

See back cover for an English translation of this cover

# 3

91379



NEW ZEALAND QUALIFICATIONS AUTHORITY  
MANA TOHU MĀTAURANGA O AOTEAROA

QUALIFY FOR THE FUTURE WORLD  
KIA NOHO TAKATŪ KI TŌ ĀMUA AO!

SUPERVISOR'S USE ONLY

## Mātauranga Pakihi, Kaupae 3, 2016

### 91379 Te whakaatu i te māramatanga ki te pāhekohekotanga o ngā take ā-roto i tētahi pakihī e whakahaerehia ana i te ao whānui

9.30 i te ata o te Rāmere, te 25 o Whiringa-ā-rangi, 2016  
Ngā whiwhinga: E whā

Paetae	Kaiaka	Kairangi
Te whakaatu i te māramatanga ki te pāhekohekotanga o ngā take ā-roto i tētahi pakihī e whakahaerehia ana i te ao whānui.	Te whakaatu i te hōhonu o te māramatanga ki te pāhekohekotanga o ngā take ā-roto i tētahi pakihī e whakahaerehia ana i te ao whānui.	Te whakaatu i te matatau ki te pāhekohekotanga o ngā take ā-roto i tētahi pakihī e whakahaerehia ana i te ao whānui.

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

**KOTAHI te tūmahi kei roto i tēnei pukapuka. Me whakamātau koe i ngā wāhanga KATOĀ o te tūmahi.**

Kōrerohia ngā mātauranga pakihī e hāngai ana me ngā ariā pakihī Māori, tētahi rānei o ēnei, i roto i ō tuhinga.

Mēnā ka hiahia whārangi atu anō mō ō tuhinga, whakamahia ngā whārangi wātea kei muri o tēnei pukapuka.

Tirohia mēnā e tika ana te raupapatanga o ngā whārangi 2–20 kei roto i tēnei pukapuka, ka mutu, kāore tētahi o aua whārangi i te takoto kau.

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

TE TAPEKE

MĀ TE KAIMĀKA ANAKE

Whakamahia ngā pārongo whakamahuki kei raro nei, ngā pārongo āpiti kei ētahi atu pouaka me tōu mātauranga pakihi hei whakaoti i tēnei tūmahi.

He umanga hoahoa tahiko a *Strat Y* kua tau ki te Pae Tauhokohoko Pānga o Aotearoa, mai i te tau 2007. Ko te mahi whāiti a te umanga, he hoahoa i ngā tohumoko mō ngā kiritaki rangatōpū.

E tipu ana te hiahiatia o ngā mahi hoahoa tahiko i Ahiteriāhia, i te Rāwhiti-mā-Tonga o Āhia, ā, kua tū ngā tari o *Strat Y* ki Tāmaki makaurau, ki Poihākena, ki Kuāra Rumupā, ki Hangahai hoki. He kaha te kāhui kaihoahoa o te umanga kua whakawhiwhia ki ngā tohutoa maha.

Ahakoā he nui te wāhanga o te pae tauhokohoko kei a *Strat Y*, e noho whakaraerae ana tērā i ngā ratonga hoahoa tahiko kei te ipurangi, e riro “māu-anō-koe-e-kuhu”. Ko tā aua ratonga he tuku huarahi ki te kiritaki e taea ai e rātou te waihanga o rātou ake tohumana, mā te whakamahi i tētahi tauira i whakaritea ai e te umanga hoahoa. He iti noa ake te utu o tēnei huarahi auaha, ā, kua tīmata te puta o ngā pānga o tērā ki ngā whiwhinga o *Strat Y*. E mea ana a *Strat Y* ki te panoni i ngā āhuatanga o tana umanga hei ārai i tēnei noho whakaraerae.

- (a) Āta whakamāramatia te take me whai rawa a *Strat Y* i tētahi rautaki whakahaere panonitanga.

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Use the background information below, the supplementary information in the other boxes, and your business knowledge to complete this task.

