

Qualification details

Qualification number/Te nama o te tohu mātauranga	2712		
English title/Taitara Ingarihi	New Zealand Certificate in Business (Māori Business and Management)		
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

<p>Strategic Purpose statement/Te rautaki o te tohu</p> <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, <u>so as to adapt to a changing and the</u> 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>

<p>Graduate Profile/Ngā hua o te tohu</p> <p>Graduates of this qualification will be able to:</p> <ul style="list-style-type: none"> 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. 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. Develop, evaluate, and apply a model of rangatiratanga, and reflective practice models, to enable and

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

The New Zealand Certificate in Business (Māori Business and Management) (Level 5) builds on from:

- 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].

Achievement of this qualification may lead to:

- New Zealand Diploma in Business (Māori Business and Management strand) (Level 6) [Ref: 2460]
- and/or other strands in the New Zealand Diploma in Business (Level 6) [Ref: 2460]
- Manu Taiko – Hoka Rangi (Kaupae 6) [Ref: 2427]
- business qualifications at degree level
- other relevant industry qualifications.

Employment, Cultural, Community Pathway/Ko ngā huarahi ā-mahi, ā-ahurea, ā-whānau, ā-hapū, ā-iwi, ā-hapori anō hoki

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. 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:

- consultants
- project and/or event managers
- managers
- team leaders
- business owners and/or operators.

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. 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:

- board members
- trustees (marae, land trusts)
- rūnanga council members/representatives.

Qualification Specifications/ Ngā tauwhāititanga o te tohu

<p>Qualification Award/Te whakawhiwhinga o te tohu</p>	<p><u>This qualification may be awarded by any organisation that has an approved programme of study leading to the qualification</u>This qualification will be awarded to people who have met the requirements of the graduate outcomes.</p> <p>Awarding bodies for this qualification will be any education organisation accredited under section 38 of the Education Amendment Act 2011 to deliver a programme leading to the qualification.</p> <p>The certificate will display the NZQF logo and the name and logo of the Tertiary Education Organisation (TEO) offering the training leading to the award of the qualification, the full qualification title, NZQA reference number, and the date of award of the qualification.</p> <p>If the TEO has been awarded the Mātauranga Māori Evaluative Quality Assurance (MM-EQA) Qual Mark for a programme of study leading to this qualification, the certificate will also display the Mātauranga Māori Quality Assurance Mark.</p>
<p>Evidence requirements for assuring consistency/Ngā taunaki hei whakaū i te tauritenga</p>	<p><u>All tertiary education organisations (TEOs) accredited to deliver a programme leading to the award of this qualification are required to participate in consistency reviews. Programme providers at Māori Business and Management consistency reviews must provide relevant evidence of their graduates meeting the graduate outcomes. Programme providers should also be able to justify the nature, quality and integrity of the supporting</u></p>

	<p><u>evidence.</u></p> <p>Evidence may include:</p> <ul style="list-style-type: none"> • <u>internal and external moderation reports</u> • <u>graduate feedback</u> • <u>employer feedback</u> • <u>whānau, hapū, iwi and/or hapori feedback</u> • <u>end-user or destination data (including feedback from the providers of the graduates next level of study)</u> • <u>programme completion data and course results</u> • <u>external benchmarking activities and/or benchmarking across common programmes</u> • <u>actions taken by the education organisation in response to feedback</u> • <u>relevant external evaluation and review data where applicable</u> • <u>programme evaluation reports or capstone event reports</u> • <u>portfolios of learner work</u> • <u>site visit reports, and</u> • <u>any other relevant and reliable evidence.</u> <p>All TEOs either arranging training or delivering programmes that lead to the award of the qualification are required to participate with the qualification developer in a scheduled consistency process, in accordance with published national guidelines. This will involve reviewing evidence associated with graduates' achievement of outcomes, establishing a periodic cycle for a review focus for the external consistency review, and agreeing acceptable standards and/or benchmarks for qualification outcome achievement, and areas for improvement.</p> <p>Standard evidence for programme providers may include:</p> <ul style="list-style-type: none"> — assessment information leading to the achievement of the graduate outcomes — a portfolio of student work relating to the qualification and the annual review focus requirements — graduate and/or stakeholder/end-user feedback on outcome achievement — TEO moderation outcomes which may include moderation/benchmarking across common programmes <p>relevant External Evaluation and Review (EER) data.</p>
<p>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</p>	<p>AchievedThe minimum standard of achievement required for award of the qualification will be the achievement of all of the outcomes in the graduate profile through successful completion of an NZQA approved programme.</p> <p>There are no grade endorsements for this qualification.</p>

