

Assessment Schedule – 2025

Business Studies: Demonstrate understanding of strategic response to external factors by a business that operates in a global context (91380)

Assessment Criteria

| Achievement | Achievement with Merit | Achievement with Excellence |
|---|---|--|
| <p><i>Demonstrate understanding</i> involves:</p> <ul style="list-style-type: none"> • using relevant business knowledge and examples to explain the strategic response to external factors • stating a Māori business concept(s) where relevant to the strategic response to external factors. <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"> • fully explaining the strategic response to external factors with an awareness of impact, including relevant business knowledge and evidence to support explanations • including a Māori business concept(s) where relevant to the strategic response to external factors, to support explanations. <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"> • evaluating the strategic response to external factors • integrating relevant business knowledge and examples to fully support explanations • integrating a Māori business concept(s) where relevant to the strategic response to external factors, 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: 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 |

| 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.

| Part | Sample Evidence |
|--------|---|
| (a) | <p>Evaluate a strategic response that a business has implemented, or could implement, to ensure that cultural intelligence is demonstrated through its human resource strategy.</p> <p>(i) <i>State the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe).</i> A human resource strategic response that <i>GlobalDairy Solutions</i> has implemented is the development of a cultural intelligence training programme (Stated). This is a suitable strategic response, as the training programme will be conducted over an extended timeframe and the effects of this decision are likely to be felt for a long time. It involves significant financial resources, and therefore requires a decision by senior management (Explained).</p> <p>(ii) <i>Explain ONE positive impact of the strategic response.</i> A positive impact of this is that all staff are able to build better relationships with their colleagues, local suppliers, and customers (Stated), because there should be fewer cultural misunderstandings. This will reduce the amount of tension in the workplace and result in fewer disruptions to day-to-day activities (Explained). As a result, productivity should increase and staff turnover should drop, as staff feel valued because their culture is recognised within the business (Fully explained).</p> <p>(iii) <i>Explain ONE negative impact of the strategic response.</i> A negative impact would be the financial cost and time required for the training (Stated). The staff would be away from their normal work during training sessions, which might reduce productivity (Explained). This, along with the cost of developing the cultural training programme, may have a negative impact on overall costs, and therefore on the profitability of <i>GlobalDairy Solutions</i> (Fully explained).</p> <p>(iv) <i>Provide a justified conclusion, including any new information, as to the likely success of the strategic response.</i> The development of a cultural intelligence programme would likely be successful in improving the cultural awareness of all staff. The benefits of the training would probably outweigh the costs, as the increase in productivity and reduction in staff turnover from unhappy workers would outweigh the cost of the training programme. Also, with a greater understanding of a variety of cultures, the staff would probably find increased satisfaction in their work, as they would understand the actions taken by the staff, suppliers, and customers they interact with. This would give them a greater sense of belonging at <i>GlobalDairy Solutions</i> and a willingness to stay, thus improving staff loyalty (Evaluated).</p> |
| (b)(i) | <p><i>Explain one opportunity that the business may receive from operating overseas.</i> One opportunity that <i>Fonterra</i> gains from operating overseas is that they are closer to their key markets (Stated). This means that <i>Fonterra</i> will have a shorter distance to transport their products to these markets, which will result in lower transport costs, reducing their cost of production (Explained).</p> <p>(ii) <i>Explain how this opportunity could negatively impact the economic sustainability of the business.</i> Operating in international markets could also negatively impact <i>Fonterra</i>, as they may not be as familiar with the business norms of the host country (Stated). This means that it can be easier to make mistakes and offend people in the host country (Explained), which could damage the brand image, reducing revenue and market share (Fully explained).</p> |

