*See back cover for an English translation of this cover*

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NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

# Mātauranga Pakihi, Kaupae 3, 2013

## 91379 Whakaaturia te māramatanga ki te pāhekohekotanga o ngā take ā-roto i roto i tētahi pakihi e whakahaerehia ana i te ao whānui

9.30 i te ata o te Rāhina, te 25 o Whiringa-ā-rangi, 2013
Whiwhinga: E whā

| Paetae | Kaiaka | Kairangi |
|---|---|---|
| Whakaaturia te māramatanga ki te pāhekohekotanga o ngā take ā-roto i roto i tētahi pakihi e whakahaerehia ana i te ao whānui. | Whakaaturia te hōhonu o te māramatanga ki te pāhekohekotanga o ngā take ā-roto i roto i tētahi pakihi e whakahaerehia ana i te ao whānui. | Whakaaturia te matatau ki te pāhekohekotanga o ngā take ā-roto i roto i tētahi pakihi e whakahaerehia ana i te ao whānui. |

Tirohia mena e rite ana te Tau Ākonga ā-Motu (NSN) kei runga i tō puka whakauru ki te tau o runga ake o tēnei whārangi.

**Me whakamātau koe i ngā pātai KATOA kei roto i tēnei puka.**

Kōrerohia te mōhiotanga pakihi e hāngai ana, ngā ariā pakihi Māori hoki rānei, i roto i ō whakautu.

Mena ka hiahia whārangi atu anō hei tuhituhi i ō whakautu, whakamahia ngā whārangi wātea kei muri o tēnei puka.

Tirohia mena e tika ana te raupapatanga o ngā whārangi 2–27 kei roto i tēnei puka, ka mutu, kāore tētahi o aua whārangi i te takoto kau

**ME HOATU KOE I TĒNEI PUKA KI TE KAIWHAKAHAERE Ā TE MUTUNGA O TE WHAKAMĀTAUTAU.**

**TE TAPEKE**

MĀ TE KAIMĀKA ANAKE

© Mana Tohu Mātauranga o Aotearoa, 2013. Pūmau ana te mana.
Kāore e whakaaetia kia tāruahia tētahi paku wāhanga o tēnei puka ki te kore te Mana Tohu Mātauranga e mātua whakaae.

Ko te whakahau, kia whakapau koe i te kotahi haora e whakautu ana i ngā pātai kei roto i tēnei puka.

**Rauemi Whānui**

I whakatūria a *NZ Interiors Ltd* (*NZ Interiors*) i te tau 1998 e Penny rāua ko Richard Mathers. He kaihanga pepa pātū whakarae te pakihi nei, e tuku rawa ana ki te papa hokohoko ā-motu, ki tāwāhi hoki, ki Ahitereiria, ki Ūropi, ā, inā tata nei i tīmata ai te tuku rawa ki Amerika. Kei Ngāmotu, kei Taranaki te pakihi nei me āna kaimahi 45. Kei roto i tana papa ahumahi tētahi whare ahumahi hoahoa, waihanga hoki, tētahi wāhanga whakahaere tari me tētahi rūma whakaatu / toa hoko e whakaatu ana, e hoko ana hoki i ana rawa hou.

Kua eke ngā whakaputanga rawa o nāianei ki te taumata e taea ana e *NZ Interiors*, ā, ki te whakapau pūtea te pakihi kia nui ake ai te whare ahumahi waihanga, ka taea e te pakihi te whakawhanake te taha ki te tuku rawa ki tāwāhi. E whakaaro ana a *NZ Interiors* kia whakanuitia tana whare ahumahi me ngā mīhini o nāianei, kia hūnuku rānei ki Tāmaki, kei reira tētahi whare ahumahi waihanga nui noa ake e wātea ana.

## TE PĀTAI TUATAHI: TE PŪTAKE ME TE WĀHI O TE PAKIHI

Whakamahia ngā pārongo kei roto i te Rauemi Whānui kei runga ake nei, kei roto hoki i ngā pouaka kei raro iho nei, kei te whārangi 6 hoki, hei āpiti atu ki tō mōhiotanga pakihi, hei whakautu i ngā pātai e whai ake nei.

E whakahaerehia ana e te hoa o Penny rāua ko Richard, e Ana, a *Manaia Crafts,* tētahi pakihi nā te iwi, e tiki ana i ngā rawa toi mai i te hapori pātata o Te Ati Awa. Hokona ai ngā rawa i Aotearoa whānui, i tāwāhi hoki, ka mutu e tipu ana te hiahiatia o ngā rawa e ngā rāngai hoko i ngā toa toi hirahira i Ahitereiria me Ūropi.

