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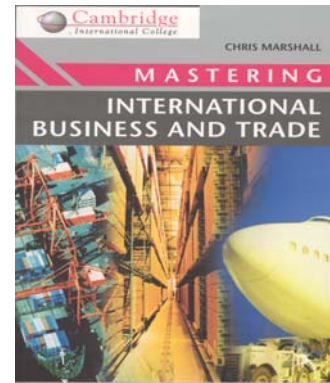
## **INTERNATIONAL BUSINESS & TRADE PROGRAM**

The Cambridge International College  
Publication

***'Mastering International Business & Trade'***

by Chris Marshall

will be sent to you by registered airmail post  
as an integral component of the Program



### **Introduction**

Whether a company is well-established, expanding or brand new, the prospect of it becoming involved in some form of international trade is increasingly likely. There is a strong chance that a company's products, or at least the raw materials and components it deals with, have already been involved in some form of international movement. The globalisation of trade brings the likelihood of a company, which was originally set up to operate in the domestic market, conducting a proportion of its business in foreign markets. The potential market for those already involved in selling abroad has also increased. Technological advances, particularly in terms of communication and the Internet, place products in front of a global audience. Anyone, from any part of the world, can make contact instantly and request a quotation. Indeed, many companies have been excited to receive an order from another country, only to have their excitement fade as it dawns on them that they have no idea how to price their goods for foreign markets, or what the documentary requirements are.

The increasing globalisation of trade means that all companies should have some form of international trade plan in place, regardless of whether or not they intend exporting. If exporting is conducted in a professional manner it can be both rewarding and lucrative. It should not be seen as an activity that will provide respite from a downturn in the domestic market, as it requires commitment and investment. Poorly prepared procedures, inadequately trained staff and an uncoordinated approach to foreign trade can be costly.

The aim of this Program is to help identify and explain the factors that every business should address in order to develop an effective export marketing plan. It shows how companies must understand their potential for export, both in terms of export readiness and product fit, and demonstrates the importance of ensuring that the product meets the required standards and regulations of the importing country. Companies also need to understand their motivation for trading overseas - whether it is for long-term expansion, to improve competitiveness, to exploit a niche in the market or to increase return on investment.

This publication deals with marketing concepts and tools, considers the importance of research to identify and evaluate potential markets, and looks at strategies that can be adopted to assist companies in penetrating their target markets effectively. It also examines the principles of pricing, transport / logistics, currency, documentation and insurance, and provides a comprehensive introduction to the core requirements of importing and exporting.

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For a business to succeed internationally it is essential that those involved in its international trade and business have a sound understanding of the subject and, ideally, are professionally trained. Exporting is not an activity that should be left to inexperienced staff, or sales managers failing to achieve results in the domestic market. The cost and time spent training staff can be recouped many times over through the development of an effective international marketing strategy that underpins the company's overseas business activities. The publication is aimed at all those who wish to understand the many factors involved in international business and trade, and to provide the foundation for more advanced studies.

Each Chapter in this Cambridge International College Publication on International Business and Trade includes:

- An Introduction
- Questions for Review which are designed to reinforce learning
- A Chapter Conclusion
- Many Chapters also have a Case-Study
- There is a Glossary of terms at the back of the publication

### ***Advice on How to Study this Program***

Every individual CIC Member approaches his/her study in a different manner, and different people may have a particular study method that they find most effective for them. However, the following is a tested and proven Study Method, suggested to you as a CIC Member in order to assist in making your study and learning easier - and enjoyable - and to assist you to quickly master the contents of this CIC Publication on Leadership and Team Management:

**Step 1:** Set yourself a flexible study schedule, depending on the time you have available and what is best for you. For example, the target set could be to study for 1 or 2 hours a night, or for 8 or 9 hours a week, or to complete one Chapter every 2 weeks. There is no set or compulsory schedule, but simply setting a schedule or goal is often an important action in ensuring that study is undertaken successfully and within the specified timeframe.

**Step 2:** Read the whole of the first Chapter at your normal reading pace, without trying to memorise every topic covered or fact stated, but trying to get "the feel" of what is dealt with in the Chapter as a whole.

