See back cover for an English translation of this cover

3

91380M

913805

SUPERVISOR'S USE ONLY

NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

Mātauranga Pakihi, Kaupae 3, 2013

91380 Whakaaturia te māramatanga ki te urupare rautaki ki ngā take ā-waho a 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 urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui.	Whakaaturia te hōhonu o te māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui.	Whakaaturia te matatau ki te urupare rautaki ki ngā take ā-waho a 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 me 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 2–23 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 whakapaua e koe te kotahi haora e whakautu ana i ngā pātai kei roto i tēnei puka.

MĀ TE KAIMĀKA ANAKE

TE PĀTAI TUATAHI: NGĀ REREKĒTANGA I TE PAPA TAUHOKOHOKO Ā-AO

Whakamahia ngā pārongo o roto i te pouaka kei raro iho nei me tō mōhiotanga pakihi hei whakautu i ngā pātai e whai ake nei.

Ko te ahumoana, ko te ahuahu i ngā momo koiora rōwai pērā i te ika, i te mātaitai me ngā tāra

He motuhake kē tēnei rauemi, e kore e taea te tāruatia. Āta panui i te mātapuna (i panonitia) nei: http://aquaculture.org.nz/about-us/our-organisation/

Aotearoa i tēnei wā. Nā konei i āraitia ai te rautaki tipu a te ahumahi.

(a) Matapakina te wāhi ki te whakahekenga ā-ōhanga i ngā papa tauhokohoko o tāwāhi me te kaha o te tāra Aotearoa ina whakatauritehia ki ētahi atu tāra, hei ārai i te whakatutukihanga a *Seafoods NZ* i tana rautaki ahumahi.

I roto i tō whakautu:

- whakamahukitia te tikanga o te kupu “whakahekenga ā-ōhanga”
- āta whakamahukitia te pānga kino o te whakahekenga ā-ōhanga i ngā papa tauhokohoko o tāwāhi, ki te āhei o *Seafoods NZ* ki te whakatutuki i tana rautaki ahumahi
- āta whakamahukitia te pānga kino, ka puta i te kaha o te tāra Aotearoa, ki te āhei o *Seafoods NZ* ki te whakatutuki i tana rautaki ahumahi.

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

ASSESSOR'S USE ONLY

QUESTION ONE: CHANGES IN THE GLOBAL MARKETPLACE

Use the information in the box below, and your business knowledge, to answer the following questions.

Aquaculture is the farming of aquatic species such as fish, shellfish, and plants. Formed in

For copyright reasons, this resource cannot be reproduced here.
See source (adapted): http://aquaculture.org.nz/about-us/our-organisation/

growth strategy.

(a) Discuss how recession in export markets, and a strong New Zealand Dollar compared to other currencies, will hamper *Seafoods NZ* in achieving its industry strategy.

In your answer:

- explain what is meant by the term "recession"
- fully explain how recession in export markets will negatively impact *Seafoods NZ*'s ability to achieve its growth strategy
- fully explain how a strong New Zealand Dollar will negatively impact *Seafoods NZ*'s ability to achieve its growth strategy.

MĀ TE KAIMĀKA ANAKE

(b) Ko te tikanga o te “urupare rautaki”, ko te urupare a te pakihi whānui i ngā taumata tuatini (te nui, te whānuitanga me te wā). Arotakehia tētahi urupare rautaki e taea ana e *Seafoods NZ* te whakatutuki hei whakatika i ngā raruraru i hua i te whakahekenga ā-ōhanga i ngā papa tauhokohoko o tāwāhi.

I roto i tō whakautu:

- whakamahukitia tētahi urupare rautaki
- āta whakamahukitia ngā pānga pai e RUA me TĒTAHI pānga kino o te urupare rautaki
- whakatakotoria he whakataunga kua taunakihia, e pā ana ki te angitu kāore e kore ka hua ake i te urupare rautaki.

ASSESSOR'S USE ONLY

(b) A "strategic response" means a business-wide reaction at multiple levels (size, scope, and timeframe). Evaluate a strategic response that *Seafoods NZ* could implement to address the problems caused by recession in export markets.

In your answer:

- explain a strategic response
- fully explain TWO positive impacts *AND* ONE negative impact of the strategic response
- draw a justified conclusion on the likely success of the strategic response.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

TE PĀTAI TUARUA: TE WHAI WHAKAARO KI TE AHUREA

Whakamahia ngā pārongo o roto i te pouaka kei raro iho nei me tō mōhiotanga pakihi, hei whakautu i ngā pātai e whai ake nei.

