

## Assessment Schedule – 2025

### 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.

#### Cut Scores

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

Part	Sample Evidence
<p>(a)(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Explain one benefit to the business of protecting its intellectual property.</i></p> <p>Protecting their intellectual property would give <i>The Honest Grain</i> the exclusive right to use their intellectual property, such as the name, 'OatRise', throughout New Zealand to promote their new cereal bar (Stated). Trademarking the name 'OatRise' would give <i>The Honest Grain</i> legal protection to deter other cereal bar manufacturers from trying to imitate their brand (Explained). This would allow <i>The Honest Grain</i> to protect and grow their market share, as customers would associate the 'OatRise' name with <i>The Honest Grain</i> only (Fully explained).</p> <p><i>Explain one cost to the business of protecting its intellectual property.</i></p> <p>Applying for intellectual property rights such as trade marks will incur significant financial costs for <i>The Honest Grain</i> (Stated), particularly the employment of a lawyer specialising in intellectual property who will search existing trade marks and work through the trade mark application process, and fees charged by the relevant government agency to process the application (Explained). These costs will reduce the profitability of <i>The Honest Grain</i> in the short term, as there are currently no sales of the OatRise bar to offset the costs (Fully explained).</p> <p><i>How likely is it that the protection of intellectual property will support the successful launch of a new product into the market?</i></p> <p>Protecting their intellectual property would likely support the introduction of the OatRise bar to the market. The exclusive right to the name 'OatRise' and the growth of market share that will result would offset the cost of securing the trade mark. This is because trade mark protection is ongoing for a term of 10 years, and the benefits of increased market share over that time would greatly exceed the one-off costs involved.</p> <p>In addition, the protection of their intellectual property would help to retain their strong reputation in the market. This reputation could be eroded if a competitor were to use the name 'OatRise' for a bar of lower quality than that of <i>The Honest Grain</i> (Evaluated).</p>
<p>(b)(i)</p> <p>(ii)</p>	<p>Selected business: <i>Fonterra</i></p> <p><i>Explain one benefit to the business of encouraging an innovative culture.</i></p> <p>Having an innovative culture has enabled <i>Fonterra</i> to develop more innovative ideas for products and processes – for example, developing the Anchor Easy Bakery Cream, and a UHT cream, then releasing them to market (Stated). This is because staff are encouraged to try new ideas and develop new products and processes, as they know that failures are tolerated and will not have negative consequences for them (Explained).</p> <p><i>Explain one possible impact that encouraging an innovative culture could have on the staff employed at the business.</i></p> <p>The innovative culture that exists at <i>Fonterra</i> has a positive impact on its staff. The staff who work in the Innovation Lab located in Palmerston North collaboratively problem-solve to create new products and improve existing ones, such as powdered milk, to meet the needs of their customers. The staff work on projects they are passionate about, and have the intrinsic satisfaction of seeing their work result in new products being released to the market (Explained). Having a choice of what products to work on, and working collaboratively, enables workers to share expertise and allows them to engage at a deeper level, leading to increased work satisfaction (Fully explained).</p>

