

91381



NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

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SUPERVISOR'S USE ONLY

Level 3 Business Studies, 2012

91381 Apply business knowledge to address a complex problem(s) in a given global business context

2.00 pm Monday 3 December 2012
Credits: Four

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

You should attempt ALL the questions in this booklet.

Pull out Resource Booklet 91381R from the centre of this booklet.

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 2–14 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.

ASSESSOR'S USE ONLY		Achievement Criteria	
Achievement		Achievement with Merit	Achievement with Excellence
Apply business knowledge to address a complex problem(s) in a given global business context.	<input type="checkbox"/>	Apply in-depth business knowledge to address a complex problem(s) in a given global business context.	<input type="checkbox"/>
Overall level of performance (all criteria within a column are met)			<input type="checkbox"/>

You are advised to spend 60 minutes answering the questions in this booklet.

QUESTION ONE: Conflicts Arising from New Ownership

Use the information in Resource A and Resource B, and in the box below, in addition to your business knowledge, to answer this question.

The replacement of some senior staff at *Newmann Technology NZ* by German managers from the parent company immediately created conflict between senior New Zealand staff and the new German managers.

(a) Discuss the possible causes and effects of the conflict arising from the changes at management level.

In your answer, fully explain:

- TWO possible causes of the conflict
- TWO effects of the conflict on the business.

(b) Suggest TWO possible solutions to address the conflict.

(1) _____

(2) _____

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QUESTION THREE: Poor Investment Decision Arising From External FactorsASSESSOR'S
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Use the information in Resource F and Resource G, and in the box below, in addition to your business knowledge, to answer this question.

In 2010, *LNT* made the strategic decision to build a car GPS manufacturing plant in New Zealand. The firm had signed an export contract with a South Korean car manufacturer to supply their products to be installed in all new cars by mid-2012. The investment was funded by borrowing \$120 million from banks in Europe. With hindsight, *LNT* may not have made these borrowing and investment decisions if they had been fully aware of external factors occurring around this time.

- (a) Discuss the possible causes and effects of the poor investment decision to build a car GPS manufacturing plant in New Zealand.

In your answer, fully explain:

- TWO possible causes of the poor investment decision
- TWO effects of this decision on the business.

- (b) Suggest TWO possible solutions to address this poor investment decision to build the GPS plant in New Zealand.

(1) _____

(2) _____

(c) Evaluate how the TWO possible solutions you named in (b) would address the problem, and make a fully justified recommendation.

In your answer, you should:

- fully explain how each solution addresses the poor investment decision by explaining the positive impacts on the business
- fully explain the negative effects of each solution
- state the solution that you would recommend
- justify your recommendation by explaining why this recommendation is better than the other possible solution.

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