

Assessment Schedule – 2020

Business Studies: Demonstrate understanding of the internal operations of a large business (90843)

Assessment Criteria

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.

Justifying uses relevant evidence to justify the significance of the decision or the likelihood of success. 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.

The candidate should use only one context for each part, but may change contexts between parts.

The task should be read as a whole before awarding a grade.

Part	Sample Evidence
(a)	<p><u>Fully explain whether operating at maximum capacity is in the best interest of a business trying to achieve their pūtake.</u></p> <p>Capacity refers to the ability of S4SS to maximise the number of customers (swimmers) they can teach within the timeframe of the lessons during school term hours. Because of pool sizes and teacher-to-student ratios, there is a ceiling on how many swimmers can be accommodated (Explained).</p> <p>Of course, the advantage of operating at capacity is that as many children as possible can be taught water safety skills in line with their pūtake (Explained), and the average charge to the parents is lower, as instructors have the maximum number of swimmers for all hours, meaning wages are covered by more customers (Fully explained).</p> <p>A negative for maximising the number of children in swimming classes is that it would not meet S4SS's pūtake of providing opportunities for water safety skills in a nurturing environment. Having too many children learning to swim could compromise the quality of the classes (Explained), as children may not be nurtured/ valued if swim classes are too crowded, leading to some customers switching to a competitor (Fully explained).</p>
(b)	<p><u>Discuss the most appropriate leadership style that managers should adopt when dealing with inexperienced employees.</u></p> <p>A leadership style that S4SS could adopt with the new instructors is authoritarian, where the managers tell the employees exactly what to do and how to do it, so that the correct techniques and procedures are in place, as detailed in their job descriptions. This is what the customers (parents) would be expecting (Explained).</p> <p>An advantage of this style is that the instructors are given precise details on what to do and how, and just need to concentrate on what their manager says without having to come up with ideas themselves, which may be difficult due to their inexperience (Explained). Any issues that arise can be directed to the manager, allowing questions to be answered quickly, as they are responsible for the complaints procedure (Fully explained).</p> <p>A disadvantage, however, is that many of the swimmers would have specialised needs or flaws that a structured lesson might not cater for, and therefore children may not get the swimming instruction they need (Explained), making the swimmers and the parents unhappy if no progress is being made, and making the instructors feel like they are not doing a good job with these children (Fully explained).</p>

	<p>Overall, though, this is the best style to use with inexperienced or new employees, as they do not yet have the tools or know-how to make decisions for themselves until they are attuned to the culture and practices of the swim school. Also, a more relaxed style such as democratic or laissez faire would mean that issues, such as complaints against instructors, may take too long to resolve. Since the lessons are so short and time so limited, this would impact on the quality of the service being offered.</p>
(c)	<p><u>Fully explain TWO benefits that the business may gain from practising corporate social responsibility within its community.</u></p> <p><i>Chosen business for this context: Air New Zealand</i></p> <p>Corporate social responsibility refers to the practice of providing or giving back to the community that supports <i>Air NZ</i>, as employees, suppliers or customers. For instance, 'Airpoints for Schools' provides educational travel opportunities to Kiwi kids who, due to circumstances beyond their control, may not otherwise be able to travel (Explained).</p> <p>One benefit that may arise from practising corporate social responsibility such as 'Airpoints for Schools' is that it may fit in with <i>Air NZ</i>'s triple bottom line and enhance their social or cultural sustainability practice (Explained), especially as their pūtake is aligned to making a difference in the community (Fully explained).</p> <p>A second benefit might be that <i>Air NZ</i> would gain some positive publicity / improved brand image as part of their marketing strategy from the exposure they would get from practising corporate social responsibility / giving back to the community, as parents of the schoolchildren would align themselves with <i>Air NZ</i> (Explained). This may encourage brand loyalty from those who have benefitted from what the airpoints offered to their school community (Fully explained).</p> <p>Another benefit that could be discussed is the potential for improving retention rates among staff who enjoy working for a business that practises corporate social responsibility.</p>
(d)	<p><u>Discuss an organisational structure for the business that encourages effective communication and decision-making.</u></p> <p>The most appropriate structure for <i>S4SS</i> would be a flat structure that has a short chain of command, as there are only three layers (owner, managers, instructors) and a wide span of control, as one manager can look after all the functions required for many instructors (Explained). The advantage here for <i>S4SS</i> is that communication and decision-making can be swift, with few layers to go through before any changes to the way the classes or the instructors operate are made (Explained). This structure means that potential problems such as sick instructors or cancelled classes due to weather are sorted quickly. This structure also integrates well with the authoritarian leadership approach needed by the managers of the inexperienced staff (Fully explained).</p> <p>A disadvantage, though, is that each manager may deal with many instructors in different locations or at different times of the day (Explained), making organisation difficult and potentially missing crucial decisions, as they are still busy with other things that happened earlier in the day or in other locations (Fully explained).</p> <p>In an organisation like <i>S4SS</i> with experienced managers (who are likely to be authoritarian in leadership style) and inexperienced instructors (who need guidance), this flat organisational structure may not be the most appropriate structure to adopt. It may be more beneficial to lengthen the chain of command by having more managers dedicated to specific school locations and becoming a taller organisation, so that inexperienced employees are given more guidance as they learn the job. Also, with so many classes happening and instructors in and out of the pool, coming and going, managers with many instructors to handle at multiple locations may find it difficult to maintain control and fulfil their pūtake of providing water safety skills within a caring and nurturing environment.</p>

Evidence

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> the term ‘capacity’ ONE reason for and ONE reason against the business operating at maximum capacity a leadership style that a manager could adopt with inexperienced employees ONE advantage and ONE disadvantage of the suggested leadership style regarding the performance of the employees the term ‘corporate social responsibility’ TWO benefits that the business may gain from practising corporate social responsibility within its community TWO features of a suggested / identified organisational structure in relation to the business ONE advantage and ONE disadvantage that the organisational structure may have for the business. <p>(Answers will typically state relevant examples, business knowledge, and / or Māori business concepts.)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> ONE reason for and ONE reason against the business operating at maximum capacity ONE advantage and ONE disadvantage of the suggested leadership style regarding the performance of the employees TWO benefits that the business may gain from practising corporate social responsibility within its community ONE advantage and ONE disadvantage that the organisational structure may have for the business. <p>(Answers will typically include relevant examples, business knowledge, and / or Māori business concept(s), to support explanations.)</p>	<p>Fully explains ONE advantage and ONE disadvantage of the suggested leadership style regarding the performance of the employees.</p> <p><i>AND</i></p> <p>Justifies, with TWO reasons, whether the suggested leadership style is the most appropriate for dealing with inexperienced employees in the business context.</p> <p><i>AND/OR</i></p> <p>Fully explains ONE advantage and ONE disadvantage that the organisational structure may have for the business.</p> <p><i>AND</i></p> <p>Justifies, with TWO reasons, whether this organisational structure is best suited to the business for achieving effective communication and decision-making.</p> <p>(Answers will typically integrate relevant examples, business knowledge, and / or Māori business concept(s), 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. Most points covered, including some justification.	All points covered. One part may be weaker.

N0 = No response; no relevant evidence.

Cut Scores

Not Achieved	Achievement	Achievement with Merit	Achievement with Excellence
0 – 2	3 – 4	5 – 6	7 – 8