

Cambridge IGCSE · Business Studies 0450 · Notes

Internal and external communication

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What you need to know

By the end of this topic you should be able to:

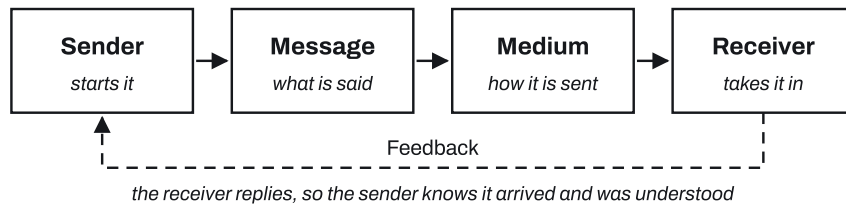
1. **Explain what effective communication is** and why it matters to a business.
 2. **Describe the methods of communication** a business can use, inside the business (with employees) and outside it (with customers, suppliers and others), including methods based on information technology (IT).
 3. **Explain the benefits and limitations of each method.**
 4. **Recommend and justify which method to use** in a given situation.
 5. **Explain how communication barriers arise**, and the problems that ineffective communication causes.
 6. **Explain how communication barriers can be reduced or removed.**
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Understand it

What communication is

Communication is passing a message from one person or group (the **sender**) to another (the **receiver**) through a **medium** (the method: an email, a meeting, a phone call). It is **effective** when the message reaches the right person, is understood as the sender meant it, and leads to the right action. The receiver's reply, which shows the message arrived and was understood, is called **feedback**.

The communication process



Barriers that arise at each stage

jargon unclear wording	too long wrong person	wrong medium technical failure long chain	not listening distrust other language
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- **Internal communication** is between people **inside** the business: managers, employees, departments, branches.
- **External communication** is between the business and people **outside** it: customers, suppliers, banks, the government, the local community.
- **One-way** communication gives no chance to reply (a notice, a poster, a website). **Two-way** communication lets the receiver reply or ask questions straight away (a meeting, a phone call), so misunderstandings are cleared up at once.

Why effective communication matters

Good communication is not just "nice to have". It is what makes the rest of the business work:

Benefit of communicating well	Why it matters to the business
Fewer mistakes and less waste	Workers know exactly what to do, so materials and time are not wasted on wrong orders
Faster and better decisions	Managers get accurate information quickly
Better coordination	Departments and branches work together; production makes what sales has promised
Higher motivation	Employees who are kept informed and listened to feel valued, so labour turnover falls
Higher efficiency and output	Less time lost asking, checking and correcting
Better relationships outside	Suppliers deliver the right goods on time; customers get accurate information, so the business's reputation improves

Poor communication causes the opposite: mistakes, delays, wasted materials, missed orders, unhappy customers, demotivated staff and rumours. In a large business, poor communication is one of the problems of growing (a diseconomy of scale).

When a question asks why **effective** communication is important, give a **benefit of communicating well** ("fewer mistakes"), not a reason for communicating at all ("to tell workers what to do").

Methods of communication

Name the actual method. "Written", "verbal", "visual" or "electronic" are kinds of communication, not methods, and earn nothing on their own.

