

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma Advanced Level

MARK SCHEME for the May 2007 question paper

CAMBRIDGE INTERNATIONAL DIPLOMA IN BUSINESS

5172 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 May/June 2007 question papers for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level syllabuses and some Ordinary Level syllabuses.

Page 2	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

1 The hotel will be receiving guests from many different nations and cultures.

(a) Explain *four* potential barriers to communication that may arise during the delegates' visit. Provide examples to support your answers. [8]

Answers should include:

- Language barriers – recipient unable to understand the language
- Cultural barriers – inappropriate messages or gestures relating to different cultures
- Inappropriate use of language
- Inappropriate medium – making it difficult for recipient to understand
- Too much noise (too many things going on around the person for them to hear properly)

(2 marks per point – one for identification and one for elaboration)

(b) You have been asked to organise some internal staff training to provide the staff with information about the visit by the 'international delegates' and discuss with them how to meet, greet and generally look after the delegates.

Identify and explain *three* methods of communication best suited to this type of information sharing. [6]

The term information sharing should lead students to realise that this is an identification and explanation of two-way methods of communication:

- Team meetings
- Team briefings
- Seminars

(2 marks per point – 1 mark for identification and 1 mark for elaboration)

(c) Getting the right mix of verbal and non-verbal communications for this important visit by international delegates will be essential.

Briefly describe the following *three* methods of communication, giving an example for each one.

(i) Kinetics [2]

(ii) Metacommunications [2]

(iii) Paralanguage [2]

Kinetics – body language such as facial expression – smiling or eye movement – or gestures – pointing fingers, or folding arms

(1 mark for explanation and 1 mark for example)

Metacommunications – the importance of silences in communication e.g. nothing is said – it is a case of actions speak louder than words

(1 mark for explanation and 1 mark for example)

Paralanguage – i.e. it is not what is said, but the way in which it is said – i.e. the use of a sarcastic tone, or harsh tone, or kind tone.

(1 mark for explanation and 1 mark for example)

[Total: 20]

Page 3	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

2 As already suggested, internal communications with staff will be your priority.

(a) Write an internal memo to the housekeeping team, responsible for laundry, cleaning and refreshing rooms, asking them to attend an information sharing meeting next week about the arrival of the international delegates. Create the necessary details. [8]

Answer should be as follows:

The memo must conform to company style:

- Logo
- Date
- To: Bar tenders
- From: You
- Subject: Re: Visit of delegates
- Body/content of the memo -
- Telling them to communicate effectively with delegates
- Appropriate conclusion
- Initials or signature

The content and tone of the memo should be encouraging them putting a positive spin on the importance of attending the meeting

Marks should be awarded on the basis of:

4 marks for content

4 marks for layout and structure i.e. log, date, To/From, subject, signature

(b) During the visit, delegates will be able to use the business centre to communicate through a variety of mechanisms.

(i) emails [3]

(ii) fax [3]

Emails:Fast, effective, can get feedback, can confirm it has been received and read, can be sent to any country and any time zone. It allows a free-flow of information.

Fax:A full copy of a document can be sent down the telephone line and received at the other end – it can be fast and efficient, but does not enable a response.

Telephone lines are still more readily available than Internet access.

1 mark per benefit explained.

Page 4	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

(c) After the delegates leave the hotel, you will be expected to write a report to your line manager explaining how the seven-day event went and also identifying areas for improvement in time for the 2008 Olympics.

Identify *six* essential features of the structure of your business report to the management. [6]

Answers should include the following:

- Title
- Author
- Date
- Reference
- Content
- Page
- Main body of the report
- Conclusion
- Appendices

Students should be able to list the above points

(1 mark per point listed and explained up to six points)

[Total: 20]

Page 5	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

3 The housekeeping team in the hotel work in small groups, each group being responsible for a number of rooms on each floor of the hotel.

(a) Identify and explain the following aspects of a group:

- (i) Group attributes** [3]
- (ii) Group norms** [3]
- (iii) Group purpose** [3]

Group attributes – students should be able to identify that group attributes are those recognised by its members and those outside of the group or the organisation – it will in particular relate to the group's strengths

Group norms – students should identify that norms are a standard form of behaviour, outlook and attitude that is common across all members of the group – in this case study it might be good standard of cleaning, honesty, trustworthiness, good time-keeping etc

Group purpose – students should be able to identify that the group purpose is the objectives of the group – in this instance it might be to actually ensure that all guests have as comfortable as stay as possible in clean and fresh rooms.

3 marks for each aspect of a group i.e. 3 x 3 marks

(b) Ensuring effective communications is your priority, you wish to call a group meeting to discuss what the housekeepers should do when they meet the hotel guests.

Identify *five* key features of your role during the meeting. [5]

- Working to and following the agenda
- Keeping the discussion under control
- Managing the time scales allocated for each discussion point
- Ensuring that everyone in the meeting has an opportunity to contribute properly
- Arranging for minutes to be taken, produced and circulated
- Decide on action points and responsibility for those points
- Suggesting and agreeing the date of the last meeting.

