



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Business
Advanced Level

EFFECTIVE BUSINESS COMMUNICATION

5172/01

Core Module

May 2013

2 hours plus 15 minutes' reading time

Additional Materials: Answer Booklet/Paper

READ THESE INSTRUCTIONS FIRST

Write your Centre number, candidate number and name on all the work you hand in.

Write in dark blue or black pen.

You may use a soft pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, highlighters, glue or correction fluid.

Attempt **all** tasks.

Start each task on a new piece of paper.

Please leave a margin on the right and left hand side of each new page.

At the end of the examination, fasten all your work securely together, in the correct order.

The number of marks is given in brackets [] at the end of each question or part question.

This document consists of **4** printed pages.



You must read the case study below and attempt ALL of the tasks which follow.
(This case study is fictitious.)

The Big Bus Company

Organisations have to establish priorities to help them achieve their objectives. Health and Safety is particularly important for an organisation that provides public transport. Any organisation that carries passengers must take responsibility for them. In China, The Big Bus Company has grown to become an organisation with a turnover of more than \$250¹ million dollars. It employs around 136 000 staff and transports over 2.5 billion passengers a year. 5

When an organisation transports as many people as The Big Bus Company, it takes on a huge responsibility for the safety of these customers. It also has a responsibility for the safety of its employees and contractors. This is why safety and customer service are the core values of The Big Bus Company.

The Big Bus Company constantly seeks to improve the safety culture within the business. It was the first company to introduce a ban on using mobile phones, even including hands free, for any employee while driving on business for the company. An Injury Prevention handbook is carried by all staff. The handbook incorporates training, monitoring and reporting procedures for safety issues. It is designed to promote the safety culture in all areas. 10

Health and Safety is one of the many responsibilities of an employer. Health and Safety legislation means that individuals, as well as businesses, can be prosecuted. The company and its managers can be held liable for injuries to employees, customers, contractors and others. Prosecution can result in unlimited fines or even in prison sentences. 15

Disciplinary action can result from staff not following safety procedures. By keeping and analysing records, The Big Bus Company continues to improve its safety policies, going beyond the requirements of legislation. The bus drivers take an Advanced Driving course. There is CCTV on all buses with safety notices for both staff and passengers. State-of-the-art training simulators can provide a number of programmes for the drivers, for example, dealing with snow, flooding and objects hitting the windscreen. 20

The intranet and internal company newsletter carry up-to-date information on safety themes. Staff are encouraged to talk about Health and Safety issues with their line managers at any time. When new staff are employed they are given an Employee Safety briefing within their first week of employment. At this time they are issued with their Injury Prevention handbook. 25

Each year The Big Bus Company hosts several internal Health and Safety conferences across China. Annual figures are discussed and plans are set for the following year. Every month Executive Safety Committee meetings are held, and representatives from across the business are required to attend and review safety programmes. 30

The Big Bus Company also works with other organisations to ensure the safety of its customers. For example, the organisation will work with the local towns and villages to identify potentially hazardous bus routes. Plans can be made to prevent accidents in these areas. 35

You are the personal assistant to the Managing Director Chang Lee. Chang Lee has asked you to help him organise the next internal Health and Safety conference to be held in Beijing. The date has been arranged for Monday 3 June. Due to the high number of staff there will be two groups. The morning group will start at 9.30am and finish at 12.30 with lunch. The afternoon group will start at 1.30 and finish at 4.30 with tea. The meeting will be held in the boardroom. 40

¹ Quoted in US dollars

You must attempt ALL of the following tasks.

Where appropriate use information from the case study to support your answer.

- 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]
- (b) Give **three** benefits of the intranet to employees of The Big Bus Company. [3 x 2 = 6]
- (c) Explain **four** consequences of poor communication for the company. [4 x 2 = 8]
- [Total: 20]**
- 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]
- (b) Explain the purpose of a memorandum. [4]
- (c) List the **four** headings of a memorandum. [4 x 1 = 4]
- [Total: 20]**
- 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]
- (ii) Identify **three** standard items that are included in any meeting agenda. [3 x 1 = 3]
- (b) Explain the role of:
- (i) The chairperson [3]
- (ii) The secretary [3]
- (c) Identify and explain **four** common causes of conflict that arise in working groups within organisations. [4 x 2 = 8]
- [Total: 20]**

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]

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

(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 x 2 = 4]

[Total: 20]

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]

(ii) A hierarchical organisational structure [4]

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

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

[Total: 20]