

## Assessment Schedule – 2022

### Business Studies: Apply business knowledge to a critical problem(s) in a given large business context (90845)

#### Assessment Criteria

Achievement	Achievement with Merit	Achievement with Excellence
<i>Explaining</i> 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.	<i>Fully explaining</i> develops the explanation with further expansion of how the situation / action could impact potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and / or consequences.	<i>Justifying</i> 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.

**Note:** The candidate should use only one context for each part, but may change contexts between parts. Each answer should be read as a whole before awarding a grade.

Part	Sample Evidence
(a) (i)	<i>Internal stock control</i> One possible reason why <i>WLB Furniture</i> has experienced internal stock control problems and supply errors could be that the technology used by <i>WLB Furniture</i> is not compatible with the software being used by its customers. This may explain why customers are not getting any confirmation of receipt when they place orders, and why some are receiving an error message instead (Explained). <b>Note:</b> A number of causes addressed in the resource could be discussed, including supplier delays, delivery delays, and software incorrectly processing orders.
(ii)	Because customers’ orders are not being received or processed correctly by the software that <i>WLB Furniture</i> uses, there is potential for orders to be lost or duplicated, leading to errors in sales and production. This could lead to a loss of sales, as some customers are cancelling their orders and looking for alternative suppliers, and / or an increase in the cost of production (due to excess stock resulting from duplication of materials ordered), leading to a decrease in profit margins on desks produced, thus making it more difficult for <i>WLB Furniture</i> to operate sustainably (Fully explained).
(b) (i), (ii)	<i>Order fulfillment solutions</i> One potential solution is to purchase new software that is more compatible with the software that customers are using (Identified). Customers would then be less likely to receive error messages, and should instead receive confirmation emails of orders made, making the customers more confident that their orders have been received and processed (Explained). As the software is compatible with customers’ software, all the information that has been entered into the ordering system by the customer would be collected, and therefore <i>WLB Furniture</i> would be able to process orders correctly (Fully explained). <i>WLB Furniture</i> could update its software to the latest version (Identified), as it would be able to contact its software provider, with whom it has an established relationship, to help when problems with ordering occur (Explained). As <i>WLB Furniture</i> has previously used this software, staff would be more experienced with it when addressing ordering issues, allowing orders to be processed within their advertised delivery service timeframe (Fully explained).

(iii)	<p><i>WLB Furniture</i> should purchase new software that is more compatible with the software that customers are using, as this would be more effective than updating the current version of its existing software. Purchasing new software that is compatible is much more likely to resolve communication issues between customers' software and <i>WLB Furniture's</i> ordering system than updating the current software – an option that does not guarantee compatibility – enabling orders to be processed correctly and promptly (Justified). Also, purchasing new software that is more compatible with that of its customers, would give <i>WLB Furniture</i> an opportunity to enhance its brand image and reputation, as it would be seen to be addressing customers' concerns by investing in technology that improves the customer experience. If the business opted to update its existing software, compatibility issues could continue or occur again in the future, leading to unhappy customers who may choose to take their business elsewhere (Justified).</p>
(c)	<p><i>Potential loss of key personnel</i></p> <p>(i) One factor that has led to the department head resigning from <i>WLB Furniture</i> is that there is a disagreement with the change in strategic direction from a customer and design focus to a profit-based approach. This goes against the original values (tikanga) for which the department head may have joined <i>WLB Furniture</i>, reducing their motivation to continue working for the business (Explained).</p> <p>Another factor is that the department head was not consulted in this change of strategic direction, leading to them feeling that their knowledge and experience is not valued by senior management – in particular, their ideas for addressing the issue of uncertainty of costs and availability of materials. This could have impacted their morale and loyalty towards the business (Explained).</p> <p>(ii) The loss of key and experienced personnel may lead to other staff members being upset with the reasons for the department head leaving, particularly if they believe the reasons for them leaving are that the strategic direction has changed and that <i>WLB Furniture's</i> tikanga has changed (Explained). This could lead to a reduction in staff morale and an increase in staff turnover, thus increasing costs and decreasing profits for <i>WLB Furniture</i>, due to increased recruitment and training costs to replace staff and a decrease in productivity (Fully explained).</p> <p>As the department head is very experienced and is likely to have developed a reputation for producing effective customer solutions for the desks, the reputation that <i>WLB Furniture</i> has gained may be damaged, particularly as they will be taking that knowledge and reputation to a competitor (Explained). This could lead to a loss of customers, as customers switch to a competitor that meets their needs, and therefore lower sales, leading to a reduction in profit (Fully explained).</p> <p><b>Note:</b> Other examples could include increased workload for current staff, due to the loss in skills and experience of the department head.</p>
(d)	<p><i>Recruitment options</i></p> <p>(i) If an employee is promoted from within the department, the new department head will already understand <i>WLB Furniture's</i> policies and procedures, and how the business operates, and therefore the loss of institutional knowledge would have less impact (Explained).</p> <p>A new department head recruited from outside the business who has similar experience and skills to the previous employee would have already led a similar department, and therefore the time lost inducting the new recruit would be less, minimising the impact on productivity (Explained).</p> <p>(ii) By promoting an employee from within the department, the implementation of the change in strategic direction would be more likely to be successful, as the current staff already know and trust the likely successor and therefore are more likely to follow the directions of the new department head as the business looks to implement the changes that are required (Fully explained).</p> <p>If the new department head is recruited from outside the business, they would be successful in implementing the change, as they would have been hired by <i>WLB Furniture</i> because they have the skills, experience, and other attributes to lead the department through the change of strategic direction (Fully explained).</p>

