

9.2 Quality management

Name: _____ Class: _____ Date: _____

Total: 29 marks

KEY WORDS quality 质量 • quality control 质量控制 • quality assurance 质量保证
 • quality management 质量管理 • total quality management 全面质量管理

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

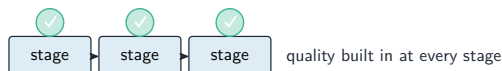
1 Worked examples

■ Managing quality

quality control



quality assurance



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]

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.