Method	Benefits	Limitations
Face-to-face meeting or team briefing	Two-way: instant feedback and questions; body language shows whether people understand; good for sensitive or complex news; makes staff feel involved	Hard to get everyone together, especially across sites or shifts; workers stop working, so output is lost; absent staff miss it; no written record unless minutes are taken
Phone call	Quick; instant feedback, so you know the message arrived and can answer questions; works over any distance	No written record to check later; the person may not answer; one person at a time; no body language; poor signal can distort it
Video call (an IT method)	Sees faces and body language without travelling, so saves travel time and cost; several people at once, in different places	Needs good internet and equipment; time zones; technical failures
Email (an IT method)	Cheap; reaches many people at once, anywhere; can carry attachments and a lot of detail; a written record to refer back to; read when convenient	May be ignored, lost among many emails or sent to junk; needs a device and internet; no instant feedback, so the sender doesn't know it was understood
Text or messaging app (an IT method)	Very quick; reaches mobile workers who are away from a desk; read almost straight away	Only short messages; staff need a phone and signal; easy to miss among personal messages
Letter	A formal written record (useful for legal matters, contracts, complaints); can be confidential; reaches people without internet	Slow to arrive; costs to print and post; no instant feedback
Noticeboard or poster	Cheap; seen by many people in one place; stays up for days	One-way; people may not read it; no way to know who has seen it; useless for urgent news
Newsletter or intranet	Lots of information for every employee; regular, so staff know where to look	One-way; may not be read; not for urgent messages
Website or social media (external, IT)	Seen by large numbers of customers at once; cheap; can be updated quickly	One-way for a website; negative comments can be seen by everyone on social media

Using numbers. A business telling 600 employees about a change could post a letter to each at \$0.75: $600 \times 0.75 = 450$ dollars. A text message at \$0.04 each costs $600 \times 0.04 = 24$ dollars, and an email costs almost nothing. But cost is only one factor: the letter is a formal record that can be kept.

Choosing a method

No method is best for everything. Choose by asking these questions about the message:

Factor	Points towards
How many people must receive it, and where are they?	Many people or many sites: email, intranet, noticeboard, video call. One person: phone or meeting
Is feedback needed? Must the sender know it was understood?	Two-way: meeting, phone, video call
How long or complex is the message?	Lots of detail or figures: email with attachments, letter, report
Is a written record needed (sometimes legally)?	Email, letter, memo
How urgent is it?	Phone, text, meeting. Not a letter or noticeboard
Is it confidential or sensitive?	Private meeting, letter. Not a noticeboard
Cost	Email and noticeboards are cheap; letters and travel to meetings cost more
Do the receivers have the technology?	Production workers without company email need a briefing or noticeboard

Communication barriers

A **barrier** is anything that stops a message being received or understood as the sender intended. The diagram shows where they arise.

- **Sender:** **jargon** the receiver doesn't know; **unclear wording**.
- **Message:** **too long**, so the key point is lost; sent to the **wrong person**.
- **Medium:** the **wrong medium** (urgent news on a noticeboard); **technical failure**; a **long chain of command** that changes the message.
- **Receiver:** **not listening**; **distrust** of the sender; a **different language**.
- **No feedback:** the sender never finds out the message failed, so mistakes are found only after they have cost money.

The chain of command. In a business with five levels, a message from the managing director to a shop worker passes through three managers in between, so it is passed on 4 times. Every passing is another chance for it to be shortened, misheard or delayed. Removing levels (**delayering**) shortens the chain.

Reducing or removing barriers

Each fix matches a barrier:

Barrier	How to reduce or remove it
Jargon, unclear wording	Use simple, plain language suited to the receiver; train managers to communicate clearly
Message too long	Keep messages short; put the key point first; send detail separately
Wrong medium	Choose the medium to fit the message: urgent, use a phone; detailed, use email
Technical failure	Reliable equipment and connections; a back-up method; check it was sent
Message lost or not seen	Ask for feedback or a reply; read receipts; mark urgent messages as urgent
Long chain of command	Delayer (fewer levels), or send the message directly to everyone
Receiver not listening or not trusting	Short meetings; involve staff so they want to listen; build trust by being open
Different languages	Translate; use simple words; employ bilingual staff

Feedback is the most general fix: if the receiver must reply, a lost or misunderstood message is spotted straight away, whatever the original barrier was.

Key facts and formulas

This topic has no formula list in the exam. "Learn it" means you must remember it.

