

Assessment Schedule – 2022**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>Quality management</i>
(i)	A positive effect of <i>Kirīmi Pai</i> choosing Quality Circles is that better solutions would be identified to solve quality issues (Stated). This is because the ideas would be generated by selected staff working in the production process, i.e. those involved in the ice cream-making process who have best expertise and understand how the different ingredients react (Explained). The effect of this would be that solutions are more likely to be successful, leading to an improvement in brand reputation among <i>Kirīmi Pai</i> ’s customers. As a result, customer loyalty and sales for <i>Kirīmi Pai</i> would rise (Fully explained).
(ii)	A negative effect of <i>Kirīmi Pai</i> choosing Quality Circles is that not all staff members can comment at Quality Circles meetings (Stated). This is because the Quality Circles method involves selected employees, and those left out may feel that their opinions do not matter (Explained). The impact of this is that staff may not be motivated to work to their full potential, or may cause some conflict between staff selected and excluded from the Quality Circle, which could render the Quality Circles teams at <i>Kirīmi Pai</i> less effective, and potentially a waste of time (Fully explained).
(iii)	<i>Kirīmi Pai</i> should use Quality Circles, as the benefit of experienced staff solving quality issues on their own is that better solutions will be identified by staff most experienced in the production process. The benefits of this are likely to outweigh the risk that some staff members may not be able to speak in Quality Circles groups. Also, staff would feel more motivated and valued by managers at <i>Kirīmi Pai</i> if solutions around quality have come from the staff themselves.

<p>(b)</p> <p>(i)</p> <p>(ii)</p>	<p><i>Application of values derived from tikanga</i></p> <p><i>Kirīmi Pai's</i> application of values derived from tikanga to guide their interactions with all stakeholders is likely to positively affect <i>Kirīmi Pai's</i> employees (Stated). This is because employees would have a clear understanding of accepted behaviours within the business, which would provide them with a greater sense of belonging and well-being (Explained).</p> <p>The likely impact of applying values derived from tikanga is greater retention of staff, as employees feel a closer connection to <i>Kirīmi Pai</i> (Explained). When there is a strong link between the personal values of employees and those of the business, employees usually have a stronger commitment to the business and are more inclined to remain there, rather than moving to an alternative workplace which may not operate under a clear set of values. This should help <i>Kirīmi Pai</i> achieve its goal of retaining 95% of its workforce annually (Fully explained).</p>
<p>(c)</p> <p>(i)</p> <p>(ii)</p> <p>(iii)</p>	<p><i>Intellectual property rights</i></p> <p>Named business: <i>icebreaker</i></p> <p>A trade mark would give <i>icebreaker</i> the exclusive right to use their trademarked name and logo throughout New Zealand to promote their merino clothing (Stated). This would give <i>icebreaker</i> legal protection to deter other clothing manufacturers from trying to imitate their brand (Explained). This would allow <i>icebreaker</i> to protect and grow their market share and revenue in the clothing market, as customers would associate the <i>icebreaker</i> name and logo with their merino clothing only (Fully explained).</p> <p>Applying for trade marks would require at least one employee at <i>icebreaker</i> to complete extra tasks in addition to their normal workload (Stated). This is because the employee(s) would need to spend time searching existing trade marks and working through the trade mark application process, in addition to their usual work tasks, such as responding to customer queries, paying employees, or undertaking marketing activities (Explained). This could reduce their productivity and increase their stress levels as they attempt to complete unfamiliar work relating to the trade mark (Fully explained).</p> <p>A trade mark would be likely to provide effective protection for <i>icebreaker's</i> intellectual property. The maintenance and growth of market share and revenue resulting from the trade mark protection would more than offset any fall in employee productivity during the trade mark application period. This is because trade mark protection is ongoing for a term of 10 years, and the benefits of increased market share and revenue over that time would greatly exceed the possible short-term impact of reduced employee productivity, which would probably be limited to a few weeks. In addition, the trade mark cost of \$100 per class is a minor cost for a large corporation such as <i>icebreaker</i> and is insignificant in comparison to the loss of revenue which could occur if a competitor was able to copy and use its name and logo.</p>
<p>(d)</p> <p>(i)</p> <p>(ii)</p>	<p><i>Change management</i></p> <p>Individual employees react differently when changes are suggested; some will react with fear while others may react with enthusiasm (Stated). A change management process would provide a smooth transition from the existing state to a new one, which would help to minimise resistance by <i>Kirīmi Pai's</i> employees to the changes being implemented. This in turn, would help ensure that changes are successfully implemented by <i>Kirīmi Pai's</i> employees (Explained).</p> <p>When a change management process is used, the changes, such as the creation of new products, are more likely to be successfully implemented and this will result in <i>Kirīmi Pai</i> being able to grow its market share (Explained). With employees being supported and involved in the change process, <i>Kirīmi Pai</i> will be able to develop and expand its product offerings that will appeal to a wider market of consumers. These new products will encourage new customers to move away from competing firms to <i>Kirīmi Pai</i>, increasing its market share (Fully explained).</p>

Evidence

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> one positive effect of a quality management strategy on the business one negative effect of a quality management strategy on the business how the application of values derived from tikanga may affect employees the impact on the retention of employees if the business applies values derived from tikanga one benefit to the business of owning an intellectual property right one cost to the business of owning an intellectual property right the need to use a change management process one possible consequence for the market share of a business of implementing a change management process. <p>(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 effect of a quality management strategy and the impact on the business one negative effect of a quality management strategy and the impact on the business the impact on the retention of employees if the business applies values derived from tikanga one benefit to the business of owning an intellectual property right one cost to the business of owning an intellectual property right one possible consequence for the market share of a business of implementing a change management process. <p>(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 likelihood of a quality management strategy resulting in the production of a high-quality product the likelihood of an intellectual property right successfully protecting the intellectual property. <p>(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 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