# Exercise walk-through

## Quality management ▪ 9.2

eXercise

# You must be able to

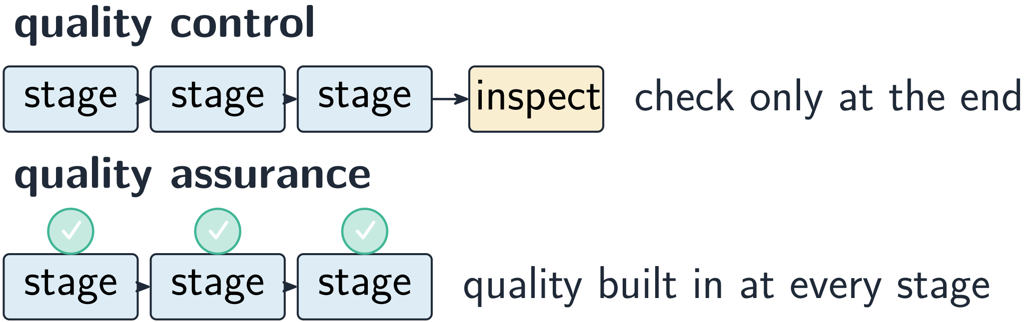
- explain why quality matters to a business
- distinguish quality control from quality assurance and TQM
- analyse and evaluate methods of managing quality

# Method — Managing quality

- **Quality control:** check finished products and remove faulty ones at the **end**.
- **Quality assurance:** build quality into **every** stage, so faults are prevented.
- **TQM:** every worker is responsible for quality, aiming for zero faults.
- **Benchmarking:** compare with the best firms and copy what they do well.

**Answer shapes:** AO1 + AO2 + AO3 (reasoning chain) + AO4 (a supported judgement *in context*).

# Method — Managing quality




*Quality control checks at the end; quality assurance builds quality into every stage*

# Practice 2.1 ▪ 2 marks

State the difference between *quality control* and *quality assurance*.

# Solution 2.1

Method: Managing quality

**Worked steps**

quality control checks finished products and removes faulty ones at the end; quality assurance builds quality into every stage to prevent faults (2 for a clear difference; 1 for a partial idea).

# Practice 2.2 ▪ 2 marks

Define the term *total quality management (TQM)*.

# Solution 2.2

**Worked steps**

an approach in which every worker takes responsibility for quality, aiming for zero faults (2 for a clear definition; 1 for a partial idea).

# Practice 2.3 ▪ 2 marks

State two benefits to a business of producing good-quality products.

# Solution 2.3

Method: Managing quality

**Worked steps**

any two of: repeat custom; can charge a higher price; protects the brand; lower cost of waste and returns $(1 + 1)$.

# Exam-style 3.1 ▪ 3 marks

Explain one benefit to a business of producing high-quality products.

# Solution 3.1

Method: Managing quality

**Worked steps**

*[3]* **AO1** 1 — name a benefit (repeat custom; higher price; less waste; stronger brand). **AO2** up to 2 — develop it, e.g. good quality wins repeat customers $\rightarrow$ steady sales $\rightarrow$ a stronger, more valuable brand (2 developed / 1 limited).

# Exam-style 3.2 ▪ 8 marks

Analyse two benefits to a business of using **quality assurance**.

# Solution 3.2

Method: Managing quality

## Worked steps

*[8]* For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *fewer faults*: quality built in at each stage → faults caught early, not at the end → less waste and rework. *Better reputation*: consistent quality → customers trust the brand → repeat sales and loyalty. Maximum 4 per benefit, 8 total.

# Exam-style 3.3 ▪ 12 marks

A manufacturer with a quality problem is choosing between **quality control** and **TQM**. Evaluate which it should use.

# Solution 3.3

Method: Managing quality

## Worked steps

*[12]* **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Quality control:** simple and cheap to start, faults caught before sale — but it finds faults late, after money is spent, and wastes rejected output. **TQM:** prevents faults and involves all staff → lower long-run cost and higher quality — but it needs training, a culture change and time. Judgement: TQM is usually better long term, but a firm with a quick problem or limited resources may start with control — the choice depends on the cost of faults and the firm's ability to change its culture.