See back cover for an English translation of this cover

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91381M

913815

NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

SUPERVISOR'S USE ONLY

Mātauranga Pakihi, Kaupae 3, 2013

91381 Whakamahia te mōhiotanga pakihi hei whakatika i tētahi, i ētahi raruraru uaua rānei, i tētahi horopaki pakihi ā-ao ka whawkatakotoria

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

Paetae	Kaiaka	Kairangi
Whakamahia te mōhiotanga pakihi hei whakatika i tētahi, i ētahi raruraru uaua rānei, i tētahi horopaki pakihi ā-ao ka whakatakotoria.	Whakamahia te hōhonu o te mōhiotanga pakihi hei whakatika i tētahi, i ētahi raruraru uaua rānei, i tētahi horopaki pakihi ā-ao ka whakatakotoria.	Whakamahia te matatau ki ngā mātauranga pakihi hei whakatika i tētahi, i ētahi raruraru uaua rānei, i tētahi horopaki pakihi ā-ao ka whakatakotoria

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.

Tangohia te Puka Rauemi 91381R mai i te puku o 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 2–27 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.

MĀ TE KAIMĀKA ANAKE

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

Te Pātai Tuatahi: He whakatau koretake e ara ake ana i ngā āhuatanga ā-waho

Whakamahia ngā pārongo kei roto i ngā Rauemi A, B me C o te Puka Rauemi 91381R, kei roto hoki i te pouaka kei raro iho nei, tae atu ki tō mōhiotanga pakihi, hei whakautu i tēnei pātai.

I te tau 2007, i hoko te pakihi nō Ahitereiria, a *Ensure Investment Partners,* i te huinga toa pukapuka e kīia nei ko *W T Wilson*. I te tau 2010, ka kaha te heke haeretanga o ngā moni ka riro mai i ngā hokonga a te huinga, ka tata toremi te pakihi i te korenga i taea e ia te utu ana nama i te wā tika.

(a) Matapakina ngā āhuatanga ā-waho i hua ake ai pea te heke haeretanga o ngā moni ka riro mai i ngā hokonga i *W T Wilson* i te tau 2010.

I roto i tō whakautu, āta whakamahukitia:

- ngā āhuatanga e RUA i heke haere ai ngā moni ka riro i ngā hokonga
- ngā pānga e RUA ki te hunga pupuri hea o *W T Wilson*.

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

ASSESSOR'S USE ONLY

Question One: Poor investment decisions arising from external factors

Use the information in Resources A, B, and C in Resource Booklet 91381R, and in the box below, in addition to your business knowledge, to answer this question.

In 2007, Australian firm *Ensure Investment Partners* purchased the *W T Wilson* chain of bookstores. In 2010, the chain experienced dramatically falling sales, and came close to liquidation when it was unable to pay its debts as they fell due.

(a) Discuss the possible external factors that would have brought about the falling sales at *W T Wilson* in 2010.

In your answer, fully explain:

- TWO possible factors which may have caused the falling sales
- TWO effects on the stakeholders of *W T Wilson*.

MĀ TE KAIMĀKA ANAKE

(b) Homai he rongoā e RUA i wātea ki ngā kaiwhakahaere matua o *W T Wilson* e puta ai te ihu i te toremitanga i hua ake ai i te heke haeretanga o ngā moni ka riro mai i ngā hokonga.

(1)

(2)

(c) Arotakehia te wāhi ki aua rongoā e RUA i tohua ai e koe i te wāhanga (b), hei whakaputa i te ihu o te pakihi i te toremitanga i hua ake ai i te heke haeretanga o ngā moni ka riro mai i ngā hokonga, ā, whakatakotoria tētahi tūtohunga whai taunakitanga e tohu ana ko tēhea te rongoā pai ake.

I roto i tō whakautu:

- matapakina te wāhi ki ia rongoā hei whakaputa i te ihu o te pakihi i te toremitanga, mā te āta whakamārama i TĒTAHI pānga whaihua ka puta ki te pakihi i ia rongoā
- āta whakamahukitia TĒTAHI pānga kino ka puta i ia rongoā
- whakapuakina te rongoā ka tūtohua e koe
- taunakihia tō tūtohunga mā te whakamārama i te take he pai ake taua rongoā i tērā atu o ngā rongoā.

