See back cover for an English translation of this cover



90843M



Mātauranga Pakihi, Kaupae 2, 2014

90843M Whakaaturia te māramatanga ki ngā whakahaere ā-roto o tētahi pakihi nui

2.00 i te ahiahi o te Rātū, te 25 o Whiringa-ā-rangi, 2014 Whiwhinga: E whā

| Paetae | Kaiaka | Kairangi | |
|--|--|---|--|
| Whakaaturia te māramatanga ki ngā whakahaere ā-roto o tētahi pakihi nui. | Whakaaturia te hōhonu o te māramatanga ki ngā whakahaere ā-roto o tētahi pakihi nui. | Whakaaturia te matatau ki ngā whakahaere ā-roto o tētahi pakihi nui. | |

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

He pārongo whakamahuki

E hāngai ana ngā pātai katoa ki tētahi pakihi pūmanawa rorohiko, ki a *Clever Pay*, e āwhina ana i ngā pakihi ki te whakarite i ngā pūnaha tuku utu ā-kaimahi. Mā roto mai i te pūmanawa rorohiko, ka whai ngā pakihi i tētahi pūnaha māmā, utu tōtika hoki hei tuku utu ki ngā kaimahi. Kua tere tupu a *Clever Pay*, ā, ināianei, e 40 ngā kaimahi ukiuki o te umanga.

Nā te Tumu Whakarae, nā Rob Williams te pakihi i whakatū i te tau 2007. Ko *Clever Pay* te pakihi tuatahi ki te hoko atu i te pūmanawa hou nei i te au tauhokohoko o Aotearoa. Ko rātou ngā whakaihuwaka i te au tauhokohoko. Nō nā tata nei i tere mai ai he kaiwhakataetae hou ki te au tauhokohoko.

TE PĀTAI TUATAHI: TE ANGA WHAKAHAERE

| Wha | akamāramatia tētahi āhuatanga o te anga whakahaere aroākapanga. |
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ASSESSOR'S USE ONLY

Background information

All questions refer to *Clever Pay*, a software company helping businesses with their payroll solutions. The software provides businesses with an easy and cost-effective wages system to pay employees. *Clever Pay* has grown rapidly, and the company now employs 40 full-time staff.

Chief Executive Rob Williams started the company in 2007. *Clever Pay* was the first company to bring this new software to the New Zealand market. They are the market leaders. Recently, new competitors have entered the market.

QUESTION ONE: ORGANISATIONAL STRUCTURE

| Expla | n one feature of a tall organisational structure. |
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| The b | usiness has grown quickly. Fully explain some of the problems that may occur if the |
| The b busin | usiness has grown quickly. Fully explain some of the problems that may occur if the ess continues to use a tall organisational structure. |
| busino In you | ess continues to use a tall organisational structure. r answer, you may refer to: |
| busino In you • | ess continues to use a tall organisational structure. r answer, you may refer to: chain of command |
| busino In you • | ess continues to use a tall organisational structure. r answer, you may refer to: |
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E rere tonu ana Te Pātai Tuatahi i te whārangi 6 ➤

Question One continues on page 7 ➤

Nō nā tata nei i heke ai te nui o te wehenga tauhoko o *Clever Pay* i te urunga mai o ngā kaiwhakataetae hou, ahakoa kei mua tonu tana ihu i te au tauhokohoko. E mārama ana a Rob Williams me panoni ngā anga whakahaere i te panoni haeretanga o te au tauhokohoko.

(c) Āta whakamāramatia, taunakihia hoki tētahi momo anga whakahaere hou e taea ana e *Clever Pay* te whakarite, e piki ai tana tātāwhāinga, i runga i te hekenga o tana wehenga tauhoko.

I roto i tō whakautu:

- tāutungia, whakamāramatia hoki ngā āhuatanga o te anga whakahaere hou
- āta whakamāramatia ka pēhea pea te panonitanga o te hatepe whakatau i *Clever Pay* i muri i te whakaritenga o te anga whakahaere hou

| tō | unakihia ki ngā take E RUA, ka ā anga whakahaere kua kōwhiria | a e koe. | inga o të tatawnaniga o c <i>re</i> | verr |
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ASSESSOR'S USE ONLY

Clever Pay has recently lost market share with the entry of new competitors, although it is still the market leader. Rob Williams understands that organisational structures need to change as the market changes.

