

Title	Explain how selected Māori concepts contribute to the management of Māori incorporated entities		
Level	4	Credits	10

Purpose	People credited with this unit standard are able to explain how manaakitanga, the tuakana-teina concept, mana tangata, whanaungatanga, and wairuatanga, contribute to the management of Māori incorporated entities.
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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 This unit standard has specific application for dealing with Māori staff and managers but also has generic application.
- 2 Māori concepts in this unit standard refer to tikanga and kawa within whanaungatanga, manaakitanga, and wairuatanga. It is encouraged that explanations of Māori concepts and their interpretations be related to the local iwi and/or hapū interpretation, and should be developed by way of consultation with them. Different Māori concepts used in this unit standard are appropriate for different situations as specified in the range statements.
- 3 Definitions
Māori incorporated entities are organisations whose kaupapa are whānau, hapū, iwi, and/or hāpori Māori-based. Modern-day examples include: Ahu Whenua Trusts, Crown Forest Rental Trust, Asset Holding Companies, Post-settlement Governance Entities, Iwi Authorities, Māori Council, Māori Wardens, Māori Women's Welfare League, Marae Trusts, NZ Māori Council, Rūnanga, Tribal committees, Trust Boards, Urban Māori Authorities, Whānau Trusts, 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.
Kaimahi refers to personnel or staff.
Mana tangata refers to human resources.
Takahi mana means belittle, demean, deride, put down.
Whakamā means ashamed.
Whakaiti means lower oneself in a humble way.
Pūhaehae means jealousy.
Whakawetiweti means bullying.
Hawene means harassment.

Resources refer to equipment and tools, and may include such things as vehicles, cell phones, laptops, stationery, internet access, and email.

- 4 Resource support includes:
Barlow, C., (2001). *Tikanga Whakaaro: Key Concepts in Māori Culture*. (Auckland: Oxford University Press).
Kāretu, T., (1978). "Kawa in Crisis" in *Tihei Mauri Ora; Aspects of Māoritanga*, edited by Michael King, 67-79. (Auckland: Methuen).
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).
- 5 Recommended skills and knowledge: Unit 10667, *Explain the use of tikanga in Māori incorporated entities*.

Outcomes and performance criteria

Outcome 1

Explain how manaakitanga contributes to the management of Māori incorporated entities.

Performance criteria

- 1.1 The day-to-day manaaki of kaimahi is identified and explained in terms of workplace morale and worker loyalty.
- Range may include but is not limited to – holiday and leave provisions (sick, tangihanga, parental, study), health and safety provisions, remuneration, hours of work; evidence of two is required.
- 1.2 The inclusion of manaakitanga in policies and procedures for selected Māori management situations is explained in terms of personnel development.
- Range tenure agreements, dispute resolution, professional development.
- 1.3 Manaaki manuhiri is explained in terms of procedures within an organisation.
- Range may include but is not limited to – new staff, pōwhiri, whakatau, visitors; evidence of two is required.

Outcome 2

Explain how the tuakana-teina concept contributes to the management of Māori incorporated entities.

Performance criteria

- 2.1 Tuakana-teina concept is explained in terms of the mentoring and supervision of kaimahi.

- 2.2 Tuakana-teina is explained in relation to kaimahi who are related to each other.
- 2.3 Strategies that utilise tuakana-teina concepts are identified and explained in terms of organisational policies and procedures for mana tangata management.
- Range strategies may include but are not limited to – recognising tuakana and teina relationships amongst staff, ensuring staff members are teamed up with another staff member, mentoring, buddy system; evidence of two strategies is required.

Outcome 3

Explain how mana tangata contributes to the management of Māori incorporated entities.

Performance criteria

- 3.1 Mana tangata is explained in terms of respect and dignity for kaimahi and whānau within the Māori organisations.
- Range may include but is not limited to – takahi mana, whakamā, whakaiti, pūhaehae, hawene, whakawetiweti; evidence of two is required.
- 3.2 Mana tangata is explained in terms of its inclusion in organisational policies and procedures.
- Range special leave, communications, use of resources.

Outcome 4

Explain how whanaungatanga contributes to the management of Māori incorporated entities.

Performance criteria

- 4.1 The importance of knowing the connections and background of kaimahi is explained in terms of mana tangata.
- 4.2 The benefits kaimahi place on working in groups is explained in terms of mana tangata, work morale and productivity.
- Range may include but is not limited to – kaimahi development, group and/or team building, social and/or out of work activities, mentoring; evidence of two is required.

Outcome 5

Explain how wairuatanga contributes to the management of Māori incorporated entities.

Performance criteria

- 5.1 Practice of wairuatanga within the organisation is identified and explained in terms of management and staff interaction.

Range may include but is not limited to – waiata, karakia, mihimihi, pōwhiri, whakatau; evidence of two is required.

- 5.2 Wairuatanga in management situations is identified and explained in accordance with workplace practice.

Range evidence of two is required.

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	N/A
Rollover	7	24 March 2022	N/A
Rollover	8	15 December 2022	N/A

Consent and Moderation Requirements (CMR) reference	0113
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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.