

Assessment Schedule – 2021**Business Studies: Apply business knowledge to an operational problem(s) in a given small business context (90839)****Assessment Criteria**

Achievement	Achievement with Merit	Achievement with Excellence
<i>Describing</i> states what the answer is to the question asked. It defines (states the meaning of), identifies (gives an account of the qualities or characteristics), and outlines (states what the answer is).	<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 impact on potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and / or consequences.

Note: Each answer should be read as a whole before awarding a grade.

Question One: Workplace conflicts**Evidence**

Achievement	Achievement with Merit	Achievement with Excellence
<ul style="list-style-type: none"> Defines 'workplace conflict'. Describes the workplace conflict between Jemma and Paul. Describes TWO possible negative consequences for <i>Inspire Enterprises</i> if the conflict between Jemma and Paul continues. Describes ONE appropriate short-term solution. Describes ONE advantage of this short-term solution. Describes ONE long-term solution that Jemma, as CEO, could implement in order to avoid conflict in the future. <p>(Answers will typically state relevant business knowledge and / or Māori business concepts.)</p>	<p>Explains:</p> <ul style="list-style-type: none"> TWO possible negative consequences for <i>Inspire Enterprises</i> if the conflict between Jemma and Paul continues ONE appropriate short-term solution ONE advantage of this short-term solution ONE long-term solution that Jemma, as CEO, could implement in order to avoid conflict in the future. <p>(Answers will typically include relevant business knowledge and / or Māori business concepts.)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> TWO possible negative consequences for <i>Inspire Enterprises</i> if the conflict between Jemma and Paul continues ONE appropriate short-term solution ONE advantage of this short-term solution ONE long-term solution that Jemma, as CEO, could implement in order to avoid conflict in the future. <p>(Answers will typically integrate relevant business knowledge and / or Māori business concepts into explanations.)</p>

N1	N2	A3	A4	M5	M6	E7	E8
Very little Achievement evidence.	Some Achievement evidence.	Most Achievement evidence.	Nearly all Achievement evidence.	Some Merit evidence.	Most Merit evidence.	Excellence evidence. One part may be weaker. (a) OR (b) fully explained. The other part is explained.	All points covered. (a) AND (b) fully explained. One part may be weaker.
N0 = No response; no relevant evidence.							

Q1	Sample Evidence
(a)(i)	<p><i>Definition and example</i></p> <p>Workplace conflict is a disagreement between individuals that takes place in the working environment and is influenced by something occurring in the workplace (Defined).</p> <p>The conflict between Jemma and Paul is a disagreement about accepting contracts from businesses that don't have the same values as they do (Described).</p>
(ii)	<p><i>Negative consequences</i></p> <p>A negative consequence for <i>Inspire Enterprises</i>, if the conflict between Jemma and Paul continues, is that contracts from businesses may decrease, leading to a fall in profits (Described). This is because if the conflict is taking time to sort through, there will be a delay in negotiations of this and other contracts, leading to possible loss of some contracts (Explained). A reduced number of contracts would lead to a decrease in revenue, which could mean that <i>Inspire Enterprises</i> is no longer able to pay its bills/expenses as they fall due. This lack of solvency would damage its reputation with creditors and could threaten the viability of the organisation (Fully explained).</p> <p>A second negative consequence for <i>Inspire Enterprises</i>, if the conflict between Jemma and Paul continues, is that productivity may decrease, leading to a delay in completion of contracts (Described). This is because if the conflict is happening in front of staff, they may feel uncomfortable and intimidated to come to work and take 'sick days', or will not be as efficient at work (Explained). This loss of productivity would mean that the business may not be able to fulfil some contracts, and therefore businesses may choose not to contract with <i>Inspire Enterprises</i> in the future, which would decrease revenue further (Fully explained).</p>
(b)(i)	<p><i>An appropriate short-term solution</i></p> <p>One short-term solution that Jemma could implement to resolve the conflict is to arrange a meeting with Paul, to work through the issue (Described).</p>
(ii)	<p><i>Advantage of this solution</i></p> <p>One advantage of this solution is that both Jemma and Paul would have the opportunity to talk about the issue that is creating the conflict (Described). This is because the meeting would be conducted within a safe environment, and Jemma would be prepared to listen to Paul (Explained). This means that both Jemma and Paul would be able to speak openly and honestly, confident that they would be heard, and that they could be honest with each other (Fully explained).</p>
(iii)	<p><i>Long-term solution</i></p> <p>One long-term solution that Jemma could implement is to carry out a thorough powhiri and induction programme for any new staff member who joins <i>Inspire Enterprises</i> (Described), where they would be provided with, and taken through, a staff manual of operations (Described). A thorough training programme on induction for managers could also be implemented, to ensure they are capable of identifying and negotiating contracts with businesses that share the values held at <i>Inspire Enterprises</i> (Explained). The training manual could then be used to monitor and deal with issues when they arise (Explained).</p> <p>Implementing these measures will provide all staff, and management in particular, with the necessary tools to minimise any future workplace conflicts regarding contract issues in the future (Fully explained).</p>

