See back cover for an English translation of this cover

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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

91381 Te whakahāngai i te mōhiotanga ā-pakihi hei whakatau i tētahi raruraru matatini, i ētahi raruraru matatini rānei i tētahi horopaki pakihi ā-ao

9.30 i te ata o te Rāmere, te 25 o Whiringa-ā-rangi, 2016
Ngā whiwhinga: E whā

Paetae	Kaiaka	Kairangi
Te whakahāngai i te mōhiotanga ā-pakihi hei whakatau i tētahi raruraru matatini, i ētahi raruraru matatini rānei i tētahi horopaki pakihi ā-ao.	Te whakahāngai i te hōhonu o te mōhiotanga ā-pakihi hei whakatau i tētahi raruraru matatini, i ētahi raruraru matatini rānei i tētahi horopaki pakihi ā-ao.	Te whakahāngai i te mōhiotanga ā-pakihi, i runga i te matatau, hei whakatau i tētahi raruraru matatini, i ētahi raruraru matatini rānei i tētahi horopaki pakihi ā-ao.

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.

Me whakamātau koe i ngā tūmahi KATOA kei roto i tēnei pukapuka.

Tangohia te Pukapuka Rauemi 91381R i te puku o tēnei pukapuka.

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.

MĀ TE KAIMĀKA ANAKE

TE TŪMAHI TUATAHI: NGĀ TAKE WHAKAHAERE KOUNGA

Whakamahia ngā pārongo i te Rauemi A me te Rauemi B o te pukapuka rauemi, i te pouaka hoki kei raro nei, tae atu ki tōu mōhiotanga ā-pakihi, hei whakaoti i tēnei tūmahi.

He umanga rāwekeweke hua miraka kei Aotearoa a *Kakapo Cheese Company* (*KCC*) kua nui ake te ākina e ētahi atu kaiwhakanao o te motu, i ngā tau ruarua kua taha ake nei.

Nā konā i puta ai te whakatau a *KCC* i te tau 2013 kia whakaurua ana kōwhiringa tīhi e toru ki te pae tauhokohoko o Haina. I tēnei, kua tino nui te whakapaunga pūtea ki te whakatairanga, ki te whakatūnga hoki o ngā kōtuituinga toha. Kua tere tipu te pae tauhokohoko o Haina, ā, nā konā kua tāuteutetia e *KCC* ētahi kaimahi hou.

I te tau 2016, i whai māramatanga te tari matua ki te nui haeretanga o ngā kiritaki whakaahu, i te pae tauhokohoko o Peitingi. E pā ana te nuinga o ngā amuamu ki te korenga o te kounga o te hua i ōrite me te tōroa o te tukunga. He take ēnei e āwangawanga ai te kāhui whakahaere matua, nā te mea kua raruraru te whai huatanga i nā tata nei, ko tētahi take i pēnā ai, nā te nui whakaharahara o te utu me whakapau rawa e uru ai ki te pae tauhokohoko o Haina.

(a) Āta whakamāramatia te pūtake pea, ngā pūtake pea rānei o te whakaahunga o te kiritaki me te pānga, ngā pānga rānei o te whakaahunga o te kiritaki.

Me whai wāhi ki tō tuhinga:

- te āhuatanga, ngā āhuatanga rānei i piki ai pea te whakaahunga o te kiritaki
- te pānga, ngā pānga rānei o te take whakaahunga ka puta pea ki tētahi, ki ētahi hunga whai pānga ki te pakihi, pērā i ngā kaimahi me ngā kaituku pūtea, nā reira ka puta anō hoki ki te pakihi.

He wāhi anō mō tēnei tuhinga kei te whārangi 4.

ASSESSOR'S USE ONLY

QUESTION ONE: QUALITY MANAGEMENT ISSUES

Use the information in Resources A and B in the resource booklet, and in the box below, in addition to your business knowledge, to answer this question.

The *Kakapo Cheese Company* (*KCC*) is a New Zealand-based dairy processing company that has come under increased pressure from other domestic producers over the last few years.

As a result, *KCC* decided in 2013 to enter the Chinese market with a range of three cheeses. This has involved a massive investment in marketing and establishment of distribution networks. There has been rapid growth in the Chinese market, and *KCC* has had to employ additional new staff.

In 2016 the head office became aware of a growing number of dissatisfied customers from its Beijing market. Complaints have mostly been about the inconsistent quality of the product and lack of timely delivery. This is a concern for senior management, because profitability has recently become a problem, partly due to the substantial investment required to enter the Chinese market.

(a) Fully explain the possible cause(s) and effect(s) of the customer dissatisfaction.
In your answer, include:
- factor(s) which may have caused the increase in customer dissatisfaction
- possible effect(s) of the dissatisfaction issue on other stakeholder(s) of the business, such as employees and investors, and consequently on the business.