**Step 3:** Start reading the Chapter again from the beginning, this time reading more slowly, paragraph by paragraph and section by section. Make brief notes of any points, sentences, paragraphs or sections which you feel need your further study, consideration or thought. You may wish to keep any notes in a separate file or notebook. Try to absorb and memorise all the important topics covered.

**Step 4:** Start reading the Chapter again from its start, this time paying particular attention to - and if necessary studying more thoroughly - those parts on which you earlier wrote notes for further study. It is best that you do not pass on to other parts or topics until you are certain you fully understand and remember those parts you earlier noted as requiring your special attention. Try to fix everything taught firmly in your mind.

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**Step 5:** There are self-assessment review questions at the end of the Chapter, and you are strongly advised to try to answer or think about them as best you can - but do **not** send your answers to the College. If these questions/exercises highlight any areas that you feel you need to revise or re-read in the Chapter, then go ahead and do that before moving on to Step 6.

**Step 6:** Once you have completed steps 1 to 5 above, move on to the next Chapter and repeat steps 1 to 5 for each subsequent Chapter.

### **Supplementary Study**

The CIC Examination questions on International Business and Trade will be set and should be attempted only after you have completed the relevant study. Questions in the Examination Paper will be based upon the contents of this CIC Program. If you have the time or opportunity to look at other publications covering the same or similar topics that can be helpful - and you are encouraged to do so - but it is not a requirement and it is not compulsory that you refer to other publications. (\* or other CIC Examination which requires the study of this CIC Program.)



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## **INTERNATIONAL BUSINESS & TRADE PROGRAM**

### **MODULE ONE - AN INTRODUCTION**

**(based on Chapter 1 of 'Mastering International Business & Trade' by Chris Marshall)**

International trade is, by nature, logical and systematic. Although in many respects it is similar to conventional, domestic trade, it does demand more from companies, from initial market research, through the different methods of distribution, to securing payment from customers on the other side of the world. It is often seen by the inexperienced business as a minefield of endless documentation designed to trip up the unwary and is influenced by practically everything from politics to personal relationships.

CIC's International Business & Trade Program is structured to reflect this. The Program text ranges from the decision to export and explains the procedures and considerations that need to be taken into account if the international venture is to be a success, that is, profitable and contributing to the company's overall business development and growth. There are many companies who fail to grasp some of the fundamental requirements of international trade and consequently find it to be a costly business. These are most likely the companies that view exporting simply as an extension of their domestic sales activity, failing to realise that the technical aspects such as shipping, payment, currency and documentation need to be managed effectively if the company is not to lose money. Equally, they may be the companies that have unexpectedly won orders from overseas through their website, perhaps not fully appreciating that their presence on the World Wide Web or Internet has turned them into latent exporters.

Exporting is not an activity that can be allocated to whoever in the sales department has a spare hour or two. It is a job for people who understand that different markets require different approaches, and the companies that are most successful globally tend to be the ones that demonstrate full commitment to their overseas development. The CIC Program is therefore intended as an introduction to the many factors influencing the sale, distribution and sourcing of products around the world. It also looks at the role that the Internet can play in international trade and the importance of global supply chain management, as well as providing the reader with some of the background knowledge required in order to put basic business finance and contract law into an international trade context.

International trade, whether in the form of exporting, importing or strategic global alliances, is only one part of the much bigger picture of international business, which is more concerned with global trade issues than with the mechanics of selling goods overseas or purchasing from foreign suppliers. Internationally active companies must therefore be aware of the global issues that can affect trade and should identify ways of ensuring that their overseas activities do take the wider forces of international business into account. This is certainly true in the first few years of the twenty-first century, as companies trading internationally face a variety of new challenges and opportunities, which in turn are accompanied by new responsibilities.

Not least of these challenges is globalisation, the phenomenon that has grown as a result of sustained trade growth, bringing great wealth to many nations whilst allegedly doing little to assist

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the world's least developed countries. The international business community tends to see globalisation as a natural capitalist development that goes beyond the purely commercial sphere, assisting in raising living standards in countries around the world. The antiglobalisation lobby, however, argues that it is an essentially undemocratic process that ignores the needs of undeveloped countries and peoples in order to secure material and economic gains for the multinational corporations seeking domination of the commercial world.

