

91380



Level 3 Business Studies, 2013

91380 Demonstrate understanding of strategic response to external factors by a business that operates in a global context

9.30 am Monday 25 November 2013 Credits: Four

Achievement	Achievement with Merit	Achievement with Excellence		
Demonstrate understanding of strategic	Demonstrate in-depth understanding of	Demonstrate comprehensive		
response to external factors by a	strategic response to external factors	understanding of strategic response		
business that operates in a global	by a business that operates in a global	to external factors by a business that		
context.	context.	operates in a global context.		

Check that the National Student Number (NSN) on your admission slip is the same as the number at the top of this page.

You should attempt ALL the questions in this booklet.

Refer to relevant business knowledge and/or Māori business concepts in your answers.

If you need more room for any answer, use the extra space provided at the back of this booklet.

Check that this booklet has pages 2–15 in the correct order and that none of these pages is blank.

YOU MUST HAND THIS BOOKLET TO THE SUPERVISOR AT THE END OF THE EXAMINATION.

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You are advised to spend 60 minutes answering the questions in this booklet.

QUESTION ONE: CHANGES IN THE GLOBAL MARKETPLACE

Use the information in the box below, and your business knowledge, to answer the following questions.

Aquaculture is the farming of aquatic species such as fish, shellfish, and plants. Formed in

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growth strategy.

- (a) Discuss how recession in export markets, and a strong New Zealand Dollar compared to other currencies, will hamper *Seafoods NZ* in achieving its industry strategy.
 In your answer:
 - explain what is meant by the term "recession"
 - fully explain how recession in export markets will negatively impact *Seafoods NZ*'s ability to achieve its growth strategy
 - fully explain how a strong New Zealand Dollar will negatively impact *Seafoods NZ*'s ability to achieve its growth strategy.

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(b) A "strategic response" means a business-wide reaction at multiple levels (size, scope, and timeframe). Evaluate a strategic response that *Seafoods NZ* could implement to address the problems caused by recession in export markets.

In your answer:

- explain a strategic response
- fully explain TWO positive impacts AND ONE negative impact of the strategic response
- draw a justified conclusion on the likely success of the strategic response.

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QUESTION TWO: CULTURAL RESPONSIVENESS

Use the information in the box below, and your business knowledge, to answer the following questions.

In 2012, a private research institute produced the following prediction on sales of salmo	n across
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Seafoods NZ has therefore decided that this area may become a new target export may	·ket.

(a) Fully explain how cultural intelligence of export markets will support *Seafoods NZ* in achieving its strategic plan.

In your answer:

- explain the importance of cultural responsiveness and intelligence in the global marketplace
- fully explain the impact on sales of their products in the "Greater China" area if *Seafoods NZ*'s strategy lacks cultural responsiveness and intelligence.

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- (b) A "strategic response" means a business-wide reaction at multiple levels (size, scope, and timeframe). Evaluate a strategic response that *Seafoods NZ* could implement to address the potential problems caused by a lack of cultural intelligence about the "Greater China" market. In your answer:
 - explain the suggested strategic response
 - fully explain TWO positive impacts AND ONE negative impact of the strategic response
 - draw a justified conclusion on the likely success of the strategic response.

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QUESTION THREE: BUSINESS ASSISTANCE

Use the information in the boxes below and on page 12, and your business knowledge, to answer the following questions.

A number of non-government agencies provide assistance to encourage New Zealand businesses operating in global markets. Banks, business mentors, business consultants, and business incubators all provide services that could support *Seafoods NZ* in various ways.

(a) Fully explain TWO services offered by non-government agencies that would support *Seafoods NZ* in its industry strategy which "will see the sector grow to earn sales of \$1 billion annually by 2025".

In your answer:

- name the non-government agency/agencies; you may select from any of the types of non-government agency identified in the resource above, or any others
- fully explain the nature of the TWO services offered, and their impact on *Seafoods NZ*'s industry strategy. The services may be offered by one non-government agency or two different non-government agencies.

Name(s) of non-government agency/agencies:

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Question Three continues on page 12 ➤

A number of government agencies work with New Zealand businesses operating in global markets. For example, New Zealand Trade and Enterprise (NZTE) regards itself as New Zealand's international business development agency. Its role is to help New Zealand businesses grow in international markets.

(b) A "strategic response" means a business-wide reaction at multiple levels (size, scope, and timeframe). Evaluate a possible strategic response of a New Zealand registered business operating in a global context, to an initiative implemented by a government agency to assist New Zealand businesses. You may use New Zealand Trade and Enterprise or any other government agency.

In your answer:

- describe your selected agency's initiative
- explain the strategic response by the New Zealand registered business that you have studied
- fully explain TWO positive outcomes of the strategy AND ONE negative outcome that may arise
- draw a justified conclusion on the likely success of the strategic response.

Name of New Zealand registered business	
Name of government	
agency	

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