Fact	Status
Effective communication: a message reaches the right receiver, is understood as intended and leads to the right action	Learn it
The communication process: sender, message, medium, receiver, feedback	Learn it
Feedback: the receiver's reply, which shows the sender the message was received and understood	Learn it
Internal communication is within the business; external communication is with people outside it, such as customers and suppliers	Learn it
One-way communication allows no reply; two-way communication allows instant feedback and questions	Learn it
Benefits of effective communication: fewer mistakes and less waste, faster decisions, better coordination, higher motivation, higher efficiency	Learn it

Fact	Status
Factors in choosing a method: number of receivers, need for feedback, length of message, need for a written record, urgency, confidentiality, cost, access to technology	Learn it
Communication barrier: anything that stops a message being received or understood as intended	Learn it
Barriers arise from the sender (jargon, unclear wording), the message (too long, wrong person), the medium (wrong medium, technical failure, long chain of command), the receiver (not listening, distrust, language) and lack of feedback	Learn it
Reducing barriers: plain language, short messages, the right medium, feedback, a shorter chain of command, translation	Learn it

How to do it

We have tagged 26 questions on this topic (2021–2026), on Paper 1 and Paper 2. 1 of them has parts of more than one type, so the counts add to 27.

Question type	Questions
Recommend the best method for a situation and justify it	7
Name or explain methods of communication	4
Advantages and disadvantages of a named method	3
Factors to consider when choosing a method	3
Why effective communication is important	3
Identify or explain communication barriers	3
Judge which barrier matters most or is easiest to overcome	2
Reduce or remove a communication barrier	2

The mark scheme codes are **k** (knowledge: a correct point), **app** (application: a detail from the case), **an** (analysis: a developed consequence) and **eval** (evaluation: a justified judgement).

Part	Marks	What earns them
Paper 1 "Identify" or "State"	2 or 4	1 per point; only the first ones are marked
Paper 1 "Outline"	4	each: k + app
Paper 1 "Explain" (d)	6	each: k + app + an
Paper 1 (e) "Do you think ...?" or "Which is best?"	6	2 k + 2 an + 2 eval; general, so no app
Paper 2 (a) "Explain two/four ..."	8	"two": each point (1) + up to 3 explanation marks, at least one about the case; "four": 1 + 1 each

Part	Marks	What earns them
Paper 2 (b) "Consider ... Which should ... ? Justify"	12	levels: applied discussion of every option, then a choice that says why the others were rejected

1. Recommend the best method for a situation and justify it (7 questions)

1. **Name each method** exactly: "email", "phone call", "team briefing". Never "written" or "verbal".
2. **For each method, give a benefit and a limitation** from the methods table, each developed into a consequence (an): "a phone call gives instant feedback, so the supplier can confirm the order straight away and the flowers arrive on time".
3. **Tie it to the situation** on Paper 2: how urgent it is, how many people, whether they have email, whether a record is needed.
4. **Recommend one** and say **why each other method was rejected**. The deciding factor is usually the one the question stresses: "if an order is needed quickly" points to speed and feedback.

Variations you will meet:

- **Paper 2 (b), given methods:** phone calls or emails for an urgent order from suppliers (0450/22/O/N/25 Q1); phone calls, face-to-face meetings or text messages for giving employees their daily tasks (0450/23/M/J/24 Q4); three methods for contacting a supplier about a late delivery (0450/21/M/J/21 Q2), where examiners rewarded choosing the fastest two-way method and penalised answers about customers instead of the supplier.
- **Paper 2 (b), your own three methods** to tell employees about expansion plans (0450/23/M/J/23 Q2): choose three clearly different methods (a meeting, email, noticeboard) so you have real contrasts to weigh.
- **Paper 1 (e), 6 marks, general:** "Is email the best method to communicate with employees?" (0450/12/F/M/26 Q2); "explain two methods for suppliers, which is best?" (0450/12/M/J/25 Q4); "explain two methods a large business could use for important information, justify which" (0450/11/O/N/22 Q2). Two developed points (for email and against, or two methods), then a decision that compares them. Examiners note many answers just repeat earlier points in the conclusion; the eval marks need a **new reason** why one side wins.

