See back cover for an English translation of this cover

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SUPERVISOR'S USE ONLY

NEW ZEALAND QUALIFICATIONS AUTHORITY
MANA TOHU MĀTAURANGA O AOTEAROA

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

Mātauranga Pakihi, Kaupae 3, 2016

91380 Te whakaatu māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi 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 māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui.	Te whakaatu i te hōhonu o te māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi e whakahaerehia ana i te ao whānui.	Te whakaatu i te matatau ki te urupare rautaki ki ngā take ā-waho a tētahi pakihi 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 KATOA o te tūmahi.

Kōrerohia ngā mātauranga pakihi e hāngai ana me ngā ariā pakihi 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 2–24 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

© Mana Tohu Mātauranga o Aotearoa, 2016. Pūmau ana te mana.
Kāore e whakaaetia ana kia tāruahia tētahi paku wāhanga o tēnei pukapuka ki te kore te Mana Tohu Mātauranga e mātua whakaae.

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

MĀ TE KAIMĀKA ANAKE

He umanga rererangi "whakarākei-kore" (iti nei te utu) a *Toroa Air* ka rere i te motu, kua tere tipu i ngā rerenga ā-kaitāpoi i te hapori ki ngā rerenga kua āta whakaritea i waenga i ngā tāone nui ake i Aotearoa. Kua whai wāhi nui ake ia ki te pae tauhokohoko ā-rerenga i te whenua o Aotearoa, inā hoki e paingia ana e te kiritaki te kaha o ana uara ā-ahurea o Aotearoa. Kua whakaae ngā umanga tuku pūtea ki te haumi pūtea atu hei utu i te tipuranga o nā tata nei o *Toroa Air*, nā te kaha o tana tātaki.

Heoi anō, kātahi anō a *Flying Koala Airways*, tētahi umanga rererangi nō Ahitereiria, ka pānui e mea ana ia ki te kuhu mai ki te pae tauhokohoko o Aotearoa, ki te tono hoki i ngā ara rērere e noho ai ia hei kaiwhakataetae ki a *Toroa Air*.

Te mātāpuna o te whakaahua: https://lh3.googleusercontent.com/-hy8V8Jzukx8/TY5_gYizp0I/AAAAAAAAFJU/UxmUFOd-zSk/s1600/a319.jpg

(a) Arotakehia tētahi urupare rautaki hei whai pea mā *Toroa Air* hei urupare māna ki te kuhunga mai o *Flying Koala Airways* ki tana pae tauhokohoko ā-motu.

I tō tuhinga:

- whakatakotohia te urupare rautaki, whakamāramatia hoki ngā take i hōrapa ai te urupare i te pakihi i ngā taumata maha (kia kaua e iti iho i te RUA ngā mea e hāngai ana ki te nui, ki te whānui me te wā)
- āta whakamāramatia TĒTAHI pānga pai me TĒTAHI pānga kino o te urupare rautaki ki a *Toroa Air*
- whakatakotohia he whakataunga e parahautia ana, tae atu ki ngā pārongo hou, e pā ana ki te angitu kāore e kore ka hua ake i te urupare rautaki.

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

ASSESSOR'S USE ONLY

Toroa Air is a "no-frills" (budget) domestic airline which has rapidly expanded from local tourist flights to scheduled services between the larger cities in New Zealand. It has increased its share of the New Zealand domestic flight market, as customers like its strong New Zealand cultural values. Financial institutions have been willing to invest to fund the recent growth of *Toroa Air*, due to its strong leadership.

However, *Flying Koala Airways*, an Australian airline, has just announced that it will look to expand into the New Zealand market and apply for routes that will put it into direct competition with *Toroa Air*.

Image source: https://lh3.googleusercontent.com/-hy8V8Jzukx8/TY5_gYizp0I/AAAAAAAAFJU/UxmUFOd-zSk/s1600/a319.jpg

(a) Evaluate a strategic response that *Toroa Air* could take to respond to the entry of *Flying Koala Airways* into its domestic market.

