

Assessment Schedule – 2012

Business Studies: Demonstrate understanding of how a large business responds to external factors (90844)

Evidence Statement

Question	Expected coverage
ONE	Technological advancement
(a)	<p>The role technology plays in a business may include:</p> <ul style="list-style-type: none"> • allowing for improved methods of production to increase meat output and efficiency, and hence increase productivity • improving quality of meat production • providing speedy, efficient and effective record-keeping, by storing large amounts of information safely, and for easy retrieval • allowing quick and easy updates to regulations and standards, as it is easy to replace and upgrade systems.
(b)	<p>Benefits of the new automated meat processing technology may include:</p> <ul style="list-style-type: none"> • Meat processing time decreases, allowing more meat to be processed efficiently, because technology minimises errors and maintains uniformity and quality standards (Explain). This would increase production levels (Fully explain). • Worker productivity would increase and improve, due to better equipment and with the aid of technology (Explain), which allows the worker to produce more in a shorter period of time, decreasing average costs of production and increasing profitability (Fully explain).
(c)	<p>Two costs to <i>National Meatworks</i> associated with creating and using the new technology may include:</p> <ul style="list-style-type: none"> • There would be higher research and development costs, because the company would need to develop the new automated equipment (which could be expensive), and they would need to trial new processes and procedures (Explain), which may require replacement and upgrading of existing equipment and practices (Fully explain). • There could be increased employee-related costs, because staff would need training on equipment use and new processes (Explain). There would also be salary increases for high-tech positions and redundancy and redeployment costs, as well as costs around recruitment of new staff (Fully explain).
(d)	<p>Discussion of the long-term effects of the new technology in the meat processing industry in New Zealand.</p> <p>ONE of the ways technology can help New Zealand increase its exports may include:</p> <ul style="list-style-type: none"> • Increased productivity, resulting in reduced costs in order to compete with other countries. • Improved quality of products exported, as technology minimises errors and standardises production. This maintains high standards and reputation, and allows time for innovation and creativity. The new technology will increase quality and set a higher standard for NZ meat processing competitors to aspire to. • NZ meat producers could have a competitive edge, based on quality and price. They could increase their market share and experience opportunities to enter new export markets, leading to an overall increase in exports. Assuming the new technology was shared / adopted by all NZ meat processors, the NZ meat industry would grow. <p>The standard for meat quality will be higher. The new technology improves the quality of the meat products, and this lifts the standard of what is expected in the industry (Explain). New Zealand companies wanting to be recognised as a consistent supplier of quality meat must meet the new benchmark standard (Fully explain). Competitors may adopt this new technology, conduct their own R & D, or improve their processes to meet the new</p>

	<p>standard.</p> <p>Justification of new technology – the new technology increases output and quality, which creates opportunities for higher production, leading to increased jobs in the industry, more sales and orders from overseas, new export opportunities, profit growth and an expansion of businesses supplying the meat industry. The New Zealand meat industry can become a market leader globally. Also leads to diversification and marketing opportunities within the meat processing industry.</p>
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Not Achieved	N1	<p>Insufficient breadth by answering ONE of:</p> <ul style="list-style-type: none"> • the role of technology is explained • a benefit for <i>National Meatworks</i> of the new technology is explained • a cost to <i>National Meatworks</i> of the new technology is explained • a way in which the new technology could help New Zealand exports is explained • a way in which the new technology could set the standard for quality is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
	N2	<p>Insufficient breadth by answering TWO of:</p> <ul style="list-style-type: none"> • the role of technology is explained • a benefit for <i>National Meatworks</i> of the new technology is explained • a cost to <i>National Meatworks</i> of the new technology is explained • a way in which the new technology could help New Zealand exports is explained • a way in which the new technology could set the standard for quality is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>