- (c) Fully explain and justify a new type of organisational structure that *Clever Pay* could implement to increase its competitiveness, given the loss of market share.

 In your answer:
 - identify and explain the features of the new organisational structure
 - fully explain how the decision-making process at *Clever Pay* could change with the implementation of the new organisational structure

| • | implementation of the new organisational structure justify, with TWO reasons, how your chosen organisational structure could improve <i>Clever Pay</i> 's competitiveness. |
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TE PĀTAI TUARUA: NGĀ KAIWHAKAHAERE ME NGĀ KAIĀRAHI

MĀ TE KAIMĀKA ANAKE

Nā te hekenga o te wehenga tauhoko i heke ai ngā moni whiwhi a Clever Pay.

Hei urupare i tēnei tūāhua, kua puta te whakatau a Rob Williams kia whakatūria tētahi tari rangahau, whanaketanga hoki. Ko te whāinga a te tari rangahau, whanaketanga hoki, kia whakapaihia ngā ratonga a *Clever Pay* ki ana kiritaki. He mea tino nui ki a Rob te waihanganga o ētahi whakaaro hou e ora tautini ai, ā-ōhanga nei a *Clever Pay*, e pūmau tonu ai hoki tana tūranga whakaihuwaka i te au tauhokohoko.

Kua whakatūria e *Clever Pay* tētahi kaiwhakahaere hou, a Jack Grey, hei whakahaere i te tari rangahau, whanaketanga hoki. Ka tau ki raro i te maru o Jack ngā kaimahi tokowaru.

| V | /hakamāramatia te hiranga o te kaiārahitanga pai, ki tētahi whakahaere. |
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| Ā | ta whakamāramatia ka pēhea pea e rerekē ai ngā tūranga o Rob hei kaiārahi, me tō Jack |
| | ei kaiwhakahaere. |
| П | roto i tō whakautu, kōrerohia te: |
| • | anga whakamuatanga |
| • | whakahaere tangata me ngā tūmahi. |
| _ | āhei ana ki te homai tauira hei taunaki i tō whakamārama. |
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QUESTION TWO: MANAGERS AND LEADERS

ASSESSOR'S USE ONLY

The fall in market share has resulted in a decrease in revenue for *Clever Pay*.

In response to this situation, Rob Williams has decided to create a new research and development (R&D) department. The aim of the R&D department is to improve *Clever Pay*'s services to its customers. Rob sees creation of new ideas as very important for the long-term economic sustainability of *Clever Pay*, and to retain its position as market leader.

Clever Pay has hired a new manager, Jack Grey, to run the R&D department. Jack will be responsible for eight employees.

| Exp | ain the importance of good leadership in an organisation. |
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| =lls | ovalain how the relea of Rob as leader, and lack as manager, can be different |
| | v explain how the roles of Rob as leader, and Jack as manager, can be different. |
| | vision |
| 1 | organising people and tasks. |
| ′ ou | may use an example to support your explanation. |
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E rere tonu ana Te Pātai Tuarua i te whārangi 14 ➤

Question Two continues on page 15 ➤

| MĀ TE | |
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| KAIMĀKA | |
| ANAKE | |

Kua whakaaetia e Rob mā Jack e whakahaere te tari rangahau, whanaketanga hoki i tōna kotahi.

- (c) Matapakihia te pānga o te pai o te whakahaeretanga ki a *Clever Pay*. I roto i tō whakautu:
 - whakamāramatia TĒTAHI tauira i te pai o te whakahaeretanga e taea ana e Jack te whakauru ki te tari rangahau, whanaketanga hou.

| • | āta whakamāramatia te pānga o te pai o te whakahaeretanga a Jack | | | | |
|---|---|--|--|--|--|
| • | taunakihia, ki ngā take E RUA, ka pēhea pea te ora tautini ā-ōhanga o <i>Clever Pay</i> e piki ai, i te pai o te whakahaeretanga o te tari rangahau, whanaketanga hoki. | | | | |
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(c)

| Ro | Rob has allowed Jack to run the R&D department on his own. | | | |
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| c) Discuss the impact of good management on <i>Clever Pay</i> . In your answer: | | | | |
| | • | explain ONE example of good management that Jack could implement in the new R&D department | | |
| | • | fully explain the impact of good management by Jack justify, with TWO reasons, how good management of the R&D department could improve the long-term economic sustainability of <i>Clever Pay</i> . | | |
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TE PĀTAI TUATORU: TE AHUREA Ā-WHAKAHAERE

MĀ TE KAIMĀKA ANAKE

I te whakatūnga o te tari rangahau, whanaketanga hoki (i whakaahuatia i te whārangi 10), kua puta te hiahia o Rob ki te whakatupu i tētahi ahurea whai wāhi ki *Clever Pay*. Mā te ahurea whai wāhi e whai wāhi ai ngā kaimahi katoa ki ngā whakataunga.

