

## Qualification details

Qualification number/Te nama o te tohu mātauranga	2712		
English title/Taitara Ingarihi	New Zealand Certificate in Māori Business and Management (Level 5)		
Māori title/Taitara Māori			
Version number/Te putanga	2	Qualification type/Te momo tohu	Certificate
Level/Te kaupae	5	Credits/Ngā whiwhinga	60
NZSCED/Whakaraupapa	080301 Management and Commerce > Business and Management > Business Management		
Qualification developer/Te kaihanga tohu	New Zealand Qualifications Authority		
Review Date/Te rā arotake	December 2025		

## Outcome statement/Te tauāki ā-hua

Strategic Purpose statement/Te rautaki o te tohu
<p>This qualification is intended for people wishing to develop their business and management skills and knowledge at a strategic level and interested in stepping-up to management or team-leadership level positions.</p> <p>This qualification will provide whānau, hapū, iwi, hapori, and New Zealand business entities with people (Māori and non-Māori) who have attained a breadth and depth of business management skills and knowledge predicated on a Māori worldview. Graduates of this qualification will benefit New Zealand business entities by providing a Māori worldview to enhance business operations, so as to adapt to a changing New Zealand economy.</p> <p>Graduates of this qualification will operate at a strategic management level to enhance the performance and productivity of their organisation utilising a broad range of business skills, including self-management, in a bi- and multi-cultural environment.</p>

Graduate Profile/Ngā hua o te tohu
<p>Graduates of this qualification will be able to:</p> <ul style="list-style-type: none"> <li>Analyse <b>kotahitanga</b> in Māori business to demonstrate understanding of how “holistic harmony” and a “balanced motives” approach enhances organisational performance and contributes to Māori business development.</li> <li>Analyse <b>te pono me te tika</b> in relation to a Māori business entity to identify the positive and negative impacts on business arrangements and develop a plan to mitigate against risks arising from negative impacts.</li> <li>Develop, evaluate, and apply a model of <b>rangatiratanga</b>, and reflective practice models, to enable and</li> </ul>

- empower innovative and sustainable business practices.
- Facilitate **rangatiratanga** within a business entity to lead the learning and performance of self and others, and aid in the development of inter-generational leadership.
  - Foster and enhance **whanaungatanga** with key stakeholders to achieve shared outcomes, and to realise whānau, hapū, iwi, and/or hapori aspirations.

## **Guiding Principles/Ngā kaupapa o te tohu**

### ***Kotahitanga***

This kaupapa embraces those skills and strategies that assist in creating collaborative relationships to enhance business outputs. It encompasses a range of contexts and perspectives to inform one's views and actions in business, and highlights the importance of working in a mana enhancing way with whānau; hapū, iwi, and hapori; and other key stakeholders.

### ***Te Pono me te Tika***

This kaupapa encompasses important aspects of Māori business protection and management, which relate to tikanga, legal obligations and compliance issues, government policy, systems and procedures (such as meeting procedures and dispute resolution processes), economic environment, and ethics; and acting in a way that is socially and culturally responsible. It also looks into how these tools can be utilised to achieve the best outcomes for whānau, hapū, iwi, and hapori.

### ***Rangatiratanga***

This kaupapa emphasises the importance of having the knowledge, skills and experience to be able to demonstrate leadership in the delivery of services in Māori business. This includes knowledge of local kawa and tikanga; use of te reo Māori; demonstration/role-modelling of positive behaviours based on tikanga Māori; and meeting legal and ethical requirements in a professional manner.

### ***Whanaungatanga***

This kaupapa highlights the importance of Māori cultural values, te reo Māori, tikanga and kawa in establishing, building and maintaining quality relationships. It embraces those skills and strategies that relate to communications and relationships, such as being able to understand different types of relationships and stakeholders; knowing how to establish, maintain and enhance relationships, both internally and externally; and maintaining the mana of all stakeholders.

## **Education Pathway/Ngā huarahi mātauranga**

This qualification builds on:

- Manu Taiko – Toro Parirau (Kaupae 4) [Ref: 2426]
- New Zealand Certificate in Tourism Māori (Level 4) [Ref: 2338]
- New Zealand Certificate in Business (Small Business) (Level 4) [Ref: 2457].

This qualification may lead to:

- New Zealand Diploma in Business (Māori Business and Management strand) (Level 6) [Ref: 2460]
- New Zealand Diploma in Business (Level 6) [Ref: 2460]
- Manu Taiko – Hoka Rangi (Kaupae 6) [Ref: 2427]
- Business qualifications at higher-levels
- other relevant industry qualifications.

