



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

EFFECTIVE BUSINESS COMMUNICATION

5172/01

Core Module

October 2012

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.

* 3 4 6 2 3 0 5 6 5 0 *

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 NORDIC Company

NORDIC is an internationally known home furnishing retailer that originated in Scandinavia. The majority of NORDIC's furniture is flat-pack, ready to be assembled by the consumer. This allows a reduction in costs and packaging. NORDIC carries a range of 9 500 products, including home furniture and accessories. This wide range is available in all NORDIC stores and customers can order much of the range online through NORDIC's website. Stores are located worldwide. In August 2011 the NORDIC group had 253 stores in 24 countries, with a further 32 stores owned and run by franchisees. NORDIC stores include restaurants and cafés serving Scandinavian food. They also have small food shops selling Scandinavian groceries, everything from meatballs to jam. 5

NORDIC is well known for its low price strategy together with a wide range of well designed, functional home furnishing products. NORDIC's products cater for all age groups and types of households. This is vital in times when the retail sector is in recession as it increases NORDIC's potential market. 10

Since it was founded NORDIC has always had concerns for people and the environment. The NORDIC vision 'to improve people's daily lives' puts these concerns at the heart of the business. NORDIC has responded to the public's rising concern for supporting the environment in its choice of product range, suppliers, stores and communication. NORDIC's concern for people and the environment encourages it to make better use of both raw materials and energy. This keeps costs down and helps the company to reach its environmental targets. For example, clever use of packaging and design means more items can fit into a crate, which means fewer delivery journeys. This in turn reduces NORDIC's carbon footprint. 15 20

David Chui, the Managing Director of NORDIC, has decided to expand into China, and is planning to open the first NORDIC furniture store in Beijing in January 2013. The Human Resource Director, Anna Lee has been given the responsibility for the recruitment of staff. She has already appointed the Store Manager, Yuen Chen, who has been asked to travel to Norway to meet with David Chui and the Board of Directors. This meeting is to be held at 10am on Monday 5 November at the Head Office in Oslo, Norway. David Chui has decided to have an additional meeting on the 6 November at 3pm for all the Heads of Department in Oslo. This is an important meeting regarding the new store in Beijing and he expects all the departmental heads to attend. 25

You are the Personal Assistant to David Chui. He has asked you to contact Yuen Chen with the arrangements for the meeting. Yuen Chen will have to arrive the day before and stay for a week as he has a number of meetings to attend. You also need to send out an agenda for the meeting to the Board of Directors. Anna Lee has contacted you regarding a recruitment procedure for the new store. Your other main responsibility is the updating of the NORDIC website. 30

You must attempt ALL of the following tasks.

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

1 With a worldwide business, David Chui is concerned that communication is extremely important for the staff, customers and other stakeholders.

(a) Explain **four** consequences of poor internal communications between NORDIC Beijing and the Head Office in Oslo. **[4 x 2 = 8]**

(b) Your main responsibility is to update the NORDIC website. List **six** criteria you would use to evaluate the effectiveness of the current website for the departmental heads meeting on the 6 November. **[6 x 1 = 6]**

(c) The Board of Directors' meeting will involve both verbal and non-verbal language.

Explain the meaning of **each** of the following. Give **one** example of **each**.

(i) paralanguage **[3]**

(ii) oral **[3]**

[Total: 20]

2 You have been asked to prepare for the Board of Directors' Meeting.

(a) Write a letter to Yuen Chen, asking him to attend the meeting. You will need to add any other necessary information. **[12]**

(b) Write an email to all the Heads of Department in Oslo, asking them to attend the meeting on 6 November at 3pm. **[8]**

[Total: 20]

3 Preparations are now being made for the Board of Directors meeting on 5 November.

(a) Explain the role of the Chairperson before the meeting. **[4]**

(b) Explain the role of the Chairperson during the meeting. **[6]**

(c) Explain how the following technology could be used to support the staff at the new store in Beijing and also the suppliers who have to meet the delivery deadlines. Give **two** advantages of **each** type of technology.

(i) intranet for employee communication **[5]**

(ii) extranet for communication with the suppliers **[5]**

[Total: 20]

- 4 Anna Lee has contacted you to ask you to draw up a recruitment procedure for the new store.
- (a) Prepare **five** instruction points that should be followed in order to ensure that the recruitment interviews are successful. [5 x 2 = 10]
 - (b) Apart from recruitment interviews identify and explain **three** other types of interviews. [3 x 2 = 6]
 - (c) Explain **two** different types of question which can be used in a recruitment interview. [2 x 2 = 4]
- [Total: 20]**
- 5 (a) Yuen Chen will be expected to complete a monthly report. Identify the report structure and briefly explain what the content of the report might include. [10]
- (b) David Chui has asked you to prepare a graphical presentation for the Board of Directors showing the sales of the five best performing stores in the group. Suggest the best type of graph for use as a visual aid. Provide **one** advantage and **one** disadvantage of this graph. [5]
- (c) Explain the use of Gantt charts and how they can help in planning complex events such as opening a new store. [5]
- [Total: 20]**