2. Name or explain methods of communication (4 questions)

1. **Name the method** (k). Each answer must be a different method.
2. **Explain** (an) with a benefit of **that** method: email reaches many people at once; a meeting lets people ask questions; a noticeboard can be put where everyone passes.
3. **Apply** (app) in context questions: the number of employees, shops, countries.
4. **Don't reuse the same explanation** for two methods ("allows feedback" counts once).

Variations you will meet:

- **Identify two written methods** (2 marks, 0450/12/F/M/23 Q3): letter, email, memo, notice, newsletter, text.
- **Explain two internal methods** for a named business (6 marks, 0450/13/M/J/25 Q4) or **two IT-based methods** (6 marks, 0450/12/M/J/24 Q3): email, text or messaging app, video call, intranet, social media, phone. Example: "Email (k) can send the same message to all 4000 employees in HYT's 460 shops at once (app), which saves the time of phoning or visiting each shop (an)."
- **Paper 2 (a), explain four methods** for employees (8 marks, 0450/22/F/M/22 Q1): method + one explanation of how it gets the message across. Examiners noted that many answers repeated "allows feedback" for several methods; give each one its own benefit. This one is general, so case detail isn't needed.

3. Advantages and disadvantages of a named method (3 questions)

1. **Keep to the named method** and to **the receivers in the question** (employees, customers).
2. **Point** (k) from the methods table, then **context** (app), then on 6-mark parts a **consequence** (an).

Variations you will meet:

- **Outline one advantage of email and one of phone calls** for internal use (4 marks, 0450/11/O/N/24 Q1): email, a lot of detail can go to all the factory's employees at once; phone, an instant answer when a problem stops production. Don't give "quick" or "cheap" for both: it counts once.
- **One advantage and one disadvantage of phone calls** to employees (4 marks, 0450/12/M/J/23 Q2): instant feedback about jobs; but no written record, or the employee may not answer.
- **Explain one advantage and one disadvantage of email with customers** (6 marks, 0450/12/F/M/24 Q2): almost nothing to send each message, so spending stays down; reaches many customers at once, saving time; a record that helps settle complaints. Against: may go to junk or be lost among many emails, so the customer never reads it; no immediate feedback.

4. Factors to consider when choosing a method (3 questions)

1. **Name the factor** (k) from the factors table.
2. **Say which kind of method it points to, and why** (an): "if there is a lot of detail, a written method such as email should be used, so employees can refer back to it".
3. **Apply** (app) to the case.

Variations you will meet:

- **State four factors** (4 marks, 0450/13/O/N/21 Q4).
- **Explain four factors in context** (Paper 2, 8 marks, 1 + 1 each, 0450/23/O/N/22 Q1).
- **Explain two factors in context** (Paper 2, 8 marks, 0450/21/O/N/25 Q4): each factor needs a chain of three developments, one about the case. Example: "How much detail the message contains (1). The plans for the new factory in country Y and the new range of bathroom products contain a lot of information (app),

so a written method such as an email or letter suits it better than a spoken one (1), because employees can reread it later instead of relying on memory, so fewer of them misunderstand the plans (1)." That is the factor (1) plus three explanation marks, one of them the case detail.

5. Why effective communication is important (3 questions)

1. **Give a benefit of communicating well** (k): fewer mistakes, less waste, faster decisions, better coordination, motivation, efficiency, output. Not "so workers know what to do".
2. Don't repeat one idea twice ("fewer mistakes" and "less waste" are close; examiners may count them once).
3. On 6-mark parts, develop and apply it.

Asked as identify two reasons (2 marks, 0450/12/O/N/22 Q3), four reasons (4 marks, 0450/13/M/J/24 Q4) or explain two in context (6 marks, 0450/11/O/N/21 Q4). Example: "Fewer mistakes (k), as cinema staff all know the new opening times (app), so customers are not turned away and sales are not lost (an)."