<p>(iii)</p>	<p>In this case, the best option would be to recruit from outside <i>WLB Furniture</i> to minimise the impact of losing a key staff member while ensuring that the change in tikanga is honoured. One reason for this is that the new department head is less likely to be influenced by previous ideas that the business and its departments may have had, compared to a current employee. Therefore, the new department head is more likely to be able to promote and manage the change that senior management desires, as they would be less influenced by the past (Justified).</p> <p>Another reason why recruiting from outside the organisation would be more effective is that if an employee is promoted from within the organisation, there is potential for resentment/disappointment from other employees who applied for the position but were not selected. This could lead to feelings of mistrust, which may make it more difficult for the new department head to promote the change in tikanga if the current employees do not want to be involved in the change. Recruiting from outside the business would make this situation less likely, as no current employee would be promoted over another, leading to a more effective transition of personnel and change in strategic direction (Justified).</p>
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**Evidence**

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> <li>• ONE possible reason why <i>WLB Furniture</i> has experienced internal stock control and supply errors</li> <li>• TWO solutions</li> <li>• why EACH solution would ensure that <i>WLB Furniture</i> is able to fulfill all its orders</li> <li>• TWO factors which have led to the department head resigning and joining <i>WLB Furniture's</i> competitor</li> <li>• why the loss of key and experienced personnel could impact the business in the short term</li> <li>• why EACH option would minimise the impact of losing a key staff member.</li> </ul> <p>(Answers will typically <b>state</b> relevant examples, business knowledge, and/or Māori business concept(s).)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> <li>• ONE possible reason why <i>WLB Furniture</i> has experienced internal stock control and supply errors, <b>and</b> how this problem could affect <i>WLB Furniture's</i> ability to operate as a sustainable business</li> <li>• TWO solutions</li> <li>• how EACH solution would ensure that <i>WLB Furniture</i> is able to fulfill all its orders</li> <li>• why <b>and</b> how the loss of key staff members could impact the business in the short term</li> <li>• how EACH option would be successful in implementing the change in tikanga.</li> </ul> <p>(Answers will typically <b>include</b> relevant examples, business knowledge, and/or Māori business concept(s) to support explanations.)</p>	<p>Fully explains how EACH solution would ensure that <i>WLB Furniture</i> is able to fulfill all its orders.</p> <p><i>AND</i></p> <p>Justifies, with TWO reasons, why one solution would be more effective for <i>WLB Furniture</i> to implement than the other.</p> <p><i>AND</i></p> <p>Fully explains how EACH option would be successful in implementing the change in tikanga.</p> <p><i>AND</i></p> <p>Justifies, with TWO reasons, why one option would be more effective than the other.</p> <p>(Answers will typically <b>integrate</b> relevant examples, business knowledge, and/or Māori business concept(s) to support explanations.)</p>

<b>N1</b>	<b>N2</b>	<b>A3</b>	<b>A4</b>	<b>M5</b>	<b>M6</b>	<b>E7</b>	<b>E8</b>
Very little Achievement evidence.	Some Achievement evidence.	Most Achievement evidence.	Nearly all Achievement evidence.	Some Merit evidence.	Most Merit evidence.	Some Excellence evidence.	Most/all Excellence evidence.

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