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 on *Toroa Air* of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

Kua kaha ake a *Toroa Air* ā-pūtea nei, i te tere o tana tipu i te motu, ā, kua anga tana titiro ki te toro ki te ao whānui. E kitea ana i ngā rangahau ā-tauhokohoko ko te iwi nō Inia tētahi o ngā iwi e rahi haere ake ana i Aotearoa. E whakapaetia ana, ka piki haere te hiahiatia o ngā rerenga i Aotearoa ki Inia, i Inia hoki ki Aotearoa, i te haerenga o aua tāngata ki te toro i ō rātou whānau. E whakaritea ana e Te Kāwanatanga o Aotearoa tētahi whakaaetanga ā-tauhokohoko noa ki a Inia. Hei āpiti atu, kāore he rerenga tōtika i Aotearoa ki Inia i tēnei wā. Kua kite a *Toroa Air* i tētahi huarahi e tū ai ia hei umanga rerenga ā-ao mā te whakarite rerenga ki Niu Tēri, ki te tāone matua o Inia. E rapu ana ia i te taunaki ā-pakihi hei āwhina i ana mahere whakawhānui.

Te mātāpuna o te whakaahua (he mea panoni): https://en.wikipedia.org/wiki/File:New_Zealand_India_Locator.svg

(b) Āta whakamāramatia TĒTAHI tauira o te taunaki ā-pakihi ka tukuna e te pokapū kāwanatanga, e te pokapū rānei kāore i raro i te maru o te kāwanatanga, e whai painga ai pea a *Toroa Air* me ana mahere kia whānui ake ia mā te whakarite rerenga ki Inia.

I tō tuhinga:

- tautohua tētahi pokapū, ā, whakamāramatia te momo taunakitanga ka tukuna e ia
- āta whakamāramatia te pānga ka tau pea ki runga i ngā mahere whakawhānui a *Toroa Air*.

ASSESSOR'S USE ONLY

Toroa Air has gained in financial strength from its rapid domestic growth, and is now looking to expand globally. Market research has shown that people of Indian descent represent one of the fastest-growing ethnic groups in New Zealand. It is predicted that demand for flights to and from India will increase as these people travel to visit family. The New Zealand Government is negotiating a free trade agreement with India. In addition, there are currently no direct flights from New Zealand to India. *Toroa Air* has seen an opportunity to become an international airline by providing flights to New Delhi, the capital city of India. It is now seeking business support for its expansion plans.

Image source (adapted): https://en.wikipedia.org/wiki/File:New_Zealand_India_Locator.svg

(b) Fully explain ONE example of business support provided by a government or non-government agency that might benefit *Toroa Air* with its plans to expand by introducing flights to India.

In your answer:

- identify an agency and explain the type of support it provides
- fully explain the impact this may have on *Toroa Air*'s expansion plans.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

E whai ana ngā kiritaki e whai whakaaro nui ana ki te taiao kia whakahaerehia ngā umanga rerenga i runga i ngā tikanga whai hua ki te taiao. E ai ki tētahi pūrongo o nā tata nei, ka puta i ngā umanga rerenga puta i te ao, te para ā-kōpuha rererangi e 3.15 miriona tana nei te rahi, i ia tau (arā, ko te para kapu pepa, pereti, tākai hoki). Kua puta te whakatau a ngā kaiwhakahaere matua o *Toroa Air* ka whakaatuhia e rātou te rangatiratanga i tēnei take, ā, ka mahi tahi rātou me te hunga tauwhāiti e whai pānga ana – arā, ko ngā kaituku rawa mai, ko ngā kiritaki me ngā kaimahi – ki te whakaiti i tō rātou pānga ki te taiao.

Te mātāpuna o te whakaahua: www.shutterstock.com

Te whakamāramatanga o te ariā Māori

Ko te Rangatiratanga: Ko te whakatinana i te mana kaiārahi, i te mana whakatau, i te raruraru, te whakatau rīriri me te hohou i te rongo, te panonitanga, te tātari i ngā tūponotanga me te mahi whakahaere.

Te mātāpuna: http://seniorsecondary.tki.org.nz/Social-sciences/Business-studies/Maori-business/Culture-and-values#Rangatiratanga

(c) Āta whakamāramatia te take e whai tikanga ana ki ngā kaiwhakahaere matua kia whakaatuhia te rangatiratanga hei whakatau i te take e pā ana ki ngā para ka puta i te kōpuha rererangi.

I tō tuhinga, kōrerotia:

- ngā huarahi ka whāia pea e *Toroa Air* hei whakaatu i te rangatiratanga i tā rātou whakatau i te take e pā ana ki te para
- ngā putanga ki ngā hononga o *Toroa Air* me ana hunga whai pānga i te whakaaturanga o te rangatiratanga.