Achievement	A3	<p>Answers THREE of:</p> <ul style="list-style-type: none"> • the role of technology is explained • a benefit for <i>National Meatworks</i> of the new technology is explained • a cost to <i>National Meatworks</i> of the new technology is explained • a way in which the new technology could help New Zealand exports is explained • a way in which the new technology could set the standard for quality is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
	A4	<p>Answers FOUR of:</p> <ul style="list-style-type: none"> • the role of technology is explained • a benefit for <i>National Meatworks</i> of the new technology is explained • a cost to <i>National Meatworks</i> of the new technology is explained • a way in which the new technology could help New Zealand exports is explained • a way in which the new technology could set the standard for quality is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
Merit	M5	<p>Answers ONE of:</p> <ul style="list-style-type: none"> • the benefits for <i>National Meatworks</i> of the new technology are fully explained • the costs to <i>National Meatworks</i> of the new technology are fully explained • how the new technology could set the standard for quality is fully explained. <p><i>(Answers will typically include relevant examples, business knowledge OR Māori business concepts)</i></p>
	M6	<p>Answers TWO of:</p> <ul style="list-style-type: none"> • the benefits for <i>National Meatworks</i> of the new technology are fully explained • the costs to <i>National Meatworks</i> of the new technology are fully explained • how the new technology could set the standard for quality is fully explained. <p><i>(Answers will typically include relevant examples, business knowledge OR Māori business concepts)</i></p>

Excellence	E7	<p>The long-term effects on the meat processing industry in New Zealand are discussed by:</p> <ul style="list-style-type: none"> • explaining one way in which the new technology could help New Zealand exports • fully explaining how the new technology could set the standard for quality <p><i>AND</i></p> <ul style="list-style-type: none"> • providing a justification, with ONE reason, of how the new technology could contribute to the growth of the New Zealand meat processing industry. <p><i>(Answers will typically integrate relevant examples, business knowledge OR Māori business concepts into explanations)</i></p>
	E8	<p>The long-term effects on the meat processing industry in New Zealand are discussed by:</p> <ul style="list-style-type: none"> • explaining one way in which the new technology could help New Zealand exports • fully explaining how the new technology could set the standard for quality <p><i>AND</i></p> <ul style="list-style-type: none"> • providing a justification, with TWO reasons, of how the new technology could contribute to the growth of the New Zealand meat processing industry <p><i>AND</i></p> <ul style="list-style-type: none"> • answers integrate relevant examples, business knowledge OR Māori business concepts into explanations.

N0 = No response; no relevant evidence.

Question	Expected coverage
TWO	Trade unions
(a)	<p>Reasons why an employee might choose to join a trade union may include:</p> <ul style="list-style-type: none"> • Employees can have their views and opinions voiced in a way for management and leaders to hear and act accordingly. It is easier and more effective than doing it themselves. • Employees can be represented legally with their best interests at heart, without costing a lot of money, and by using an expert they are more likely to get better outcomes than by representing themselves. • They can campaign locally and nationally, and gain support for change, as a large group of committed people who want the same outcomes. • They can get better pay and working conditions in a shorter period of time by putting pressure on management as a group. • They can ensure that health and safety rules and regulations are adhered to, because there are stricter demands for checking by trade unions. • They can ensure job security, because trade unions have clear processes for unfair dismissal.
(b)	<p>Concerns that the <i>Union of Meat Processors</i> may have regarding the changes at <i>National Meatworks</i> may include:</p> <ul style="list-style-type: none"> • Redundancies and restructuring – the number of redundancies and restructuring may increase. Unions will be concerned that some workers will lose their jobs or may have to learn new skills and retrain (Explain), resulting in more work and action for the union to support its members by ensuring they are treated fairly (Fully explain). • Changes to working conditions – the union will need to ensure (through monitoring) that any changes to working conditions (eg the extent of extra training required) meet health and safety rules and regulations (Explain), that they are fair to workers, and that workers' rights are not diminished (Fully explain).
(c)	<p>Methods a trade union has to address workers' issues and concerns may include:</p> <ul style="list-style-type: none"> • Collective bargaining – this is a process of negotiation between employers and the representatives of a unit of employees aimed at reaching agreements that regulate working conditions. They lead to collective agreements which usually set out wage scales, working hours, training, health and safety, overtime, grievance processes, and rights to participate in workplace or company affairs (Explain). The union may negotiate with a single employer (who is typically representing a company's shareholders) or with a group of businesses, to reach an industry-wide agreement. As a united voice, the trade union can represent a collective point of view and negotiate the best solutions to issues and problems (Fully explain). This method gives workers a stronger negotiating position to best represent their interests. • Legal representation – the union has access to employment lawyers, and to legal representatives in the industry and within the government, because money collected from its membership fees enables it to represent workers in disciplinary meetings, employment tribunals, and employment courts as required (Explain). This provides the worker with the most effective support to address any issues or concerns (Fully explain). • Strikes – the union may encourage workers to stop work in support of a bargaining position or lack of progress in negotiations with employers (Explain). This method gives workers a strong position to have their concerns and issues heard and resolved (Fully explain).
(d)	<p>Discussion of how the <i>Union of Meat Processors</i> and <i>National Meatworks</i> can work together to ensure benefits for both the employer and employees. Actions which the <i>Union of Meat Processors</i> can take to effect change that benefits its members may include:</p> <ul style="list-style-type: none"> • It can arrange for their representatives to meet with <i>National Meatworks'</i> representatives to hear each other's views and then negotiate a collective agreement that is acceptable to both parties. • It can hold public meetings for its members and organise petitions, campaigns, or protest marches to gain the attention of <i>National Meatworks</i> and

