

See back cover for an English translation of this cover

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91380M



913805



NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

QUALIFY FOR THE FUTURE WORLD
KIA NOHO TAKATŪ KI TŌ ĀMUA AO!

SUPERVISOR'S USE ONLY

Tohua tēnei pouaka mēnā
KĀORE koe i tuhi kōrero ki
tēnei pukapuka

Mātai Pakihi, Kaupae 3, 2022

**91380M Te whakaatu māramatanga ki te urupare
rautaki ki ngā take ā-waho a tētahi pakihi e
whakahaerehia ana i te ao whānui**

Ngā whiwhinga: E whā

| Paetae | Kaiaka | Kairangi |
|--|---|---|
| Te whakaatu māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui. | Te whakaatu i te hōhonu o te māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui. | Te whakaatu i te tōtōpū o te māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui. |

Tirohia kia kitea ai e rite ana te Tau Ākonga ā-Motu (NSN) kei runga i tō puka whakauru ki te tau kei runga i tēnei whārangi.

KOTAHI te tūmahi kei roto i tēnei pukapuka. Me whakamātau koe i ngā wāhanga E WHĀ o te tūmahi.

Kōrerohia ngā mātauranga pakihi e hāngai ana me ngā ariā pakihi Māori hoki/rānei i roto i ō tuhinga.

Mēnā ka hiahia whārangi atu anō mō ō tuhinga, whakamahia ngā whārangi wātea kei muri o tēnei pukapuka.

Tirohia kia kitea ai e tika ana te raupapatanga o ngā whārangi 2–27 kei roto i tēnei pukapuka, ka mutu, kāore tētahi o aua whārangi i te takoto kau.

Kaua e tuhi i ngā wāhi e kitea ai te kauruku whakahāngai (X). Ka poroa pea taua wāhanga ka mākahia ana te pukapuka.

HOATU TE PUKAPUKA NEI KI TE KAIWHAKAHAERE HEI TE MUTUNGA O TE WHAKAMĀTAUTAU.

TE TŪMAHI

E WHĀ ngā wāhanga o tēnei tūmahi, arā te (a) ki te (d). Whakamahia ngā pārongo hei horopaki kei raro iho nei, ngā pārongo āpiti i ērā atu pouaka, me tōu anō mōhiotanga ki te ao pakihi hei whakatutuki i tēnei tūmahi. E wātea ana koe ki te whakauru i ngā ariā pakihi Māori ki ō tuinga.

Me pānui koe i ngā pārongo rauemi i roto i ngā pouaka KATOA i mua i tō tīmata i te tūmahi.

NGĀ PĀRONGO HEI HOROPAKI

Seaking Bounty tētahi o ngā pakihi hī ika nui o Aotearoa e whakahīhi ana i tōna anō hītori, inā hoki, kua 80 tau tōna roa e whakahaerehia ana. Kua tipu i te pakihi ā-whānau e iti ana ki tētahi hinonga e whakahaerehia ana i te ao, kua neke atu i te 1,200 āna kaimahi i tēnei wā.

Kohi ai, whakatipu ai, tuaki ai, hoko atu ai hoki a *Seaking Bounty* i āna hautaonga kaimoana. I tēnei wā, kei Aotearoa me Ahitereiria ana whakahaere, ā, e hoko hautaonga ana ki tai, ki ngā whenua e neke atu ana i te 20, ka mutu, kei te takiwā o Āhia te nuinga.

Ko te hoki, ko te kahawai, ko te pane-hāware, ko te tāmure hoki ētahi o ngā momo ika e haoa ana e *Seaking Bounty*. Ka mutu, he pāmu kūtai rahi ā *Seaking Bounty* i Te Taihū-o-te-waka, he pāmu hāmana hoki tāna i te takiwā o Ōtākou.

Hei āpitihanga ki tana whai kia auau ngā monihua e hoki atu ana ki ana kaipupuri hea, e mārāma ana ngā whāinga a *Seaking Bounty* e pā ana ki te taiao, ki te pāpori me te toitūtanga ā-ahurea. Otirā, hei tāna, he kaitiaki kaha ia mō te moana mō ngā whakatipuranga e whai ake nei, ā, e whai ana ia kia ngahau, kia haumarū hoki tana wāhi mahi mō ana kaimahi.