Ahakoa kua angitu a *Manaia Crafts* i tāwāhi, kua mate te pakihi ki te āta whakaaro me pēhea tana whakawhānui i ana rawa ki tua atu o Taranaki me te kore i whakapau i ngā rauemi o te hapori, tangata mai, matū mai, me te kore hoki i takahi i te tuakiri motuhake, Te Ati Awa nei, o ā rātou rawa. Kua hui tahi a Ana me te hapori o Te Ati Awa ki te whakawhiti kōrero mō te whakawhānuitanga o *Manaia Crafts* i Aotearoa. E āwangawanga ana ētahi kaumātua kei pā te whakawhānuitanga e whakaarotia ana, ki ngā hononga o Te Ati Awa ki ētahi atu iwi.

**Te tikanga o te ariā, "pūtake"**

He take e tū ai ia pakihi. He rite tonu te take e tū nei te maha o ngā pakihi Māori ki ō ētahi pakihi – kia tukuna he rawa, he ratonga rānei e whiwhi huamoni ai, kia whaihua ai ko te hunga nāna nei taua pakihi. Heoi anō, he take rerekē e tū nei ētahi pakihi maha tonu – he take e hāngai ana ki ngā rawa nā te takitini (pērā i te whenua me ngā rawa ā-iwi), ki ngā rōpū e honoa ana e te whakapapa, pērā i ngā whānau, i ngā hapū me ngā iwi. Tērā ka pā mai ngā uauatanga ā-ture, ā-ahurea, ā-pakihi hoki ki aua momo pakihi kāore e pā ki ngā pakihi e tū nei ko ngā take arumoni te aronga matua.

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

**General Resource**

*NZ Interiors Ltd* (*NZ Interiors*) was founded in 1998 by Penny and Richard Mathers. The company is a leading manufacturer of wallpaper, supplying the domestic market and exporting overseas to Australia, Europe, and more recently the USA. Located in New Plymouth, Taranaki, it currently employs 45 staff. Its facilities include a design and manufacturing plant, an office administration unit, and a showroom / retail outlet displaying and selling its latest range.

Current operations at *NZ Interiors* are at full capacity, and investing in a larger manufacturing plant would enable it to develop its international potential. *NZ Interiors* is considering either expanding its current plant and machinery, or relocating to Auckland where a much larger manufacturing facility is available.

## QUESTION ONE: PŪTAKE AND BUSINESS LOCATION

Use the information in the General Resource above, and in the boxes below and on page 7, in addition to your business knowledge, to answer the following questions.

Penny and Richard's friend, Ana, manages *Manaia Crafts*, a tribal-owned business that sources its art products locally from the Te Ati Awa community. Products are sold across New Zealand and overseas, with growing markets in speciality arts shops in Australia and Europe.

Although *Manaia Crafts* has met with overseas success, the business has had to consider how it will expand its product line beyond Taranaki without exhausting the local resources (people and materials) and without compromising the distinct Te Ati Awa identity of their product line. Ana has had a series of meetings with the Te Ati Awa community to discuss the expansion of *Manaia Crafts* in New Zealand. Some kaumātua (tribal elders) are worried that the proposed expansion would affect Te Ati Awa's relationships with other tribes.

**The concept of "pūtake"**

Every business has a reason for being. Many Māori businesses exist for the same reason as other businesses – to provide goods or services at a profit, and to enrich the business owner(s). A significant number, however, have very different reasons for being – reasons that are associated with collectively owned resources (such as land, tribal estates) and / or whakapapa-based groupings, such as whānau, hapū, and iwi. Such businesses can encounter legal, cultural, and business complexities that are not experienced by businesses that exist primarily for commercial purposes.

MĀ TE KAIMĀKA ANAKE

(a) Matapakina ngā ariā whāinga pakihi me te pūtake, e hāngai ana ki ngā whakatau mā *NZ Interiors* me *Manaia Crafts* mō te wāhi e tū ai te pakihi.

I roto i tō whakautu:

- whakamahukitia te take e tīkina ai e *Manaia Crafts* ana rawa toi mai i te hapori pātata o Te Ati Awa
- āta whakamahukitia me pēhea e āhei ai te pakihi ki te hūnuku, mena me pērā, i ngā whāinga pakihi a *NZ Interiors*
- āta whakamahukitia te take e pēnei ana te tikanga o te ariā "pūtake", i te horopaki o *Manaia Crafts* – "ka noho tonu hei pakihi nō Taranaki mō ake tonu".

ASSESSOR'S USE ONLY

(a) Discuss the concepts of business goals and pūtake in relation to business location decisions for *NZ Interiors* and *Manaia Crafts*.