Joint ventures, mergers and acquisitions in overseas markets are standard international trade practice and they do offer companies numerous possibilities for commercial success. However, with these strategies does come a moral obligation to consider the needs of poorer nations and the challenge to try and ensure that all trade is fair trade. Globalisation has become an increasingly contentious issue, as evidenced by the riots that marked the G8 summit in Genoa in 2001. There seem to be no easy solutions, and the debate looks set to continue for some time to come.

International trade must also meet its global environmental obligations. Following the Kyoto Agreement in 1997, whereby most of the world's industrialised nations signed up to a commitment to reduce greenhouse gas emissions, environmental policies have exerted further influence on the course of international trade. This is most evident in areas such as energy usage and transport, although packaging and production are also affected, and it does mean that companies need to be aware of any environmental restrictions imposed by countries they are trading with. For example, retailers in Germany are entitled to demand that their suppliers make arrangements to collect all the used packaging from their products for recycling.

Perhaps the biggest opportunity in the world of international trade is the opening of the Chinese market to foreign trade and investment. In autumn 2001, after 14 years of negotiating, China finally acceded to the World Trade Organisation, the international institution that administers the rules by which international trade is conducted between the majority of the world's nations. The opening of this huge market, and under established international trading standards, offers unrivalled potential for exporters and importers around the world. Companies that do not take steps to develop business with China now may find themselves losing out to their better-prepared competitors.

One of the financial challenges, and opportunities, facing exporters and importers is the euro, the European Union's single currency. At midnight on 31 December 2001, the three-year transitional period came to an end and 12 European countries saw their traditional currencies cease to exist. It is now impossible to trade in Deutschmarks, francs, pesetas and so on, and pricing policies have become more transparent as the "eurozone" has adopted the euro as its currency for both internal and international trade.

Whatever exporters and importers feel about the single currency, it is here to stay and it does affect the way that companies approach the European market. As an introductory text, the Program touches on these issues whilst following and explaining the core areas of the export/import process from market research to receipt of payment. Entire books have already been written on each of these topics, but the purpose of the Program is to provide an overview of the subject from a practical perspective, fully supported by case studies, real-life examples and questions for consideration. It also refers the reader who wants to explore the subjects in greater depth to other appropriate texts, websites and sources of information.

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The main focus of the Program is actually importing and exporting from the manufacturer's perspective for the simple reason that issues such as distribution, insurance for goods in transit and documentation are more closely related to the physical movement of goods than they are for the international provision of services and consultancy. However, it is important to realise that the service sector is of immense importance to economies such the UK's.

Although Britain imports and exports a phenomenal amount of goods, its global export of services such as management consultancy, retailing and marketing communications should not be overlooked. Several of the UK's largest retail outlets have established themselves overseas and, according to UK Trade and Investment (UKTI) the United Kingdom has a 10 per cent share of the international public relations market, as well as being recognised for its marketing and advertising expertise. Again, according to UK Trade and Investment (UKTI), the export of management consultancy and expertise in training and education is one of the UK's major exports, with growing demand for these services noticeable in Central and Eastern Europe, the Far East and Latin America.

The UK is also the leading centre for the provision of financial services and the British legal profession also has an excellent reputation around the world. Another industry sector that is often overlooked but in reality is one of the UK's more successful exports is the creative industry sector. This covers a wide range of disciplines, from art and antiquities to crafts, literature, design, software, music, broadcast media and the performing arts, contributing over five per cent of GDP, (£10.3 billion). (Statistics from the UK Trade and Investment website, [www.uktradeinvest.gov.uk](http://www.uktradeinvest.gov.uk).)

The fundamental requirements of importing and exporting for the service and creative sectors remain the same as for 'traditional' manufacturing industries. Companies must still market their goods or services effectively, must be satisfied that payment will be received for them and must have the capacity to deliver them in the target market. Peripheral issues such as financing, copyrights and currency must also be addressed. That said, this Program does concentrate on the import and export of manufactured products. The international trade in goods is the lifeblood of modern economies. The so-called "developed" nations have become used to being able to buy goods and components cost effectively from around the world and no matter how large or experienced a company is, the odds are that it will have to meet the demands of international trade sooner or later.