6. Identify or explain communication barriers (3 questions)

1. **Name the barrier** (k), not a method and not a vague phrase: "jargon", "long chain of command", "technical failure", "no feedback". Examiners report answers that just say "technology" or "poor communication".
2. **Explain** (an) what it does: the receiver can't understand, the message is distorted or never received, the sender doesn't know.
3. Each barrier must be **different**: take one from each source (sender, medium, receiver, feedback) to be safe.

Variations you will meet:

- **Identify four barriers** (4 marks, general, 0450/13/M/J/21 Q4).
- **Explain four barriers** for a business (Paper 2, 8 marks, 1 + 1 each, no context marks, 0450/21/M/J/23 Q1).
- **Explain two barriers likely at a named business** (6 marks, 0450/12/O/N/21 Q1): use its details, such as part-time staff who miss meetings or notices nobody reads.

7. Judge which barrier matters most or is easiest to overcome (2 questions)

1. **Explain each barrier's effect** on the business (an): wrong actions, delays, lost orders, wasted materials.
2. **Compare** them: which does most damage, or which has the simplest fix.
3. **Judge** with a reason that the others lack.

Variations you will meet:

- **Paper 1 (e): "Is lack of feedback the main barrier?"** (0450/13/M/J/23 Q3). Explain the effect of no feedback (the sender doesn't know the message arrived or was understood, so errors or delays follow) and one other barrier (a technical failure means the message can't be sent). One judgement of your own: lack

of feedback is the main barrier because feedback is the one check that catches all the others; a message full of jargon or distorted on the way gets questioned and corrected when the receiver must reply. But where many staff have no device or signal, technical access may matter more, because no reply can be asked for a message that never arrives. Examiners report that many answers wrote about communication in general or why feedback is nice to have; neither scores.

- **Paper 2 (b): medium, sender or receiver, which is easiest to overcome? (0450/22/O/N/23 Q3)**, between a head office and factories abroad. Discuss all three in context, then choose. For example, the medium is easiest to overcome because head office can fix it centrally: one reliable system for every factory, read receipts and a back-up method if the connection fails. Problems with the sender or receiver depend on how individual people write, read and listen, which head office can't control from another country.

8. Reduce or remove a communication barrier (2 questions)

1. **Match the fix to the barrier** from the table in "Understand it". Use a **different fix for each barrier**: examiners report many answers that gave the same solution for both.
2. **Explain why it works** (an) and **apply** it (app).

Asked as "explain how the business might reduce messages being lost and the use of jargon" (6 marks, **0450/11/M/J/22 Q4**): for lost messages, require a reply from each hospital, or flatten the structure so messages pass through fewer people; for jargon, plain words suited to the receiver, with time for questions. In **0450/22/O/N/23 Q3** a fix is what justifies calling a barrier easy to overcome, so pair each barrier with its own fix from the table.

Worked examples

Example 1

Lakeside Bakery has 3 shops and 35 employees. Shift changes for the next week are pinned on a noticeboard in each shop's staff room every Friday.

- (a) State two problems a business may face if its internal communication is poor. **[2]**
- (b) Outline one advantage and one disadvantage to Lakeside Bakery of using noticeboards to tell employees about shift changes. **[4]**
- (a)** More mistakes, such as wrong orders, so materials are wasted (1). Lower motivation among employees who feel uninformed (1).
- (b) Advantage:** a noticeboard is cheap and can be seen by every employee who uses the room (k), so all the staff in each of the 3 shops can check the shifts at once (app). **Disadvantage:** there is no way to know who has read it (k), so a baker who misses the Friday notice may not turn up for an early shift (app).

Example 2

SwiftRoute is a parcel delivery company with 90 drivers who are out on the road all day. Managers send drivers long emails about route changes, written with technical terms from the company's tracking software. Several drivers have recently gone to the wrong depot.

Explain two communication barriers at SwiftRoute and how each could be reduced. [6]

Barrier 1. The managers use jargon (k): the software's technical terms mean the drivers may not understand which depot to go to (app). Writing in plain, everyday words would mean every driver understands the change first time, so fewer parcels are delivered late (an).