Question Two: Pandemic and cash flow**Evidence**

Achievement	Achievement with Merit	Achievement with Excellence
<ul style="list-style-type: none"> Describes ONE appropriate action. Describes how the action could reduce the impact of the pandemic. Describes why the action would be appropriate – how the advantage(s) would outweigh any disadvantage(s). Describes how taking the small business loan would help to keep <i>Inspire Enterprises'</i> cash flow positive. Describes ONE advantage of taking the small business loan. Describes how taking the small business loan could reduce cash flow problems in the future. <p>(Answers will typically state relevant business knowledge and / or Māori business concepts.)</p>	<p>Explains:</p> <ul style="list-style-type: none"> how the action could reduce the impact of the pandemic why the action would be appropriate – how the advantage(s) would outweigh any disadvantage(s) ONE advantage of taking the small business loan how taking the small business loan could reduce cash flow problems in the future. <p>(Answers will typically include relevant business knowledge and / or Māori business concepts.)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> why the action would be appropriate – how the advantage(s) would outweigh any disadvantage(s) how taking the small business loan could reduce cash flow problems in the future. <p>(Answers will typically integrate relevant business knowledge and / or Māori business concepts into explanations.)</p>

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Q2	Sample Evidence
(a)(i)	<p><i>One appropriate action:</i></p> <ul style="list-style-type: none"> • Jemma could offer working from home arrangements for those with symptoms /sickness. • Jemma could take the temperature of her employees as they enter the workplace. • Jemma could offer more sick days to her employees than the current 5 days, so that they feel they can take time off when necessary. • Jemma could ensure the workplace is kept clean, with all door handles and surfaces disinfected to help stop any COVID-19 viruses spreading. • Jemma could encourage workers to eat healthily, get regular exercise, and take breaks to ensure they stay well. • Jemma could set the workplace up for social distancing.
(ii)	<p><i>How the action could reduce the impact of the pandemic</i></p> <p>If <i>Inspire Enterprises</i> offers employees working from home arrangements, they would be able to stay at home and still be paid for the work they complete (Described). This action could reduce the risk of symptoms /sickness being spread to other staff members and those staff then having to take time off work (Explained).</p>
(iii)	<p><i>Why it would be an appropriate action</i></p> <p>Providing work at home arrangements would be appropriate because it would support those who need to stay home, and would provide a flexible way of working that would reduce the need to take sick leave (Described). The advantage with flexible working arrangements is that staff will feel supported, and will stay home when unwell rather than going into the office with symptoms /sickness that could spread to other employees (Explained). Although flexible work arrangements would require a change in business operations and involve some additional costs in setting up staff to be able to work from home, the likely outcome would be a healthier workplace and greater productivity. This would therefore enable <i>Inspire Enterprises</i> to function more effectively.</p>
(b)(i)	<p><i>One advantage of this action</i></p> <p>If the small business loan offered by the government is paid back within two years, it will be interest-free (Described). This means that <i>Inspire Enterprises</i> will be able to borrow the money and use the loan to cover its expenses during its revenue slowdown without increased expenses through interest payments (Explained).</p>
(ii)	<p><i>How this action could reduce cash flow problems in the short term</i></p> <p>Cash flow problems would be reduced in the short term because payments would not be required for the first two years (Described). The loan would also be interest-free if repaid within this period. Therefore, cash flows would increase (Explained). Cash received from the loan could therefore be used to pay immediate bills, thus enabling <i>Inspire Enterprises</i> to maintain positive relationships with its suppliers. This in turn would enable <i>Inspire Enterprises</i> to continue operating in the future, as suppliers would be more likely to continue to supply <i>Inspire Enterprises</i>, enabling the business to continue to offer its services to other businesses (Fully explained).</p>