<p><b>Employment, Cultural, Community Pathway/Ko ngā huarahi ā-mahi, ā-ahurea, ā-whānau, ā-hapū, ā-iwi, ā-hapori anō hoki</b></p> <p>Graduates will have the skills and knowledge to be employed at an operational or managerial level in a variety of business entities, and to contribute to the Māori economy.</p> <p>Graduates may work in a variety of positions for Māori organisations, iwi corporations, Māori SMEs, Māori-related business entities, other business organisations who wish to engage with Māori. These positions may include:</p> <ul style="list-style-type: none"> <li>- consultants</li> <li>- project and/or event managers</li> <li>- managers</li> <li>- team leaders</li> <li>- business owners and/or operators.</li> </ul> <p>Graduates of this qualification will have the skills and knowledge to support whānau, hapū, iwi, and hapori in their business operations; and to provide mentoring, management, business leadership, and governance support.</p> <p>Graduates will also be able to contribute in paid roles or as volunteers for: iwi/ hapū rūnanga, authorities, and/or incorporations; boards, land trusts. These positions may include:</p> <ul style="list-style-type: none"> <li>- board members</li> <li>- trustees (marae, land trusts)</li> <li>- rūnanga council members/representatives.</li> </ul>
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## Qualification Specifications/ Ngā tauwhāititanga o te tohu

<p><b>Qualification Award/Te whakawhiwhinga o te tohu</b></p>	<p>This qualification may be awarded by any organisation that has an approved programme of study leading to the qualification.</p>
<p><b>Evidence requirements for assuring consistency/Ngā taunaki hei whakaū i te tauritenga</b></p>	<p>Evidence may include:</p> <ul style="list-style-type: none"> <li>• graduate feedback</li> <li>• employer feedback</li> <li>• whānau, hapū, iwi and/or hapori feedback</li> <li>• end-user or destination data (including feedback from the providers of the graduates next level of study)</li> <li>• programme completion data and course results</li> <li>• external benchmarking activities and/or benchmarking across common programmes</li> </ul>
<p><b>Minimum standard of achievement and standards for grade endorsements/ Te pae o raro e tutuki ai, ngā paerewa hoki hei whakaatu i te taumata o te whakatutukinga</b></p>	<p>Achieved.</p>
<p><b>Other requirements for the qualification (including regulatory body or legislative requirements)/ Kō ētahi atu here o te tohu (tae atu hoki ki ngā here ā-hinonga whakamarumaru, ki ngā here ā-ture rānei)</b></p>	<p>None.</p>

	<p>The strategic purpose statement refers to the attainment of skills and knowledge ‘predicated on a Māori worldview’. This sends a strong signal from the outset that this qualification is distinctively Māori, and while the skills and knowledge will be transferable; this qualification is custom designed specifically for application in Māori contexts. The term ‘predicated on a Māori worldview’ includes te reo me ngā tikanga ā-hapū, ā-iwi rānei.</p> <p>Programme delivery and all assessments must actively support ways of teaching, learning, learning support, and pastoral care preferred by Māori.</p> <p>Programme delivery and all assessment must be conducted in real business context(s) or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand. A business entity can be an organisation, or a commercial or other enterprise, not necessarily for profit.</p> <p>Programmes should include mechanisms and protocols to engage, involve and consult tangata whenua and/or mana whenua with regard to local tikanga and kawa pertaining to the outcomes of the qualification.</p> <p>Mechanisms/protocols may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Memorandum of Partnership</li> <li>- Relationship strategy and supporting operational policies and requirements in place</li> <li>- Designated Māori relationship role/position</li> <li>- Provisions for kaumātua or whānau, hapū or iwi knowledge holders acting in an advisory capacity.</li> </ul> <p>All programmes leading to a qualification approved under Te Hono o Te Kahurangi and listed on the NZQF, will be evaluated under Te Hono o Te Kahurangi Quality Assurance.</p> <p>Please refer to <a href="https://www.nzqa.govt.nz/maori-and-pasifika/field-maori-programme-development-support/">https://www.nzqa.govt.nz/maori-and-pasifika/field-maori-programme-development-support/</a> for programme content guidance.</p>
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#### Conditions relating to the Graduate Profile /Ngā tikanga e hāngai ana ki nga hua o te tohu

Qualification outcomes/Ngā hua	Credits/Ngā whiwhinga	Conditions/Ngā tikanga
<p>1. Analyse kotahitanga in Māori business to demonstrate understanding of how “holistic harmony” and a “balanced motives” approach enhances organisational performance and contributes to Māori business development.</p>	15	

2.	Analyse te pono me te tika in relation to a Māori business entity to identify the positive and negative impacts on business arrangements and develop a plan to mitigate against risks arising from negative impacts.	10	
3.	Develop, evaluate, and apply a model of rangatiratanga, and reflective practice models, to enable and empower innovative and sustainable business practices.	10	
4.	Facilitate rangatiratanga within a business entity to lead the learning and performance of self and others, and aid in the development of inter-generational leadership.	10	
5.	Foster and enhance whanaungatanga with key stakeholders to achieve shared outcomes, and to realise whānau, hapū, iwi, and/or hapori aspirations.	15	

## Transition information/ He kōrero whakawhiti

Replacement Information	N/A
Additional transition information/ Kō ētahi atu kōrero mō te whakakapi	<p><b>Version Information</b></p> <p>Version 2 of this qualification was published in August 2021 following a scheduled review. Please refer to <a href="#">Qualification Approvals</a> for further information.</p> <p>The last date of assessment for programmes leading to version 1 of this qualification is 31 December 2023.</p> <p>It is not intended that anyone be disadvantaged by this review. Anyone who feels they have been disadvantaged can appeal to NZQA Māori Qualification Services at:</p> <p>PO Box 160, Wellington 6140</p> <p>Telephone: 04 463 3000 Email: <a href="mailto:mqs@nzqa.govt.nz">mqs@nzqa.govt.nz</a> Website: <a href="https://www.nzqa.govt.nz/">https://www.nzqa.govt.nz/</a></p>