Barrier 2. Email is the wrong medium for people who are driving all day (k): the 90 drivers can't read long emails on the road (app). A short text message that drivers must reply to would be seen quickly, and the reply is feedback, so the manager knows at once if a driver hasn't got the change and can phone them before they go to the wrong depot (an).

Each part earns k + app + an. The two fixes are different; saying "ask for feedback" for both would score the second fix only once.

Example 3

Do you think a business should use video calls rather than face-to-face meetings to communicate with employees who work in different countries? Justify your answer. [6]

A video call lets employees in several countries see and hear each other without travelling (k), which saves the cost and time of flights and hotels, so more money is left for other uses (an).

However, a video call depends on a reliable internet connection (k), and if the connection fails part-way through, some employees miss important information or hear a distorted version of it, which leads to mistakes (an).

A business should usually use video calls, because regular messages such as weekly targets do not justify the cost of travel, and a failed connection can be fixed by sending a written summary afterwards (eval). But for something sensitive or complex, such as closing a site, a face-to-face meeting is better, because people can ask questions in person and body language is easier to read, so the right choice depends on how important and sensitive the message is (eval).

The two **eval** marks need a decision and reasons that weigh the two sides, not a summary of the points already made.

Example 4

Copperleaf Outdoor makes tents in one factory. It has 180 production workers on two shifts, led by 12 supervisors who each look after 15 workers. Only 40 of the production workers have a company email address. After an accident, the factory must start a new safety rule for using the cutting machines from next

Monday, and the law requires the business to keep a record that every worker has been told. Production workers are paid \$14 an hour.

Consider the following three methods Copperleaf Outdoor could use to tell its production workers about the new safety rule. Which method should it use? Justify your answer. [12]

- Noticeboards in the factory
- Email
- Team briefings by supervisors

Noticeboards. Notices by each cutting machine are cheap and would be seen by workers on both shifts, and they stay up as a reminder after Monday. But a notice is one-way: Copperleaf can't tell who has read it, which fails the legal need for a record that every worker has been told. A worker who misses it could use the machine unsafely and cause another accident.

Email. An email gives a written record of what was sent, and the rule could include diagrams of the safe method. But only 40 of the 180 workers have a company email address, so $180 - 40 = 140$ workers would not receive it at all. Even those who do may not read it before using the machine on Monday, and email gives no instant feedback that the rule was understood.

Team briefings. Each supervisor briefs their 15 workers at the start of a shift, so all 180 are told in person. Workers can ask questions and the supervisor can demonstrate the safe method, so they understand it before Monday. If each worker signs a sheet after the briefing, Copperleaf has the record the law requires. The cost is lost production: a 10-minute briefing for 180 workers is $180 \times 10 = 1800$ minutes, or $1800 \div 60 = 30$ hours, which at \$14 an hour is $30 \times 14 = 420$ dollars.

Recommendation. Copperleaf should use team briefings. A safety rule must be understood, not just sent, and briefings are the only one of the three methods with feedback and a demonstration, while signing sheets give the record the law needs, for a one-off cost of about \$420. Email is rejected because 140 workers would never receive it. Noticeboards are rejected because there is no proof anyone has read them, though notices could be added after the briefings as a reminder.

This discusses all three methods **in context**, uses the case's figures, and says **why the other two were rejected**: Level 3 (9–12). Choosing noticeboards plus email for the 40 could not reach Level 3 here, because it ignores the 140 workers and the legal record.

Common mistakes

- **Writing "written", "verbal" or "visual" instead of naming a method.** "Email" scores; "written communication" doesn't.
- **Giving the same benefit for two methods** ("allows feedback", "quick", "cheap"); it is credited once.
- **Saying a method is "easier" or "more effective" without saying why.** Say what it does: instant feedback, a record to refer back to, reaches everyone at once.
- **Answering about the wrong receivers**, such as customers when the question is about suppliers or employees.

