

**CAMBRIDGE INTERNATIONAL EXAMINATIONS**  
Cambridge International Diploma Advanced Level

## **MARK SCHEME for the May 2013 series**

### **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, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge will not enter into discussions about these mark schemes.

Cambridge is publishing the mark schemes for the May 2013 series for most IGCSE, GCE Advanced Level and Advanced Subsidiary Level components and some Ordinary Level components.

<b>Page 2</b>	<b>Mark Scheme</b>	<b>Syllabus</b>
	<b>Cambridge International Diploma – May 2013</b>	<b>5172</b>

**1 Chang Lee is very concerned that good communication, both internal and external, must be maintained with the growth of the company.**

**(a) Discuss the role of business communication. [6]**

External – customers, suppliers, shareholders, contractors and local towns and villages. (2)

Internal – employees, supervisors and managers. (2)

For the company to continue to grow the stakeholders need to be kept informed of developments within The Big Bus Company. As the company's main concern is health and safety this has to be disseminated to all parties. (2)

**(b) Give three benefits of the intranet to employees of The Big Bus Company. [3 × 2 = 6]**

Email to colleagues, supervisors and managers including attachments.

Access to reports, databases, Injury Prevention and other documents used in the company.

Diary systems

Electronic notepads

Speed and delivery of information

Email can be accessed from home

**(c) Explain four consequences of poor communication for the company. [4 × 2 = 8]**

1 Time may be lost as instructions may be misunderstood and jobs may have to be repeated

2 Frustration may develop, as people are not sure of what to do or how to do a task

3 People may feel left out if communication is not open and effective

4 Messages may be misinterpreted or misunderstood causing bad feelings

5 People's safety may be at risk

**[Total: 20]**

<b>Page 3</b>	<b>Mark Scheme</b>	<b>Syllabus</b>
	<b>Cambridge International Diploma – May 2013</b>	<b>5172</b>

- 2 (a) Write a letter, on behalf of Chang Lee, to invite staff attending the afternoon group to the meeting. He will expect full attendance. Use the details in the case study. You may create all other details. [12]

Standard business letter layout  
 Letter headed with logo and The Big Bus Company (1)  
 Full address of the company (1)  
 Telephone and fax numbers (1)  
 Email address (1)  
 Dear first name (1)  
 Yours sincerely (1) Chang Lee (1)

1 mark for any of the above up to 6 marks

Reference (1)  
 Date, time and location – Monday 3 June at 1.30 in room 21 – The Boardroom (2)  
 Paragraphs using open punctuation (1)  
 Closing paragraph – expectation that attendance is 100% (1)  
 Formally appropriate to recipient (1)  
 The meeting is about Health and Safety (1)  
 Tea included (1)

1 mark for any of the above up to 6 marks

- (b) Explain the purpose of a memorandum. [4]

To convey instructions within a company/organisation (1)  
 To provide or accompany information (1)  
 To confirm arrangements made orally (1)  
 To aid memory (1)  
 To request information or action (1)

- (c) List the four headings of a memorandum. [4 × 1 = 4]

To  
 From  
 Date  
 Subject or title  
 (1 × 4 marks)

[Total: 20]

Page 4	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2013	5172

3 (a) Chang Lee has asked you to help him prepare for the meeting.

(i) Explain why it is important to draw up the agenda for a meeting. [3]

- Agendas provide structure to meetings
  - Agendas act as a guide to the Chair of the meeting
  - Agendas ensure that all relevant and important points are addressed
  - Agendas ensure that points are prioritised during meetings
- 1 mark for any of the above

(ii) Identify three standard items that are included in any meeting agenda. [3 × 1 = 3]

- Apologies for non-attendance
  - Minutes of previous meeting
  - Matters arising
  - Correspondence
  - Any other business
  - Date, time and place of next meeting
- 1 mark for any of the above

(b) Explain the role of:

(i) The chairperson [3]

Is to manage the meeting, manage the group, manage group dynamics, ensure that everyone has an opportunity to discuss key points, ensure that a minute secretary is appointed, the minutes taken, actions allocated to specific people and recorded, ensure that the meeting achieves its objectives.

