A-LEVEL BUSINESS • EXERCISE SHEET

# 9.2 Quality management

Name: ______________ Class: __________ Date: ____________ **Total: 29 marks**

## Objective

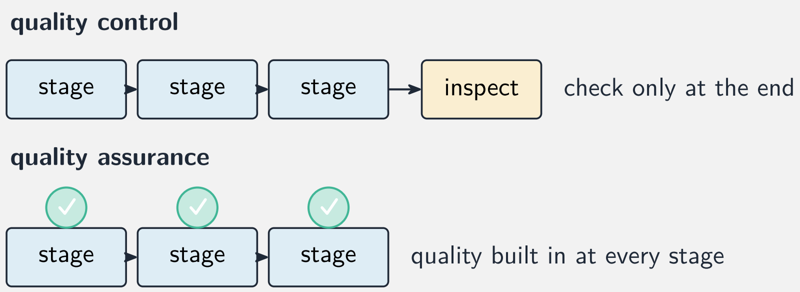
Build the skills to answer exam questions on **quality management** 质量管理—why **quality** 质量 matters, and the methods **quality control, quality assurance, total quality management** 质量控制、质量保证、全面质量管理 (TQM) and **benchmarking** 标杆管理.

**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

## 1 Worked examples

### Managing quality




*Control finds faults late; assurance prevents them*

- **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*).

## 2 Practice

**2.1** State the difference between *quality control* and *quality assurance*. [2]

**2.2** Define the term *total quality management (TQM)*. [2]

**2.3** State two benefits to a business of producing good-quality products. [2]

## 3 Exam-style questions

**3.1** Explain one benefit to a business of producing high-quality products. [3]

**3.2** Analyse two benefits to a business of using **quality assurance**. [8]

**3.3** A manufacturer with a quality problem is choosing between **quality control** and

**TQM**. Evaluate which it should use. [12]

## 4 Go further

You are now ready for the real exam questions on this subtopic. Open the **9.2 Quality management** past-paper sheet in the Library, or try this Paper 3 case-study question in **Practice mode**:

- 9609/31 N25 —Q2 (benefits of quality assurance)

## Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

**2.1** 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).

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

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

**3.1** *[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 → steady sales → a stronger, more valuable brand (2 developed / 1 limited).

**3.2** *[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.

**3.3** *[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.