	<p>seek the company's agreement to the changes they want.</p> <ul style="list-style-type: none"> • It can encourage workers to stop work/ strike, work to rule, or go-slow in support of their bargaining position or lack of progress in negotiations with employers. <p>How <i>National Meatworks</i> can use the <i>Union of Meat Processors</i> to best communicate the changes:</p> <p><i>National Meatworks</i> could let the <i>Union of Meat Processors</i> know early in the process. The union could then call a meeting to inform all its members of the proposed changes. This would open the lines of communication and minimise employee frustration (Explain). They can ensure a clear message is communicated to the workers by a trusted source (Explain). This way, the workers will listen and not be suspicious of the employers' actions (Fully explain). The workers can ask any questions and be supported with any concerns they may have. The union can use its effective communication methods to reach the workers in a timely and efficient way (Explain). The union could offer feedback on the best way forward and ensure a smoother transition. This could minimise the need to stop work or strike (Fully explain).</p> <p>Justification of the benefits of this working relationship for each party:</p> <p>Employer/business benefits, because they have a productive workplace. Workers are likely to be more motivated, leading to improved productivity, job satisfaction, staff retention, and better outcomes for the company in the long term with regard to sales, profit growth, and improved reputation.</p> <p>Employees benefit because they would feel more valued and respected, which may lead to greater job satisfaction.</p> <p>Both the employer and the employee listen to each other and ensure that their interests are represented. Communication would be more open, allowing for ideas and concerns to be expressed. A working relationship could prevent disruptive practices like strikes, work to rule, and picketing.</p>
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Not Achieved	N1	<p>Insufficient breadth by answering ONE of:</p> <ul style="list-style-type: none"> • a reason to join a trade union is explained • a concern the union may have regarding the changes is explained • a method a trade union can use is explained • a way the union can action changes relevant to <i>National Meatworks</i> is explained • a way <i>National Meatworks</i> can use the union to communicate changes is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
	N2	<p>Insufficient breadth by answering TWO of:</p> <ul style="list-style-type: none"> • a reason to join a trade union is explained • a concern the union may have regarding the changes is explained • a method a trade union can use is explained • a way the union can action changes relevant to <i>National Meatworks</i> is explained • a way <i>National Meatworks</i> can use the union to communicate changes is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>

Achievement	A3	<p>Answers THREE of:</p> <ul style="list-style-type: none"> • a reason to join a trade union is explained • a concern the union may have regarding the changes is explained • a method a trade union can use is explained • a way the union can action changes relevant to <i>National Meatworks</i> is explained • a way <i>National Meatworks</i> can use the union to communicate changes is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
	A4	<p>Answers FOUR of:</p> <ul style="list-style-type: none"> • a reason to join a trade union is explained • a concern the union may have regarding the changes is explained • a method a trade union can use is explained • a way the union can action changes relevant to <i>National Meatworks</i> is explained • a way <i>National Meatworks</i> can use the union to communicate changes is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
Merit	M5	<p>Answers ONE of:</p> <ul style="list-style-type: none"> • the concerns the union may have regarding the changes are fully explained • the methods a trade union can use are fully explained • how <i>National Meatworks</i> can use the union to communicate changes is fully explained. <p><i>(Answers will typically include relevant examples, business knowledge OR Māori business concepts)</i></p>
	M6	<p>Answers TWO of:</p> <ul style="list-style-type: none"> • the concerns the union may have regarding the changes are fully explained • the methods a trade union can use are fully explained • how <i>National Meatworks</i> can use the union to communicate changes is fully explained. <p><i>(Answers will typically include relevant examples, business knowledge OR Māori business concepts)</i></p>