Ka whakahaungia e Rob kia rauhanga ana kaimahi, ā, e whakapono ana ia mā te whakatupu i tētahi ahurea whai wāhi, ka pai noa ake tā *Clever Pay* manaaki kiritaki, whakaputanga hoki.

| Whak | kamāramatia te kīanga "ahu | rea ā-whakahaere" | | |
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| Āta w whak | rhakamāramatia ka pēhea e aputanga i tētahi ahurea ā-v | pai ake ai tā <i>Cleve</i> vhakahaere whai w | <i>er Pay</i> manaaki i ana kirita vāhi. | aki me ana |
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QUESTION THREE: ORGANISATIONAL CULTURE

ASSESSOR'S USE ONLY

Having set up the R&D department (as described on page 11), Rob wants to create a more inclusive culture at *Clever Pay*. An inclusive culture allows all employees to contribute to, and share in, decision-making.

Rob encourages his employees to be enterprising, and he believes that by promoting an inclusive culture, *Clever Pay* will improve its customer service and productivity significantly.

| (a) | Explain the term "organisational culture". |
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| b) | Fully explain how an inclusive organisational culture at <i>Clever Pay</i> would improve its customer service and productivity. |
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E rere tonu ana Te Pātai Tuatoru i te whārangi 22 ➤

Question Three continues on page 23 ➤

(c) Āta whakamāramatia, taunakihia hoki ka pēhea pea e whai hua ai tētahi pakihi nui (neke atu i te 20 ana kaimahi, e whakahirahira ana rānei i te motu, i te rohe rānei) kua mātaitia e koe, ina panonihia tana ahurea ā-whakahaere, e tutuki ai tētahi o ana whāinga pakihi.

MĀ TE KAIMĀKA ANAKE

I roto i tō whakautu:

- whakamāramatia tētahi whāinga pakihi a te pakihi kua tohua e koe
- āta whakamāramatia ngā huarahi E RUA e taea ai e te pakihi kua tohua e koe te whai hei panoni i tana ahurea ā-whakahaere e tutuki ai ana whāinga pakihi
- taunakihia ki ngā take E RUA, ko tēhea te panonitanga ki te ahurea ā-whakahaere e tika ake ana, e tutuki ai te whāinga pakihi.

| Te ingoa o te pakihi | |
|---|--|
| Te/ngā rawa ka hokona, te/ngā ratonga rānei ka tukuna | |
| Te whāinga pakihi | |
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(c) Fully explain and justify how a large business (more than 20 employees or with a national or regional significance) you have studied, could benefit from a change in its organisational culture, to achieve one of its business goals.

ASSESSOR'S USE ONLY

In your answer:

- explain a business goal for your named business
- fully explain TWO ways in which your named business could change its organisational culture to achieve its business goal
- justify, with TWO reasons, which change in organisational culture is more appropriate for achieving the business goal.

| Business name | |
|-------------------------------------|--|
| Good(s) sold or service(s) provided | |
| Business goal | |
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| AU PĀTAI | 1 | Tuhia te/ngā tau pātai, mena e hāngai ana. | |
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| Extra space if required. | | | |
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| QUESTION NUMBER | | Write the question number(s) if applicable. | |
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English translation of the wording on the front cover

Level 2 Business Studies, 2014

90843 Demonstrate understanding of the internal operations of a large business

2.00 pm Tuesday 25 November 2014 Credits: Four

| Achievement | Achievement with Merit | Achievement with Excellence |
|---|--|---|
| Demonstrate understanding of the internal operations of a large business. | Demonstrate in-depth understanding of the internal operations of a large business. | Demonstrate comprehensive understanding of the internal operations of a large business. |

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.