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|--|--|
| <p>(c)(i)</p> <p>(ii)</p> | <p><i>Explain how changes in technology can improve the supply chain of the business.</i></p> <p>By using technology to track the supply chain of their business, <i>GlobalDairy Solutions</i> are able to ensure that all their partner businesses are supporting the values of sustainability and ethical practice that they hold (Stated). There will be accountability for all the supply chain partners to ensure that they continually meet these values (Explained), which can be part of <i>GlobalDairy Solutions</i>' marketing strategy.</p> <p><i>Explain how the use of new technology could affect the market share of the business.</i></p> <p>The use of this technology will improve the brand reputation of <i>GlobalDairy Solutions</i> by confirming them as a sustainable and ethical business (Stated). This marketing strategy will attract ethical customers who can trust where the ingredients have come from (Explained). This will differentiate the business from their competitors, helping them increase their market share (Fully explained).</p> |
| <p>(d)</p> <p>(i)</p> <p>(ii)</p> <p>(iii)</p> <p>(iv)</p> | <p>Evaluate a strategic response that the business has implemented, or could implement, to address societal expectations of environmental sustainability.</p> <p><i>State the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe).</i></p> <p>A strategic response that <i>GlobalDairy Solutions</i> has implemented is their zero-waste programme (Stated). This would be a suitable strategic response, as the zero-waste programme will be carried out over a long period of time. It would also involve significant financial resources to implement across the organisation (Explained).</p> <p><i>Explain ONE positive impact of the strategic response.</i></p> <p>One positive impact of the zero-waste program is the strong community relationship developed through working with environmental groups (Stated). Members of these groups will value their relationship with <i>GlobalDairy Solutions</i> and be more likely to recommend the business to their network through word-of-mouth advertising (Explained), increasing the brand awareness of <i>GlobalDairy Solutions</i> within the community (Fully explained).</p> <p><i>Explain ONE negative impact of the strategic response.</i></p> <p>One negative impact is the increased costs of developing and maintaining the zero-waste programme (Stated). Not only will there be large investment costs, but <i>GlobalDairy Solutions</i> will need to spend significant time and resources on ensuring that they meet the strict environmental regulations and stay ahead of competitors (Explained), leaving fewer resources for developing their main business of producing dairy products (Fully explained).</p> <p><i>Provide a justified conclusion, including any new information, as to the likely success of the strategic response.</i></p> <p>The development of the zero-waste programme would likely be successful in meeting society's expectations of environmental sustainability. The benefits of partnering with the local community will outweigh the additional costs of developing and maintaining the programme, due to the increased brand awareness. <i>GlobalDairy Solutions</i> would need to ensure that they continually communicate the zero-waste programme's impact and progress, to maintain community support for long-term sustainability (Evaluated).</p> |

Evidence

| Achievement | Achievement with Merit | Achievement with Excellence |
|--|--|--|
| <p>Explains:</p> <ul style="list-style-type: none"> • a strategic response that the business has implemented, or could implement, to ensure cultural intelligence is demonstrated through its human resource strategy • one positive impact of the strategic response • one negative impact of the strategic response • one opportunity that the business may receive from operating overseas • how this opportunity could negatively impact the economic sustainability of the business • how changes in technology can improve the supply chain of the business • how the use of new technology could affect the market share of the business • a strategic response that the business has implemented, or could implement, to address societal expectations of environmental sustainability • one positive impact of the strategic response • one negative impact of the strategic response. <p>Note: 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 positive impact of the strategic response • one negative impact of the strategic response • how this opportunity could negatively impact the economic sustainability of the business • how the use of new technology could affect the market share of the business • one positive impact of the strategic response • one negative impact of the strategic response. <p>Note: Answers will typically include relevant examples, business knowledge, and / or Māori business concept(s) to support explanations.</p> | <p>Evaluates:</p> <ul style="list-style-type: none"> • the likely success of a strategic response that a business has implemented, or could implement, to ensure that cultural intelligence is demonstrated through its human resource strategy <i>AND</i> • the likely success of a strategic response that a business has implemented, or could implement, to address societal expectations of environmental sustainability. <p>Note: Answers will typically integrate relevant examples, business knowledge, and / or Māori business concept(s) to support explanations.</p> |