



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

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**EFFECTIVE BUSINESS COMMUNICATION**

**5172/01**

Core Module

**October 2008**

**2 hours plus 15 minutes reading time**

Additional Materials: Answer Booklet/Paper

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**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.

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



**You must read the case study and attempt ALL the tasks which follow.**

(The case study is fictitious.)

### **SUPERSOL CONSTRUCTION LTD**

Supersol Construction Ltd (SCL) is a Spanish construction company whose core business is designing and building large blocks of apartments. Apart from the head office in Madrid, SCL maintains four other offices in Spain. The company is particularly experienced in building stylishly designed apartments for holiday-makers in Spain and other European countries. They are usually located in beautiful leisure complexes. 5

SCL has recently been working on expanding its business, as the Spanish market is becoming saturated with apartment-style properties. SCL has succeeded in finding new business opportunities in Asia by building holiday-style properties at low cost in India, Sri Lanka, Malaysia and Thailand. These holiday destinations are growing and SCL got into the market early to establish its position. 10

The expansion of the business has been particularly challenging, not least because of cultural and legal differences, and also because of the distances involved. However, despite this, the company has succeeded in a significant bid to build holiday apartments in Thailand. They will be building two holiday complexes with 750 apartments in each one, with leisure facilities and a golf course at each location. 15

As a result of winning this contract, SCL has decided that it should open up a temporary office in Thailand to support the contract. SCL recognises that if the contract is successful then the office in Thailand may be a more long-term commitment as it seeks to continue to grow and expand its business outside of Spain.

The directors are concerned, however, that costs could spiral out of control with Spanish employees flying to and from Thailand. They are keen to explore a range of communication tools that will reduce costs and keep the contract within budget which, in addition to quality, is a key factor in SCL's success. They also wish to establish 'virtual work groups', particularly relating to business development, sales, contracts and operational processes. 20

Your role in this business is twofold. Firstly, you work for the SCL Contracts Director. The Director has a meeting with the Directors of Golf World International in Thailand in the near future. He has asked for your help in setting up this meeting and in writing the reports that he is required to present. He is travelling with the Managing Director of SCL to the first meeting. The Managing Director will be responsible for chairing the meetings in order to ensure that the business processes get started soon. 25 30

The second part of your role is new to you. You are a member of a working group exploring virtual approaches to carrying out business, including the business and personal implications of virtual groups. The Information Technology Manager is aware of your recent involvement in undertaking an Effective Business Communication course and thinks you should be part of the group, as you have previously discussed the course and new business approaches using information communication technologies with him. 35

**You must attempt ALL of the following tasks.**

- 1 (a) Explain **four** consequences to SCL of poor communication between the offices in Spain and Thailand. **[4 x 2 = 8]**
- (b) Explain **three** methods of two-way communication that SCL could use to develop its business relationships with Golf World International. **[3 x 2 = 6]**
- (c) Non-verbal communication could be easily misunderstood between the two different cultures.
- (i) Using appropriate examples, explain what is meant by Kinetics. **[3]**
- (ii) Explain why it is important to use positive body language in non-verbal situations **[3]**  
**[Total: 20]**
- 2 (a) You work for SCL. Write a letter to the Contracts Director at Golf World International notifying him of the arrangements for the forthcoming meeting between him and the Contracts Director at SCL. The Contracts Director at SCL will be travelling two weeks from now and will be accompanied by SCL's Managing Director. You can invent all other necessary details. **[10]**
- (b) Intranet will be a very important communications tool for SCL in the future.
- (i) Explain what is meant by an Intranet. **[2]**
- (ii) List **three** benefits to SCL of developing Intranet communications between Spain and Thailand. **[3]**
- (c) The Contracts Director has to present a report at the meeting, which outlines the basis of the contractual arrangements. He has asked for your help in preparing the report. List **five** of the nine headings for a formal business report. **[5]**  
**[Total: 20]**
- 3 Part of your new role is thinking about issues surrounding virtual working groups. Initially business development, sales, contracting and operational processes will have virtual working groups.
- (a) Explain **four** key factors facing virtual working groups. **[4 x 2 = 8]**
- (b) The Managing Director of SCL will be chairing the meeting between SCL and Golf World International. Explain **three** duties he will undertake as chair of this meeting. **[6]**
- (c) It will be vitally important that minutes of this meeting are taken. Explain **three** reasons for taking the minutes of a meeting. **[3 x 2 = 6]**  
**[Total: 20]**

- 4 SCL will shortly be commencing a recruitment campaign for new contracts, sales and business development personnel, along with some operational staff.
- (a) Explain **two** purposes of recruitment interviews for SCL. [2 x 2 = 4]
- (b) Explain to the Human Resources staff how they should prepare for the employment interviews. [12]
- (c) Describe **two** other types of interviews SCL should undertake in order to monitor the progress of its employees once they start in their new roles. [2 x 2 = 4]  
[Total: 20]
- 5 (a) It is likely that SCL will be asking for quite complex financial data from the Thailand office in order to monitor its performance.
- (i) Identify **two** appropriate graphical forms for presenting complex financial data. [2]
- (ii) Explain the advantages and disadvantages of **each** in presenting complex financial information. [2 x 3 = 6]
- (b) The Managing Director of SCL wants to present an organisation chart at the contracts meeting in Thailand so that Golf World International fully understands the structure of SCL. Explain **three** purposes of SCL's organisation chart. [3 x 2 = 6]
- (c) SCL is keen to explore how advances in technology could enhance the presentation of information. Explain **three** forms of technology that SCL could use to aid the presentation of information. [3 x 2 = 6]  
[Total: 20]

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