

## Assessment Schedule – 2018

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

#### Notes to Markers: guidance for awarding Achievement, Merit, or Excellence

**Explaining** states **what** the answer is to the question asked, then, expands by giving the reason(s) **why** the “what” occurs or links ideas to provide a coherent rationale.

**Fully explaining** develops the explanation with further expansion of **how** the situation / action could impact on potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and / or consequences.

**Evaluating** examines in detail by comparing and contrasting or identifying relationships to explain the impacts, effects and consequences of interacting factors in the business, plus strategic responses or solutions, and to provide a justified recommendation or draw justified conclusions on the significance or likely success of the factors / responses / solutions. This should include reference to alternative courses of action or new information to further support the decision that has not already been established in earlier parts of the question, such as long-term impact or sustainability of the business.

Each question should be read as a whole before awarding a grade.

#### Evidence

Part	Sample answers / Evidence
(a)	<p><i>Jackson and White (JW)</i> is developing the new CXT heart-attack detection product, to meet the massive global demand for this type of product in the future (Stated). This demand is due to the growth in obesity as a worldwide epidemic; for example, in the USA currently, obesity rates are at approximately 37% and projected to be as high as 47% by 2030 (Explained). The impact of this trend is that <i>JW</i> will be viewed favourably by stakeholders, in that they are protecting people from the worst impacts of obesity. This means that stakeholders, such as potential investors, will want to invest in <i>JW</i> in the future, when new versions of the CXT are being produced (Fully explained).</p> <p><i>JW</i> is developing the new CXT heart attack detection product to ensure that the company does not lose market share in the medical technology market to <i>AWQ Imaging</i> (Stated). <i>JW</i> needs to develop the CXT because <i>AWQ Imaging</i> has already successfully launched its own new heart-attack detection product called the Oracle202 (Explained). The impact of <i>JW</i>'s investing in development of the CXT is that customers will not perceive <i>JW</i> as being behind in the development of medical technology products. This should help to achieve and/or maintain stable sales volumes for <i>JW</i> (Fully explained).</p>
(b)	<p><i>JW</i> wants to introduce new technology into the USA. This would require FDA approval, which presents a legal obstacle to introducing the technology immediately (Explained), as the FDA approval process can take many years to complete. This would delay the earning of any revenue, yet <i>JW</i> would continue to incur costs in the meantime. This would have an impact on short-term profitability (Fully explained).</p> <p><i>JW</i> is an innovative company, and moving to the USA would attract many people who would like to work in the new US office (Explained). This means that the HR department would receive more applicants, with a corresponding increase in its workload (Fully explained).</p>
(c)	<p>A quality circle (QC) would involve a small number of employees; this would allow a greater understanding of the problem the software is having (Explained). This would improve motivation across the workforce, because those employees in QCs would feel more involved, increasing productivity (Fully explained).</p> <p>TQM would provide a better understanding of the problem, because it is focused on what the customer wants (Explained). This would make <i>JW</i> more customer-focused and could, therefore, solve the problem more quickly. This would improve the firm's corporate reputation (Fully explained).</p> <p>In conclusion, <i>JW</i> should move to a TQM system. <i>JW</i> works in a highly competitive market (New information). Working more closely with users would give <i>JW</i> a significant advantage over its competitors.</p>

(d)	<p><i>JW uses robotics and produces the components itself</i></p> <p>A positive impact of <i>JW</i> using robots to build the components is that they could avoid the delays experienced in waiting for the New Zealand firm to deliver the componentry (Stated). This is because <i>JW</i> is using robotics, which avoids the errors and delays experienced when humans are used in the production process (Explained). The impact of this is likely to be that <i>JW</i>'s CXT customers, in Thailand, are satisfied. Satisfied customers would lead to an increase in brand reputation for <i>JW</i> (Fully explained).</p> <p><i>JW outsources to Taiwan</i></p> <p>A positive impact of <i>JW</i> outsourcing to Taiwan is that production would be faster, as well as more efficient and cost-effective (Stated). This is because of good infrastructure, such as ports (Explained). Delays would be avoided, and staff would not be left idle waiting for the components to arrive. As a result, <i>JW</i>'s outputs, and hence productivity, would increase (Fully explained).</p> <p><i>Conclusion</i></p> <p><i>JW</i> should outsource to Taiwan. Although a robotic factory might be a good long-term option, <i>JW</i> must gain 'first mover' advantage, and therefore time is critical (New information).</p>
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Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> <li>• a qualitative factor behind the investment decision</li> <li>• an impact of global expansion</li> <li>• a positive effect that EACH QM solution would have on <i>JW</i></li> <li>• a positive effect that EACH component solution would have on <i>JW</i>.</li> </ul> <p><i>AND</i></p> <p>The answer states relevant information from the resources.</p> <p>(Answers will typically <b>state</b> relevant examples, business knowledge, and / or Māori business concepts.)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> <li>• a qualitative factor behind the investment decision</li> <li>• an impact of global expansion</li> <li>• a positive effect that EACH QM solution would have on <i>JW</i></li> <li>• a positive effect that EACH component solution would have on <i>JW</i>.</li> </ul> <p><i>AND</i></p> <p>The answer includes relevant information from the resources to support explanations.</p> <p>(Answers will typically <b>include</b> Māori business concept(s), <b>where relevant</b>, to support explanations.)</p>	<p>Evaluates:</p> <ul style="list-style-type: none"> <li>• a QM solution</li> <li>• a solution to solve the component issue.</li> </ul> <p><i>AND</i></p> <p>The answer integrates relevant information from the resource to fully support explanations.</p> <p>(Answers will typically <b>integrate</b> Māori business concept(s), <b>where relevant</b>, to support explanations.)</p>

N1	N2	A3	A4	M5	M6	E7	E8
Very little Achievement evidence.	Some Achievement evidence, partial explanations.	Most Achievement evidence.	Nearly all Achievement evidence.	Some Merit evidence.	Most Merit evidence.	Excellence evidence. One part may be weaker.	All points covered.

**N0** = No response; no relevant evidence.

**Cut Scores**

<b>Not Achieved</b>	<b>Achievement</b>	<b>Achievement with Merit</b>	<b>Achievement with Excellence</b>
0 – 2	3 – 4	5 – 6	7 – 8