

Assessment Schedule – 2023

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
<p><i>Applying knowledge</i> involves:</p> <ul style="list-style-type: none"> • explaining causes and effects of the critical problems • using business knowledge to identify a range of possible solutions • stating business knowledge and evidence relevant to the critical problem(s) • stating a Māori business concept(s) where relevant to the critical problem(s). <p><i>Explaining</i> means providing the ‘what’ that addresses the question asked, then expands by giving the reason(s) <i>why</i> the ‘what’ occurs or linking ideas to provide a coherent rationale.</p>	<p><i>Applying in-depth knowledge</i> involves:</p> <ul style="list-style-type: none"> • fully explaining the causes and effects of the critical problems • applying business knowledge to explore how relevant solutions would address the critical problems, with an awareness of impact • including detailed and relevant evidence to support explanations • including a Māori business concept(s) where relevant to the critical problem(s) to support explanations. <p><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.</p>	<p><i>Applying comprehensive knowledge</i> involves:</p> <ul style="list-style-type: none"> • justifying a recommendation on the best solution to the critical problems • applying and integrating relevant business knowledge • integrating detailed and relevant evidence to fully support explanations • integrating a Māori business concept(s) where relevant to the critical problem(s) to fully support explanations. <p><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.</p>

Note: Each answer should be read as a whole before awarding a grade.

Part	Sample Evidence
<p>(a)</p> <p>(i)</p> <p>(ii)</p>	<p><i>Cause and impact of ineffective leadership</i></p> <p>The first way in which ineffective leadership caused the poor survey results was that Errol Harding, from the Christchurch regional office, did not perform a proper check of the two guides to ensure they were fully trained and had the right experience and knowledge to lead the trip to the Dark Sky Park. As the guides did not have the appropriate levels of experience and knowledge, the school did not receive the experience they desired (Explained).</p> <p>Secondly, Errol was not available when the school group contacted him, as his phone was switched off and he hadn't given the guides' phone numbers to the school, making <i>Tohunga o waho</i> uncontactable when no guides showed up. This also shows how disorganised Errol was, alongside the missing equipment and incomplete first aid kits, which would have put the whole trip at risk if there was an accident or bad weather (Explained).</p> <p>By using guides with insufficient knowledge and experience, <i>Tohunga o waho</i> will create dissatisfied customers (the schools), because they are coming on the trip with specific learning in mind about the Dark Sky Park and to learn about kaitiakitanga as part of their curriculum, and this has not eventuated (Explained). If other schools hear about the poor experience, they will not use <i>Tohunga o waho</i> as their provider and instead go to a competitor with a better reputation, which will threaten the economic sustainability of <i>Tohunga o waho</i> (Fully explained).</p>
<p>(b)</p> <p>(i), (ii)</p> <p>(iii)</p>	<p><i>Solutions to reduce negative feedback</i></p> <p><i>Tohunga o waho</i> should have a clear employment policy in place for hiring/contracting new staff that states the minimum experience and knowledge required, and the need for reference checks from reliable sources (Identified). This would ensure that only experienced and qualified staff are employed and not just taken at their word by Errol (Explained), so that they can run the trip themselves without needing Errol there as well, as they would if they were not experienced (Fully explained).</p> <p>A second solution to improve the survey results would be for Errol to have a written process in place for how a trip should be run, including the resources needed and who needs to sign off/confirm that everything is in order (Identified). The survey results show several problem areas, such as the emergency kits that had not been checked beforehand and should have been signed off before the trip began (Explained). Having a clear checklist and someone assigned to make sure it is fully completed each time, would ensure that health and safety requirements are met in an emergency (Fully explained).</p> <p>Ensuring that the right guides are employed, and that they are properly vetted for experience and knowledge, would be the most effective solution here (Stated). Experienced and knowledgeable staff are likely to know what the right policies and procedures are, and will know to check the resources first, before starting on the trip, even if leaders like Errol have forgotten to do this. Hiring highly competent guides is essential for the health and safety of the students (Justified). Also, any gaps in their knowledge, such as an understanding of kaitiakitanga, could be taught by Errol beforehand or set out in a manual for them to refer to. This is an essential part of <i>Tohunga o waho</i>'s mission statement, and any employee of that business must be familiar with it, as it offers a point of difference from its competitors (Justified).</p>