More space for this answer is available on page 5.

MĀ TE KAIMĀKA ANAKE

Kua whakaarotia e te Tumu Whakarae o *KCC* ētahi rongoā e wātea ana pea hei patu i te pikinga o te whakaahunga i waenga i ngā kiritaki o Peitingi.

(b) Whakatakotohia ētahi rongoā e RUA e wātea ana pea mō tēnei take.

(1)

(2)

(c) Arotakehia ngā rongoā e RUA e wātea ana pea.
I tō tuhinga:

- āta whakamāramatia TĒTAHI pānga pai ki te pakihi ka hua ake i IA rongoā
- whakapuakina te rongoā e tūtohungia ana e koe
- parahautia tō tūtohunga mā te whakamārama i ngā take he pai ake tēnā rongoā i tērā atu.

He wāhi anō mō tēnei tuhinga kei te whārangi 6.

ASSESSOR'S USE ONLY

The CEO of *KCC* has been thinking about possible solutions to the issue of rising dissatisfaction amongst Beijing customers.

(b) Suggest TWO possible solutions to the issue.

(1)

(2)

(c) Evaluate BOTH possible solutions.
In your answer:

- fully explain ONE positive effect that EACH solution would have on the business
- state the solution you recommend
- justify your recommendation by explaining why it is better than the other solution.

More space for this answer is available on page 7.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

TE TŪMAHI TUARUA: NGĀ TAKE MŌ TE TĀHUHU WHAKARATO

Whakamahia ngā pārongo kei roto i te Rauemi C, i te Rauemi D me te Rauemi E kei roto i te pukapuka rauemi, kei roto hoki i te pouaka kei raro nei, tae atu ki tōu mōhiotanga ā-pakihi, hei whakaoti i tēnei tūmahi.

He raruraru nui kei te aroaro o *KCC* mō te taha ki te korenga i tika o te tukunga a te umanga toha o Peitingi ki ngā kaihoko e hoko atu ana i ngā tīhi a *KCC*. He wā tōna ka tae tōmuri ngā tukunga, ka whenumi hoki, ka whenumi rānei aua tukunga ki ō umanga kē atu. He wā pea ka waiho ngā wāhanga tukunga ki te whare rokiroki o te kaitoha i mua i te whiriwhiringa a ngā kaimahi o te umanga toha ko tēhea te kaihoko e tika ana kia whiwhi i te tukunga. Kua ono marama tēnei take e rere ana.

(a) Āta whakamāramatia te āhuatanga, ngā āhuatanga rānei ka noho pea hei pūtake mō te raruraru i waenga i a *KCC* me te kaitoha i Peitingi, me te pānga, ngā pānga rānei tērā pea ka puta.

Me whai wāhi ki tō tuhinga:

- te āhuatanga, ngā āhuatanga rānei ka noho pea hei pūtake mō ngā raruraru e pā ana ki te tukunga
- te pānga, ngā pānga rānei o ngā take tukunga ka puta pea ki ngā hunga whai pānga ki te pakihi, pērā i ngā kiritaki, i ngā kaiwhakataetae me ngā kaipupuri pānga.

He wāhi anō mō tēnei tuhinga kei te whārangi 10.

ASSESSOR'S USE ONLY

QUESTION TWO: SUPPLY CHAIN ISSUES

Use the information in Resources C, D, and E in the resource booklet, and in the box below, in addition to your business knowledge, to answer this question.

KCC is facing a major problem with inefficient delivery by the Beijing distribution company to the retailers who are selling *KCC*'s cheese. Deliveries are sometimes late and / or mixed up with other firms' deliveries. Part-deliveries may be left for weeks in the distributor's warehouse before the staff of the distribution firm work out which retailer they were meant to be delivered to. This has been an ongoing issue over the past six months.

(a) Fully explain the possible cause(s) and effect(s) of the issue that *KCC* is having with the distributor in Beijing.

In your answer, include:

- factor(s) which may have caused the issues with delivery
- possible effect(s) of the delivery issues on stakeholders of the business, such as customers, competitors, and shareholders.

More space for this answer is available on page 11.

MĀ TE KAIMĀKA ANAKE

E rua ngā rongoā kei te Tumu Whakarae, e wātea ana pea hei whakatau i te take tukunga – ka tāea e *KCC* ana hua te hoko hāngai ki ngā kaihoko atu, ka tāea rānei te whakarite hononga rautaki ki tētahi kaitoha kei te takiwā o Peitingi.

(b) Arotakehia ngā rongoā e RUA e wātea ana pea, hei whakatau i te take tukunga.

I tō tuhinga:

- āta whakamāramatia TĒTAHI pānga pai ki te pakihi ka hua ake i ia rongoā
- whakapuakina te rongoā e tūtohungia ana e koe
- parahautia tō tūtohunga mā te whakamārama i ngā take he pai ake tēnā rongoā i tērā atu.

