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Draw a cross through the box (X) if you have NOT written in this booklet

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Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority

Level 1 Business Studies 2023

90839 Apply business knowledge to an operational problem(s) in a given small business context

Credits: Four

Achievement	Achievement with Merit	Achievement with Excellence
Apply business knowledge to an operational problem(s) in a given small business context.	Apply detailed business knowledge to an operational problem(s) in a given small business context.	Apply comprehensive business knowledge to an operational problem(s) in a given small business 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 2–12 in the correct order and that none of these pages is blank.

Do not write in any cross-hatched area (DO NOT WRITE). This area will be cut off when the booklet is marked.

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

Read the resources below before you begin answering the questions in this booklet.

RESOURCE A: Case study

Kāinga Māhaki is a small business owned by Milan in Whangārei. The business consists of an architect and a team of five qualified builders. Milan and his team specialise in designing and building tiny homes – his vision was to produce “something more exciting” than the average tiny home. He wanted to offer a tiny home that made creative use of space, but was also beautiful and functional to live in full-time, while also providing his customers with affordable housing and the ability to live however they choose.

Customers only need to have an idea of budget and their essential requirements, and *Kāinga Māhaki* can turn their dream into reality. After Milan meets with clients for the first time, he takes their ideas back to the architect, Anahera, who designs the structure, and then the team of builders will plan and construct the tiny home.

Since Milan began business operations, his vision has evolved to allowing his clients to have more say in the design of their tiny homes. However, this has clashed with Anahera’s vision of what the role of an architect is. Although Anahera believes that customers should have a say in the design of their tiny home, she considers herself the expert, and wishes to guide clients with their design ideas. This sometimes means that Anahera needs to modify customers’ ideas, to make them more suitable for the builders to build.

Anahera knows she must accommodate the clients’ desires, but she is also aware that she has to meet the applicable building code requirements and zoning criteria set by the local council. This has caused some problems for Milan, and there have been several disagreements lately, particularly as it is Milan who meets with the clients and approves their ideas. Milan sometimes makes promises that Anahera then has to undo, as he is not an expert in building regulations. Milan believes that Anahera should find solutions to satisfy the clients’ needs. This has created a negative atmosphere in the workplace, and they are almost at the point of not talking to each other. The situation is now impacting on the building team.

Kāinga Māhaki hires tradespeople, such as plumbers, electricians, and painters, for work that cannot be completed by the team of builders. Milan has gained a good reputation in Whangārei and the wider Northland region, with many satisfied clients posting positive online reviews, earning *Kāinga Māhaki* 4.9 stars out of 5. One past client said:

“I am now debt-free and able to take on a lower-stress, part-time role as a receptionist. I have no mortgage payments, and maintenance and living costs are less. Living tiny is my long-term plan. It has opened up so much freedom, so much more choice.”

Milan has been seeing an increase in demand for tiny homes. As the news recently reported, this increase is likely to be driven by both the rising cost of living and the high interest rates on home loans. Because of this increase in demand, it is becoming harder to find and secure qualified tradespeople, such as plumbers and electricians, to enable Milan to complete each designed tiny home on time. Milan is considering employing a qualified plumber or electrician to add to his team of builders.

RESOURCE B: News article

Tradies in short supply as skills shortage deepens

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

spokesman Jeremy Gray said.

Source (adapted): <https://www.stuff.co.nz/business/126047123/tradies-plumbers-in-short-supply-as-skills-shortage-deepens>

RESOURCE C: Background information – news item headline

[REDACTED]

Source (adapted): <https://www.nzherald.co.nz/northern-advocate/news/northland-tops-new-zealand-for-population-growth-stats-nz-figures-reveal/12CDDUJ7CPWX7OH5N25A2J5XSI/>

(a) Discuss how Milan's plan to hire a qualified tradesperson will be impacted by the current shortage of tradespeople in Whangārei.

- define the term ‘skills shortage’
- explain, using an example, a potential impact on *Kāinga Māhaki* if the skills shortage continues.

- (b) Discuss solutions that Milan could implement to resolve the issue of a skills shortage in his business.

In your answer:

- describe ONE short-term solution
- explain ONE advantage of this solution for *Kāinga Māhaki*
- explain ONE long-term solution that Milan could implement to avoid skills shortages in his business in the future.

Milan and Anahera are not getting along, and have different ideas about where *Kāinga Māhaki* is heading with their vision.

QUESTION TWO: Conflict in the workplace

Use the information in Resource A and in the box above, and also your business knowledge, to discuss the communication and workplace conflict issues.

- (a) Describe the term 'workplace conflict', and provide an example of the conflict between Milan and Anahera.

- (b) Explain TWO possible negative consequences for the business if the conflict between Milan and Anahera continues.

(c) Discuss possible ways for Milan and Anahera to deal with their differences.

In your answer:

- describe ONE appropriate short-term solution
- explain ONE advantage of this solution
- explain TWO long-term solutions that Milan and Anahera could implement to avoid conflict in the future.

Recently, *Kāinga Māhaki* received a number of complaints about the amount of waste that is sent to landfill via a skip bin on the tiny house building sites. This has led to several negative online reviews. Milan has been considering reusing or upcycling the waste material, for example by offering excess wood to be used as firewood for the elderly in the community, or offering useful excess building waste to charitable organisations that make upcycled furniture.

QUESTION THREE: Negative publicity and kaitiakitanga

(a) Describe the impact of the negative online reviews on *Kāinga Māhaki*.

In your answer:

- define the term 'negative publicity'
- explain how negative publicity could affect *Kāinga Māhaki* in the short term **and** long term.

DEFINITION

Kaitiakitanga is the exercise of guardianship – particularly in relation to natural resources, such as land, sea, and waterways; also flora and fauna, including people. This requires that sustainability and environmental protection are valued. As kaitiaki or guardians, the owners or trustees of an enterprise are responsible for protecting (and / or growing) resources for future generations – not just for short-term or individual profit.

Milan has made the business decision to upcycle the waste from each tiny home project.

(b) Discuss how kaitiakitanga could guide Milan in an approach to managing waste materials.

In your answer:

- using the definition above, explain why upcycling or reusing waste materials from the tiny home projects demonstrates kaitiakitanga
- explain how doing this will help *Kāinga Māhaki* compete with competitors and avoid negative publicity.

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