In your answer:

- explain why *Manaia Crafts* would source its art products locally from the Te Ati Awa community
- fully explain how *NZ Interiors*' business goals would allow it to relocate should it need to
- fully explain how the concept of pūtake as it applies to *Manaia Crafts* means that it "will always remain a Taranaki business".

MĀ TE KAIMĀKA ANAKE

He wāhi whakahaere pea kei ngā takiwā rerekē tō ngā pakihi e whakahaerehia ana i te ao whānui. Hei tauira, kei Aotearoa te tari matua o tētahi pakihi hoko kākahu nō Aotearoa, engari ko tana whare ahumahi kei Āhia kē.

(b) Arotakehia ngā āhuatanga hei whakatau i te wāhi e tū ai tētahi wāhi whakahaere matua o tētahi pakihi kua rēhitatia i Aotearoa, e whakahaerehia ana i te ao whānui, kua āta mātaitia e koe.

I roto i tō whakautu:

- whakamahukitia te hiranga o te wāhi ki te angitu o te pakihi
- āta whakamahukitia ngā āhuatanga e RUA e tohua ai te wāhi o te whakahaerenga matua i whakaingoatia, o te pakihi rā
- whakatakotoria he whakataunga kua taunakihia, ko tēhea te āhuatanga whakahirahira ake, i roto i ngā kōwhiringa e pā ana ki te wāhi pai rawa atu hei tūnga mō te pakihi.

| | |
|---|---|
| Te ingoa o te pakihi kua rēhitatia i Aotearoa | |
| Te / ngā rawa ka hokona, te / ngā ratonga hoki ka tukuna | |
| Te whakahaerenga matua e kōrerohia ana | |
| Te / ngā wāhi e tū nei ngā whakahaerenga matua | |

ASSESSOR'S USE ONLY

Businesses that operate in a global context may have key operations in different locations. For example, a New Zealand clothing chain may have its head office in New Zealand and its manufacturing operation in Asia.

(b) Evaluate the factors determining the location of a key operation for a New Zealand registered business, operating in a global context, that you have studied in depth.

In your answer:

- explain the importance of location for the success of the business
- fully explain TWO factors that would influence the location of the named key operation of this business
- provide a justified conclusion as to which factor is the more important when considering the best location for the business.

| | |
|---|---|
| Name of New Zealand registered business | |
| Good(s) sold or service(s) provided | |
| Key operation discussed | |
| Location(s) of key operation | |

MĀ TE KAIMĀKA ANAKE

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MĀ TE KAIMĀKA ANAKE

## TE PĀTAI TUARUA: HE KŌWHIRINGA WHAKAPAUNGA

Whakamahia ngā pārongo kei roto i te Rauemi Whānui kei te whārangi 2, kei roto hoki i te pouaka kei raro iho nei, tae atu ki tō mōhiotanga pakihi, hei whakautu i ngā pātai e whai ake nei.

Me āta whiriwhiri a *NZ Interiors* mena he pai ake tana hūnuku ki Tāmaki i te whakawhānuitanga o ana whare ahumahi o nāianei kei Taranaki. E hiahia ana rātou kia tipu tonu i te papa tauhokohoko o tāwāhi, ka mutu kua whākina mai te kaha o te hiahia o Hapani, o Korea ki te tonga, o Haina hoki, ki ngā whakairinga pātū e whakaatu ana i ngā āhuatanga o Aotearoa.

**Te Kōwhiringa 1** – **Te hūnuku ki Tāmaki, ka rīhingia te whare ahumahi mō ngā tau e rima:**

Te whakapaunga tōmua = $6.0 miriona tāra

Ko ngā hua o te kōwhiringa whakapaunga mō Te Whiringa 1:

- Te Wawaenga o te Taupāpātanga Whakahokinga Huamoni = 10%
- Te wā hei utu i te nama = e 4 ngā tau
- $1.6 miriona tāra te Uara Mohoa More o te Kapewhiti More, e 5% te nui o te hekenga.

**Te Kōwhiringa 2 – Te whakawhānui i te whare ahumahi i te wāhi e tū nei te pakihi, i Taranaki:**

Te whakapaunga tōmua = $4.0 miriona tāra

Ko ngā hua o te kōwhiringa whakapaunga mō Te Whiringa 2:

- Te Wawaenga o te Taupāpātanga Whakahokinga Huamoni = 8%
- Te wā hei utu i te nama = e 2 ngā tau me te haurua tau
- $1.1 miriona tāra te Uara Mohoa More o te Kapewhiti More, e 5% te nui o te hekenga.