The Program will provide support to those already involved in international trade, either as exporters, importers or as business advisers, as well as those keen to develop their knowledge of the subject. Although the main focus of the Program is from the exporter's perspective, importing is also covered in some detail and the relationship between both disciplines is explained. Professionals aiming to put the principles of international trade into commercial practice for the benefit of their organisations will find this Program to be a useful and informative guide, as will undergraduate and postgraduate students who wish to place the practical aspects of international trade into the wider perspective of international business. Above all, the Program aims to remove the mystery and reveal the secrets of successful overseas trade.

## WHAT YOU WILL LEARN IN MODULES/CHAPTERS 2 TO 15

### 2 Why Trade Overseas?

*Introduction - What is importing and exporting? - Why export? - Exporting to increase sales - Exporting to spread risks - Production-led exporting - Exporting to improve image - Exporting: the reality - Types of exporter - Why import? - The make or buy decision - International growth through acquisitions and mergers - Types of merger - Disadvantages of mergers - Developing economies and economic development - Globalisation - The international trade perspective - International companies/international strategies - The smaller company's perspective - First steps to export success - Choosing a market - Conclusions - Sources of information - Further reading - Questions for consideration*

### 3 Marketing

*Introduction - What is marketing? - Market versus marketing research - Marketing planning - Market segmentation - The marketing mix - Promotion via the World Wide Web - Trade shows and exhibitions - Summary - Business planning - SMART - SWOT - The marketing plan - Conclusions - Sources of information - Further reading - Questions for consideration*  
Case study: Jordan Clamps Ltd

### 4 Market Research

*Introduction - Market research - Market suitability - Product fit - Using economic indicators - Social questions - Political and legal considerations - Non-tariff barriers - Identifying competition - Summary of key market research aims - Data collection - The right person for the job - The market research ladder - Secondary data (sources, advantages and limitations) - Primary data (sources, advantages and limitations) - Analysing the data - Other considerations - Compiling the report - Conclusions - Sources of information - Further reading - Questions for consideration*

### 5 Macro Factors

*Introduction - More barriers to entry - Cultural issues - Communicating in the target market - Introduction to intellectual property - Weighing up the cost - Intellectual property rights and the World Wide Web - Exchange controls - Import licences - Comprehensive Import Supervision Scheme - Export licences - Quality and safety issues - Packing - Environmental restrictions - Marking and labelling - Dangerous goods - Conclusions - Sources of information - Further reading - Questions for consideration*  
Case study: Sutcliffe Play Ltd

### 6 Routes to Market

*Introduction - The need for an entry strategy - Direct and indirect exporting - Export management companies - Export trading houses - Confirming houses - Buying agents - Co-marketing - Investing as an entry strategy - Local company - Joint ventures - Greenfield sites - Mergers and acquisitions - Licensing - Franchising - Partnering as an entry strategy - Agents - Agency agreements - European agency legislation - Distributors - Types of distributor - Distribution agreements - Commissionaires - Identifying and selecting partners - PARTNERS - Working with foreign intermediaries and partners - Conclusions - Sources of information - Further reading - Questions for consideration*  
Case study: Classic Door Panels Ltd

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## 7 Basic Business Finance

*Introduction - SLM Trading - Some explanations of terms - Fixed and variable costs - Economies of scale - Overheads and direct costs - Assets and liabilities - Balance sheet - Trading and profit and loss account - Cash flow - Break-even - Margin of safety - Working capital - Setting a budget - Disadvantages of budgets - Using ratios to evaluate profitability, liquidity and efficiency - Return on capital employed - Return on sales - Current ratio - Acid test - Debtors ratio - Creditors ratio - Summary - Conclusions - Sources of information Further reading - Questions for consideration*

## 8 Export Costing, Pricing and the Sale

*Introduction - Introducing Incoterms - What Incoterms achieve Common issues - Ex Works (EXW) - Free Carrier (FCA) - Free Alongside Ship (FAS) - Free on Board (FOB) - Cost and Freight (CFR) Cost, Insurance and Freight (CIF) - Carriage Paid To (CPT) - Carriage and Insurance Paid To (CIP) - Delivered at Frontier (DAF) - Delivered Ex Ship (DES) - Delivered Ex Quay (DEQ) - Delivered Duty Unpaid (DDU) - Delivered Duty Paid (DDP) - Incoterms from the importer's perspective - Export costing - Pricing strategies - Quoting - The need to be realistic - Contracts - Incorporating standard terms and conditions - The offer - Counteroffers - Acceptance - Breach of contract - Summary of the export order process - Buying and selling online - Electronic acceptance - Conclusions - Sources of information - Further reading - Questions for consideration*

