

91379



Draw a cross through the box (X) 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 2024

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 the margins (X/X/X/X). 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

Oarsome Aotearoa is an adventure tourism company that offers a range of activities for tourists visiting New Zealand. The activities offered are largely focused on the utilisation of New Zealand's waterways and include kayaking, white water rafting, and jet boating.

Established in 1994, in Queenstown, the adventure capital of New Zealand, *Oarsome Aotearoa* continues to primarily operate from this location. However, they do also have operations in the Tasman region and the Bay of Plenty.

Oarsome Aotearoa is committed to reporting against the quadruple bottom line. They have key goals in all four areas of sustainability, including:

- to improve their protection of the natural environment in which they operate
- to acknowledge and protect local Māori history and taonga (valued resources)
- to be one of the three biggest adventure tourism operators in New Zealand.



Image source: <https://www.raft.co.nz/shotover-river-queenstown/>

Pūtake: The origin or reason for being

Every business has a reason for being. Many Māori businesses exist for the same reason

experienced by mainstream businesses.

Source: <https://seniorsecondary.tki.org.nz/Social-sciences/Business-studies/Maori-business/Culture-and-values>

The pūtake of *Oarsome Aotearoa* is shown through their mission statement: ‘to inspire and excite by leading individuals beyond their comfort zones, unlocking the extraordinary, and connecting them with New Zealand’s unparalleled natural environment and rich history’.

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 *Oarsome Aotearoa*.**

Name of New Zealand-registered business: _____

Good(s) sold or service(s) provided: _____

- (a) (i) Explain how the pūtake of the business may affect its brand.

Please turn over ➤

Since its humble beginnings in the 1960s, adventure tourism has grown rapidly in
especially in Queenstown.

To grow its market share and increase profits, *Oarsome Aotearoa* has invested time and monetary resources into innovating its offerings to tourists. Some of its innovations include:

- having knowledgeable guides narrate the local history on kayak trips
- expanding choices by developing new routes for white water rafting
- being the first to offer electric-powered jet boat rides on the Shotover River.

Source: <https://www.eagle.co.nz/gis-solutions/case-studies/delivering-innovation-bee-sector-through-digital-mapping>

You may choose to discuss either *Oarsome Aotearoa* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (b) (i) Explain one positive impact that product or service innovation may have on the business.

Please turn over ➤

Critical to the ongoing success of *Oarsome Aotearoa* is the maintenance of its strong reputation as a safety-conscious adventure tourism operator. All of the experiences *Oarsome Aotearoa* offers to tourists carry risks and ensuring these risks are managed is of paramount importance.

To ensure the adventures their customers experience are of a consistently high quality while ensuring all safety requirements are met, *Oarsome Aotearoa* has implemented total quality management (TQM).

You may choose to discuss either *Oarsome Aotearoa* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (c) (i) Explain one positive effect the implementation of total quality management will have on the business.

- (ii) Explain one negative effect the implementation of total quality management will have on the business.

- (iii) How likely is it that the implementation of a total quality management system will result in the consistent delivery of a high-quality product or service? Provide a justified conclusion, including any new information.

The implementation of total quality management (TQM) is a significant change to the way *Oarsome Aotearoa* operates. In keeping with the principles of TQM, *Oarsome Aotearoa* have used an inclusive change management process to facilitate this change.

You may choose to discuss either *Oarsome Aotearoa* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (d) (i) Explain one benefit that using an inclusive change management process can have on the business.

- (ii) Explain one possible impact that using an inclusive change management process can have on the costs of the business.

Extra space if required.
Write the question number(s) if applicable.

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Write the question number(s) if applicable.

QUESTION
NUMBER

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