1 mark per point up to 3 marks

(ii) The secretary [3]

Is to organise the meeting, distribute the agenda, take the minutes, record the actions, distribute the minutes.

1 mark per point up to 3 marks

(c) Identify and explain four common causes of conflict that arise in working groups within organisations. [4 × 2 = 8]

- Disagreements about objectives of group
  - Different responsibilities
  - Different priorities
  - Inappropriate or poor communication
  - Different ideologies
  - Different beliefs
  - Different culture
- 2 marks for each point

[Total: 20]

Page 5	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2013	5172

4 There has been a bus accident with no injuries to passengers or staff. However, the bus driver was found to be speeding. Chang Lee has asked you to make preparations for a disciplinary interview.

(a) Explain the role of a disciplinary interview. [4]

A disciplinary interview is the means by which rules are observed and standards are maintained (1). The interview should be used primarily to help and encourage employees to improve rather than just as a way of imposing punishment (1). It provides a method of dealing with any apparent shortcomings in conduct or performance and can help an employee to become effective again (1). The interview should be fair, effective and consistently applied. Employees should be given the opportunity to challenge the allegations before decisions are reached and should be provided with a right to appeal (1).

(b) Describe the preparations you would make to conduct a disciplinary interview. [12]

Date, time and venue and collect all evidence (1)  
 Decide who should be present at the interview (1)  
 The importance of listening and taking notes throughout the interview (2)  
 Questioning techniques – open and closed questions (2)  
 To ensure that the result of the interview is notified to all parties (1)  
 The meeting should be held without unreasonable delay whilst allowing the employee reasonable time to prepare their case (1)  
 Employers and employees (and their trade union official or close friend) should make every effort to attend the meeting (1)  
 At the meeting the employer should explain the complaint against the employee and go through the evidence that has been gathered (1)  
 The employee should be allowed to set out their case and answer any allegations that have been made (1)  
 The employee should also be given a reasonable opportunity to ask questions, present evidence and call relevant witnesses (1)  
 They should also be given an opportunity to raise points about any information provided by witnesses (1)  
 Where an employer or employee intends to call relevant witnesses they should give advance notice that they intend to do this (1)

(c) Identify two different types of question which could be used during a disciplinary interview and provide one example of each type of question. [2 × 2 = 4]

An open question: enables interviewees to open up and allows them maximum freedom to answer and respond to questions. An example “describe the events leading up to the accident?”

A closed question: usually requires a specific answer for example “were you speeding at the time of the accident?”

[Total: 20]

Page 6	Mark Scheme	Syllabus
	Cambridge International Diploma – May 2013	5172

5 Chang Lee has decided that the company's organisation chart is no longer appropriate.

You have been asked to prepare a presentation on organisation charts for the Health and Safety Conference.

(a) Explain the following terms:

(i) A flat organisational structure [4]

A flat organisational structure is a structure that has a wide span of employees across the organisation (1), but not an upward span i.e. there will be very limited levels of management (2).

Drawing of structure (1)

(ii) A hierarchical organisational structure [4]

A hierarchical structure has a vertical span of control (1) – it will have many tiers of management and employees – it may have several levels of manager, including junior, middle, senior management, directors, chairman etc. (2).

Drawing of structure (1)

(b) Identify four software packages which could be used to enhance the presentation. [4 × 1 = 4]

Flash  
PowerPoint  
Graphic cards  
Multimedia  
Sound cards  
Video clip  
Desktop publisher  
Dreamweaver

(c) Identify four types of graph which could be used during the presentation to display the financial figures for The Big Bus Company. [4 × 2 = 8]

**Bar Chart** – bars have an individual identity either by name or with use of a key; possible use of three dimensions and colour to enhance visual impact.

**Line Graph** – grid of equal sized squares; two sets of information plotted in relation to one another; one set of data plotted vertically, the other horizontally.

**Pie Chart** – “total value” of the items (100% represented by 360 degrees) must be known in order to compare items in a pie chart; use of colour to enhance data.

**Table – Components** – a clear title, a scale or interval (e.g. 12 month period), a list of items to be compared and totalled.

[Total: 20]