

## Assessment Schedule – 2023

### Business Studies: Demonstrate understanding of how internal factors interact within a business that operates in a global context (91379)

#### Assessment Criteria

Achievement	Achievement with Merit	Achievement with Excellence
<p><i>Demonstrate understanding</i> involves:</p> <ul style="list-style-type: none"> <li>explaining the interaction of internal factors</li> <li>stating relevant business knowledge and examples</li> <li>stating a Māori business concept(s) where relevant to the interaction of internal factors.</li> </ul> <p><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.</p>	<p><i>Demonstrate in-depth understanding</i> involves:</p> <ul style="list-style-type: none"> <li>fully explaining the interaction of internal factors with an awareness of impact</li> <li>including relevant business knowledge and evidence to support explanations</li> <li>including a Māori business concept(s) where relevant to the interaction of internal factors, to support explanations.</li> </ul> <p><i>Fully explaining</i> develops the explanation with further expansion of how the situation / action could affect potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and / or consequences.</p>	<p><i>Demonstrate comprehensive understanding</i> involves:</p> <ul style="list-style-type: none"> <li>evaluating the interaction of internal factors</li> <li>integrating relevant business knowledge and examples to fully support explanations</li> <li>integrating a Māori business concept(s) where relevant to the interaction of internal factors, to fully support explanations.</li> </ul> <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:** 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)	<p><i>Quality assurance</i></p> <p>(i) Quality assurance means setting agreed quality standards at all stages of the production process, in order to try to ensure that customer satisfaction is achieved (Stated). For <i>Helpful Honey</i> this means that every aspect, from the beekeepers in the field to the packaging of the mānuka honey, must meet the UMF quality standards (Explained).</p> <p>(ii) Using the UMF quality assurance system would help protect the economic sustainability of <i>Helpful Honey</i> (Stated) because it would be able to charge higher prices for its mānuka honey, based on the quality of the product (Explained). Customers of <i>Helpful Honey</i> would be willing to recommend their mānuka honey to other people, knowing that they are recommending a quality product. The higher prices would help cover any additional costs associated with the UMF quality standards, therefore protecting the economic sustainability of the business (Fully explained).</p>

<p>(b)</p> <p>(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Risks and opportunities of innovation</i></p> <p>By investing in the GIS app, <i>Helpful Honey</i> would be able to benefit from more efficient operations (Stated). This is because the hives would be placed in order to gain the greatest production of mānuka honey (Explained). This would enable <i>Helpful Honey</i> to reduce its production costs by using its resources more efficiently. Investing in the innovative GIS app would therefore result in higher profit margins for <i>Helpful Honey</i> (Fully explained).</p> <p>One cost for <i>Helpful Honey</i> of adopting the GIS app is that it would need to train its staff in how to use the app, to ensure that it is making the most of the innovative features the business has invested in (Stated). This is a cost to the business, as it would need to employ specialist trainers and the staff would not be available for their usual work while they are being trained (Explained). This would lead to reduced efficiency within the business in the short term, while the staff are being trained and getting used to using the GIS app in their operations. Therefore, <i>Helpful Honey</i> would need to ensure that the training takes place at a time when it has the least impact on production, in order to still meet customer expectations, thus maintaining brand reputation (Fully explained).</p> <p>The implementation of the GIS app would be likely to improve the production process. This is because placement of the hives in a way that increases production would be likely to outweigh the additional costs of the training process. The app would also allow <i>Helpful Honey</i> to comply with MPI requirements, reducing compliance costs and further improving profit margins and competitiveness (Justified).</p>
<p>(c)</p> <p>(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Top-down change management</i></p> <p>One positive effect of a top-down change management approach at <i>Air New Zealand</i> is that decisions can be made more quickly (Stated). This is because they are all being made by a small senior management group (Explained). This leads to <i>Air New Zealand</i> being able to make significant changes to its operations relatively quickly, allowing it to respond to rapid changes in the market. This helps <i>Air New Zealand</i> to protect its economic sustainability (Fully explained).</p> <p>One negative effect of a top-down change management approach at <i>Air New Zealand</i> is that staff may not be happy with the rapid changes (Stated), because they do not understand or agree with the decisions made by senior management (Explained). This may lead to staff resisting the changes made and becoming demotivated and unproductive in their positions, which is likely to result in high staff turnover (Fully explained).</p> <p>In most cases, a top-down change management approach for <i>Air New Zealand</i> is likely to be successful, because it is a large organisation made up of staff with many different levels of experience and education. The senior managers can look at the situation from a more holistic view, using their different areas of expertise. If <i>Air New Zealand</i> did not use a top-down management approach, the decision-making process would be likely to take much longer, resulting in <i>Air New Zealand</i> being less responsive to the market (Justified).</p>
<p>(d)</p> <p>(i)</p> <p>(ii)</p>	<p><i>Intellectual property management</i></p> <p>A trademark is a form of intellectual property right that protects the name and/or logo of a business (Stated). In this case the trademark was to protect the word ‘mānuka’ so that only New Zealand honey producers could use it in their marketing. This is important, as New Zealand mānuka honey has special healing properties not found in any other honey product, which makes mānuka honey products more valuable to <i>Helpful Honey</i> (Explained).</p> <p>If the word ‘mānuka’ was not trademarked, honey producers from other countries could use this word when naming or describing their honey products (Stated). These honey products may not have to meet the same quality assurance standards required of New Zealand mānuka honey producers, meaning their products may not be of the same standard (Explained). If international customers purchase these products and are disappointed with their quality/healing properties, they may be less willing in the future to pay the higher prices charged for New Zealand mānuka honey. Therefore, businesses like <i>Helpful Honey</i> may experience less brand loyalty and a decrease in sales in the long term (Fully explained).</p>

## Evidence

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> <li>• how the business implements a quality assurance system</li> <li>• how the quality assurance system impacts on economic sustainability</li> <li>• one benefit of investing in innovation</li> <li>• one cost of investing in innovation</li> <li>• one positive effect of a top-down change management approach</li> <li>• one negative effect of a top-down change management approach</li> <li>• how the business uses a trademark</li> <li>• one possible consequence of not using a trademark.</li> </ul> <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>• how the quality assurance system impacts economic sustainability</li> <li>• one benefit of investing in innovation</li> <li>• one cost of investing in innovation</li> <li>• one positive effect of a top-down change management approach</li> <li>• one negative effect of a top-down change management approach</li> <li>• one possible consequence of not using a trademark.</li> </ul> <p>(Answers will typically <b>include</b> relevant examples, business knowledge, and/or Māori business concept(s) to support explanations.)</p>	<p>Evaluates:</p> <ul style="list-style-type: none"> <li>• the likely success of implementing innovation to improve the production process</li> <li>• the likelihood of success of the top-down change management approach.</li> </ul> <p>(Answers will typically <b>integrate</b> 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