*Strat Y* is a digital design company that has been listed on the New Zealand Stock Exchange since 2007. The company specialises in designing logos for corporate clients. The market for digital design is growing in Australasia and South East Asia, and *Strat Y* now has offices in Auckland, Sydney, Kuala Lumpur, and Shanghai. The company has a strong team of designers who have won many awards.

While *Strat Y* currently has a strong market share, this is now under threat from online "do-it-yourself" (DIY) digital design services. The DIY service provides customers with the opportunity to create their own brand, using a template prepared by the design firm. This innovation is significantly cheaper, and is beginning to impact on *Strat Y*'s revenue. *Strat Y* is looking at making changes to its business to counter this threat.

(a) Fully explain why a change management strategy is necessary for *Strat Y*.

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Kua whakataua te kāhui whakahaere matua o *Strat Y* ki te urupare ki ngā umanga whakataetae mā te whakapiki i tana auahatanga, otirā mā te waihanga i ā rātou ake kōwhiringa hua hou, kua whakapaitia ake.

Kua whiriwhiri kōrero te Tumu Whakarae me tētahi kaitātari umanga i whakahau ai i ngā rautaki e rua e whai ake nei hei whakaara i tētahi ahurea auaha ki *Strat Y*:

- He ahurea Mahi tahi, he ahurea Tūmahi rānei – i raro i tēnei rautaki, ka whiriwhiri kōrero ngā wāhanga katoa o te umanga, ka pōhiritia ngā kaimahi katoa kia whai wāhi ki te whakawhanaketanga kia auaha ngā hua hou.
- He ahurea Whakahaere, he ahurea Mana whakataua rānei – i raro i tēnei rautaki, kei te hunga whakahaere te mana whakataua e pā ana ki ngā kaimahi e whai wāhi ana ki te whakawhanake whakaaro auaha, i runga i te whakapae ko ngā kaiwhakahaere anake kei te mōhio me aha rawa.

(b) Arotakehia TĒTAHI o ngā rautaki o runga ake nei hei whakatipu i tētahi ahurea auaha ki *Strat Y*.

I tō tuhinga:

- kōwhiria tētahi o ngā rautaki whakahaere panonitanga i te pouaka o runga nei
- āta whakamāramatia TĒTAHI pānga pai me TĒTAHI pānga kino o taua rautaki ki te umanga, ki ana kaimahi rānei
- whakatakotohia he whakataunga e parahautia ana, tae atu ki ngā pārongo hou, e pā ana ki te hāngai o taua rautaki ki ngā mahi whakatipu ahurea auaha a *Strat Y*.

Te rautaki kua kōwhiria: \_\_\_\_\_

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**He wāhi anō mō tēnei tuhinga  
kei te whārangi 6.**

Senior management at *Strat Y* have decided to respond to the competition by being more innovative, developing their own range of new and improved products.

The CEO has consulted with a business analyst, who has suggested the following two strategies to create a culture of innovation at *Strat Y*:

- Inclusive or Task culture – this strategy involves consultation across the business, inviting all staff to be involved in developing innovative new products.
- Top-down or Power culture – this strategy involves management exercising authority over staff involved in developing innovative ideas, on the assumption that only they as managers know what is required.

(b) Evaluate ONE of the above strategies to encourage an innovative culture at *Strat Y*.

In your answer:

- select one of the change management strategies from the box above
- fully explain ONE positive and ONE negative impact of this strategy on the business or its employees
- provide a justified conclusion, including any new information, as to the suitability of this strategy for *Strat Y* to create a culture of innovation.

Selected strategy: \_\_\_\_\_

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**More space for this answer is available on page 7.**





Me tiaki ngā auahatanga hou ka whakawhanakehia e *Strat Y* kei tāhaetia e ngā umanga whakataetae puta noa i te ao. Kua rangahaua e te Tumu Whakarae te tiakanga ā-ao o ngā hua hou a *Strat Y* mā te whiriwhiri kōrero me tētahi rōia e mātanga ana i ngā āhuatanga o te whakairo hinengaro.

