

**Assessment Schedule – 2021****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
<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.	<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.	<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.

**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.

Part	Sample Evidence
(a)	<i>Implementation of an innovative culture to develop new products</i>
(i)	<i>Pack Robotics</i> will develop more innovative ideas for products and processes, for example developing a new robotic method for industrial use such as assembly (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). The impact of this is that customers will see <i>Pack Robotics</i> as an innovative company, because it has an evolving range of innovative products. As a result, customers will want to buy goods and services from <i>Pack Robotics</i> , so its market share and profits will increase in the long term (Fully explained).
(ii)	Productivity among <i>Pack Robotics</i> staff may fall (Stated). This is because outputs could decrease if staff are using some of their time at work experimenting on the development of innovative ideas instead of working on their usual tasks (Explained). The impact of productivity falling is that there would be fewer machines available for sale and, as a result, profits for <i>Pack Robotics</i> would decrease in the short term (Fully explained).
(iii)	An innovative culture is important for <i>Pack Robotics</i> . This is because innovations, such as new robotics for industrial use, will generate a large enough increase in profits to offset the fall in productivity and profits caused by staff not working on their usual tasks for some of their usual working week. This is especially true given that the new robotics will attract new customers, as they could be targeting different industrial activities and diversifying their product range.  In addition, potential employees will be impressed with the fact that <i>Pack Robotics</i> values innovation enough to allow staff to spend some of their time experimenting with new products and processes. As a result, potential employees who are innovative will want to work at <i>Pack Robotics</i> , because they know they will be encouraged to experiment and that failures will be tolerated. More innovative staff will lead to more innovations and development of new products at <i>Pack Robotics</i> , leading to a potentially more sustainable and profitable company.

<p>(b)</p> <p>(i)</p> <p>(ii)</p>	<p><i>Quality assurance</i></p> <p><i>Kathmandu</i> would implement a quality assurance system by ensuring the use of agreed quality standards at all stages of the production process of its products, such as their insulated jackets (Stated). All employees would be responsible for ensuring the production of the insulated jackets is of high quality, which would help to ensure that defects in the jackets are prevented, as any error would be identified as it occurred (Explained).</p> <p>With a quality assurance system in place, <i>Kathmandu's</i> profitability is likely to improve, as there will be higher customer satisfaction and loyalty (Explained). As <i>Kathmandu</i> customers should now regularly receive insulated jackets that are consistently of a high quality, they are likely to recommend the brand to others. With a higher level of returning and new customers as a result of referrals, revenues and market share can be expected to increase for <i>Kathmandu</i>, and consequently, profit (Fully explained).</p>
<p>(c)</p> <p>(i)</p> <p>(ii)</p>	<p><i>Demonstrating kaitiakitanga</i></p> <p><i>Pack Robotics'</i> use of practices that reflect the principles of kaitiakitanga are likely to improve its brand in the marketplace (Stated). This is because <i>Pack Robotics</i> will be perceived, through its desire to investigate alternatives to plastic, as a business that values the preservation and improvement of the natural environment as highly as it does the attainment of profits (Explained).</p> <p>The likely impact of <i>Pack Robotics</i> demonstrating the principles of kaitiakitanga is that its revenues will increase, as it will gain customers from competitors (Explained). Consumers are now more aware of the environmental impact businesses have, and will move away from firms that continue to use large quantities of plastic in their production process that cause harm to animal species. They will instead purchase from <i>Pack Robotics</i>, which is showing it is working to reduce its impact on the environment. This increase in customers will increase revenue / sales for <i>Pack Robotics</i> (Fully explained).</p>
<p>(d)</p> <p>(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Change management</i></p> <p>An inclusive change management strategy at <i>Pack Robotics</i> would lead to a better and more efficient transition to a quality assurance system. This is because the workers understand the production process for creating robotic industrial solutions, such as the robotic stretch wrappers, as this is their job and they are highly qualified and very experienced. They are specialists in this process and so could contribute best to how the changes should be carried out (Explained). The impact of this is that changes would be made more quickly, and there would be less wastage of resources. This would reduce costs for <i>Pack Robotics</i> (Fully explained).</p> <p>Using an inclusive change management strategy requires regular meetings with workers, so they can be included in the decision-making process. As a result of these meetings, costs of production may increase for <i>Pack Robotics</i>. This is because workers would need to be paid to attend such meetings, if they are held outside their normal working hours in addition to the completion of their usual tasks (Explained). Additional costs will mean that the profit margins on the products sold will decrease. If the prices charged to customers are increased to maintain previous profit margins, <i>Pack Robotics</i> may lose sales to competitors if their prices for comparable products are lower. The impact of this is that <i>Pack Robotics'</i> profits will fall (Fully explained).</p> <p><i>Pack Robotics</i> should use the inclusive change management approach, because the benefits of consulting those working inside the production process for the robotic industrial solutions, who will know the best ways to implement the changes required in a quality assurance system, will outweigh the short-term disadvantage of higher costs associated with regular meetings with workers. The extra costs should be short-lived, because the transition will be more efficient with the cooperation of these workers.</p> <p>Another reason for using an inclusive approach is that by involving the employees in the change process, they will feel their input is valued by management. The impact of this is that other specialised workers in the robotics field may want to work for <i>Pack Robotics</i>, because it would be viewed as an innovative employer. <i>Pack Robotics</i> would then be better able to keep its highly qualified and experienced workforce, as it would be seen as an employer of choice. This, in turn, would improve its competitiveness in the marketplace.</p>

**Evidence**

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> <li>• ONE benefit of an innovative culture to the business or a stakeholder</li> <li>• ONE cost of an innovative culture to the business or a stakeholder</li> <li>• how a business will implement a quality assurance system</li> <li>• the impact on profitability of implementing a quality assurance system</li> <li>• how demonstrating kaitiakitanga might affect a brand</li> <li>• the impact on future revenues of demonstrating kaitiakitanga</li> <li>• ONE positive effect of using an inclusive change management approach</li> <li>• ONE negative effect of using an inclusive change management approach.</li> </ul> <p>(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 of an innovative culture and the impact on the business or a stakeholder</li> <li>• ONE cost of an innovative culture and the impact on the business or a stakeholder</li> <li>• the impact on profitability of implementing a quality assurance system</li> <li>• the impact on future revenues of demonstrating kaitiakitanga</li> <li>• ONE positive effect of using an inclusive change management approach</li> <li>• ONE negative effect of using an inclusive change management approach.</li> </ul> <p>(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 likeliness of an innovative culture resulting in the development of successful new products</li> <li>• the likely effectiveness of using an inclusive change management approach.</li> </ul> <p>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 points covered.

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

**Cut Scores**

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