(1 mark per point up to 5 points)

(c) (i) Explain the purpose of taking minutes of the meeting you have called. [3]

(ii) Discuss what happens to the minutes after the meeting. [3]

(i) The purpose of minutes – they are used as a way of recording the discussion during the meeting, the action points and those responsible for the action. They can be used for a reference point at future meetings and as monitoring documents, and the progress of meetings to date.

(ii) What happens afterwards – minutes should be distributed and all recipients should ensure that they read them and progress their actions points and report on them at the next meeting.

[Total: 20]

Page 6	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

4 If the Olympic planning event goes well, the hotel is likely to recruit a significant number of staff for a variety of roles in the hotel to assist with the 2008 Olympics.

(a) Explain two purposes of undertaking a recruitment interview [4]

Student should provide an explanation of two from the following:

- It allows a controlled contribution between the employer and interviewee
- It allows an exchange of information and ideas
- It enables both parties to listen whilst the other one speaks
- It enables an assessment of the level of interest of both parties.

(1 mark per point stated and 1 mark for elaboration)

(b) Prepare a brief guide for the hotel management on how to conduct interviews for the forthcoming recruitment drive. [10]

- Plan for the interview
- Identify the aims and objectives of the interview – to recruit new staff
- Decide who should be present at the interview – managers, directors etc.
- Decide on the types of questions – open, closed, scenario based etc.
- Decide upon discussion points
- Determine how the two-way flow of information should take place
- Determine how the interviewer should set the tone for the interview
- How to choose the appropriate location and time and collect all of the necessary information
- The importance of listening carefully and recording relevant information
- How to make notes at critical times during the interview, and identify any forms that may need to be completed
- How to make follow-up notes after the interview
- How to determine who to accept for the role, and how to write acceptance and rejection letters appropriately.

Level 1: Demonstrates a limited knowledge and understanding [1-3]

Level 2: Demonstrates a clearer understanding of the planning stages [4-7]

Level 3: Demonstrates a full and detailed analysis of the stages [8-10]

Page 7	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

(c) During the actual interviews, managers will use a variety of question techniques. Describe each of the following, giving an example of each one:

- (i) A leading question** [2]
- (ii) A hypothetical question** [2]
- (iii) An open question** [2]

A leading question – generally leads the interviewee in a particular direction – for example – “so you do use computers then”?

A hypothetical question – is where there is a scenario provided and the interview has to consider what to do if the scenario prevailed or became a live event – for example, “what would you do if a customer came towards you shouting and screaming because there was fire breaking out in the store”?

An open question – enables interviewees to open up and allows them maximum freedom to answer and respond to questions – for example “why do you think you can really change the way in which we do things here”?

2 Marks for each method – 1 for the explanation and 1 for the example

[Total: 20]

Page 8	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

5 (a) The report you are going to prepare on effective communications is going to include statistics on staff performance relating to communications. Explain *one* advantage and *one* disadvantage of using the following graphical forms to support the content of your report.

- (i) Bar chart** [4]
- (ii) Line graph** [4]
- (iii) Table** [4]
- (iv) Pie chart** [4]

A bar chart is a series of bars representing totals and amounts, and can be used for comparing items using a common scale. Disadvantage: it has limited visual impact if results are very close in value, also a limited number of bars per chart.

Line graphs enable lines to follow trends over time, and can include the interaction of two variables. It can follow a number of different trends at any one time. A disadvantage is that it cannot be clearly interpreted if there are too many plotted lines of information.

A table is an easy way to store information and present data. However, a disadvantage is that it has limited immediate visual impact and can be difficult to interpret if there is too much information in it.

A pie chart shows the 'total value' of the items, (100% or 360 degrees) which must be known in order to compare items in the chart. It is useful to enhance analysis of data through colour. A disadvantage is that the level of information plotted is generally basic and cannot be in-depth.

Level 1: A basic description of each type of graphical form, but with no advantages and disadvantages. [1-5]

Level 2: A good description of each type of graphical form, with one or the other of advantages and disadvantages included. [6-10]

Level 3: A good detailed description with both advantages and disadvantages included. [11-16]

(b) When undertaking planning, the Olympic delegates will need to use Gantt and flow charts to assist them. Give two benefits of using such charts. [2]

Students should be able to identify that the flow chart actually identifies process in a detailed way, including when to start and stop and also when there may be a need to deviate.

A Gantt chart plots time and actual progress against planned time.

(1 mark per point)

Page 9	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2007	5172

(c) The delegates have asked for a PowerPoint projector to be available during their visit.

Describe what PowerPoint is, and identify *one* benefit of using this software for presentations. [2]

PowerPoint is a Microsoft software package specifically for preparing presentations. It includes a variety of backgrounds, colours, styles, charts and layouts, and enables an attractive eye catching presentation to be prepared. It can include animation and multi-media intervention.

(1 point per point raised for description)

The benefits of using such software is that it makes the presentation more attractive, it enables standardisation of corporate presentations through the use of templates, the quality of the presentation is high and can be projected onto both a computer and screens.

PowerPoint presentations can also be transmitted by email and posted on the Internet.
(1 mark per point raised for benefits)

[Total: 20]