91380M

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

Mātauranga Pakihi, Kaupae 3, 2015

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

2.00 i te ahiahi o te Rātū, te 24 o Whiringa-ā-rangi, 2015 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 māramatanga hōhonu ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui.	Te whakaatu i te matatau ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui.

Tirohia mēnā 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 KATOA o te tūmahi

Kōrerohia ngā mātauranga pakihi e hāngai ana me ngā ariā pakihi Māori, tētahi rānei o ēnei, i roto i ō tuhinga.

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

Tirohia mēnā e tika ana te raupapatanga o ngā whārangi 2–19 kei roto i tēnei pukapuka, ka mutu, kāore tētahi o aua whārangi i te takoto kau.

ME HOATU RAWA KOE I TĒNEI PUKAPUKA KI TE KAIWHAKAHAERE Ā TE MUTUNGA O TE WHAKAMĀTAUTAU.

TE TAPEKE

Whakamahia ngā pārongo whakamahuki kei raro nei, ngā pārongo āpiti kei ētahi atu pouaka me tōu mātauranga pakihi hei whakaoti i tēnei tūmahi.

Kua angitu te hoko a te kamupene kākahu o *Urban Village* nā ētahi kaipakihi nō Aotearoa, kei Hakatere, i ngā kākahu noa nei o mohoa ki ngā kaihoko rangatahi (arā ngā tāngata e 20 ki te 30 tau te pakeke) i Aotearoa, mai i te tau 2008. Nā te toa ipurangi a *Urban Village* i tupu haere ai te aro mai a ngā kaihoko i Āhia. E whaihua ai rātou i tērā, i whakarewangia e *Urban Village* tētahi huinga kākahu hou e kīia nei, ko "Street Savvy".

I ū te whakaaro o ngā kaiwhakahaere matua ka tino whai tikanga te angitu o te whakarewanga o tētahi huinga hou ki te oranga tautini o *Urban Village*. I māharahara rātou ki te utu nui o te whakanao i Hakatere ka pā ki te taumata o te utu o te rawa i tāwāhi ina whakatauritehia ki ā ngā pakihi whakataetae. I ū te whakaaro o ngā kaiwhakahaere matua e angitu ai te huinga kākahu hou, me hūnuku e *Urban Village* ngā mahi whakanao i Hakatere ki Piripīni, e whaihua ai te pakihi i te hunga kaimahi he nui ake ō rātou pūkenga, he iti iho anō hoki te utu. I tautokona te hūnukutanga e ngā kaihautū o te poari, engari i whakaūngia e rātou me noho te wāhanga whakahaere o te pakihi ki tana tumu, i Hakatere. I hūnuku i te Paenga-whāwhā o te tau 2014.

Hei āpiti ki te painga o te utu whakanao ki Piripīni, i manako ngā kaiwhakahaere matua ka whai hononga ngā kaihoko rangatahi o reira ki te huinga kākahu hou. Ko tētahi anō painga o te whakanao ki Piripīni, ko te tata o tērā wāhi ki ētahi atu au tauhokohoko i Āhia. Nā tērā, e whakarite ana ngā kaiwhakahaere matua ki te whakanui i te tokomaha o ngā kaimahi hokohoko kia haere ai ki Te Tonga o Korea ā te tau 2016, ki Tairana me Marāhia ā muri atu, hei te tau 2017. Inā kē te nui o aua au tauhokohoko, engari e tino kaha ana hoki ngā pakihi whakataetae o reira. E ū ana te whakaaro o ngā kaiwhakahaere matua ka nui te tōminatia o te huinga kākahu o "Street Savvy" i aua au tauhokohoko i te ahurei o tana āhua Aotearoa nei, engari me tika te taumata o ngā utu whakataetae a *Urban Village*.

Use the background information below, the supplementary information in the other boxes, and your business knowledge to complete this task.

New Zealand-owned and Ashburton-based clothing company *Urban Village* has been successfully selling trendy casualwear to the young adult market (people aged 20–30) in New Zealand since 2008. As a result of *Urban Village* having an online store, increasing interest was shown by people from Asian markets. To take advantage of this, *Urban Village* launched a new range called "Street Savvy".

