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91380



NEW ZEALAND QUALIFICATIONS AUTHORITY  
MANA TOHU MĀTAURANGA O AOTEAROA

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## Level 3 Business Studies, 2017

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

9.30 a.m. Friday 10 November 2017  
Credits: Four

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

**There is ONE task in this booklet. You should attempt ALL FOUR parts of the task.**

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 2–12 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.**

TOTAL

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[illegible]

Its major export market was Japan, where it had a large, geographically extended sales team. However, due to greater competition from Asia, demand from the Japanese market has dropped steeply. This has weakened *Ocean King's* financial performance.

Image source: <https://media1.britannica.com/eb-media/81/97281-004-FDB18FB2.jpg>.

In part (b) you must use a New Zealand-registered business operating in a global context that you have studied in depth.

Name of New Zealand-registered business(es)

(a) Evaluate a strategic response, other than a merger, that a business could implement in response to falling demand for its products in a major export market.

- state the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
- fully explain ONE positive impact and ONE negative impact of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.



(b) Select a New Zealand-registered business operating in a global context that can be described as a multinational business, i.e. it has facilities and other assets in at least one country other than its home country.

|   |  |
|---|--|
| Name of New Zealand-registered business |  |
|---|--|

In your answer, refer to:

- the reason the business became a multinational business
- the impact that becoming a multinational business has had on shareholders.

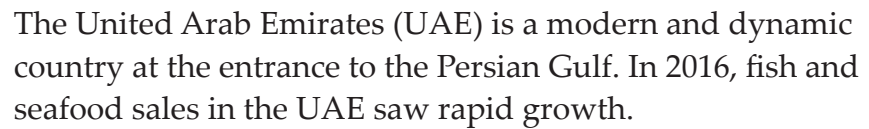


### Māori concept definition

Source: <http://seniorsecondary.tki.org.nz/Social-sciences/Business-studies/Maori-business/Culture-and-values>

- how kaitiakitanga impacts on business operations
- ONE short-term **or** long-term consequence for profitability.





intelligence concerns between the local team and the four New Zealand managers leading the initiative.

(d) Evaluate a strategic response that a business could implement to minimise cultural intelligence concerns between the New Zealand workers and new team members based in the export market.

- state the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
- fully explain ONE positive impact and ONE negative impact of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.





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**Write the question number(s) if applicable.**

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