## 9 Transport and Logistics

*Introduction - The importance of logistics - The role of the freight forwarder - Unit load - Containerisation - Bulk freight - Groupage - Transport Internationaux Routiers (TIB) - Transporting goods without a freight forwarder - Carrier's liability - Marine insurance - Institute Cargo Clauses - General and particular average - Making a claim - Clearing Customs - The role of the Customs broker - IT solutions for documentation processing - Electronic data interchange - Conclusions - Sources of information - Further reading - Questions for consideration*  
Case study: Black Rock Logistics Ltd

## 10 Documentation and Customs Procedures

*Introduction - What does international trade documentation achieve? - Types of documentation - Bills of Lading - Received and Shipped Bill of Lading - Groupage Bill of Lading - Claused Bill of Lading - Stale Bill of Lading - Common and Short Form Bills of Lading - Combined transport Bill of Lading - Transshipment Bill of Lading - Air Waybill - Carriage of goods by rail and road - Dangerous Goods Note - Invoices - The role of Customs and Excise - EU trade - Non-EU trade - Rules of origin - Customs tariffs - ATA Carnet - Bonded warehousing - Inward Processing Relief - Outward Processing Relief - Customs Freight Simplified Procedures - New Export System - Online certification - Conclusions - Sources of information - Further reading - Questions for consideration*  
Case study: Examples of export documentation

## 11 Payment

*Introduction - Payment options - Prepayment - Open account - Bills of exchange - Missing documentation - Protesting a bill of exchange - Documentary letters of credit - Types of L/C - Revolving letter of credit - Standby letter of credit - Transferable letter of credit - Doctrine of strict compliance - A brief note on fraud - Documentary collections - Receiving payment - Pricing issues - Conclusions - Sources of information - Further reading - Questions for consideration*

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## **12 Making the most of Currency**

*Introduction - Foreign exchange rates - Calculations - Spot and forward contracts - Premiums and discounts - Currency options - Currency accounts - Measuring exposure - A brief history of the euro The British, Danish and Swedish positions - The pro-euro argument - The anti-euro argument - Conclusions - Sources of information - Further reading - Questions for consideration*

## **13 Finance for International Trade**

*Introduction - What is financing? - Short-term finance - Financing through payment terms - Other short-term finance options - Medium and long-term finance - Buyer credits - Loans - Supplier credits - Forfaiting - Factoring - Leasing - International trade risks - Customer risk - Country risk - How credit risk insurance works - Conclusions - Sources of information - Further reading - Questions for consideration*

Case study: Locum Destination Consulting

## **14 Suppliers and Support Organisations**

*Introduction - Suppliers and partners - Suppliers of components - Freight forwarders - Export management companies - Customs brokers - Investors - Sources of support - British Chambers of Commerce - International Chamber of Commerce - UK Trade and Investment - Small Business Service - Euro Info Centres (EICs) - Customs and Excise - CBI - SITPRO - Pira - BIFA - FIATA - RHA - Technical Help for Exporters - BExA - Institute of Export - Conclusions - Sources of information - Further reading - Questions for consideration*

## **15 Summary**

*Introduction - The need for a defined export marketing plan - Model export marketing plan - Content of the export marketing plan - The importance of communication - Conclusions*

## SOME TIPS ON ACHIEVING HIGH MARKS IN YOUR FINAL EXAMINATION

There is a vast difference between simply “passing” an Examination, and passing it WELL - with high marks, that is. The basic “key”, of course, is always the THOROUGH STUDY of the relevant CIC Study and Training Manuals, materials or selected publications. But from time to time Members might wonder why their marks were not as high as they had expected. Naturally, there is no one single reason for that, and our explanation and advice in each case is based on a review of each individual Member’s Work submitted. However, some of the most common reasons for the unnecessary loss of marks include:-

### \* *Insufficient Study*

A dictionary tells us that “to study” means “to apply the mind **closely** (to books, etc) in order to acquire knowledge and skill”. It does NOT - as fortunately only a very small number of Members appear to think - mean simply a “read through” or a “flick through” the pages of a Publication; what it **does** mean is a **detailed** and **thorough** examination of what is taught therein.

