

2025 NCEA Assessment Report

Subject:	Business Studies
Level:	3
Achievement standard(s):	91379, 91380, 91381

General commentary

Understanding the business knowledge which may be assessed for each standard is essential to meet the achievement criteria. Candidates who incorporated correct understanding of the business concepts being assessed – such as intellectual property, innovation, kaitiakitanga, quality management systems, supply chain management, economic uncertainty, capital investment decisions, and business location issues – into their responses achieved higher grades than those who did not apply appropriate and correct business knowledge.

Candidates with more information about their case studies to incorporate, strengthen, and support their responses were better equipped to respond than those with limited information. Candidates who gained Achievement went beyond simply restating information provided in the case study, and included their own business knowledge. Candidates who gained higher achievement integrated the relevant information from the case study or business they had studied to show full understanding of the business concepts being examined.

Candidates who used a clear structure to expand their response and explain the impact an event / action could have on a business or stakeholder achieved well. Excellence-level responses generally contained new information.

For achievement standards 91379 and 91380 there is a requirement for candidates to have studied a New Zealand-registered business operating in a global context and to use this business in at least one of their responses. Candidates who used a business which meets this requirement provided more relevant and appropriate responses. Those candidates who used businesses outside these parameters often lacked the depth in evidence required.

Correct interpretation of business terms (e.g. size, scope, and timeframe) allowed high-achieving candidates to use the expected correct business terminology (e.g. sales, revenue, and profit).

Report on individual achievement standard(s)

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

Assessment

The examination consisted of one task with four parts; candidates were required to complete all four parts of the task. The task covered the requirements of the 2025 Assessment Specifications, which were to demonstrate understanding of how internal factors interact within a given business context or by a business that candidates had studied. Part (b) of the task required candidates to refer to an actual business they had studied. The task required candidates to apply their business knowledge to

fully explain (consider impact) and evaluate how internal factors interact within a business that operates in a global context.

Commentary

Candidates who integrated detailed and relevant information from the case study or an appropriate New Zealand-registered business operating in a global context they had studied assisted them in achieving higher grades.

Candidates who provided specific examples appropriate to the concept being explained were more able to achieve at higher levels.

Grade awarding

Candidates who were awarded **Achievement** commonly:

- applied specific examples of either a New Zealand-registered business operating in a global context or the context provided to the concepts of intellectual property, innovation, kaitiakitanga and quality management systems
- used the examples provided in the resource material to strengthen their explanations
- explained the type of intellectual property right indicated by the resource material, focusing on the naming of the product and trademarks
- explained a specific type of legal cost associated with a trademark, e.g. registration costs
- explained, using specific examples, that an innovative culture leads to innovation
- explained the benefits of quality control with comparison to an alternative quality management system.

Candidates who were awarded **Achievement with Merit** commonly:

- applied explanations to the impacts on business goals, such as brand loyalty, profitability, and sustainability
- fully explained the impacts of internal factors such as using premium pricing as a result of higher costs
- fully explained the impact of quality control, in comparison to an alternative quality management system, on the customers of the business rather than on the business itself.

Candidates who were awarded **Achievement with Excellence** commonly:

- demonstrated a comprehensive understanding of the impact on internal operations of businesses, both in the short and long term, with a weighted evaluation towards the long-term impacts
- integrated new information, not previously mentioned in other parts of a question, into justified conclusions; examples of new information included repeat purchases and longevity for intellectual property rights, and future expansion into foreign markets when developing branding through kaitiakitanga.

Candidates who were awarded **Not Achieved** commonly:

- did not complete all parts of the assessment
- did not use a New Zealand-registered business operating in a global context in their response
- did not use specific examples to support their explanations
- explained quality control without comparing it to an alternative quality management system.

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

Assessment

The examination consisted of one task with four parts; candidates were required to complete all four parts of the task. The task covered the requirements of the 2025 Assessment Specifications, which were to demonstrate understanding of a strategic response to external factors by the business in the context provided, or by a business that candidates had studied. Part (b) of the task required candidates to refer to an actual business they had studied. The task required candidates to apply their business knowledge to fully explain (consider impact) and evaluate a strategic response to external factors by a business that operates in a global context.

Commentary

Candidates who showed understanding of the key terms, 'size', 'scope', and 'timeframe', and were able to apply these correctly to their chosen strategy were more able to achieve this standard.

Candidates who demonstrated correct understanding of business terminology, such as 'revenue', 'costs', and 'profit' tended to demonstrate knowledge at higher levels.

Attempting all questions increased the likelihood of candidates achieving higher grades.