Ka rere tonu Te Pātai Tuatahi i te whārangi 6 ➤

ASSESSOR'S USE ONLY

(b) Suggest TWO possible solutions that the senior managers at *W T Wilson* could have employed to address the liquidation problem caused by the falling sales.

(1)

(2)

(c) Evaluate how the TWO possible solutions you named in (b) would address the liquidation problem caused by the falling sales, and make a fully justified recommendation of the better solution.

In your answer:

- discuss how each solution addresses the liquidation problem by fully explaining ONE positive effect that each will have on the business
- fully explain ONE negative effect of each solution
- state the solution you would recommend
- justify your recommendation by explaining why it is better than the other possible solution.

Question One continues on page 7 ➤

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

Te Pātai Tuarua: He take kounga ka ara ake i te whakahekenga o ngā whakapaunga

Whakamahia ngā pārongo kei roto i te Rauemi A, D me E me ērā kei roto i te pouaka kei raro iho nei, tae atu ki tō mōhiotanga pakihi, hei whakautu i tēnei pātai.

I te tau 2006, i muri i te hokonga o te pakihi whakaputa rawa rākau, rawa pepa hoki, o *Edson Ross Read* ka whakaritea he hōtaka matua hei panoni i te anga whakahaere. I tētahi hui mā ngā kaiwhakahaere matua i te tau 2010, ka whakaputaina e te Tumu o te tari Poapoa Kiritaki i *Edson Ross Read* ngā raraunga e whakaahuatia ana i te Rauemi E.

(a) Matapakina ngā pūtaketanga me ngā pānga ka puta pea, i te hekenga o te wanea o ngā kiritaki, e whakaatuhia ana i roto i ngā pārongo kei roto i te Rauemi E.

I roto i tō whakautu, āta whakamahukitia:

- ngā pūtaketanga e RUA i heke ai pea te wanea o ngā kiritaki
- ngā pānga e RUA ki ngā whakatutukihanga a te pakihi.

ASSESSOR'S USE ONLY

Question Two: Quality issues arising from cost-cutting

Use the information in Resources A, D and E, and in the box below, in addition to your business knowledge, to answer this question.

In 2006, the purchase of the wood products and paper company *Edson Ross Read* was followed by a major restructuring programme. At a senior management meeting in 2010, the Director of Marketing at *Edson Ross Read* produced data illustrated in Resource E.

(a) Discuss the possible causes and effects of the decrease in customer satisfaction, as shown by the information in Resource E.

In your answer, fully explain:

- TWO possible causes of the decrease in customer satisfaction
- TWO effects on the performance of the business.

MĀ TE KAIMĀKA ANAKE

(b) Homai ngā rongoā e RUA mā reira pea e piki anō ai te wanea o ngā kiritaki.

(1)

(2)

(c) Arotakehia te wāhi ki aua rongoā e RUA i tohua ai e koe i te wāhanga (b), hei whakapiki i te wanea o ngā kiritaki e whakaatuhia ana i te Rauemi E, ā, whakatakotoria tētahi tūtohunga whai taunakitanga e tohu ana ko tēhea te rongoā pai ake.

I roto i tō whakautu:

- matapakina te wāhi ki ia rongoā hei whakapiki i te wanea o ngā kiritaki, mā te āta whakamahuki i TĒTAHI pānga pai ka puta ki te pakihi, i ia rongoā
- āta whakamahukitia TĒTAHI pānga kino o ia rongoā
- whakapuakina te rongoā ka tūtohungia e koe
- taunakihia tō tūtohunga mā te whakamārama i te take he pai ake taua rongoā i tērā atu o ngā rongoā.

Ka rere tonu Te Pātai Tuarua i te whārangi 14 ➤

ASSESSOR'S USE ONLY

(b) Suggest TWO possible solutions to address the decrease in customer satisfaction.

(1) _____

_____

(2) _____

_____

(c) Evaluate how the TWO possible solutions you named in (b) would address the decrease in customer satisfaction shown in Resource E, and make a fully justified recommendation of the better solution.