### \* *Examination Attempted Too Soon*

This follows from the foregoing. Adequate STUDY of the relevant CIC selected Publication - **all Chapters** - **must** be undertaken before the Final Examination set on the Program is attempted. We do sympathise with Members who are anxious to progress rapidly - but **real** progress can only be the result of **adequate study**.

### \* *Answers Brief and/or Incomplete*

An Examiner wants to be shown that you **really** HAVE learned and understood everything taught in the Materials supplied as part of the Program. That can only be done if you write - when required - **full, detailed** and **explanatory** answers, containing **all** relevant facts and information, with examples when appropriate. If less than a full answer is provided, less than the full mark available to that answer will be awarded!

### \* *Too Few or Too Many Questions Answered/Attempted*

Sometimes Members answer or attempt **fewer** than the required number of Questions or Exercises than they are instructed to attempt, or they do not answer **all** parts of a Question or Exercise. An Examiner can award marks **only** for Questions answered or for Exercises attempted; so marks for omitted Questions or Exercises - or sections of them - are “lost”. In some cases Members answer/attempt **more** than the required number of Questions or Exercises they are instructed to attempt. That usually results in rushed and brief Work, which loses marks, and an Examiner can only award marks for the **required number** of Questions or Exercises.

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**\* Questions/Exercises not Properly Read, or Misunderstood**

It is essential that you understand **exactly** what Questions or Exercises require you to do or to write about. You **must** READ Questions and Exercises **fully** and **carefully** - and **not** just “glance” at them. Without care, an “answer” you give might be quite *irrelevant* to a particular Question or Exercise; it might be about quite a different subject or topic. What you have written might be “excellent” and quite correct, but it will still **not** earn you marks if it does **not** answer the Question or Exercise SET.

**\* Standard of English**

Our Examiners DO appreciate that English is not the national or main tongue of many thousands of CIC Members. Nevertheless, our Examiners **need** to be able to read quickly and easily what you have written, in order to assess whether you really **have** learned what has been taught during your Program. So you **must** take CARE with your written English, especially with grammar and spelling. CIC Examiners are busy people and simply do not have time available in which to decipher difficult-to-read handwriting or to interpret English of a low standard. If necessary, you are advised to study our **‘Secondary English’ Course** or **‘Professional English’ Program**, at a specially reduced Fee; ask us for details.

**\* Presentation of Work**

Our Examiners are most likely to be “pleased” with and attracted by - and, in response, to be more generous in giving marks to - Examination answer papers which are **neat** and **clean** and **tidy**. Then, too, Examiners prefer handwriting which they can **clearly** and **easily** read.

**Always take TIME and CARE, and PRIDE in your Work.**

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## SITTING YOUR CIC EXAMINATION(S)

A CIC Certificate or Diploma will **not** be awarded to a CIC Member unless that Member has attempted and passed a CIC Examination. CIC insists that all its Examinations must be sat under **'approved invigilation'**; which term means **'under the supervision'** of an appointed **'Invigilator'** (who - in different countries - might be called a **'Supervisor'** or **'Mentor'** or **'Proctor'**) and under **'true Examination conditions'**.

You need to secure IN ADVANCE the assistance of a **responsible person** - who we shall call your **'Invigilator'** - to carefully **supervise** you during the time you are attempting the Assigned Work for your CIC Examination. If the Invigilator you designate is acceptable to the College, he or she will be **appointed** by the College to ensure that you attempt the Assigned Work under **'true Examination conditions'**.

To register your proposed Invigilator in good time, you need (1) his or her **full name** and **full address** to be written clearly on the **'Agreement to Invigilate'** Form below, (2) his or her **signature** to be written on the Form, and (3) the **official stamp or seal** of his or her employing organization to be affixed to the Form. You should then **airmail** or **fax** or **scan and email** the completed Form to the College under **registered cover**. The Examination Booklet (in a sealed envelope) together with "Guidance for the Invigilator" information will be airmailed **DIRECT\*\*** from the College to your Invigilator by **registered post**. It is YOUR responsibility to ensure that the **'Agreement to Invigilate'** Form is returned to the College, at least **two months before** you want to sit the Examination(s), and at least **two months before** the "Expiry Date" of your Membership (see your "Confirmation of Membership" particulars).