I te tau 2012, i puta i tētahi pūtahi rangahau tūmataiti te matapae e whai ake nei e pā ana ki ngā

He motuhake kē tēnei rauemi, e kore e taea te tāruatia. Āta panui i te mātapuna (i panonitia) nei: http://www.kingsalmon.co.nz

mō ngā rawa ka hokona ki tāwāhi.

(a) Āta whakamahukitia ka pēhea te tautoko a te mōhiotanga ā-ahurea e pā ana ki ngā papa tauhokohoko i tāwāhi, i a *Seafoods NZ* ki te whakatutuki i tana mahere rautaki.

I roto i tō whakautu:

- whakamahukitia te hiranga o te whai whakaaro ki te ahurea me te mōhiotanga e pā ana ki te papa tauhokohoko ā-ao
- āta whakamahukitia te pānga o te hokonga o ā rātou rawa i te takiwā o "Te Rahinga o Haina" ki te kore te rautaki a *Seafoods NZ* e whai whakaaro ki te ahurea me te mōhiotanga.

ASSESSOR'S USE ONLY

QUESTION TWO: CULTURAL RESPONSIVENESS

Use the information in the box below, and your business knowledge, to answer the following questions.

In 2012, a private research institute produced the following prediction on sales of salmon across

For copyright reasons, this resource cannot be reproduced here.
See source (adapted): http://www.kingsalmon.co.nz

Seafoods NZ has therefore decided that this area may become a new target export market.

(a) Fully explain how cultural intelligence of export markets will support *Seafoods NZ* in achieving its strategic plan.

In your answer:

- explain the importance of cultural responsiveness and intelligence in the global marketplace
- fully explain the impact on sales of their products in the "Greater China" area if *Seafoods NZ*'s strategy lacks cultural responsiveness and intelligence.

MĀ TE KAIMĀKA ANAKE

(b) Ko te tikanga o te “urupare rautaki”, ko te urupare a te pakihi whānui i ngā taumata tuatini (te nui, te whānuitanga me te wā). Arotakehia tētahi urupare rautaki e taea ana e *Seafoods NZ* te whakatutuki hei whakatika i ngā raruraru tērā pea ka puta ki te kore ō rātou mōhiotanga ā-ahurea ki te papa tauhokohoko o “Te Rahinga o Haina”.

I roto i tō whakautu:

- whakamahukitia te urupare rautaki kua tūtohua
- āta whakamahukitia ngā pānga pai e RUA *ME* TĒTAHI pānga kino o te urupare rautaki
- whakatakotoria he whakataunga kua taunakihia, e pā ana ki te angitu kāore e kore ka hua ake i te urupare rautaki.

ASSESSOR'S USE ONLY

(b) A "strategic response" means a business-wide reaction at multiple levels (size, scope, and timeframe). Evaluate a strategic response that *Seafoods NZ* could implement to address the potential problems caused by a lack of cultural intelligence about the "Greater China" market.

In your answer:

- explain the suggested strategic response
- fully explain TWO positive impacts *AND* ONE negative impact of the strategic response
- draw a justified conclusion on the likely success of the strategic response.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

TE PĀTAI TUATORU: TE ĀWHINA PAKIHI

Whakamahia ngā pārongo o roto i ngā pouaka kei raro iho nei, kei te whārangi 18 hoki, me tō mōhiotanga pakihi, hei whakautu i ngā pātai e whai ake nei.

Ka tuku āwhina ētahi pokapū, kāore i raro i te maru o te kāwanatanga, hei akiaki i ngā pakihi o Aotearoa e whakahaerehia ana i ngā papa tauhokohoko o tāwāhi. Ka tuku ratonga ngā pēke, ngā kaiārahi pakihi, ngā kaitohutohu pakihi me ngā hōtaka tautoko i ngā pakihi rakahinonga,ka mutu he huarahi rerekē ērā hei āwhina pea i a *Seafoods NZ*.

(a) Āta whakamahukitia ngā ratonga e RUA e tukuna ana e ngā pokapū kāore i raro i te maru o te kāwanatanga, ka tautoko pea i te rautaki ahumahi a *Seafoods NZ* “e tipu ai te rāngai kia riro mai ai te kotahi piriona tāra i ngā hokonga, i ia tau, i mua i te tau 2025”.

I roto i tō whakautu:

- whakaingoatia te / ngā pokapū, kāore i raro i te maru o te kāwanatanga; e āhei ana te whiriwhiri i tētahi o ngā momo pokapū, kāore i raro i te maru o te kāwanatanga i tohua ai i te rauemi o runga ake nei, i ētahi atu pokapū rānei
- āta whakamahukitia te āhua o ngā ratonga e RUA e tukuna ana, me te pānga o aua ratonga ki te rautaki ahumahi a *Seafoods NZ*. Ka tukuna pea aua ratonga e te pokapū kotahi, kāore i raro i te maru o te kāwanatanga, e ngā pokapū rerekē rānei e rua.

