

91381R



Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority

Level 3 Business Studies 2025

91381 Apply business knowledge to address a complex problem(s) in a given global business context

Credits: Four

RESOURCE BOOKLET

Refer to this booklet to answer the questions for Business Studies 91381.

Check that this booklet has pages 2–4 in the correct order and that none of these pages is blank.

YOU MAY KEEP THIS BOOKLET AT THE END OF THE EXAMINATION.

RESOURCE A: Cost of living**Volatile market sees food prices surge**

A report from the French IÉSEG School of Management reveals that Belgium's food prices,

action to curb further price increases.

Source (adapted): <https://euroweeklynews.com/2024/11/26/belgiums-food-price-surge-whats-driving-the-sharp-increases/>

RESOURCE B: European export distribution process for goods from *Hardibox*

Transported by road from Auckland factory to Auckland port



Shipped from Auckland port to Hamburg port



Transported by rail and road to Berlin distribution warehouse



Distributed by rail and road to various European retailers

RESOURCE C: Port congestion

such as pandemics or extreme weather events.

Source (adapted): <https://fractory.com/port-congestion-explained/>

RESOURCE D: Conducting business in Rotterdam

With its strategic location at Europe's front door, the Netherlands offers a perfect starting

service providers.

Source (adapted): <https://www.pwc.com/jp/en/services/globalization/news/assets/pdf/pwc-doing-business-in-the-netherlands-2024.pdf>

RESOURCE E: Comparison of locations

	Berlin, Germany	Rotterdam, Netherlands
Building lease cost (per month)	\$5,600	\$8,000
Distance to port	300 km	3 km
Distance to London, UK	1,095 km	475 km
Distance to Warsaw, Poland	570 km	1,233 km
Distance to Paris, France	1,047 km	441 km

RESOURCE F: Moulding machines

Diving into the world of manufacturing, one cannot overlook the pivotal role of injection

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known for their energy efficiency, can use as little as 0.5 kW per hour.

Source (adapted): <https://www.3erp.com/blog/injection-molding-machine/>



Source: <https://guanxin-machinery.com/introduction-of-injection-molding-machine/>

RESOURCE G: Comparison of injection moulding machines

	Machine A	Machine B
Purchase price	\$52,000	\$39,000
Type of moulding machine	Electric	Hydraulic
Payback period	2.5 years	2 years
Cost of staff training	\$12,000	\$3,000
Production rate (lunch boxes per hour)	140	95
Energy consumption	0.75 kilowatts / hour	2.25 kilowatts / hour