Grade awarding

Candidates who were awarded **Achievement** commonly:

- demonstrated understanding of a strategic response by explaining, with specific relevant examples, two of the following: size, scope, or timeframe
- explained a strategic response that addressed the external factor presented and how this would affect the operations and profitability of the business
- applied specific examples of a New Zealand-registered business operating in a global context responding to the external factor
- applied Māori concepts to strengthen responses
- demonstrated understanding of human resources strategies by including the consideration of a number of cultures in their responses
- demonstrated understanding of how AI technology can improve a supply chain.

Candidates who were awarded **Achievement with Merit** commonly:

- explained the effect a strategic response has on a business, with specific examples relating to size, scope, or timeframe
- integrated correct business terminology into explanations of how strategic responses to external factors affect a business
- used a New Zealand-registered business that operates in a global context in their response
- applied explanations to the impacts on business goals, such as sales, profitability, and market share
- attempted or completed all questions in the paper.

Candidates who were awarded **Achievement with Excellence** commonly:

- provided a clear, detailed strategic response to the external factor presented
- fully explained the strategic response by giving clear examples of size, scope, and/or timeframe and explaining which stakeholders would be affected by the chosen strategic response
- demonstrated understanding of the positive and negative aspects of the strategic response and how this would impact the goals of the business
- provided a summary of the positive and negative aspects of the strategic response
- integrated new information, not previously mentioned in other parts of a question, into justified conclusions
- demonstrated understanding of Māori business concepts by applying them to strengthen explanations.

Candidates who were awarded **Not Achieved** commonly:

- did not provide a viable strategic response to the external factor presented
- did not attempt a sufficient proportion of the paper
- demonstrated some understanding of the business concepts required, such as: cultural intelligence, economic sustainability, supply chain, and market share
- did not include examples in their explanations that went beyond the resource material provided
- applied an economic response when an environmental response was required
- did not use a New Zealand-registered business operating in a global context in their response.

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

Assessment

The examination consisted of one task with four parts; candidates were required to complete all four parts of the task. The task covered the requirements of the 2025 Assessment Specifications, which were to fully explain the causes and effects of the problem, evaluate solutions, and make fully justified recommendations. The task required candidates to apply their business knowledge to address complex problems in the given global business context.

Commentary

Candidates need to be able to demonstrate understanding of core business concepts to achieve this standard. Those candidates who provided responses that integrated business knowledge beyond that provided in the case study were more able to achieve higher grades.

While using the resource material provided is essential for achieving this standard, to achieve at higher levels, candidates need to demonstrate understanding of the impact actions taken by businesses have on their stakeholders and goals.

Grade awarding

Candidates who were awarded **Achievement** commonly:

- demonstrated understanding of the following business concepts: supply chain management, economic uncertainty, capital investment decisions, and business location issues

- used the information and specific figures provided in the resource and exam booklets to strengthen their responses
- explained their responses by stating a clear answer and then providing the reasoning behind it
- explained the impact actions or events had on the specific named business and its relevant stakeholders
- demonstrated a basic understanding of business terminology by using informal language at times
- provided limited detail in some of their responses while providing a good level of detail in others.

Candidates who were awarded **Achievement with Merit** commonly:

- fully explained a specific action by providing the reasoning behind it and its direct impact on the business operations and stakeholders
- applied business concepts appropriately to the provided scenario and fully explained responses by referring to specific business goals
- fully explained responses by integrating specific information and numerical data from the resource material
- demonstrated correct understanding of business terminology, such as 'revenue', 'costs', and 'profit'.

Candidates who were awarded **Achievement with Excellence** commonly:

- provided a comparison of multiple options before drawing a final, well-supported conclusion
- integrated new information, not previously mentioned in other parts of a question, into justified conclusions
- demonstrated full understanding of business concepts such as supply chain management, economic uncertainty, capital investment, and location issues by integrating their knowledge with specific examples from the case study
- demonstrated a comprehensive understanding of the economic impacts on businesses, both in the short and long term, and how these would impact specific business goals and relevant stakeholders
- used specific data, numbers, and information from the resource materials to strengthen their recommendations
- consistently demonstrated correct understanding of business terminology, such as 'revenue', 'costs', and 'profit'.

Candidates who were awarded **Not Achieved** commonly:

- stated facts from the resource material without applying business knowledge
- did not demonstrate understanding of the following business concepts: supply chain management, economic uncertainty, capital investment decisions, and business location issues
- did not incorporate specific information or figures from the resource material to support their explanations
- did not explain the impact of actions and/or events on the business
- did not answer the question being asked
- did not demonstrate understanding of business terminology, such as 'revenue', 'costs', and 'profit'.