different countries in the East Asia region but do work together as a team. Explain the following channels of communication they could use to keep in touch and work with each other.

(i) formal channels [4]

- Written word i.e. letters and reports, formal meetings, formal briefings, formal telephone conferences and presentations
- Students should recognise that these are planned and structured forms of communication, not ad hoc or random. Students should also be able to identify that these channels are used to convey complex management and business information for example accounts information and documents such as annual company reports
- Candidates must make it clear that they are writing about 'formal' channels plus examples

(ii) informal channels [4]

- Informal channels – these are generally things that happen without being organised or structured, such as the grapevine, ad hoc email requests or telephone calls. Off line discussions and chats in the corridor or even outside of work i.e. social communication
- Candidates must make it clear that they are writing about 'informal' channels plus examples

(iii) virtual channels [4]

- Virtual channels – these include e-mails, the Internet, Intranet, Extranet, and Direct Response Advertising (through the TV)
- Same as '*formal*' and '*informal*'

[Total: 12]

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4 The meeting between the two businesses is very important.

(a) Explain *four* characteristics of a successful meeting. [4 x 2 = 8]

Students should be able to identify the following characteristics of a successful meeting:

- A meeting with clear aims, objectives and the right attendees
- An agenda with date, time, venue and discussion points of the meeting
- A good chairperson who leads, manages and controls the meeting where appropriate
- A minute secretary and good minutes which outline key actions, decisions made in a timely manner

Students should be able to identify and explain each of the above points.

2 marks per point up to 8 marks.

Maximum of 4 characteristics only – best four can be accepted.

(b) During the meeting, a variety of questions will be asked in order for both organisations to gain a greater understanding of the business they are in.

Explain *each* of the following types of question and give an example of *each* one.

(i) open question [3]

An open question – enables interviewees to open up and allows them maximum freedom to answer and respond to questions. For example: Why did GMCS decide to take over Biomedical Global Ltd and what are the advantages to GMCS?

(ii) leading question [3]

A leading question – generally leads the interviewee in a particular direction. For example: We believe that Biomedical Global Ltd offers great scope to the organisation - don't you?

(iii) hypothetical question [3]

A hypothetical question – is where there is a scenario provided and the interviewee has to consider what to do if the scenario prevailed or became a live event. For example: If you were to fail in this bid for Biomedical Global Ltd, what would your next move be?

(iv) scenario based question [3]

A closed question – this type of question is used when the answer required is very specific. For example: Do you support the bid for Biomedical Global Ltd?

This should read 'Scenario Based'.

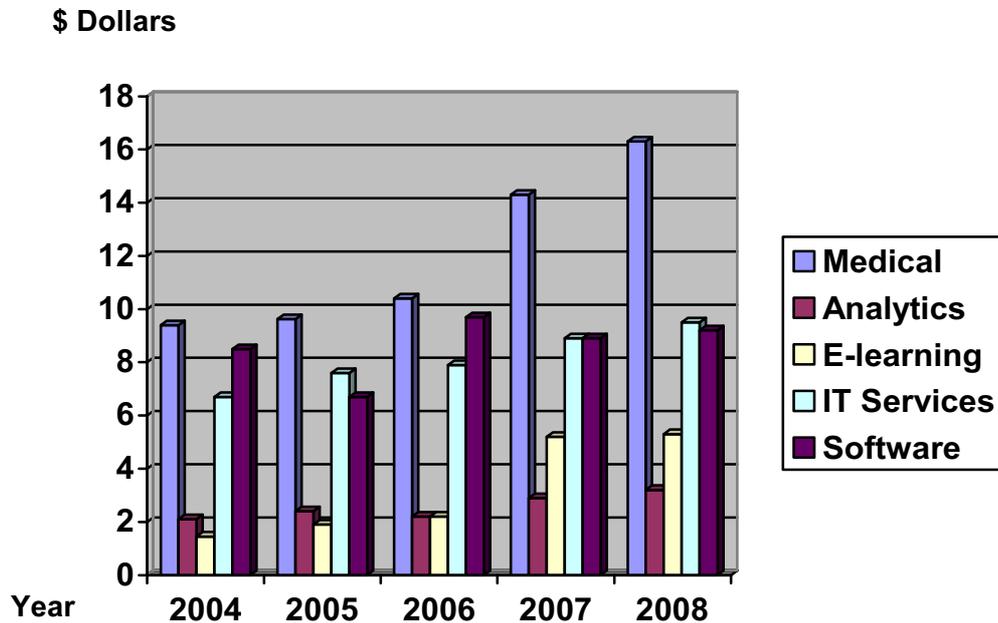
2 marks for explaining the question and 1 mark for the example of the question.

[Total: 12]

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- 5 (a) Using the data in Table 1, prepare a bar chart representing the sales of GCMS products and services for the period 2004 to 2008. [10]

Title: Sales of GMCS Products and Services 2004–2008



Students should present the sales figures as above:

Correct aid used

[1]

Correct values plotted

[4]

Correct years plotted

[2]

Clarity of chart and correct labelling

[3]

If one bar drawn for total sales allow 2 marks maximum.

- (b) Explain *two* other methods, excluding the bar chart, that could be used to present GMCS's sales information to Biomedical Global Ltd. [5 x 2 = 10]

Students should highlight that they can use either a line graph or a table for comparison purposes.

Line Graph:

Students should be able to identify that a line graph is used for:

- Plotting information that can demonstrate trends over a period of time
- It uses two sets of information which are plotted in relationship to one another
- A line graph has one set of data plotted vertically and one horizontally
- If there is too much information on a line graph it can be too crowded and difficult to read

1 mark for identification of a line graph.

4 marks for a detailed explanation of the purpose and function of a line graph as outlined above.

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Table:

Students should be able to identify that a table is used to:

- Present and store data
- Provide a straightforward way in which to summarise information
- Is generally convenient and easy to use
- Can be difficult to use if there is too much information

1 mark for identification of a line graph.

4 marks for a detailed explanation of the purpose and function of a line graph as outlined above.

Only accept line graphs or tables.