(a) Tatauria ai te kōwhiringa whakapaunga mō tētahi kaupapa whakapaunga motuhake i runga i ngā whakataunga tata ā-kapewhiti o te wā e heke mai nei, ka tirohia hoki ngā āhuatanga kāore e hāngai ana ki te pūtea. Matapakina te whaihua o te kōwhiringa whakapaunga ki te hātepe whakatau.

I roto i tō whakautu:

- whakamahukitia TĒTAHI uauatanga i roto i te whakatau tata i te kapewhiti o te wā e heke mai nei ka puta mai i tētahi kaupapa whakapaunga
- āta whakamahukitia TĒTAHI o ngā āhuatanga kāore e hāngai ana ki te pūtea e taea pea ana te whakamahi, i te taha o ngā pārongo kei roto i te pouaka o runga ake nei, hei āwhina i te hātepe whakatau
- me tuitui i ngā kōrero ki ngā raraunga o **Te Kōwhiringa 2**, ka āta whakamahuki ai ka pēhea tā te Uara Mohoa More tautoko i te hātepe whakatau mō ngā whakapaunga.

ASSESSOR'S USE ONLY

## QUESTION TWO: INVESTMENT APPRAISAL

Use the information in the General Resource on page 3 and in the box below, and your business knowledge, to answer the following questions.

*NZ Interiors* needs to consider whether a relocation to Auckland would be a better option than expansion of current production facilities in Taranaki. They are keen to make further progress in the international market, with strong interest shown from Japan, South Korea, and China in Kiwi-inspired wall coverings.

**Option 1 – Relocating to Auckland, based on a 5–year lease of the manufacturing plant:**

Initial investment = $6.0 million

Investment appraisal results for Option 1 are:

- Average Rate of Return = 10%
- Payback period = 4 years
- Net Present Value of the net cash flow is $1.6 million at a discount rate of 5%.

**Option 2 – Expanding production facilities at existing location in Taranaki:**

Initial investment = $4.0 million

Investment appraisal results for Option 2 are:

- Average Rate of Return = 8%
- Payback period = 2.5 years
- Net Present Value of the net cash flow is $1.1 million at a discount rate of 5%.

(a) Investment appraisal is built around using estimates of future cash flows for a particular investment project, together with looking at non-financial factors. Discuss the usefulness of investment appraisal in the decision-making process.

In your answer:

- explain ONE difficulty in estimating future cash flows from an investment project
- fully explain ONE non-financial factor that may be used alongside the information in the box above to assist in the decision-making process
- with reference to the data for **Option 2**, fully explain how Net Present Value supports investment decision-making.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

(b) Whakaotihia he kōwhiringa whakapaunga mō ngā kōwhiringa e rua hei whakatau ko tēhea te kōwhiringa me whai e *NZ Interiors*.

I roto i tō whakautu:

- whakamahia ngā raraunga kei roto i te pouaka kei te whārangi 10 hei whakamahuki i te **wā hei utu i te nama** me te **Wawaenga o te Hokinga ā-Pūtea** mō Te Kōwhiringa 1 (arā, ko te hūnuku ki Tāmaki)
- whakamahia ngā pārongo kōwhiringa whakapaunga kei te whārangi 10 hei āta whakamahuki i ngā pānga pea o Te Kōwhiringa 2 (arā, te whakawhānui i ngā whare ahumahi i Taranaki), waihoki me whakatakoto i TĒTAHI pānga pai me TĒTAHI pānga kino ki ngā whakatutukihanga a te pakihi
- me whakatakoto whakataunga e taunakihia ana, e pā ana ki te kōwhiringa whakapaunga whaihua ake, i runga i te whakaaro ki ngā āhuatanga ā-pūtea me ngā āhuatanga kāore e hāngai ana ki te pūtea.

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(b) Complete an investment appraisal of the two options to decide which option *NZ Interiors* should choose.

In your answer:

- use the data in the box on page 11 to explain the **payback period** and **average rate of return** for Option 1 (relocating to Auckland)
- use the investment appraisal information on page 11 to fully explain the possible impacts of Option 2 (expanding facilities in Taranaki), including ONE positive and ONE negative impact on the performance of the business
- draw a justified conclusion on the better investment option, considering both financial and non-financial factors.

MĀ TE KAIMĀKA ANAKE

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MĀ TE KAIMĀKA ANAKE

## TE PĀTAI TUATORU: TE ARAHANGA O NGĀ PANONITANGA Ā-WHAKAHAERENGA

Me āta whakaaro a *NZ Interiors* ki ngā pānga ka puta i te hūnukutanga. E whakaatu ana te **tāwhana panonitanga** kei raro iho nei i ngā āhuatanga noa ka pā ki te tangata mena ka ara ake he panonitanga, ā, koinei te uho o te nuinga o ngā huarahi ka whāia hei whakahaere i ngā panonitanga. He rerekē tā tēnā tangata, tā tēnā tangata whai i te ara nei, ka rerekē hoki te kaha o te pānga o te āhuatanga ki tēnā, ki tēnā.

