

## Te Hono o te Kahurangi: Qualification details

<b>Title</b>	New Zealand Certificate in Business (Māori Business and Management) (Level 5)		
<b>Version</b>	1	<b>Qualification type</b>	Certificate
<b>Level</b>	5	<b>Credits</b>	60
<b>NZSCED</b>	080301	Business Management	
<b>DAS classification</b>	411	Māori > Māori Business and Management	
<b>Qualification developer</b>	NZQA Māori Qualifications Services		
<b>Next review</b>	December 2020		
<b>Approval date</b>	February 2015		
<b>Strategic purpose statement</b>	<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 and the 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>		
<b>Guiding principles</b>	<p><b>Kotahitanga</b></p> <p>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.</p>		
	<p><b>Te Pono me te Tika</b></p> <p>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.</p>		
	<p><b>Rangatiratanga</b></p> <p>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</p>		

	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.
	<p><b>Whanaungatanga</b></p> <p>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.</p>

## Qualification outcome statements

<b>Graduate profile</b>	<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 empower innovative and sustainable business practices</li> <li>Facilitate <b>rangatiratanga</b> within a business entity to lead the learning and performance of self and others, and aid in the development of inter-generational leadership</li> <li>Foster and enhance <b>whanaungatanga</b> with key stakeholders to achieve shared outcomes, and to realise whānau, hapū, iwi, and/or hapori aspirations</li> </ul>
<b>Education pathway</b>	<p>The New Zealand Certificate in Business (Māori Business and Management) (Level 5) builds on from:</p> <ul style="list-style-type: none"> <li>Manu Taiko – Toro Parirau (Kaupae 4) [Ref: 2426]</li> <li>New Zealand Certificate in Tourism Māori (Level 4) [Ref: 2338]</li> <li>New Zealand Certificate in Business (Small Business) (Level 4) [Ref: 2457].</li> </ul> <p>Achievement of this qualification may lead to:</p> <ul style="list-style-type: none"> <li>New Zealand Diploma in Business (Māori Business and Management strand) (Level 6) [Ref: 2460]</li> <li>and/or other strands in the New Zealand Diploma in Business (Level 6) [Ref: 2460]</li> <li>Manu Taiko – Hoka Rangī (Kaupae 6) [Ref: 2427]</li> <li>Business qualifications at degree level</li> <li>Other relevant industry qualifications.</li> </ul>
<b>Employment pathway</b>	<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. Graduates may work in a variety of positions for Māori</p>

	<p>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. 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

<p><b>Qualification award</b></p>	<p>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><b>Evidence requirements for assuring consistency</b></p>	<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"> <li>- assessment information leading to the achievement of the graduate outcomes</li> <li>- a portfolio of student work relating to the qualification and the annual review focus requirements</li> <li>- graduate and/or stakeholder/end-user feedback on outcome achievement</li> </ul>

	<ul style="list-style-type: none"> <li>- TEO moderation outcomes which may include moderation/benchmarking across common programmes</li> <li>- relevant External Evaluation and Review (EER) data.</li> </ul>
<b>Credit transfer and recognition of prior learning arrangements</b>	<p>To facilitate credit transfer, education organisations must clearly demonstrate the equivalency or comparability between each of the outcomes in the graduate profile, and the assessment components of their programmes.</p> <p>Education organisations must have policies and procedures in place for managing credit transfer, and assessing recognition of prior learning and recognition of current competency. These policies and procedures, and associated fees must be available to candidates prior to enrolment.</p> <p>Assessment standards already achieved by the candidate, which are specified in this qualification, may be credited to the qualification.</p>
<b>Minimum standard of achievement and standards for grade endorsements</b>	<p>The 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>
<b>Entry requirements (including prerequisites to meet regulatory body or legislative requirements)</b>	<p>There are no mandatory prerequisites to meet regulatory body, or legislative requirements for this qualification.</p>

## Qualification conditions

### Overarching conditions relating to the qualification

<b>Conditions for programme structure</b>	<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>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.</p>
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<p><b>Conditions for programme context</b></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.</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>A business entity can be an organisation, or a commercial or other enterprise, not necessarily for profit.</p>
<p><b>Other conditions</b></p>	<p>All programmes leading to a qualification approved under Te Hono o te Kahurangi and listed on the NZQF, will be assessed under Mātauranga Māori Evaluative Quality Assurance (Programmes of Study). Currently, there is no MMEQA equivalent for Industry Training Organisations, so industry training programmes leading to this qualification will be assessed under the NZQF Industry Training Programme Approval Rules 2012.</p>

Specific conditions relating to the Graduate profile

<p><b>Qualification outcomes</b></p>	<p><b>Programme Guidance/Conditions</b> <i>Programmes should include the following key focus areas of each outcome:</i></p>	<p><b>Mandatory or Optional</b></p>
<p>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</p>	<ul style="list-style-type: none"> <li>• Principles and goals that shape Māori business and Māori development</li> <li>• Holistic view of roles (internal and external), responsibilities, and collaborative relationships</li> <li>• Research and communication strategies for enhancing collaborative relationships and</li> </ul>	<p><b>Optional</b></p>

development (Credits 15)	organisational performance <ul style="list-style-type: none"> <li>“Holistic harmony” and “balanced motives approach” strategies and techniques</li> </ul>	
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 (Credits 10)	<ul style="list-style-type: none"> <li>Financial, market trends and business opportunities</li> <li>Strategies for addressing impacts (tikanga, legislation, economic environment, social trends, and government policy) on Māori business entities and their business arrangements</li> </ul>	<b>Optional</b>
Develop, evaluate, and apply a model of <b>rangatiratanga</b> , and reflective practice models, to enable and empower innovative and sustainable business practices (Credits 10)	<ul style="list-style-type: none"> <li>Māori leadership principles and reflective practice models</li> <li>Innovative and sustainable business practices</li> <li>Strategies to strengthen whānau, hapū, iwi and Māori in sustainable business practices</li> <li>Professional and ethical behaviour, and social and cultural appropriateness</li> </ul>	<b>Optional</b>
Facilitate <b>rangatiratanga</b> within a business entity to lead the learning and performance of self and others, and aid in the development of inter-generational leadership (Credits 10)	<ul style="list-style-type: none"> <li>Leadership in learning and performance of self and others</li> <li>Development of inter-generational leadership</li> <li>Successful delivery of services, based on kaupapa Māori</li> <li>Business goals and career aspirations in a Māori context and in a professional context</li> </ul>	<b>Optional</b>
Foster and enhance <b>whanaungatanga</b> with key stakeholders to achieve shared outcomes, and to realise whānau, hapū, iwi, and/or hapori aspirations (Credits 15)	<ul style="list-style-type: none"> <li>Appropriate (using te reo and tikanga Māori) engagement with whānau, hapū, iwi, and/or hapori in employment and/or business contexts</li> <li>Meet aspirations of whānau, hapū, iwi, and/or hapori through collaborative relationships</li> <li>Cooperation and collaboration using organisational systems, conventions, and processes</li> </ul>	<b>Optional</b>

## Transition information

<b>Replacement information</b>	This qualification replaced the National Diploma in Māori Business and Management with an optional strand in Iwi Management [Ref: 0366]
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.	

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.

It is the intention of Māori Qualifications Services that no existing learner will be disadvantaged by these transition arrangements. However, any person who considers they have been disadvantaged may appeal to NZQA Māori Qualifications Services:

Māori Qualifications Services

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## Republication information

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