The senior managers believed that a successful release of the new range would be crucial to the long-term sustainability of *Urban Village*. There were concerns over the high cost of manufacturing in Ashburton, which would impact on the competitiveness of the product overseas. The senior managers believed that for the new range to be a success, *Urban Village* needed to move production from Ashburton to the Philippines, to take advantage of a cheaper and more skilful workforce. The board of directors supported the move, but insisted that the administration section of the business remained at its base in Ashburton. The move was made in April 2014.

As well as the cost advantage of manufacturing in the Philippines, the senior managers were hopeful that the Filipino young adult market would identify with the new range. Another advantage of manufacturing in the Philippines is its proximity to other Asian markets. As a result, the senior managers plan to expand sales staff into South Korea in 2016, followed by Thailand and Malaysia in 2017. The size of these markets is huge, but the competition is very strong. The senior managers believe that the uniquely Kiwi nature of the "Street Savvy" range will make the clothing very appealing in these markets, but *Urban Village* must be competitive on price.

(a)

uhinga, kōrerohia: TĒTAHI take i hūnuk		_	kaimahi iti iho
te pānga o tēnei ki no	gā kaiwhai tiri pakihi d	o Urban Village.	

production of the "Street Savvy" range to the Philippines. In your answer, refer to:			
,	ONE reason for shifting production to the Philippines, other than lower labour costs		
•	the impact this may have on the shareholders of <i>Urban Village</i> .		

Nō muri i te hūnukutanga o *Urban Village* ki Piripīni i te Paenga-whāwhā o te tau 2014, i ngere ngā kaiwhakahaere matua ki ngā hua moni i puta ki te kamupene i muri i tana tau tuatahi e whakahaerehia ana ki reira. He nui noa ake ngā utu kaimahi i tā rātou i whakaaro ai.

Te āhua nei, ko te pūtake matua o te raruraru ko te korenga o te Tumu Mahi Whakahaere, o Phil Whiting, i mārama ki te ahurea o Ngāi Piripīno, i hua ake ai ko te ngākau takarure i waenga i ngā kaimahi me te wehenga o te tokomaha o ngā kaimahi.

gākau	takarure i waenga i ngā kaimahi me te wehenga o te tokomaha o ngā kaimahi.
Urb	whakamāramatia te pānga ka puta pea, i te koretake o te māramatanga ā-ahurea o an Village, ki te puritanga o ana kaimahi Piripīno, otirā ki te pakihi. tuhinga, kōrerohia:
•	te pānga ka puta pea i te korenga o te māramatanga ā-ahurea ki te wehenga o ngā kaimahi
•	te pānga ka puta i tērā ki te whakaputanga me te whakatutukitanga o te pakihi.

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After *Urban Village* moved to the Philippines in April 2014, senior managers were very disappointed with the profits reported for the company's first 12 months of operation there. Labour costs were much higher than anticipated.

It appears that the problem has been mainly caused by the Operations Manager, Phil Whiting, having a lack of understanding of Filipino culture, which has resulted in poor staff morale and a high staff turnover.

eter	r explain the impact that poor cultural intelligence by Urban Village may have on the nation of its Filipino staff, and therefore on the business.
n yc	our answer, refer to:
	the impact that the lack of cultural intelligence may have on staff turnover
	the impact that this would have on productivity and business performance.

Kua tohua a Phil e ngā kaiwhakahaere matua kia whakawhanakehia tētahi rautaki e tika ake ai tā *Urban Village* aro ki te ahurea o ana kaimahi Piripīno.

- (c) Arotakehia tētahi urupare rautaki ā-ahurea ka taea e *Urban Village*. I tō tuhinga:
 - whakatakotohia te urupare rautaki, whakamāramatia hoki ngā take i hōrapa ai te urupare i te pakihi i ngā taumata maha (kia kaua e iti iho i te RUA ngā mea e hāngai ana ki te nui, ki te whānui me te wā)
 - āta whakamāramatia TĒTAHI pānga pai me TĒTAHI pānga kino o te urupare ā-ahurea

whakatakotohia he whakataunga e parahautia ana tae atu ki ngā pārongo hou, e pā ana ki te angitu kāore e kore ka hua ake i te urupare ā-ahurea hei whakatau i te raruraru mō te wehenga o ngā kaimahi.