Question Three: Marketplace changes**Evidence**

Achievement	Achievement with Merit	Achievement with Excellence
<ul style="list-style-type: none"> Defines 'negative publicity'. Describes how negative publicity could impact <i>Inspire Enterprises</i> in the short term and long term. Outlines how the online business-to-consumer market is different from face-to-face. Describes one advantage for <i>Inspire Enterprises</i> of entering the business-to-consumer market in the online environment. Describes one disadvantage for <i>Inspire Enterprises</i> of entering the business-to-consumer market in the online environment. Describes why it would be beneficial to <i>Inspire Enterprises</i> to also sell business-to-consumer, rather than continuing to sell only business-to-business. <p>(Answers will typically state relevant business knowledge and / or Māori business concepts.)</p>	<p>Explains:</p> <ul style="list-style-type: none"> how negative publicity could impact <i>Inspire Enterprises</i> in the short term and long term one advantage for <i>Inspire Enterprises</i> of entering the business-to-consumer market in the online environment one disadvantage for <i>Inspire Enterprises</i> of entering the business-to-consumer market in the online environment why it would be beneficial to <i>Inspire Enterprises</i> to also sell business-to-consumer, rather than continuing to sell only business-to-business. <p>(Answers will typically include relevant business knowledge and / or Māori business concepts.)</p>	<p>Fully explains:</p> <ul style="list-style-type: none"> how negative publicity could impact <i>Inspire Enterprises</i> in the short term and long term why it would be beneficial to <i>Inspire Enterprises</i> to also sell business-to-consumer, rather than continuing to sell only business-to-business. <p>(Answers will typically integrate relevant business knowledge and / or Māori business concepts into explanations.)</p>

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Q3	Sample Evidence
(a)(i)	<i>Define 'Negative publicity'</i> Negative publicity is when a business attracts bad publicity from an action performed or statement made. It is likely to harm the business' reputation and sales.
(ii)	<i>Impact of negative publicity</i> An impact of negative publicity on <i>Inspire Enterprises</i> in the short term might be that other businesses will choose not to negotiate contracts with <i>Inspire Enterprises</i> for carrying out their work (Described). In the long term this could lead to reduced revenue and profits for <i>Inspire Enterprises</i> , and ultimately the organisation may cease to be viable (Explained).
(b)(i)	<i>Market comparison</i> The business-to-consumer market is where businesses make and/or sell goods and services for use by individual consumers using a digital platform, whereas the face-to-face market involves personal/direct contact between the business and the consumer.
(ii)	<i>An advantage and disadvantage of entering the business-to-consumer market</i> One advantage for <i>Inspire Enterprises</i> of entering the business-to-consumer market is that it would have another income stream, from a bigger target market (Described). This is because it would be marketing online to both businesses and consumers, which would increase its target market (Explained). One disadvantage is that it would be more expensive to market its products to individuals, at least in the short term (Described), because <i>Inspire Enterprises</i> would incur some costs in training employees in new marketing methods (Explained).
(iii)	<i>Why it would be beneficial to also sell business-to-consumer</i> Selling business-to-consumer would be beneficial to <i>Inspire Enterprises</i> because it would be taking an innovative way forward through challenging times, and would be consistent with its social enterprise objective of keeping the disabled in employment (Described). It would provide a new income stream, as well as exposing <i>Inspire Enterprises</i> to more businesses around the world (Explained). This would lead to long-term growth and more opportunities to expand into other product lines, using different natural ingredients locally (Fully explained).

Cut Scores

Not Achieved	Achievement	Achievement with Merit	Achievement with Excellence
0 – 7	8 – 13	14 – 18	19 – 24