Excellence	E7	<p>How the <i>Union of Meat Processors</i> and <i>National Meatworks</i> can work together is discussed by:</p> <ul style="list-style-type: none"> • explaining how the <i>Union of Meat Processors</i> can action changes that benefit its members • fully explaining how <i>National Meatworks</i> can use the union to communicate changes <p><i>AND</i></p> <p>providing a justification, with ONE reason, of the benefits from maintaining a good working relationship between the workers and the employer. (Benefits for either employer OR employee fully explained)</p> <p><i>(Answers will typically integrate relevant examples, business knowledge OR Māori business concepts into explanations)</i></p>
	E8	<p>How the <i>Union of Meat Processors</i> and <i>National Meatworks</i> can work together is discussed by:</p> <ul style="list-style-type: none"> • explaining how the <i>Union of Meat Processors</i> can action changes that benefit its members • fully explaining how <i>National Meatworks</i> can use the union to communicate changes <p><i>AND</i></p> <ul style="list-style-type: none"> • providing a justification, with TWO reasons, of the benefits from maintaining a good working relationship between the workers and the employer. (Benefits for BOTH employer and employee fully explained) <p><i>AND</i></p> <ul style="list-style-type: none"> • answers integrate relevant examples, business knowledge OR Māori business concepts into explanations.

N0 = No response; no relevant evidence.

Question	Expected coverage
THREE	Employer associations
(a)	An employer association – this is a body of employers, usually from the same sector of the economy, that have associated to further the interests of member companies by conducting negotiations with trade unions, and providing advice and making representations to other bodies, including the government. Employer associations generally charge annual fees to each of their members.
(b)	<p>The role of an employer association may include:</p> <ul style="list-style-type: none"> • Lobbying – in exchange for their membership fees, members receive information, support, and negotiation on their behalf to other parties / institutions, which helps them to improve the functioning of their business (Explain). Employer associations may also distribute information to outside parties as a way of enabling the employers' position to be better understood – for example, putting pressure on the government to make positive changes within the meat industry (Fully explain). • Networking opportunities – allow the association's members to connect with each other and help to organise and support employers (Explain) to best serve current and potential workers, improve education and training services, give advice to members, and upgrade workforce development systems (Fully explain). • Business information and advice – HR advice on employment issues, legal advice and updates, market and export information, economic information and updates, and business training opportunities (Explain), to enable the business to perform better (Fully explain).
(c)	<p>Reasons why <i>Meat Manufacturers NZ</i> would encourage its members to improve health and safety standards may include:</p> <ul style="list-style-type: none"> • Increase productivity – a business' biggest asset is its workforce. Therefore, human resource planning and improving health and safety standards are necessary to protect its employees. Healthier and safer workers result in improved production output, increased productivity, and fewer errors, accidents and stoppages (Explain). Overall, this saves time and reduces costs of production and increases profitability (Fully explain). • Improved industry reputation – a business that invests in improving and maintaining health and safety standards gains positive recognition in the industry as a fair, equitable, responsible, and law-abiding business (Explain). This ensures that customers and employees stay loyal to them, and this in turn helps them achieve more sales and gain from expansion opportunities in the industry. The whole industry benefits from the improved health and safety record of its members, in terms of people willing to work in the industry and marketing of the products (Fully explain).
(d)	<p>Discussion of reasons why a large business should belong to an employer association.</p> <ul style="list-style-type: none"> • How membership can assist with daily operations – it can assist the business to achieve the best human resource practices, by providing a broad base of services that are either free with membership or at a reduced rate. This will result in a better and more productive workforce, and save time and costs in terms of employment issues. It can also allow the business to plan better outcomes in its day-to-day activities. • How membership can lead to survival and future growth – it can assist the business with its human resource issues and practices. It can provide advice on human resources, compensation, organisational development, and training services in order to deliver high-quality, cost-effective solutions (Explain). These solutions may include the best survey data available on wages, benefits, and healthcare costs. It can help a business to interpret legal compliance regulations. This knowledge and advice will ensure the survival and future growth of the business (Fully explain). Membership can help reduce costs and ensures businesses are more competitive. • Justification of continued membership – it will enhance the business's reputation within its industry, by having fewer human resource and employment problems. This will attract better quality employees as it becomes an employer of choice and retains its current high-performing workers. Customers will feel they are dealing with a quality organisation and their loyalty will increase. This will lead to improved growth and profit levels. In terms of daily operations, it assists a business to operate in the most effective and efficient way, by allowing the business to keep up with new and updated information and knowledge. This ensures the business's survival and leads to more secure future growth opportunities.

