

See back cover for an English translation of this cover

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91380



NZQA

NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

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

SUPERVISOR'S USE ONLY

Mātauranga Pakihi, Kaupae 3, 2019

91380 Te whakaatu i te māramatanga ki te urupare ā-rautaki ki ngā āhuatanga ā-waho nā tētahi pakihī e whakahaeretia ana i tētahi horopaki ā-ao whānui

9.30 i te ata o te Rāmere, te 8 o Whiringa-ā-rangi, 2019
Ngā whiwhinga: E whā

Paetae	Kaiaka	Kairangi
Te whakaatu i te māramatanga ki te urupare ā-rautaki ki ngā āhuatanga ā-waho nā tētahi pakihī e whakahaeretia ana i tētahi horopaki ā-ao whānui.	Te whakaatu i te hōhonu o te māramatanga ki te urupare ā-rautaki ki ngā āhuatanga ā-waho nā tētahi pakihī e whakahaeretia ana i tētahi horopaki ā-ao whānui.	Te whakaatu i te matatau ki te urupare ā-rautaki ki ngā āhuatanga ā-waho nā tētahi pakihī e whakahaeretia ana i tētahi horopaki ā-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 tēnei pukapuka. Me whakamātau koe i ngā wāhanga e WHĀ KATOA o te tūmahi.

Kōrerohia ngā mōhiotanga e hāngai ana ki te pakihī, ngā ariā o te pakihī Māori rānei, ngā mea e rua rānei, 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 2–23 kei roto i tēnei pukapuka, ka mutu, kāore tētahi o aua whārangi i te takoto kau.

HOATU TE PUKAPUKA NEI KI TE KAIWHAKAHAERE Ā TE MUTUNGA O TE WHAKAMĀTAUTAU.

TE TAPEKE

MĀ TE KAIMĀKA ANAKE

E WHĀ ngā wāhanga o tēnei tūmahi, ko te (a) ki te (d). Whakamahia ngā kōrero whakamahuki kei raro nei, ngā kōrero āpiti kei ērā atu pouaka, tae atu ki tōu mātauranga pakihi hei whakaoti i tēnei tūmahi. E pai ana kia whakaurua e koe ngā ariā pakihi nō te ao Māori e hāngai ana, ki ō tuinga.

HE KŌRERO WHAKAMAHUKI



Ko *Stol* tētahi pakihi kei ngā whenua tini o te ao, i whakatūria rā ki Tenemāka, ko tāna he hoahoa, he hoko hoki i ngā tūāporo taputapu mō te whare, i ngā kīhini me ngā whakarākei i te whare. Ko ia te kaihoko nui katoa o te ao e hoko ana i ngā taonga o te whare. Hei tā ngā rangahau o te wāhi tauhokohoko, ko āna apataki matua e tino waia ana ki te pāho-pori,

ā, pāhekoheko ai ia ki ngā take ā-taiao. I te pito tōmuri o te tau 2018, i pānui a *Stol* ka huakina e ia tētahi toa turuki kua rēhitatia i Aotearoa. Ko tana toa hokohoko tuatahi ki Aotearoa ka tū ki Tāmaki Makaurau. E mea ana hoki a *Stol* ki te whakatuwhera i tētahi whare whakanao i Aotearoa e taea ai tana whakanao taputapu whare hei hoko atu ki tāwāhi, ki ngā moutere o Te Moana nui a Kiwa.

Waihanga ai a *Stol* i ngā toa nunui ka whai painga i te rōrahi o ngā hokonga, mā reira e heke ai ngā utu whakanao, kia puta ai he hokonga iti nei te utu. He haumitanga tino nui tēnei ki Aotearoa, ā, me whai a *Stol* kia tau wawe ngā kaimahi nō Aotearoa, kia tau anō hoki te noho i te huarahi ka whāia e *Stol* e puta ai te kounga me te āhua o tana manaaki kaihoko.

Te mātāpuna o te whakaahua: https://farm3.static.flickr.com/2558/4147214115_f9771541fd_o.jpg.

This task has FOUR parts, (a) to (d). Use the background information below, the supplementary information in the other boxes, and your business knowledge to complete this task. You may integrate any relevant Māori business concepts into your answer.

BACKGROUND INFORMATION



Stol is a multinational business founded in Denmark that designs and sells ready-to-assemble furniture, kitchens, and home accessories. It is the world's largest furniture retailer. Market research suggests their core market is very social media savvy and engages with environmental issues.

In late 2018, *Stol* announced that it was going to open a New Zealand-registered subsidiary. Its first retail store in New Zealand will be in Auckland. *Stol* also plans to open production facilities in New Zealand, to enable it to produce enough of its furniture to export to the Pacific Islands.