He wāhi anō mō tēnei tuhinga kei te whārangi 12.

ASSESSOR'S USE ONLY

The CEO has two possible solutions to the delivery issue – *KCC* could either sell direct to its retailers, or could enter into a strategic alliance with a local Beijing distributor.

(b) Evaluate the TWO possible solutions to the delivery problem.

In your answer:

- fully explain ONE positive effect that each solution would have on the business
- state the solution you recommend
- justify your recommendation by explaining why it is better than the other solution.

More space for this answer is available on page 13.

MĀ TE KAIMĀKA ANAKE

ASSESSOR'S USE ONLY

MĀ TE KAIMĀKA ANAKE

TE TŪMAHI TUATORU: NGĀ TŪPONOTANGA Ā-AO TĒ MATAPAETIA

Whakamahia ngā pārongo kei roto i te Rauemi F, i te Rauemi G me te Rauemi H me te Rauemi I kei roto i te pukapuka rauemi, kei roto hoki i te pouaka kei raro nei, tae atu ki tōu mōhiotanga ā-pakihi, hei whakaoti i tēnei tūmahi.

He huarahi te pae tauhokohoko o Peitingi e tere tipu ai a *KCC*, ki tāna titiro. Ahakoa kua tipu, kāore i pērā rawa te nui o te tipu, i tērā i matapaetia ai.

(a) Āta whakamāramatia te pūtake pea, ngā pūtake pea rānei o te pōturi o te tipu o te hiahiatia o te tīhi i te pae tauhokohoko o Haina.

Me whai wāhi ki tō tuhinga:

- te āhuatanga, ngā āhuatanga rānei i pōturi ai pea te tipu o te hiahiatia o ngā hua
- te pānga, ngā pānga rānei o te pōturi o te tipu o te hiahiatia o ngā hua ka puta pea ki te pakihi me tētahi, me ētahi rānei o ngā hunga whai pānga ki te pakihi, pērā i ngā kaimahi, i ngā kaiwhakarato, i ngā kaituku pūtea hoki.

He wāhi anō mō tēnei tuhinga kei te whārangi 16.

ASSESSOR'S USE ONLY

QUESTION THREE: UNEXPECTED GLOBAL RISKS

Use the information in Resources F, G, H, and I in the resource booklet, and in the box below, in addition to your business knowledge, to answer this question.

KCC sees the Beijing market as an opportunity to grow rapidly. While there had been growth, it had not been as high as expected.

(a) Fully explain the possible cause(s) and effect(s) of the slow growth in demand for cheese in the Chinese market.

In your answer, include:

- factor(s) which may have caused the slow growth in demand
- possible effect(s) of the slow growth in demand on the business and stakeholder(s) of the business, such as employees, suppliers, and investors.

More space for this answer is available on page 17.

MĀ TE KAIMĀKA ANAKE

(b) Whakatakotohia ētahi rongoā e RUA e wātea ana pea hei whakatau i te pōturi o te tipu o te hiahiatia o ngā hua i te pae tauhokohoko o Haina.

(1)

(2)

(c) Arotakehia ngā rongoā e RUA e wātea ana pea hei whakatau i te pōturi o te tipu o te hiahiatia o ngā hua i te pae tauhokohoko o Haina.

I tō tuhinga:

- āta whakamāramatia TĒTAHI pānga pai ki te pakihi ka hua ake i ia rongoā
- whakapuakina te rongoā e tūtohungia ana e koe
- parahautia tō tūtohunga mā te whakamārama i ngā take he pai ake tēnā rongoā i tērā atu.

He wāhi anō mō tēnei tuhinga kei te whārangi 18.

ASSESSOR'S USE ONLY

(b) Suggest TWO possible solutions to the slow growth in demand in the Chinese market.

(1)

(2)

(c) Evaluate the TWO possible solutions to the slow growth in demand in the Chinese market.
In your answer:

- fully explain ONE positive effect that each solution would have on the business
- state the solution you recommend
- justify your recommendation by explaining why it is better than the other solution.

More space for this answer is available on page 19.

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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English translation of the wording on the front cover

Level 3 Business Studies, 2016

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

9.30 a.m. Friday 25 November 2016
Credits: Four

91381

Achievement	Achievement with Merit	Achievement with Excellence
Apply business knowledge to address a complex problem(s) in a given global business context.	Apply in-depth business knowledge to address a complex problem(s) in a given global business context.	Apply comprehensive business knowledge to address a complex problem(s) in a given global business context.

Check that the National Student Number (NSN) on your admission slip is the same as the number at the top of this page.

You should attempt ALL the questions in this booklet.

Pull out Resource Booklet 91381R from the centre of this booklet.

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.