Te mātāpuna: <https://marlboroughnz.com/guides/wine-food-craft-beer/greenshellmussels#guide>

TASK

This task has FOUR parts, (a) to (d). Use the background information below, the supplementary information in the other boxes, and your business knowledge to complete this task. You may integrate any relevant Māori business concepts into your answer.

You should read the resource information in ALL of the boxes before beginning the task.

BACKGROUND INFORMATION

Seaking Bounty is a large New Zealand fishing business that has a proud history, having been in operation for 80 years. It has grown from being a small family business to a global enterprise which now employs more than 1,200 workers.

Seaking Bounty harvests, farms, processes, and markets seafood products. It currently has operations in both New Zealand and Australia, and exports to over 20 countries, predominantly in the Asian region.

Some of the fish species caught by *Seaking Bounty* include hoki, kahawai, orange roughy, and snapper. In addition, *Seaking Bounty* has large-scale mussel farms in the Marlborough region and a salmon farm in the Otago region.

As well as aiming to consistently return strong profits to its shareholders, *Seaking Bounty* also has clear environmental, social, and cultural sustainability goals. In particular, it sees itself as a strong kaitiaki (guardian) of the sea for future generations, and endeavours to provide an enjoyable and safe workplace for its employees.



Source: <https://marlboroughnz.com/guides/wine-food-craft-beer/greenshellmussels#guide>

Kua kino te karawhiua o *Seaking Bounty* e ngā here i whakaritea ai e te kāwanatanga o Haina, nā te mea e 40% o ana hua kaimoana kei te hokona ki tai, ki Haina. Kei roto i ēnei momo here te rāhuitanga o tā te tangata noho ki te kai i roto i ngā wharekai me ngā pāparakāuta, me te aha, kua heke te pīrangitia o ngā kaimoana.

(a) Arotakehia tētahi urupare rautaki kua whakatinanahia e te pakihi, ka taea rānei te whakatinana, hei urupare ki te hekenga o te pīrangitia i te māketē hoko ki tai.

In recent times, the global pandemic has resulted in many countries implementing restrictions on their populations to reduce the spread of the virus.

Seaking Bounty has been hit particularly hard by the restrictions imposed by the Chinese government, as it currently exports 40% of its seafood products to China. These restrictions have included a ban on seated dining in restaurants and bars, resulting in reduced demand for seafood.

You may choose either *Seaking Bounty* or a New Zealand-registered business operating in a global context you have studied in depth.

- (a) Evaluate a strategic response that the business has implemented, or could implement, in response to a decrease in demand from an export market.
- (i) State the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe).

- (ii) Explain one positive effect the strategic response would have on the business.

- (iii) Explain one negative effect the strategic response would have on the business.

- (iv) Provide a justified conclusion, including any new information, as to the likely success of the strategic response.

Source (adapted): <https://www.businesswire.com/news/home/20200317005534/en/2020-Report-on-the-Global-Squid-Market---Major-Importer-and-Exporter-Countries---ResearchAndMarkets.com>

You may choose either *Seaking Bounty* or a New Zealand-registered business operating in a global context you have studied in depth.

- (b) Identify one government or non-government agency that could support the business to develop a new product for a particular market:

Government or non-government agency: _____

- (i) Explain one likely benefit to the business of working with this agency.

- (ii) Whakamāramatia te āhua o te pānga o te tautoko a tēnei hinonga ki ngā monihua.

(ii) Explain how support from this agency would affect profits.

As a result of the employment of many migrant workers, *Seaking Bounty* has a diverse workforce. To improve its cultural intelligence, managers at *Seaking Bounty* have regularly attended courses and travelled to the home countries of their workers.

Cultural intelligence is the ability to recognise and respect the beliefs, values, attitudes, and behaviours of different groups of people related to the business and its operations.

As a result of the employment of many migrant workers, *Seaking Bounty* has a diverse workforce. To improve its cultural intelligence, managers at *Seaking Bounty* have regularly attended courses and travelled to the home countries of their workers.

Cultural intelligence is the ability to recognise and respect the beliefs, values, attitudes, and behaviours of different groups of people related to the business and its operations.

You may choose either *Seaking Bounty* or a New Zealand-registered business operating in a global context you have studied in depth.