Stol tends to create massive retail stores that benefit from economies of scale, which reduces their costs and allows for low-priced products. This will be a major investment in New Zealand, and *Stol* will need the local staff to quickly adjust and fit into the *Stol* approach to quality and customer service.

Image source: https://farm3.static.flickr.com/2558/4147214115_f9771541fd_o.jpg.

TE TŪMAHI

I te tau 2011, i whakaaro a *Stol* ki te uru ki tētahi wāhi tauhokohoko e hou ana, mō ngā hokonga ki tai, i Aotearoa, mā te whakatuwhera i tētahi toa (he wāhanga ipurangi tōna) ki Tāmaki Makaurau. Heoi, i whakataua a *Stol* ki te whakatārewa i taua kaupapa nā ngā āhuatanga o te pūrōto ā-ōhanga (kua tino iti, kua tino heke rānei ngā pāpātanga tupuranga ā-ōhanga) i te wāhi tauhokohoko o Aotearoa i taua wā. I puta ēnei āhuatanga i te tauheke o hanga o te ao i tīmata rā i te tau 2007, ka mutu ai i te tau 2008, ā, ko tōna āhua ko te hekenga o te kaha o te hokohoko a te kaihoko, puta noa i te ao. I rangona ngā hua o ona pānga i ngā tau e hia nei i muri mai, me te aha, he nui ngā pakihi i katia.

E āhei ana tō kōwhiri i a *Stol* rānei, i tētahi pakihi rānei kua rēhitatia i Aotearoa e whakahaeretia ana i tētahi horopaki ā-ao, kua hōhonu te rangahaua e koe.

(a) Āta whakamāramatia te pānga o ngā āhuatanga o te pūrōto ā-ōhanga i tētahi wāhi tauhokohoko mō ngā hokonga ki tai e whai wāhi atu nei ngā whakahaere o tētahi pakihi he pekanga ōna kei ngā whenua maha; i whakataua rā taua pakihi me uru atu ia.

I tō tuhinga, kōrerotia:

- te āhua o te pānga ka puta pea ki te wāhi tauhokohoko mō ngā hokonga ki tai i ngā āhuatanga o te pūrōto ā-ōhanga
- te āhua o te pānga ka puta pea i aua āhuatanga ki te angitu o te pakihi he pekanga ōna kei ngā whenua maha, i te wāhi tauhokohoko mō ngā hokonga ki tai.

TASK

In 2011, *Stol* considered entering a new export market in New Zealand by opening a retail store (with an online presence) in Auckland. However, *Stol* decided to postpone this initiative, because of the recessionary conditions (very low or negative economic growth rates) that existed in the New Zealand market at the time. These conditions were caused by the global financial crisis, which began in 2007 and ended in 2008 and was characterised by falling consumer confidence around the world. Its flow-on effects were felt for a number of years afterwards, and resulted in many businesses closing down.

You may choose *Stol* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (a) Fully explain the impact of recessionary conditions in an export market that a multinational business operates in or decides to enter.

In your answer, refer to:

- how the recessionary conditions might affect the export market
- how these conditions may impact on the success of the multinational business in the export market.

**E tika ana kia takoto kau te whārangi nei. Kei
ngā whārangi e whai ake ana te roanga atu o te
whakamātautau.**

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The examination continues on the following page.**

Nā te nui o ā rātou whakahaere, ka puta pea ngā pānga pai me ngā pānga kino i ngā pakihi he pekanga ō rātou kei ngā whenua maha, ki ngā kamupene paetata o ngā whenua kei reira rā rātou e whakahaeretia ana.

- (b) Kōwhiria tētahi pakihi kua rēhitatia i Aotearoa e whakahaeretia ana i tētahi horopaki ā-ao kua hōhonu te rangahaua e koe, ā, kua pāngia, ka pāngia pea rānei e te urunga o tētahi pakihi he pekanga ōna kei ngā whenua maha ki tōna wāhi tauhokohoko RĀNEI mō ngā hokonga ki uta, ki tētahi wāhi tauhokohoko RĀNEI mō ngā hokonga ki tai, kei reira taua pakihi e whakahaeretia ana.

Te ingoa o te pakihi kua rēhitatia i Aotearoa	
Te ingoa o te pakihi he pekanga ōna kei ngā whenua maha	

Āta whakamāramatia TĒTAHI huarahi e wātea ana, TĒTAHI mōreareatanga rānei o te urunga mai o tētahi pakihi he pekanga ōna kei ngā whenua maha, ki te pakihi kua rēhitatia i Aotearoa.

I tō tuhinga, kōrerotia:

- te huarahi e wātea ana, te mōreareatanga **rānei** o te urunga mai o te pakihi he pekanga ōna kei ngā whenua maha
- te pānga ka tau ki te toitūtanga ā-pūtea i ngā tau roa, o te pakihi kua rēhitatia i Aotearoa.

Because of the size of their operations, multinational businesses can have both positive and negative impacts on local companies in the countries they operate in.