Te / ngā ingoa o te / ngā pokapū, kāore i raro i te maru o te kāwanatanga:

ASSESSOR'S USE ONLY

QUESTION THREE: BUSINESS ASSISTANCE

Use the information in the boxes below and on page 19, and your business knowledge, to answer the following questions.

A number of non-government agencies provide assistance to encourage New Zealand businesses operating in global markets. Banks, business mentors, business consultants, and business incubators all provide services that could support *Seafoods NZ* in various ways.

(a) Fully explain TWO services offered by non-government agencies that would support *Seafoods NZ* in its industry strategy which "will see the sector grow to earn sales of $1 billion annually by 2025".

In your answer:

- name the non-government agency / agencies; you may select from any of the types of non-government agency identified in the resource above, or any others
- fully explain the nature of the TWO services offered, and their impact on *Seafoods NZ*'s industry strategy. The services may be offered by one non-government agency or two different non-government agencies.

Name(s) of non-government agency / agencies:

MĀ TE KAIMĀKA ANAKE

Ka rere tonu Te Pātai Tuatoru i te whārangi 18 ➤

ASSESSOR'S USE ONLY

Question Three continues on page 19 ➤

MĀ TE KAIMĀKA ANAKE

Ka mahi tahi ētahi pokapū kāwanatanga me ngā pakihi nō Aotearoa e whakahaerehia ana i ngā papa tauhokohoko o tāwāhi. Hei tauira, hei tā Te Mata o Aotearoa (NZTE), ko ia te pokapū whakawhanake pakihi ā-ao o Aotearoa. Ko tāna mahi, he āwhina i ngā pakihi o Aotearoa ki te tipu i roto i ngā papa tauhokohoko o tāwāhi.

(b) Ko te tikanga o te "urupare rautaki", ko te urupare a te pakihi whānui i ngā taumata tuatini (te nui, te whānuitanga me te wā). Arotakehia tētahi urupare rautaki ka puta pea i tētahi pakihi kua rēhitatia i Aotearoa, e whakahaerehia ana i tāwāhi, ki tētahi kaupapa i whakatutukihia ai e tētahi pokapū kāwanatanga hei āwhina i ngā pakihi o Aotearoa. E āhei ana te kōrero mō Te Mata o Aotearoa, mō tētahi atu pokapū kāwanatanga rānei.

I roto i tō whakautu:

- whakaahuatia te kaupapa a te pokapū i kōwhiria ai e koe
- whakamahukitia te urupare rautaki a te pakihi kua rēhitatia i Aotearoa, kua mātaitia e koe
- āta whakamahukitia ngā hua pai e RUA kua puta i te rautaki *ME* TĒTAHI hua kino tērā pea ka puta mai
- whakatakotoria he whakataunga kua taunakihia, e pā ana ki te angitu kāore e kore ka hua ake i te urupare rautaki.

Te ingoa o te pakihi kua rēhitatia i Aotearoa	
Te ingoa o te pokapū kāwanatanga	

ASSESSOR'S USE ONLY

A number of government agencies work with New Zealand businesses operating in global markets. For example, New Zealand Trade and Enterprise (NZTE) regards itself as New Zealand's international business development agency. Its role is to help New Zealand businesses grow in international markets.

(b) A "strategic response" means a business-wide reaction at multiple levels (size, scope, and timeframe). Evaluate a possible strategic response of a New Zealand registered business operating in a global context, to an initiative implemented by a government agency to assist New Zealand businesses. You may use New Zealand Trade and Enterprise or any other government agency.

In your answer:

- describe your selected agency's initiative
- explain the strategic response by the New Zealand registered business that you have studied
- fully explain TWO positive outcomes of the strategy *AND* ONE negative outcome that may arise
- draw a justified conclusion on the likely success of the strategic response.

Name of New Zealand registered business	
Name of government agency	

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

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

ASSESSOR'S USE ONLY

English translation of the wording on the front cover

Business Studies, Level 3, 2013

91380 Demonstrate understanding of strategic response to external factors by a business that operates in a global context

9.30 am Monday 25 November 2013
Credits: Four

91380M

Achievement	Achievement with Merit	Achievement with Excellence
Demonstrate understanding of strategic response to external factors by a business that operates in a global context.	Demonstrate in-depth understanding of strategic response to external factors by a business that operates in a global context.	Demonstrate comprehensive understanding of strategic response to external factors by 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 2–23 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.

© New Zealand Qualifications Authority, 2013. All rights reserved.
No part of this publication may be reproduced by any means without the prior permission of the New Zealand Qualifications Authority.