ASSESSOR'S USE ONLY

Environmentally conscious consumers expect airlines to operate in a more sustainable manner. According to a recent report, airlines around the world produce more than 3.15 million tonnes of cabin waste (used paper cups, plates, and packaging) each year. Senior managers at *Toroa Air* have decided they will demonstrate rangatiratanga in this area, and will work with specific stakeholders – suppliers, customers, and employees – to reduce their environmental impact.

Image source: www.shutterstock.com

Māori concept definition

Rangatiratanga: Exercise of leadership, authority, guardianship, and ownership

peace-making, adaptation, risk analysis, and management.

Source: http://seniorsecondary.tki.org.nz/Social-sciences/Business-studies/Maori-business/Culture-and-values#Rangatiratanga

(c) Fully explain why it is important for senior managers to demonstrate rangatiratanga in tackling the issue of aircraft cabin waste.

In your answer, refer to:

- how management at *Toroa Air* could demonstrate rangatiratanga in tackling the waste issue
- the consequences for *Toroa Air*'s relationships with its stakeholders of demonstrating rangatiratanga.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

Pērā i ngā umanga rerenga katoa, ka tere pāngia a *Toroa Air* e ngā panonitanga i te utu o te penehīni, nā te mea ka tae atu ki te 30 ōrau te rahi o ngā pūtea whakahaere ka pau i taua utu.

Ināianei, e tino āwangawanga ana te kāhui whakahaere ki te tutūnga o te puehu ā-tōrangapū i Ngā Whenua Pokapū o te Koraha, otirā ka tino pērā ki ngā whenua whakaputa hinu, pērā i a Irāki me Hiria. Mā konei pea e piki ai te utu o te hinu puta noa i te ao, ā, i tēnā ka piki hoki te utu o te penehīni ki te umanga rererangi, e kaha turakina ai te rautaki a te umanga e whai ana kia iti ngā whakapaunga.

(d) Arotakehia tētahi urupare rautaki hei whai pea mā *Toroa Air* hei urupare ki te pikinga o ngā utu puta noa i te ao ka hua ake i te tutūnga o te puehu ā-tōrangapū i Ngā Whenua Pokapū o te Koraha.

I tō tuhinga:

- whakatakotohia te urupare rautaki, whakamāramatia hoki ngā take i hōrapa ai te urupare i te pakihi i ngā taumata maha (kia kaua e iti iho i te RUA ngā mea e hāngai ana ki te nui, ki te whānui me te wā)
- āta whakamāramatia TĒTAHI pānga pai me TĒTAHI pānga kino o te urupare rautaki ki a *Toroa Air*
- whakatakotohia he whakataunga e parahautia ana, tae atu ki ngā pārongo hou, e pā ana ki te angitu kāore e kore ka hua ake i te urupare rautaki.

ASSESSOR'S USE ONLY

Like all airlines, *Toroa Air* is quickly affected by changes in the price of fuel, as this cost takes up to 30% of operating revenue.

Currently, the leadership team is very worried about political unrest in the Middle East, especially the large oil producers like Iraq and Syria. This may push up the price of oil across the world, and therefore increase fuel costs for the airline, which would seriously undermine the company's low-cost strategy.

(d) Evaluate a strategic response that *Toroa Air* could take to respond to rising fuel prices worldwide, caused by political unrest in the Middle East.

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 on *Toroa Air* of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

He whārangi anō ki te hiahiatia.
Tuhia te tau tūmahi mēnā e hāngai ana.

TE TAU TŪMAHI

MĀ TE KAIMĀKA ANAKE

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

QUESTION NUMBER

ASSESSOR'S USE ONLY

He whārangi anō ki te hiahiatia.
Tuhia te tau tūmahi mēnā e hāngai ana.

TE TAU TŪMAHI

MĀ TE KAIMĀKA ANAKE

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

QUESTION NUMBER

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He whārangi anō ki te hiahiatia.
Tuhia te tau tūmahi mēnā e hāngai ana.

TE TAU TŪMAHI

MĀ TE KAIMĀKA ANAKE

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

QUESTION NUMBER

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English translation of the wording on the front cover

Level 3 Business Studies, 2016

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

9.30 a.m. Friday 25 November 2016
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 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 2–24 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.