Not Achieved	N1	<p>Insufficient breadth by answering ONE of:</p> <ul style="list-style-type: none"> • the term “employer association” is explained • the role of an employer association is explained • a reason why <i>Meat Manufacturers NZ</i> would encourage members to improve health and safety standards is explained • how membership can assist with the daily operations of the named business is explained • how membership can lead to survival and growth is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
	N2	<p>Insufficient breadth by answering TWO of:</p> <ul style="list-style-type: none"> • the term “employer association” is explained • the role of an employer association is explained • a reason why <i>Meat Manufacturers NZ</i> would encourage members to improve health and safety standards is explained • how membership can assist with the daily operations of the named business is explained • how membership can lead to survival and growth is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
Achievement	A3	<p>Answers THREE of:</p> <ul style="list-style-type: none"> • the term “employer association” is explained • the role of an employer association is explained • a reason why <i>Meat Manufacturers NZ</i> would encourage members to improve health and safety standards is explained • how membership can assist with the daily operations of the named business is explained • how membership can lead to survival and growth is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>
	A4	<p>Answers FOUR of:</p> <ul style="list-style-type: none"> • the term “employer association” is explained • the role of an employer association is explained • a reason why <i>Meat Manufacturers NZ</i> would encourage members to improve health and safety standards is explained • how membership can assist with the daily operations of the named business is explained • how membership can lead to survival and growth is explained. <p><i>(Answers will typically state relevant examples, business knowledge OR Māori business concepts)</i></p>

Merit	M5	<p>Answers ONE of:</p> <ul style="list-style-type: none"> • the role of an employer association is fully explained • why <i>Meat Manufacturers NZ</i> would encourage members to improve health and safety standards is fully explained • how membership can lead to survival and growth is fully explained. <p><i>(Answers will typically include relevant examples, business knowledge OR Māori business concepts)</i></p>
	M6	<p>Answers TWO of:</p> <ul style="list-style-type: none"> • the role of an employer association is fully explained • why <i>Meat Manufacturers NZ</i> would encourage members to improve health and safety standards is fully explained • how membership can lead to survival and growth is fully explained. <p><i>(Answers will typically include relevant examples, business knowledge OR Māori business concepts)</i></p>
Excellence	E7	<p>Why a business should belong to an employer association is discussed by:</p> <ul style="list-style-type: none"> • explaining how membership can assist with daily operations of the named business • fully explaining how membership can lead to survival and growth <p>AND</p> <ul style="list-style-type: none"> • providing a justification, with ONE reason, for continued membership, with reference to the named business' reputation within the industry. <p><i>(Answers will typically integrate relevant examples, business knowledge OR Māori business concepts)</i></p>
	E8	<p>Why a business should belong to an employer association is discussed by:</p> <ul style="list-style-type: none"> • explaining how membership can assist with daily operations of the named business • fully explaining how membership can lead to survival and growth <p>AND</p> <ul style="list-style-type: none"> • providing a justification, with TWO reasons, for continued membership, with reference to the named business' reputation within the industry <p>AND</p> <ul style="list-style-type: none"> • answers integrate relevant examples, business knowledge OR Māori business concepts into explanations.

N0 = No response; no relevant evidence.

Judgement Statement

	Not Achieved	Achievement	Achievement with Merit	Achievement with Excellence
Score range	0 – 6	7 – 13	14 – 18	19 – 24
Codes				
U	=	Evidence of understanding		
I	=	Evidence of in-depth understanding		
J	=	Justification		