- **Giving a reason for communicating** ("to tell workers what to do") when the question asks why **effective** communication matters ("fewer mistakes").
- **Naming a method when asked for a barrier**, or vague barriers like "technology" or "not understanding". Name the barrier: technical failure, jargon, long chain of command.
- **Using the same fix for different barriers**, such as "ask for feedback" for both messages lost and jargon.
- **Summarising points as the conclusion** in (e) and (b) answers instead of giving a new reason why one choice wins.
- **Ignoring the case in Paper 2 (b)**: how urgent it is, who has email, how many people, whether a record is needed.
- **Adding case detail to Paper 1 (e)** answers, which are general: there are no marks for it, and examiners note it can pull answers off the question.

How to get the marks

- **Identify / State**: short, different answers with proper names; only the first two (or four) are marked.
- **Outline** (4 marks): a correct point + a detail from the case that makes sense with it. Use a different case detail for each point.
- **Explain** (Paper 1, 6 marks): point, case detail and consequence for each. Analysis is a consequence: "so...", "which means...".
- **Paper 2 (a)** (8 marks): for "explain two", each point needs a chain of three developments, at least one tied to the case; for "explain four", each point needs one explanation.
- **Paper 1 (e)** (6 marks): general, so no marks for the case. Two developed points (for and against, or two named methods), then a decision with reasons that compare them. The eval marks need two valid methods or two sides to compare.
- **Paper 2 (b)** (12 marks): discuss **every** method or barrier given, in the case, with benefits and limitations, then recommend one and say **why each other was rejected**. Any choice can reach the top level if the reasons come from the case.
- **"Recommend"** means choose one; sitting on the fence ("they are all good") gets no evaluation credit.

Quick check

1. Name the barrier in each case: (a) an IT manager tells shop staff to "clear the cache and resync the POS"; (b) a message from the managing director passes through five levels and arrives changed; (c) an urgent message about a faulty product is put on a noticeboard; (d) a worker is chatting to a colleague during a briefing.
2. Choose a suitable method and give one reason: (a) telling 2000 employees in 9 countries about new holiday rules; (b) discussing a complaint about one employee's behaviour with that employee; (c) confirming the exact quantities of an order with a supplier, where both sides need a record.

3. A message from a managing director to a shop worker passes through 4 managers in between. (a) How many times is the message passed on? (b) After delayering removes 2 of those manager levels, how many times is it passed on? (c) Why does this make communication more effective?
4. A business wants to tell its 1200 customers about a price change. A letter costs \$0.90 each to print and post; a text message costs \$0.05 each. (a) Find the cost of each method and the difference. (b) Give one reason the business might still choose the letter.

Answers

1. (a) Jargon (a sender problem). (b) A long chain of command (a medium problem). (c) The wrong medium for an urgent message. (d) The receiver is not listening.
2. (a) Email or the intranet: reaches everyone at once in every country and gives a record of the rules. (b) A private face-to-face meeting: confidential, and two-way, so the employee can respond. (c) Email or letter: a written record both sides can refer back to if the delivery is wrong.
3. (a) Sender to 4 managers to worker: $4 + 1 = 5$ times. (b) $2 + 1 = 3$ times. (c) Each passing is a chance for the message to be changed, delayed or lost, so fewer passings means it arrives faster and closer to what was meant.
4. (a) Letters: $1200 \times 0.90 = 1080$, so **\$1080**. Texts: $1200 \times 0.05 = 60$, so **\$60**. Difference: $1080 - 60 = 1020$, so **\$1020**. (b) For example, a letter is a formal record customers can keep, it can explain the change in detail, or some customers may not have a mobile phone.

Past questions to try

- 0450/22/O/N/25 Q1: part (b), phone calls or emails for an urgent order from suppliers.
- 0450/21/M/J/23 Q1: part (a), four barriers to communication.
- 0450/11/M/J/22 Q4: part (d), reducing two barriers at a group of hospitals.
- 0450/11/O/N/22 Q2: part (e), two methods for important information in a large business, and which is best.