

SUPERVISOR'S USE ONLY

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91379



Draw a cross through the box (☒) if you have NOT written in this booklet

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Mana Tohu Mātauranga o Aotearoa  
New Zealand Qualifications Authority

## Level 3 Business Studies 2023

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

Credits: Four

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 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 2–12 in the correct order and that none of these pages is blank.

Do not write in any cross-hatched area (DO NOT WRITE). This area will be cut off when the booklet is marked.

**YOU MUST HAND THIS BOOKLET TO THE SUPERVISOR AT THE END OF THE EXAMINATION.**

## TASK

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 answers.

You should read the resource information in ALL of the boxes before beginning the task.

## BACKGROUND INFORMATION

*Helpful Honey* is a boutique New Zealand mānuka honey brand that is globally recognised as a premium quality mānuka honey producer. Its range of products includes the 'Everyday' range, which sells for approximately \$40 for 500g, through to its 'Elite' range which sells for approximately \$150 for 200g.

Mānuka honey refers to honey that comes specifically from mānuka plants, whereas general honey products can come from a variety of different types of flowers. Mānuka honey contains healing properties that are not found in other honey products. This, along with the limited amount produced, means that producers are able to charge higher prices for mānuka honey products.

*Helpful Honey's* mānuka honey is produced in New Zealand. The business has 9,000 hives across the North Island, and every step of the production process is closely monitored so that *Helpful Honey* can certify its mānuka honey products using the Unique Mānuka Factor (UMF) trademark for quality.

*Helpful Honey* exports its honey products to a variety of countries, and uses Amazon.com as one of its main international distribution channels.



Source: <https://blog.frontiersin.org/2019/12/04/manuka-honey-sandwich-fighting-infections/>

UMF is shorthand for the most comprehensive, independently certified, and

Unique Mānuka Factor Honey Association (UMFHA) quality, grading, and rating tests.

Source: <https://www.umf.org.nz/unique-manuka-factor/>

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

- (a) (i) Explain how the business has implemented, or could implement, a quality assurance system.

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After much discussion, the management team at *Helpful Honey* decided to implement the GIS app within their business model.

As the use of the GIS app required the beekeepers to significantly change the way they operate, *Helpful Honey's* managers used a top-down change management system to help ensure its successful implementation.

In the box below, enter the details of a New Zealand-registered business operating in a global context that you have studied in depth. **Do not use *Helpful Honey*.**

Name of the New Zealand-registered business: \_\_\_\_\_

Good(s) sold or service(s) provided: \_\_\_\_\_

\_\_\_\_\_

(c) (i) Explain one positive effect that a top-down change management approach has had, or could have, on the business.

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(ii) Explain one negative effect that a top-down change management approach has had, or could have, on the business.

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(iii) How likely is it that a top-down change management approach will be effective for the business? Provide a justified conclusion, including any new information.