**ACCEPTABLE INVIGILATORS:** The following categories of person might be accepted by the College as being "qualified" to Invigilate your Examination(s). Not all categories will necessarily be available in your country, or in the area of it in which you live; if in doubt, ask the College for advice:-

- ★ Executives at CIC Affiliated Organizations.
- ★ Officials of the Examinations Section of your national Department or Ministry of Education in your area.
- ★ Officials of your national Examinations Board, Council or Syndicate.
- ★ An official of the British Council (many offices have an "Examinations Officer").
- ★ A senior official of an Embassy, High Commission, Consulate or other diplomatic or United Nations mission.
- ★ Principals or Vice/Deputy Principals of schools, colleges or universities recognised by CIC.
- ★ Your employer or a person designated by your employer.
- ★ Senior civil servants or senior officers of the police force or the armed forces.
- ★ Qualified professionals, e.g. lawyers, accountants, and doctors; senior clergy of recognised religious orders.

### NOTES:

1. Do **not** try to arrange the Examination Date too early; wait until you have completed the thorough study of the Study & Training Manuals or other Publications before arranging the Examination Date with your Invigilator. An **additional charge** will be made to you by the College for new Assigned Work, postage, etc, should you change Invigilators.
2. **\*\***If your Fee has been completed when the "Agreement to Invigilate" Form reaches the College, the Examination Booklet(s) will be posted **at once**; if you are paying by Instalments, despatch will be made when the Fee **is** completed.
3. Any invigilation or Examination fee charged must be paid **by you**; it is **not** included in your Training Fee.
4. Even if you have enrolled for two or more Courses or Programs under your current Membership, **only one completed** "Agreement to Invigilate" form is required by the College; **all** Examination Booklets will be sent to the **same** Invigilator.
5. The Examination Booklet will be despatched **under registered cover for safety** DIRECTLY to your Invigilator, who will be informed of the **despatch date** and **registration number** by separate post. Please **ensure** that your Invigilator **KNOWS** to expect the **registered packet** containing the Examination Booklet and **does collect** the packet from the post office. The College will **NOT** be responsible should your Invigilator fail to collect the registered packet, and you will have to pay for the preparation and despatch of a new Examination Booklet.

**YOU MAY SIT THE EXAMINATION(S) ONLY IF YOU AGREE TO ABIDE BY ALL THE COLLEGE'S EXAMINATION RULES & REGULATIONS**

Send for a **FREE** copy of our Prospectus book by airmail, telephone, fax or email, or via our website:  
**International Headquarters: College House, Leoville, Jersey JE3 2DB, Britain.**  
Telefax: +44 (0)1534 485485 Email: info@cambridgetraining.com Website: www.cambridgecollege.co.uk