- (c) Kōwhiria tētahi pakihi kua rēhitatia i Aotearoa kua rangahaua e koe, e whakahaerehia ana i te ao whānui. Tautohua tētahi rawa whakairo hinengaro kei taua umanga, hei taua umanga pea rānei i ngā tau e heke mai nei, ā, arotakehia mēnā rānei ka whai hua te utu i te tiakanga o te whakairo hinengaro i te ao whānui e pā ana ki taua rawa.

I tō tuhinga:

- āta whakamāramatia TĒTAHI pānga pai me TĒTAHI pānga kino ki te umanga, o tā te umanga whai kia tiakina i te ao whānui te whakairo hinengaro kua kōwhiria e koe
- whakatakotohia he whakataunga e parahautia ana, tae atu ki ngā pārongo hou, e pā ana ki te hāngai o te tiakanga o te whakairo hinengaro, ki te umanga.

Te ingoa o te pakihi kua rēhitatia i Aotearoa	
Te whakairo hinengaro me tiaki rawa	
Te momo tiakanga o te whakairo hinengaro	

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**He wāhi anō mō tēnei tuhinga  
kei te whārangi 10.**



Any new innovation that *Strat Y* develops needs protection from theft by competing firms across the world. The CEO has investigated international protection of *Strat Y's* new product ideas by consulting with a specialist intellectual property lawyer.

- (c) Select a New Zealand-registered business you have studied that is operating in a global context. Identify an item of intellectual property this company has, or may have in the future, and evaluate whether investing in international intellectual property protection of this item is worthwhile.

In your answer:

- fully explain ONE positive and ONE negative impact on the business of the company obtaining international protection for the intellectual property you have chosen
- provide a justified conclusion, including any new information, on the suitability of the intellectual property protection for the company.

Name of New Zealand-registered business	
Intellectual property requiring protection	
Type of intellectual property protection	

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**More space for this answer is available on page 11.**





E āwangawanga ana te Tumu Whakarae i *Strat Y* ki te whakaū i ngā hua e nui nei te kounga. E mea ana ia ki te panoni i te pūnaha whakahaere kounga kia kaua e whāia te whakahaere kounga ka whāia nuitia. Ko ngā pūnaha hou mō te whakahaere kounga e whakaarotia ana e ia, ko:

- Te Whakahaere Kounga Puta Noa i te Umanga
- Te tikanga o Kaizen.

(d) Kōwhiria TĒTAHI o ngā pūnaha whakahaere kounga i te pouaka o runga nei.

Āta whakamāramatia ngā take me whakaaro a *Strat Y* ki te whai i te pūnaha kua kōwhiria e koe.

I tō tuhinga, kōrerotia:

- te pānga o te pūnaha whakahaere kounga ki te āhua o tā ngā kaimahi whakatutuki i ā rātou mahi
- te pānga ki te wairua tātāwhāinga.

Te pūnaha whakahaere kounga: \_\_\_\_\_

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**He wāhi anō mō tēnei tuhinga  
kei te whārangi 14.**

The CEO at *Strat Y* is concerned about maintaining high-quality products. She is looking at changing the quality management system away from traditional quality control. The potential new quality management systems she is considering are:

- Total Quality Management
- Kaizen.

(d) Select ONE of the quality management systems from the box above.

Fully explain why *Strat Y* should consider using the system you have selected.

In your answer, refer to:

- how the selected quality management system would affect how staff do their job
- the impact on competitiveness.

Quality management system: \_\_\_\_\_

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**More space for this answer is available on page 15.**















*English translation of the wording on the front cover*

## Level 3 Business Studies, 2016

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

9.30 a.m. Friday 25 November 2016  
Credits: Four

91379

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.

**There is ONE task in this booklet. You should attempt ALL parts of the task.**

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 2–20 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.**