<p>(c)(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Explain one positive impact that demonstrating kaitiakitanga may have on the business.</i></p> <p>Using oats as the primary ingredient in <i>The Honest Grain</i>'s cereal products is likely to improve its reputation in the marketplace (Stated). This is because <i>The Honest Grain</i> will be perceived, through its desire to use oats which reduce the amount of nitrate leached into the soil, as a business that values the preservation and improvement of the natural environment as highly as it does the attainment of profits (Explained). The likely impact of <i>The Honest Grain</i> using oats as the primary ingredient is that its revenues will increase. This is because consumers are now more aware of the environmental impact businesses have and will move away from firms that do not demonstrate these principles, and instead purchase from <i>The Honest Grain</i> (Fully explained).</p> <p><i>Explain one negative impact that demonstrating kaitiakitanga may have on the business.</i></p> <p>Using oats as the primary ingredient in <i>The Honest Grain</i>'s cereal products may carry a higher financial cost for <i>The Honest Grain</i> (Stated). This is because Ben and the employees at <i>The Honest Grain</i> will need to take time to develop strong relationships with their suppliers and ensure that the methods they use maintain or improve the quality of the land for future generations (Explained). The employees will need to be paid for this research, and this cost may reduce the profitability of <i>The Honest Grain</i> (Fully explained).</p> <p><i>How likely is it that demonstrating kaitiakitanga will result in the business being able to increase its profitability? Provide a justified conclusion, including any new information.</i></p> <p>It is likely that <i>The Honest Grain</i> using oats as the primary ingredient in its cereal products will improve its profitability. This is because the increase in sales gained from consumers who move to purchasing cereal products from <i>The Honest Grain</i> will outweigh the costs incurred in ensuring the oat growers are using methods that maintain or improve the quality of the land for future generations. These costs will tend to be higher in the early stages of developing the positive relationships with the suppliers and will be more than recovered with the increase in sales, which will be seen over many years. The result will be an increase in profits in the long term.</p> <p>In addition, having the ability to showcase the benefits growing oats has on the environment will provide <i>The Honest Grain</i> with a unique selling point, and this is likely to further increase their sales (Evaluated).</p>
<p>(d)(i)</p> <p>(ii)</p>	<p><i>Explain one benefit to the business of using quality control rather than an alternative quality management system.</i></p> <p>A benefit to <i>The Honest Grain</i> of using quality control rather than an alternative quality management system such as quality assurance is that it is cheaper to implement (Stated). Quality control requires an employee at <i>The Honest Grain</i> to check the finished product (e.g. the OatRise cereal bar), to ensure that it meets the expected standard of quality before being made available for sale to the customer. As the check is only completed once, by one employee, the cost to <i>The Honest Grain</i> is significantly lower than if all employees needed to be trained to check that the expected standard of quality is met at each step of the production process, as is the case with quality assurance (Explained).</p> <p><i>Explain one possible negative impact on the customers of the business of using quality control rather an alternative quality management system.</i></p> <p>One possible negative impact on the customers of <i>The Honest Grain</i> is that they may have to pay a higher price for their products compared to those from competing businesses (Stated). As checks for quality are only made at the end of the production process, waste can be much higher than if <i>The Honest Grain</i> had chosen to use another quality management system, such as quality assurance, which would pick up quality issues as soon as they occur in the production process. Using quality control will mean that <i>The Honest Grain</i> will be disposing of fully completed products such as the OatRise cereal bar when they do not meet the expected quality standard. This higher cost of waste will be passed on to their customers through higher prices (Explained). Consequently, customers of <i>The Honest Grain</i> may be unable to afford to purchase their breakfast food products on a regular basis, and it could become a luxury or treat item rather than an everyday purchase (Fully explained).</p>

## Evidence

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> <li>• one benefit to the business of protecting its intellectual property</li> <li>• one cost to the business of protecting its intellectual property</li> <li>• one benefit to the business of encouraging an innovative culture</li> <li>• one possible impact that encouraging an innovative culture could have on the staff employed at the business</li> <li>• one positive impact that demonstrating kaitiakitanga may have on the business</li> <li>• one negative impact that demonstrating kaitiakitanga may have on the business</li> <li>• one benefit to the business of using quality control rather than an alternative quality management system</li> <li>• one possible negative impact on the customers of the business of using quality control rather than an alternative quality management system.</li> </ul> <p><b>Note:</b> 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>• one benefit to the business of protecting its intellectual property</li> <li>• one cost to the business of protecting its intellectual property</li> <li>• one possible impact that encouraging an innovative culture could have on the staff employed at the business</li> <li>• one positive impact that demonstrating kaitiakitanga may have on the business</li> <li>• one negative impact that demonstrating kaitiakitanga may have on the business</li> <li>• one possible negative impact on the customers of the business of using quality control rather than an alternative quality management system.</li> </ul> <p><b>Note:</b> 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 likelihood that protection of intellectual property will support the successful launch of a new product into the market</li> </ul> <p><i>AND</i></p> <ul style="list-style-type: none"> <li>• the likelihood that demonstrating kaitiakitanga will result in the business being able to increase its profitability.</li> </ul> <p><b>Note:</b> 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 Excellence points covered.

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