- (b) Select a New Zealand-registered business operating in a global context that you have studied in depth and which has been, or could be, impacted by the entry of a named multinational business into EITHER its domestic market OR a global export market that it operates in.

Name of New Zealand-registered business	
Name of multinational business	

Fully explain ONE opportunity **or** ONE threat of the entry of a multinational business for the New Zealand-registered business.

In your answer, refer to:

- the opportunity **or** threat of the entry of the multinational business
- the impact this will have on the long-term financial sustainability of the New Zealand-registered business.

Ka whakatau ana a *Stol* ki te huaki i tētahi toa ki Aotearoa, i tōna tikanga, ka kawea mai he kaimahi matua i Tenemāka ki te mahi tahi me ngā kaimahi paetata o Aotearoa. Kua pūkekotia aua kaimahi matua i roto i te mahi ki whenua kē, ā, nā konā e mārāma ana rātou ki te hiranga o te noho mārāma ki ngā tikanga ahurea-tini a ō rātou kaimahi paetata kei Aotearoa.

E āhei ana tō kōwhiri i a *Stol* rānei, i tētahi pakihi rānei kua rēhitatia i Aotearoa e whakahaeretia ana i tētahi horopaki ā-ao kua hōhonu te rangahaua e koe.

- (c) Arotakehia tētahi urupare whai rautaki e taea ana e tētahi pakihi te whakatinana e whakaatu ai ō rātou kaimahi matua i te mārāmatanga ā-ahurea nōna e whakatū pakihi hou ana ki Aotearoa.

I tō tuhinga:

- whakapuakina te urupare whai rautaki, ā, whakamāramatia te take he urupare tēnei nā te pakihi whānui i ngā taumata maha (kia kaua e iti iho i te RUA o ēnei: te nui, te hōkaitanga me te wā)
- āta whakamāramatia TĒTAHI pānga pai me te TĒTAHI pānga kino o te urupare whai rautaki
- whakatakotohia he whakatau whai parahautanga, tae atu ki ngā pārongo hou e pā ana ki te whaihua tērā tonu ka puta i te urupare whai rautaki.

When *Stol* does decide to open a retail store in New Zealand, it is expected to bring a number of senior staff from Denmark to work with local New Zealand employees. These senior staff members are experienced at working in new countries, and therefore understand the importance of being aware of the multicultural expectations of their local staff in New Zealand.

You may choose *Stol* or a New Zealand-registered business operating in a global context that you have studied in depth.

(c) Evaluate a strategic response that a business could implement to ensure that senior staff demonstrate cultural awareness when establishing a new business operation in New Zealand.

In your answer:

- state the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
- fully explain ONE positive impact and ONE negative impact of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.

I tana tū hei kaiwhakanao nui katoa i te ao mō te taputapu whare, whakamahi ai a *Stol* i te nui o te rākau me ōna hua. Nō nā tata nei i puta ai he āwangawanga i te ipurangi i ngā kaitiaki taiao me ngā rōpū kaihoko, me ahu rawa mai ngā rākau nei i ngā wāhi taketake e toitū ana.

E āhei ana tō kōwhiri i a *Stol* rānei, i tētahi pakihi rānei kua rēhitatia i Aotearoa e whakahaeretia ana i tētahi horopaki ā-ao kua hōhonu te rangahaua e koe.

(d) Arotakehia tētahi urupare whai rautaki e taea ana te whakatinana e ea ai i te pakihi ngā whāinga ā-hapori e pā ana ki te whakanao i ngā hokonga i runga i te toitūtanga ā-taiao.

I tō tuhinga:

- whakapuakina te urupare whai rautaki, ā, whakamāramatia te take he urupare tēnei nā te pakihi whānui i ngā taumata maha (kia kua e iti iho i te RUA o ēnei: te nui, te hōkaitanga me te wā)
- āta whakamāramatia TĒTAHI pānga pai me te TĒTAHI pānga kino o te urupare whai rautaki
- whakatakotohia he whakatau whai parahautanga, tae atu ki ngā pārongo hou e pā ana ki te whaihua tērā tonu ka puta i te urupare whai rautaki.

Being the largest furniture producer in the world, *Stol* uses a lot of wood and wood products. Recently, there have been concerns expressed online by environmentalists and consumer groups that this wood needs to be obtained from sustainable sources.

You may choose *Stol* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (d) Evaluate a strategic response that could be implemented to ensure that the business meets societal expectations with respect to producing environmentally sustainable products.

In your answer:

- state the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
- fully explain ONE positive impact and ONE negative impact of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.

English translation of the wording on the front cover

Level 3 Business Studies, 2019

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

9.30 a.m. Friday 8 November 2019
Credits: Four

91380

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.

There is ONE task in this booklet. You should attempt ALL FOUR 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 2–23 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.