*He motuhake kē tēnei rauemi, e kore e taea te tāruatia. Āta panui i te mātapuna nei:*
*http://www.mycvandme.co.uk/blog/the-kubler-ross-change-curve.html*

(a) Matapakina te hiranga o te mahi hautū whaihua i roto i ngā mahi whakahaere i ngā urupare a ngā kaimahi e pā ana ki te panonitanga.

I roto i tō whakautu:

- āta whakamahukitia, me homai tauira hoki, he aha te take he mea nui kia ngāwari te kaiwhakahaere ki ngā tāngata takitahi i a ia e whakahaere ana i ngā panonitanga
- āta whakamahukitia tētahi pānga o te wā "Whakatau" ki ngā whakatutukihanga a tētahi pakihi e panonihia ana.

ASSESSOR'S USE ONLY

## QUESTION THREE: CHANGE MANAGEMENT LEADERSHIP

*NZ Interiors* has to consider the implications of a relocation change. The **change curve** below illustrates the typical stages that people go through in response to change, and it is at the core of most approaches to managing change. Individuals will go through the cycle at different rates and at different levels.

*For copyright reasons, this resource cannot be reproduced here. See: http://www.mycvandme.co.uk/blog/the-kubler-ross-change-curve.html*

(a) Discuss the importance of effective leadership when dealing with employees' reaction to change.

In your answer:

- fully explain, with examples, why it is important for a leader to be flexible with individuals when managing change
- fully explain an impact of the "Decision" stage on the performance of a business undergoing change.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

Ki te whakatau a *NZ Interiors* ki te hūnuku ki Tāmaki, me whaihua te whakahaerenga o te panonitanga. Ka tukuna te kōwhiringa ki ngā kaimahi katoa kia hūnuku, inā rā e hiahia ana te hunga whakahaere ki te pupuri ki ngā pūkenga me ngā kaiakatanga kei roto i te pakihi.

(b) Arotakehia ngā rautaki whakahaere panonitanga e RUA hei whakahaere i te panonitanga o te wāhi e tū ai te pakihi o *NZ Interiors*.

I roto i tō whakautu:

- whakamahukitia ngā rautaki whakahaere panonitanga e RUA e taea ana te whai mena ka pā mai tētahi panonitanga e hūnuku ai te pakihi
- āta whakamahukitia te pānga o aua rautaki ki te pakihi mā roto mai i ngā whakamārama mō TĒTAHI pānga pai me TĒTAHI pānga kino o IA rautaki, ki ngā whakatutukihanga a te pakihi
- me whakatakoto whakataunga e taunakihia ana, ko tēhea rautaki whakahaere panonitanga te mea whaihua ake i roto i te horopaki o tēnei panonitanga.

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In the event of *NZ Interiors* deciding to relocate to Auckland, the change would have to be managed effectively. All employees would be given the opportunity to relocate, as the management team are keen to retain the existing skills and expertise that lie within the company.

(b) Evaluate TWO change management strategies for dealing with a relocation change for *NZ Interiors*.

In your answer:

- explain TWO change management strategies that could be implemented when dealing with a relocation change
- fully explain the impact of these strategies on the business by explaining ONE positive and ONE negative impact of EACH strategy on the performance of the business
- draw a justified conclusion as to which change management strategy would be more effective in this change situation.

MĀ TE KAIMĀKA ANAKE

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**He whārangi anō ki te hiahiatia.**
**Tuhia te nama o te pātai, mena e hāngai ana.**

TAU PĀTAI

MĀ TE KAIMĀKA ANAKE

**Extra space if required.**
**Write the question number(s) if applicable.**

QUESTION NUMBER

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*English translation of the wording on the front cover*

# Business Studies, Level 3, 2013

## 91379 Demonstrate understanding of how internal factors interact within a business that operates in a global context

9.30 am Monday 25 November 2013
Credits: Four

91379M

| Achievement | Achievement with Merit | Achievement with Excellence |
|---|---|---|
| Demonstrate understanding of how internal factors interact within a business that operates in a global context. | Demonstrate in-depth understanding of how internal factors interact within a business that operates in a global context. | Demonstrate comprehensive understanding of how internal factors interact within 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.

**You should attempt ALL the questions in 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 2–27 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.**

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