<p>(c)</p> <p>(i)</p> <p>(ii)</p>	<p><i>New technology and the threat of a new competitor</i></p> <p><i>Night Sky Virtual Reality Tours</i> will be a threat to <i>Tohunga o waho</i>, as virtual reality technology can recreate the environment that the trips are going to, and of course the night sky itself (Stated). This means it could be as good as being there (or even better), as there is no weather to get in the way and no discomfort in having to camp, as well as the time and costs saved in planning and carrying out the trip if schools take up this option instead of visiting the wilderness experiences that <i>Tohunga o waho</i> provides (Explained). Revenue could quickly dry up, putting <i>Tohunga o waho's</i> existence under threat, as its long-term economic sustainability will not be possible with no cash flow (Fully explained).</p> <p>Virtual reality could enhance <i>Tohunga o waho's</i> wilderness experience by providing an extra layer of information when the students are in the wilderness (Stated). Virtual reality could be used in the Dark Sky Park to help identify the planets and stars, and provide a 3D guide to what they look like (Fully explained). Being able to combine virtual reality technology with the actual outdoor experience would make the trip more interesting and attractive to schools and students, generating more revenue for <i>Tohunga o waho</i> (Fully explained).</p>
<p>(d)</p> <p>(i), (ii)</p> <p>(iii)</p>	<p><i>Options to counter the new competitor</i></p> <p>The first solution to consider would be for <i>Tohunga o waho</i> to also purchase virtual reality technology and use it to enhance the trip experience for their students (Identified). Not all the time would be spent, if they were at the Dark Sky Park for instance, staring at the sky, and virtual reality would be a way to add value to the trip, which schools may pay more for as well, leading to increased profitability for each trip (Fully explained).</p> <p>A second solution would be for <i>Tohunga o waho</i> to clearly differentiate itself from <i>Night Sky Virtual Reality Tours</i> and concentrate on the real-world excursions, which focus on the adventure part of being in the outdoors and learning about kaitiakitanga (Identified). Being able to be close to nature and be taught by experienced and knowledgeable guides should be the centre of the experience, and would provide a key point of difference from technology-based competitors (Fully explained).</p> <p>With the rapid increase in technology use, it is going to be difficult for <i>Tohunga o waho</i> to distance itself from technology, so it should embrace the first solution and bring virtual reality into its wilderness experiences. Mobile networks and satellite connections make accessing the internet from the wilderness possible. This allows the use of technology regardless of the state of the weather or the location for the trip (Justified). Also, using virtual reality technology will help complement the guides' information and knowledge about the outdoors experiences and allow students to see possibilities other than what is before them, helping them to learn more about the environment. Distancing itself from new technology may still capture a market, but the possibilities available with virtual reality are far greater and would encourage more schools to continue with <i>Tohunga o waho's</i> wilderness adventures (Justified).</p>

Evidence

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> • TWO reasons why ineffective leadership caused the poor survey results • how ineffective leadership could threaten the sustainability of <i>Tohunga o waho</i> <ul style="list-style-type: none"> • TWO solutions that senior management could implement to address the ineffective leadership, which led to the poor survey results <ul style="list-style-type: none"> • why <i>Night Sky Virtual Reality Tours</i> could be a threat to <i>Tohunga o waho</i> fulfilling its mission statement • why virtual reality technology could provide an opportunity for <i>Tohunga o waho</i> to further develop its mission statement <ul style="list-style-type: none"> • TWO solutions that <i>Tohunga o waho</i> could implement to address the emergence of the new competitor. <p><i>(Note: Reference to leadership can mean the guides, supervisors, Errol, or the business.)</i></p> <p>(Answers will typically state relevant examples, business knowledge, and / or Māori business concept(s).)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> • how ineffective leadership threatens the sustainability of <i>Tohunga o waho</i> <p><i>(Note: Must refer to brand image, loss of revenue / profit, loss of customers and reputation.)</i></p> <ul style="list-style-type: none"> • TWO solutions that senior management could implement to address the ineffective leadership, which led to the poor survey results <p><i>(Note: Must be realistic and needs to refer to Errol or the business when mentioning leadership.)</i></p> <p>OR</p> <ul style="list-style-type: none"> • how virtual reality technology could provide an opportunity for <i>Tohunga o waho</i> to further develop its mission statement <p><i>(Note: Only accept merger of businesses or starting own VR side to business.)</i></p> <ul style="list-style-type: none"> • TWO solutions that <i>Tohunga o waho</i> could implement to address the emergence of the new competitor. <p><i>(Note: Can accept marketing / pricing, but must be realistic and have flow-on effects. Must include how the business will be impacted.)</i></p> <p>(Answers will typically include relevant examples, business knowledge, and / or Māori business concept(s) to support explanations.)</p>	<ul style="list-style-type: none"> • Fully explains TWO solutions that senior management could implement to address the ineffective leadership that led to the poor survey results. <p>AND</p> <ul style="list-style-type: none"> • Justifies, with TWO reasons, which solution is likely to be the most effective in improving <i>Tohunga o waho</i>'s leadership of its next educational outdoor experience. <p><i>(Note: For either E7 or E8 must be realistic and state how the business will be affected by the recommendation.)</i></p> <p>OR</p> <ul style="list-style-type: none"> • Fully explains TWO solutions to address the emergence of the new competitor. <p>AND</p> <ul style="list-style-type: none"> • Justifies, with TWO reasons, which solution is likely to be the most effective in helping <i>Tohunga o waho</i> to achieve its mission statement. <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. One part may be weaker.	All points covered.

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