

Title	Explain the use of tikanga in Māori incorporated entities		
Level	4	Credits	10

Purpose	People credited with this unit standard are able to explain: the use of tikanga in relation to Māori incorporated entities; key Māori roles and functions in Māori incorporated entities, and the tikanga required; and how tikanga can be used in interpersonal communication situations.
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Classification	Māori Business and Management > Māori Management - Generic
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Available grade	Achieved
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Guidance Information

1 Definitions

Tikanga are cultural practices or protocols exercised by Māori in their daily lives. These practices or protocols reflect the concepts upon which they are based and provide guidelines for appropriate behaviour in Māori society. For the purpose of this unit standard, tikanga are the identified practices or protocols of any Māori incorporated entity.

Karakia are prayers or ritual prose, which are recited in most situations where kawa or tikanga are used. Karakia are integral to most formal proceedings as they provide the spiritual basis.

Manaakitanga or providing hospitality is a fundamental practice which has a range of applications. An associated aspect is the concept of tiaki or caring for others.

Mana, and the particular aspects referred to are respect and status of individuals. Respect for others, and therefore their mana, is very important.

Māori incorporated entities (MIE) are organisations whose kaupapa are whānau, hapū, iwi, and/or hāpori Māori-based. What distinguishes an MIE from a non-Māori incorporated entity is that the MIE will be Māori owned and fully or substantially controlled by Māori, and predominantly staffed by Māori. There will be an emphasis on Māori wanting to preserve and sustain (and, in some cases, adapt) uniquely Māori concepts, values and priorities to their business structures. Part of its kaupapa may be to support particular outcomes for Māori. Therefore, the definition of what is an MIE is not limited to just Māori ownership. It extends to include Māori leadership, management and employees. Modern-day examples include, but are not limited to: iwi/hapū/whānau/marae trusts, service providers (hauora and/or social services), Māori charitable trusts, Ahu Whenua Trusts, Crown Forest Rental Trust, Asset Holding Companies, post-settlement governance entities, iwi authorities, District Māori Councils, Māori Wardens, Māori Women's Welfare League, New Zealand Māori Council, rūnanga, iwi committees, trust boards, urban Māori authorities, incorporated partnerships.

Māori management situations refer to management situations involving Māori staff or clients. Situations may occur around the management of – personnel issues, staff issues, policy and/or procedure issues, management and board relationships, internal and external relationships, stakeholder relationships.

- 2 A range of communication skills may be brought to bear when interacting with Māori. These include – reading and using non-verbal communication, appropriate use of te reo Māori, appropriate use of tikanga and kawa, appropriate use of humour, understanding of group dynamics.
- 3 Resource support includes:
 Barlow, C., (2001). *Tikanga Whakaaro: Key Concepts in Māori Culture*. (Auckland: Oxford University Press).
 Kāretu, T., (1978). “Kawa in Crisis” in *Tihe Mauri Ora: Aspects of Māoritanga*, edited by Michael King, 67-79. (Auckland: Methuen).
 Mead, H. M., (2003). *Tikanga Māori: Living by Māori Values*. (Wellington: Huia).
 Metge, J., (1986). *In and Out of Touch: Whakamaa in Cross-Cultural Context*. (Wellington: Victoria University Press).
 Tauroa, H., (1984). *Māoritanga in Practice*. (Auckland: Office of the Race Relations Conciliator).

Outcomes and performance criteria

Outcome 1

Explain the use of tikanga and kawa in relation to Māori incorporated entities.

Performance criteria

- 1.1 Recognition of tikanga and kawa is explained in terms of the local iwi and/or hapū.
- 1.2 The provisions for tikanga and kawa are explained in terms of their influence on management situations.

 Range includes – formal and informal management situations.
- 1.3 The use of tikanga and kawa are explained within a range of management situations.

 Range formal and informal management situations; management situations may include but are not limited to – pōwhiri to new staff, poroaki to outgoing staff, internal communications, external communications, attendance by staff at hui Māori, staff training and development.

Outcome 2

Explain key Māori roles and functions in Māori incorporated entities, and the tikanga and kawa required.

Range formal and informal Māori roles and functions.

Performance criteria

2.1 Key roles and functions are explained in terms of people designated to fulfil those key roles and functions within the organisation.

Range key roles and functions may include but are not limited to – designated speakers, female role in greeting, designated spiritual leader, organiser, coordinator, manager, support staff, staff; evidence of four is required.

2.2 Key roles and functions are explained in terms of required practise of tikanga and kawa.

Outcome 3

Explain how tikanga and kawa can be used in interpersonal communication situations.

Range situations may include but are not limited to – greeting staff; formal staff interactions; informal staff interactions; staff interactions; interactions with clients, customers, shareholders; evidence of three situations is required.

Performance criteria

3.1 Tikanga and kawa are explained in terms of how they are practised in relation to each situation.

3.2 Specific practices and their use in relation to each situation are identified.

Range practices may include but are not limited to – hongī, recognition of an individual's whakapapa, whakawhanaunga, appropriate use of humour.

Planned review date	31 December 2026
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	21 May 1997	31 December 2012
Revision	2	16 January 2001	31 December 2012
Review	3	25 October 2002	31 December 2012
Review	4	9 December 2010	31 December 2017
Rollover and Revision	5	20 August 2015	31 December 2019
Review	6	20 April 2017	31 December 2023
Review	7	25 March 2021	N/A

Consent and Moderation Requirements (CMR) reference

0113

This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Comments on this unit standard

Please contact NZQA Māori Qualifications Services mqs@nzqa.govt.nz if you wish to suggest changes to the content of this unit standard.