

Assessment Schedule – 2025

Business Studies: Apply business knowledge to address a complex problem(s) in a given global business context (91381)

Assessment Criteria

Achievement	Achievement with Merit	Achievement with Excellence
<p><i>Applying business knowledge</i> involves:</p> <ul style="list-style-type: none"> explaining the cause(s) and effect(s) of the complex problem(s) using business knowledge to explain a range of possible solutions stating relevant evidence stating a Māori business concept(s) where relevant to the complex problem(s). <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>Applying in-depth business knowledge</i> involves:</p> <ul style="list-style-type: none"> fully explaining the cause(s) and effect(s) of the complex problem(s) applying relevant business knowledge to fully explain how relevant solutions would address the problems, with an awareness of impact including relevant evidence to support explanations including a Māori business concept(s) where relevant to the complex 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 business knowledge</i> involves:</p> <ul style="list-style-type: none"> evaluating potential solutions to the complex problem(s) justifying a recommended solution(s) integrating relevant business knowledge to fully support explanations integrating detailed and relevant evidence to support explanations integrating a Māori business concept(s) where relevant to the complex 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.

Cut Scores

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

Evidence

Part	Sample Evidence
(a)(i)	<p><i>Explain one possible reason for sales of Hardibox's products being lower than expected in Belgium.</i></p> <p>One possible reason is that households in Belgium can no longer afford to purchase them (Stated). As food prices increased by 27% from October 2021 to 2024, Belgian households were having to spend a greater proportion of their income on food, leaving less income available to spend on other items such as <i>Hardibox's</i> storage solutions (Explained).</p>
(ii)	<p><i>Explain the effect the lower-than-expected sales in Belgium may have on Hardibox's profit.</i></p> <p>The lower-than-expected sales in Belgium may have a negative impact on <i>Hardibox's</i> profit (Stated). When budgets were prepared prior to the launch into Belgium, <i>Hardibox</i> would have had certain expectations regarding sales and costs. Costs such as freight and marketing will have been planned on the assumption that the expected sales would cover these (Explained). With costs being as expected but sales revenue being lower than expected, profits for <i>Hardibox</i> are likely to be lower than originally budgeted (Fully explained).</p>
(b)(i)	<p><i>Explain one possible reason for Hardibox's products not being replaced as quickly as necessary.</i></p> <p>One possible cause is the congestion at the ports (Stated). <i>Hardibox</i> relies on efficiency at both the Auckland and Hamburg ports to have their products available in Europe for the stores that require them. When there is congestion at the ports, with too many ships wanting to dock and not enough space for them, there will be delays in <i>Hardibox's</i> products arriving in Berlin to then distribute to the European stores requiring them. The result will be products not being available to replace those that have been sold (Explained).</p>
(ii)	<p><i>Explain the effect that the unavailability of products may have on Hardibox's market share.</i></p> <p>The unavailability of products when consumers want to buy them is likely to decrease <i>Hardibox's</i> market share (Stated). When consumers go to buy <i>Hardibox's</i> storage products and find them to be out of stock, they will instead purchase the product of a competing firm, as they are unlikely to want to wait for the <i>Hardibox</i> product to arrive (Explained). If the unavailability of product becomes a regular occurrence, the reputation of <i>Hardibox</i> will be damaged and consumers are likely to move away from <i>Hardibox</i> to one of its competitors permanently. This will further reduce sales for <i>Hardibox</i> and its market share for plastic storage containers (Fully explained).</p>