## **RULES AND REGULATIONS GOVERNING THE INVIGILATION OF CIC EXAMINATION(S)**

- ★ When you have completed the **thorough study** of the College's Study & Training Manuals or other Publications supplied to you by the College, arrange with your appointed Invigilator a place, date and time for you to "sit" your Examination(s). Most Examinations require a period of **two hours without any interruptions**.
- ★ You must NOT take into the "Examination room" the College's Manuals or other Publications or any other written or printed notes or other publications, or any form of recording device. Unless otherwise stated attempts at Assigned Work must be handwritten.
- ★ You should be seated at the desk/table provided by the Invigilator at least five minutes before the agreed starting time. When you are ready, the Invigilator will open a sealed envelope and place an Examination Booklet **front page upwards** on the desk/table in front of you. This page includes a section for your full name, address and Membership Number; write or check those details carefully, and mark **fully and clearly** any changes needed. There will also be **instructions** regarding the **Assigned Work** to be attempted for the Examination - which you must read carefully, and follow exactly. The **Examination Period - the length of time** you will have in which to complete the Assigned Work - will also be stated; that is usually **two hours** (but **three hours** may be allowed for some Higher or Advanced Examinations).
- ★ Inform the Invigilator when you have completed the foregoing, and at the agreed starting time the Invigilator will tell you to turn the page to the actual **Assigned Work** (Questions and/or Exercises). The **Examination Period allowed** which is usually **two hours** (although **three hours** may be allowed for some Higher or Advanced Examinations) commences immediately you have done that. You may **NOT** have longer than the stated **Examination Period** (number of hours.)
- ★ During the time you are attempting the **Assigned Work**, you are NOT permitted to refer to the College's Training Manuals or to any written or printed notes or other publications - **except** for an English-English dictionary, if necessary. Should you ignore this **very strict rule**, the Invigilator has the College's authority to **terminate** your Examination.
- ★ A few **blank sheets** of writing paper may be available, in case those supplied by the College in the Examination Booklet are insufficient. ALL sheets supplied (by the College or the Invigilator) must be sent to the College.
- ★ At the **end of the designated two-hour Examination Period** the Invigilator will instruct you to **stop writing** - which you must do AT ONCE - and the **entire** Examination Booklet (now containing your written attempts at the **Assigned Work**) must be collected from you.
- ★ Under **NO** circumstances may you handle the Examination Booklet after the conclusion of the **Examination Period**. The **entire** Examination Booklet\*, and any other sheets you used, and a completed and **signed and stamped 'Invigilation Certificate'**, must be sent by your Invigilator - by **registered airmail post** (at your expense) - to:-

*The Examinations Director,  
Cambridge International College,  
College House, Leoville,  
Jersey JE3 2DB, Britain.*

**Notes:** \* The College **cannot** accept Examination Work **by fax or email**

\* The College **cannot** accept Examination Work **without** a **signed and stamped 'Invigilation Certificate'**

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 Telefax: +44 (0)1534 485485 Email: info@cambridgetraining.com Website: www.cambridgecollege.co.uk

## **AGREEMENT TO INVIGILATE ASSIGNED WORK FOR EXAMINATION(S)**

I certify that I agree to invigilate in due course the Examination(s) of the CIC Member whose name and address appear below. A mutually convenient date will in due course be arranged between the Member and me; I note that the Member will need **at least two uninterrupted hours** in which to attempt the Assigned Work for each Examination. I will be able to provide a suitably quiet room, with a writing desk or table and chair. Invigilation will take place under **true Examination conditions**, in strict accordance with Instructions to be supplied by the College. I understand that the Examination Documentation will be sent **DIRECTLY to me from the College under registered cover** (with a separate notification from the College that the packet has been despatched to me) and that I might be required to **collect and sign for** the registered item from my local post office. Inside the packet will be the Examination Booklet(s) - each in a sealed and unopened envelope - which I shall keep **securely** until the Examination time. I note that the College does not pay an Invigilation Fee.

Please complete ALL parts and requirements:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Position in Organization /Designation: \_\_\_\_\_

**FULL NAME:** \_\_\_\_\_  
 (capital letters please)

Qualifications: \_\_\_\_\_ Email address: \_\_\_\_\_

**FULL POSTAL ADDRESS:** \_\_\_\_\_  
 (capital letters please)

**\*\*NOTE:  
 AN OFFICIAL  
 STAMP  
 OR SEAL  
 IS ESSENTIAL**

### **Particulars of the Member:**

MEMBERSHIP NUMBER \_\_\_\_\_

FULL NAME \_\_\_\_\_

FULL POSTAL ADDRESS \_\_\_\_\_

STUDYING PROGRAM ON **INTERNATIONAL BUSINESS & TRADE**

**PHOTO ID -  
 MEMBER TO  
 ATTACH TWO  
 PASSPORT-SIZE  
 COLOUR  
 PHOTOGRAPHS  
 HERE**

**PLEASE SEND THIS COMPLETED FORM TO:  
 THE EXAMINATIONS DIRECTOR,  
 CAMBRIDGE INTERNATIONAL COLLEGE,  
 College House, Leoville, Jersey JE3 2DB, Britain.**

**\*\*CIC CANNOT ACCEPT AN 'AGREEMENT TO INVIGILATE' FORM NOT BEARING THE OFFICIAL STAMP OR SEAL OF THE ORGANIZATION BY WHICH THE PROPOSED INVIGILATOR IS EMPLOYED OR MANAGES**