He wāhi anō mō tō tuhinga mō tēnei tūmahi kei te whārangi e whai ake nei.

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The senior managers have instructed Phil to develop a strategy that will ensure a more appropriate response by *Urban Village* to the culture of its Filipino workers.

(c)

Evaluate a possible strategic cultural response by <i>Urban Village</i> .	
In your answer:	
• state the strategic response and explain why it is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)	
 fully explain ONE positive impact and ONE negative impact of the cultural response 	
 provide a justified conclusion, including any new information, as to the likely success of the cultural response in resolving the staff turnover issue. 	
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More space for this answer is available on the next page.

MĀ TE KAIMĀKA ANAKE
ANANE

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He maha tonu ngā pakihi whai tumu ki ngā whenua maha ka mahi i ētahi mahi e ora tautini ai rātou, hei whakaea i tā te hapori e hiahia ai, e paingia ake ai hoki tā rātou noho ki reira. Ka whaihua ētahi mahi, kāore ētahi e whaihua; hei tauira, i whakatau a *Urban Village* me whakapau wā, moni hoki ki te tango i te para i roto i tētahi kōawa e tata ana ki tō rātou whare whakanao, hei painga mō ngā kaipāmu kei te taha whakararo o te awa.

- (d) Arotakehia tētahi urupare rautaki nā tētahi pakihi kua rēhitatia i Aotearoa, e whakahaerehia ana i te ao whānui, ki tētahi take ora tautini (ko TĒTAHI take pāpori, ahurea, taiao, ōhanga rānei). Kua oti kē pea te urupare, hei urupare rānei pea mō ngā tau kei te heke mai. I tō tuhinga:
 - whakatakotohia te urupare rautaki, whakamāramatia hoki ngā take i hōrapa ai te urupare i te pakihi i ngā taumata maha (kia kaua e iti iho i te RUA ngā mea e hāngai ana ki te nui, ki te whānui me te wā)
 - āta whakamāramatia TĒTAHI pānga pai me TĒTAHI pānga kino o te urupare rautaki
 - whakatakotohia he whakataunga e parahautia ana tae atu ki ngā pārongo hou, e pā ana ki te angitu kāore e kore ka hua ake i te urupare rautaki hei whakatau i te raruraru mō te ora tautini kei mua i te aroaro o te pakihi kua whiriwhirihia e koe.

Te ingoa o te pakihi kua rēhitatia i Aotearoa	
Te take ora tautini	

He wāhi anō mō tō tuhinga mō tēnei tūmahi kei te whārangi e whai ake nei.

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Many multinational businesses take sustainability actions to meet societal expectations and make their presence more acceptable. Some actions are successful and others are not; for example, *Urban Village* decided to spend time and money on cleaning up the pollution in a stream near their production plant, to the benefit of local farmers downstream.

- (d) Evaluate a strategic response, by a New Zealand-registered business operating in a global context, to a sustainability issue (any ONE of social, cultural, environmental, or economic). The response may have already happened, or it may be a possible future response. In your answer:
 - state the strategic response and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
 - fully explain ONE positive impact and ONE negative impact of the strategic response
 - provide a justified conclusion, including any new information, as to the likely success of the strategic response in addressing the sustainability issue faced by the business you have chosen.

Name of New Zealand- registered business	
Sustainability issue	

More space for this answer is available on the next page.

MA TE KAIMĀI ANAKI
ANAKI

USE ONLY

TE TALL	I	He whārangi anō ki te hiahiatia. Tuhia te tau tūmahi mēnā e hāngai ana.	
TE TAU TŪMAHI	'		

	Extra space if required.	ASSESSOI USE ONL	R'S LY
UESTION NUMBER	Write the question number(s) if applicable.		

		He wharangi ano ki te hianiatia.	
	1	Tuhia te tau tūmahi mēnā e hāngai ana.	
TE TAU TŪMAHI			
	1		

QUESTION NUMBER	Extra space if required. Write the question number(s) if applicable.	ASSESSOR' USE ONLY	S

English translation of the wording on the front cover

Level 3 Business Studies, 2015

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

2.00 p.m. Tuesday 24 November 2015 Credits: Four

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 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 2–19 in the correct order and that none of these pages is blank.

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