<p>(c)(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Explain one advantage to Hardibox of moving their distribution warehouse to Rotterdam.</i></p> <p>One advantage is that it will be quicker and / or cheaper for them to transport their products to their well-established markets in Western Europe (Stated). Rotterdam is approximately 600 km closer to London and Paris, both of which are well-established markets for <i>Hardibox</i>. This will make the movement of stock to them quicker and will help to ensure that stock is always on the shelves when consumers want it (Explained). It will also reduce the cost of transporting stock to France and the United Kingdom. With the port of Rotterdam being just 3 km away from the warehouse and the road distance significantly shorter than that from Berlin to France and the United Kingdom, the cost of road freight will decrease significantly. With more efficient movement of stock, sales may increase. This increase in sales and the decrease in cost of freight will increase profits for <i>Hardibox</i> (Fully explained).</p> <p><i>Explain one disadvantage to Hardibox of moving their distribution warehouse to Rotterdam.</i></p> <p>One disadvantage to <i>Hardibox</i> of moving its distribution warehouse to Rotterdam is that they would have to pay a higher lease cost for their warehouse (Stated). Being the world's largest seaport outside of East Asia means there is greater demand for warehouse space, and this would result in <i>Hardibox</i> having to pay \$2,400 more in lease costs per month. This would be an increased cost to <i>Hardibox</i> of \$28,800 per year (Explained). This increased cost would not guarantee any increase in sales of <i>Hardibox</i> products, which may result in reduced profits (Fully explained).</p> <p><i>Would you recommend that Hardibox move their distribution warehouse to Rotterdam? Justify your recommendation, including any new information.</i></p> <p><i>Hardibox</i> should move its distribution warehouse to Rotterdam. While the warehouse lease of \$28,800 per year would be a significant cost increase, it should be outweighed by the improved efficiency of stock movement within the established markets in Western Europe. This would improve sales, and reduce the cost of road transport from the warehouse to the stockists in these countries. Overall, the profitability of <i>Hardibox</i> would increase.</p> <p>In addition, having their warehouse located just 3 km from the port would significantly reduce the time and cost of transport from the ship to the warehouse. In Berlin, the warehouse is 300 km from the port, which adds another day's transport. This would be eliminated by having the warehouse in Rotterdam, further increasing profits for <i>Hardibox</i> (Justified).</p> <p>Note: <i>A recommendation for keeping the distribution warehouse in Berlin is acceptable if suitably justified.</i></p>
<p>(d)(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Explain one benefit to Hardibox of purchasing Machine A.</i></p> <p>Purchasing Machine A would reduce the impact <i>Hardibox</i> has on the environment (Stated). Machine A is an electric injection moulding machine, which is a lot more energy efficient than Machine B – a hydraulic injection moulding machine. Machine A consumes just 0.75 kilowatts per hour, compared to Machine B, which consumes 2.25 kilowatts per hour, meaning that Machine A will have a much lower impact on the environment (Explained). <i>Hardibox</i> has indicated that they are wanting to lessen their impact on the natural environment to meet consumer expectations in this regard. Purchasing Machine A would enable <i>Hardibox</i> to more easily attain their environmental sustainability goals (Fully explained).</p> <p><i>Explain one benefit to Hardibox of purchasing Machine B.</i></p> <p>The purchase price of Machine B is lower than that for Machine A, which would reduce the capital cost to <i>Hardibox</i> (Stated). Machine B has a purchase price of \$39,000 compared to \$52,000 for Machine A. The \$13,000 difference in price would be a significant cost saving for <i>Hardibox</i> (Explained). A further saving would be made on the staff training cost, as this is \$9,000 less than for Machine A. These savings could be used for other capital expenditure (Fully explained).</p> <p><i>Which of the two injection moulding machine options would you recommend for Hardibox? Justify your recommendation, including any new information.</i></p> <p><i>Hardibox</i> should purchase Machine A. While the combined cost savings of \$22,000 achieved through the purchase of Machine B are significant, the increase in sales that could be achieved by consumers becoming aware of the more environmentally sustainable methods of production used by <i>Hardibox</i> would likely surpass this amount. This would lead to the increase in sales and market share that <i>Hardibox</i> is hoping to achieve.</p> <p>In addition, Machine A has a much higher production rate than Machine B. Machine A is able to produce 140 lunchboxes per hour, while Machine B can only produce 95 per hour. The extra 45 lunch boxes produced each hour will help to improve the efficiency of stock availability, and will also help to ensure that consumer demand is consistently met (Justified). Note: <i>A recommendation for Machine B is acceptable if suitably justified.</i></p>

Evidence

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> • one possible reason for the sale of <i>Hardibox's</i> products being lower than expected in Belgium • the effect that the lower-than-expected sales in Belgium may have on <i>Hardibox's</i> profit • one possible reason for <i>Hardibox's</i> products not being replaced as quickly as necessary • the effect that the unavailability of products may have on <i>Hardibox's</i> market share • one advantage to <i>Hardibox</i> of moving its distribution warehouse to Rotterdam • one disadvantage to <i>Hardibox</i> of moving its distribution warehouse to Rotterdam • one benefit to <i>Hardibox</i> of purchasing Machine A (injection moulding machine) • one benefit to <i>Hardibox</i> of purchasing Machine B (injection moulding machine). <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"> • the effect that the lower-than-expected sales in Belgium may have on <i>Hardibox's</i> profit • the effect that the unavailability of products may have on <i>Hardibox's</i> market share • one advantage to <i>Hardibox</i> of moving its distribution warehouse to Rotterdam • one disadvantage to <i>Hardibox</i> of moving its distribution warehouse to Rotterdam • one benefit to <i>Hardibox</i> of purchasing Machine A (injection moulding machine) • one benefit to <i>Hardibox</i> of purchasing Machine B (injection moulding machine). <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 best location for <i>Hardibox's</i> distribution warehouse <p><i>AND</i></p> <ul style="list-style-type: none"> • the best choice of injection moulding machine for <i>Hardibox</i>. <p>Note: 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 Excellence points covered.

N0 = No response; no relevant evidence.