- (c) (i) Explain how the demonstration of cultural intelligence by management will affect employees.

- (ii) Whakamāramatia te āhua o te pānga o te whakaatu a ngā kaiwhakahaere i tō rātou mātauranga ahurea ki te toitūtanga ā-ōhanga o te pakihi.

- (ii) Explain how the demonstration of cultural intelligence by management will affect the economic sustainability of the business.

E ngākau titikaha ana a *Seaking Bounty* ki te toitūtanga o te moana mō ngā uri whakaheke. Ko ngā mahi e rua e mahia ana e ia hei whakatutuki i ngā pīrangi o te marea e pā ana ki te ahumahi ika mō te taha ki te toitūtanga ā-taiao, ko te:

- whakamahi i te 100% o te ika ka haoa, kia kore ai e toe mai he para
- whakarite kāmera i ngā waka hī ika e whakahekea ai te maha o ngā manu moana ka patua.

Ko tētahi anō pīrangi o te marea e piki ake ana, kia whakatū ngā pakihi i tētahi taiao mahi e haumarua ana, e hauora ana hoki mō ngā kaimahi, ka mutu, ka hāpai hoki rātou i te hapori whānui. Ko ētahi o ngā mahi e mahia ana e *Seaking Bounty* e tutuki ai āna whāinga mō te taha ki te toitūtanga ā-pāpori, ko te:

- haerenga tonutanga o ngā whakanikohanga e haumarua ake ai ngā pūrere whāiti
- auau o te kohanga o ngā hua kaimoana ki ngā pātaka hapori e whakahaerehia ana i tōna hapori.

I te pouaka kei raro iho nei, tuhia ngā taipitopito o tētahi pakihi kua rēhitatia i Aotearoa e whakahaerehia ana i te ao whānui kua mātaitia e koe, ka mutu, kua mahia, ka taea rānei e ia te mahi tētahi mahi hei whakaea i ngā pīrangi o te marea mō te toitūtanga ā-taiao, ā-pāpori rānei. **Kaua e whakamahi i a *Seaking Bounty*.**

Te ingoa o te pakihi kua rēhitatia i Aotearoa: _____

He rawa ka hokona, he ratonga rānei ka tukuna: _____

(d) Arotakehia tētahi urupare rautaki kua whakatinanahia e te pakihi, ka taea rānei te whakatinana, hei whakaea i ngā pīrangi o te marea e pā ana ki te toitūtanga ā-taiao RĀNEI, ki te toitūtanga ā-pāpori RĀNEI.

(i) Kōrerotia te urupare rautaki, whakamāramatia hoki te take he urupare tēnei nā te pakihi whānui i ngā taumata tini (kia kaua e iti iho i te RUA i waenga i te rahi, i te hōkaitanga, i te wā hoki).

Tēnā, hurihia ➤

Please turn over ➤

**He whārangi anō ki te hiahiatia.
Tuhia te tau tūmahi mēnā e hāngai ana.**

TE TAU
TŪMAHI

Extra space if required.
Write the question number(s) if applicable.

QUESTION
NUMBER

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Extra space if required.
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QUESTION
NUMBER

English translation of the wording on the front cover

Level 3 Business Studies 2022

91380M Demonstrate understanding of strategic response to external factors by a business that operates in a global context

Credits: Four

91380M

| Achievement | Achievement with Merit | Achievement with Excellence |
|--|---|--|
| Demonstrate understanding of strategic response to external factors by a business that operates in a global context. | Demonstrate in-depth understanding of strategic response to external factors by a business that operates in a global context. | Demonstrate comprehensive understanding of strategic response to external factors by a business that operates in a global context. |


Check that the National Student Number (NSN) on your admission slip is the same as the number at the top of this page.

There is ONE task in this booklet. You should attempt ALL FOUR parts of the task.

Refer to relevant business knowledge and/or Māori business concepts in your answers.

If you need more room for any answer, use the extra space provided at the back of this booklet.

Check that this booklet has pages 2–27 in the correct order and that none of these pages is blank.

Do not write in any cross-hatched area (). This area may be cut off when the booklet is marked.

YOU MUST HAND THIS BOOKLET TO THE SUPERVISOR AT THE END OF THE EXAMINATION.