In your answer:

- discuss how each solution addresses the decrease in customer satisfaction by fully explaining ONE positive effect that each will have on the business
- fully explain ONE negative effect of each solution
- state the solution you would recommend
- justify your recommendation by explaining why it is better than the other possible solution.

Question Two continues on page 15 ➤

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

Te Pātai Tuatoru: Ngā take ka hua mai i te takahanga o te mana whakairo hinengaro

Whakamahia ngā pārongo kei roto i ngā Rauemi A me F (ko tētahi tauira o tētahi tohe e pā ana ki te mana whakairo hinengaro) me ērā kei roto i te pouaka kei raro iho nei, tae atu ki tō mōhiotanga pakihi, hei whakautu i tēnei pātai.

Kua puta ngā āwangawanga o ngā kaiwhakahaere matua i *Best Packaging Group* (*BPG*) mō tētahi takahanga pea i te mana whakairo hinengaro, i te kitenga atu, he mea kape pea tā rātou pūnaha tākai i ngā kai me ngā inu e kīia nei ko Quatra, e te pakihi nō Ateria, e *Fischer and Hildebrandt* (*F&H*).

(a) Matapakina ngā take me ngā pānga ka puta pea i te take mana whakairo hinengaro.

I roto i tō whakautu:

- āta whakamahukitia ngā take e RUA i hiahia ai a *F&H* ki te kape i ngā tākainga rawa a *BPG*, tē hiahia kē ai ki te whakawhanake i tāna ake whakairoirotanga
- āta whakamahukitia ngā pānga e RUA ki a *BPG* i te takahanga o tana mana whakairo hinengaro.

ASSESSOR'S USE ONLY

Question Three: Issues arising from a breach of intellectual property

Use the information in Resources A and F (an example of conflict over intellectual property), and in the box below, in addition to your business knowledge, to answer this question.

Senior managers at *Best Packaging Group* (*BPG*) have expressed concerns about a possible breach of intellectual property when it appeared that their food and drink packaging system, Quatra, may have been copied by the Austrian company *Fischer and Hildebrandt* (*F&H*).

(a) Discuss the possible causes and effects of the intellectual property issue.

In your answer:

- fully explain TWO possible reasons why *F&H* could have wanted to copy *BPG*'s packaging product rather than develop its own design
- fully explain TWO effects on *BPG* of a breach of its intellectual property.

MĀ TE KAIMĀKA ANAKE

(b) Homai ngā rongoā rerekē e RUA hei whakatau i tēnei take mana whakairo hinengaro.

(1)

(2)

(c) Arotakehia te wāhi ki aua rongoā e RUA i tohua ai e koe i te wāhanga (b), hei whakatau i te take mana whakairo hinengaro, ā, whakatakotoria tētahi tūtohunga whai taunakitanga e tohu ana ko tēhea te rongoā pai ake.

I roto i tō whakautu:

- matapakina te wāhi ki ia rongoā hei whakatau i te take, mā te āta whakamahuki i TĒTAHI pānga pai ka puta ki te pakihi, i ia rongoā
- āta whakamahukitia TĒTAHI pānga kino o ia rongoā
- whakapuakina te rongoā ka tūtohungia e koe
- taunakihia tō tūtohunga mā te whakamārama i te take he pai ake taua rongoā i tērā atu o ngā rongoā.

Ka rere tonu Te Pātai Tuatoru i te whārangi 22 ➤

ASSESSOR'S USE ONLY

(b) Suggest TWO alternative solutions to rectify this intellectual property issue.

(1)

(2)

(c) Evaluate how the TWO possible solutions you named in part (b) would address the intellectual property issue, and make a fully justified recommendation of the better solution.

In your answer:

- discuss how each solution addresses the issue by fully explaining ONE positive effect that each will have on the business
- fully explain ONE negative effect of each solution
- state the solution you would recommend
- justify your recommendation by explaining why it is better than the other possible solution.

Question Three continues on page 23 ➤

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

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

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

9.30 am Monday 25 November 2013
Credits: Four

Achievement	Achievement with Merit	Achievement with Excellence
Apply business knowledge to address a complex problem(s) in a given global business context.	Apply in-depth business knowledge to address a complex problem(s) in a given global business context.	Apply comprehensive business knowledge to address a complex problem(s) in a given global business context.

91381M

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 2–27 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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