<p>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 whakamarumarū, ki ngā here ā-ture rānei)</p>	<p>There are no mandatory prerequisites to meet regulatory body, or legislative requirements for this qualification.</p>
<p>General conditions for programme/ Ngā tikanga whānui o te hōtaka</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><u>Programme delivery and all assessments must actively support ways of teaching, learning, learning support, and pastoral care preferred by Māori. The context for the delivery of programmes leading to the award of the New Zealand Certificate in Business (Māori Business and Management) (Level 5) actively supports Māori preferred ways of teaching, learning, learning support, and pastoral care.</u></p> <p>Programme design and delivery, and all assessment will be conducted in and for the context of a real or realistic business entity, and in light of the requirements of that context.</p> <p>Programmes leading to award of this qualification must identify the context and must justify the allocation of indicative credits to graduate profile outcomes within the programme, in light of the requirements of the context.</p> <p>The programme has in place appropriate mechanisms/protocols, to ensure tangata whenua and/or mana whenua are engaged, involved and consulted with regard to local tikanga and kawa as it pertains to the outcomes of the qualification.</p> <p>“Holistic harmony” refers to making provisions for stakeholders (in terms of their tikanga, kawa, wairuatanga) we engage with, without compromising oneself, in order to engage effectively and to maintain the integrity and mana of all parties.</p> <p>“Balanced motives” acknowledges, that beyond the profit motive, there are other cultural, heritage, social and political based motives that must be balanced through wise governance. These motives have equal standing in affecting the balance sheet of all Māori business activities. 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"> - Memorandum of Partnership - Relationship strategy and supporting operational policies and requirements in place - Designated Māori relationship role/position - Provisions for kaumātua or whānau, hapū or iwi knowledge holders acting in an advisory capacity. <p>A business entity can be an organisation, or a commercial or other enterprise, not necessarily for profit.</p> <p><u>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.</u></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
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.	15	Please refer to https://www.nzqa.govt.nz/maori-and-pasifika/field-maori-programme-development-support/ for programme content guidance.
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/ He kōrero mō te whakakapi	<p>This qualification replaced the National Diploma in Māori Business and Management with an optional strand in Iwi Management [Ref: 0366].</p> <p>The last date for entry into the programmes leading to the replaced qualification [Ref: 0366] is 31 December 2017. People cannot be enrolled in programmes leading to award of the replaced qualification unless there is appropriate time available to them to complete the programme and be awarded the qualification before 31 December 2018.</p> <p>The last date to meet the requirements of the replaced qualification will be 31 December 2018 when the qualification will be discontinued. From that date no results can be reported against the qualification. People working towards the replaced qualification must complete the requirements by 31 December 2018.</p>
Additional transition information/ Kō ētahi atu kōrero mō te whakakapi	Version Information <p>Version 2 of this qualification was published in MMMM 2020 following a scheduled review.</p> <p><u>The last date of assessment for version 1 is 31 December 2023.</u></p> <p><u>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:</u></p> <p><u>PO Box 160, Wellington 6140</u> <u>Telephone: 04 463 3000</u> <u>Email: mqs@nzqa.govt.nz</u> <u>Website: https://www.nzqa.govt.nz/.</u></p> <p><u>Please refer to Qualifications and Assessment Standards Approvals for further information.</u></p>

Republication information

Version 1 of this qualification was republished in February 2019 to extend the qualification review date to 5 years from approval.