

Week 45

A-Level Business

Homework bundle for this week

本周作业合集

exercises.lol

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A-Level Business

Name: _____ Score: _____

1. For a high-street retailer, the most important location factor is usually:

- ☐ closeness to customers
- ☐ closeness to a coal mine
- ☐ distance from all towns
- ☐ a remote rural site

2. Quality control mainly involves:

- ☐ inspecting finished output to catch defects
- ☐ building quality into every stage
- ☐ ignoring quality
- ☐ cutting prices

3. Lean production aims mainly to:

- ☐ reduce waste while maintaining quality
- ☐ maximise stock levels
- ☐ increase the number of defects
- ☐ slow down production

4. The critical path is the:

- ☐ longest route through the network, setting the minimum project time
- ☐ shortest activity
- ☐ cheapest route
- ☐ path with the most float

5. Which are location factors? (Select all that apply.)

- ☐ labour costs
- ☐ transport links
- ☐ government incentives
- ☐ the CEO's star sign

Tick every correct option.

6. Quality assurance focuses on:

- ☐ preventing defects at every stage

☐ inspecting only at the end

☐ increasing waste

☐ lowering wages

7. A critical path runs through activities of 3, 5 and 4 days. What is the minimum project duration (days)?

8. Offshoring can cut costs but adds risks of distance, culture and control.

☐ True ☐ False

9. Preventing defects (assurance) is usually cheaper than inspecting them out at the end (control).

☐ True ☐ False

10. Lean production needs engaged staff and reliable suppliers to work well.

☐ True ☐ False

A-Level Business

1. **closeness to customers**

Retailers need footfall — closeness to customers.

2. **inspecting finished output to catch defects**

QC inspects the end product for defects.

3. **reduce waste while maintaining quality**

Lean is a war on waste of all kinds.

4. **longest route through the network, setting the minimum project time**

The longest route determines the minimum completion time.

5. **labour costs; transport links; government incentives**

Costs, infrastructure and incentives matter; the last does not.

6. **preventing defects at every stage**

QA designs quality in so defects do not occur.

7. **12**

$3 + 5 + 4 = 12$ days along the critical path.

8. **True**

Locating abroad trades cost savings for added complexity.

9. **True**

Prevention avoids the waste of making defective output.

10. **True**

Without the right culture and supply, lean techniques underdeliver.

9.1 Location and scale

Name: _____ Class: _____ Date: _____

Total: 29 marks

KEY WORDS location 选址 • optimum scale 最优规模 • relocation 迁址
 • location and scale 选址与规模 • offshoring 离岸外包

Objective

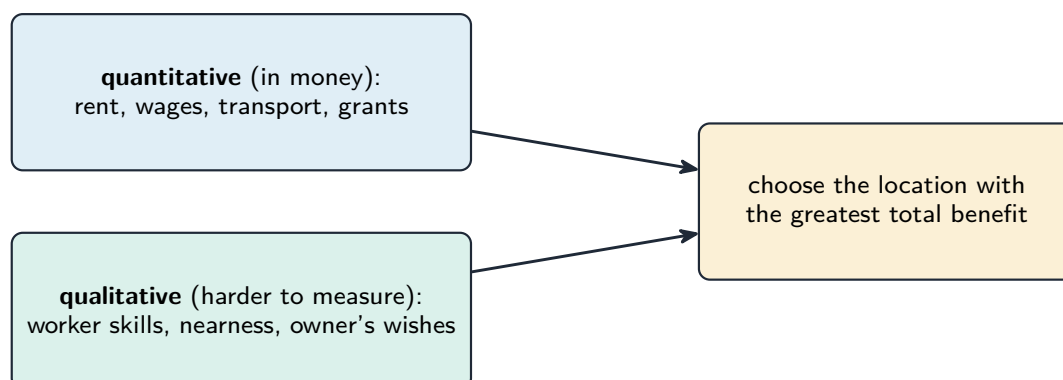
Build the skills to answer exam questions on **location and scale** 选址与规模 — **quantitative and qualitative** 定量和定性 location factors, **offshoring** 离岸外包, and the **optimum scale** 最优规模 of operation.

You must be able to:

- classify location factors as quantitative or qualitative
- explain offshoring and the optimum scale of operation
- analyse and evaluate a location or relocation decision

1 Worked examples

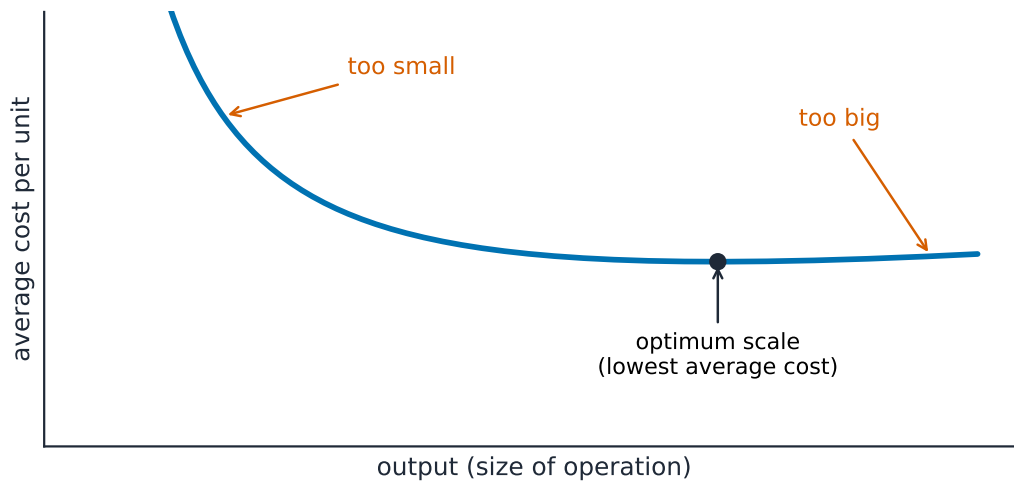
■ Choosing a location



Quantitative (rent, wages, transport, grants) and qualitative (skills, nearness, owner's wishes) factors

- **Quantitative factors:** measurable in money — rent, wages, transport, grants.
- **Qualitative factors:** harder to measure — worker skills, nearness to customers, owner's wishes.
- **Offshoring:** moving production abroad (lower wages, new markets) — but longer supply lines and culture risk.

- **Optimum scale:** the size where average cost per unit is lowest.



optimum scale = min average cost

The optimum scale is the output where average cost per unit is lowest

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

2 Practice

2.1 State the difference between a *quantitative* and a *qualitative* location factor. [2]

2.2 Define the term *offshoring*. [2]

2.3 Define the term *optimum scale of operation*. [2]

3 Exam-style questions

3.1 Explain one factor a business should consider when choosing a location. [3]

3.2 Analyse two reasons why a business might **offshore** its production. [8]

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 a quantitative factor can be measured in money (rent, wages, transport); a qualitative factor is harder to measure (worker skills, nearness, owner's wishes) (2 for a clear difference; 1 for a partial idea).

2.2 moving production to another country (2 for a clear definition; 1 for a partial idea).

2.3 the size of operation at which the average cost per unit is at its lowest (2 for a clear definition; 1 for a partial idea).

3.1 [3] **AO1** 1 — name a factor (rent/wages; transport; nearness to customers or suppliers; grants; worker skills). **AO2** up to 2 — develop it, e.g. locating near customers cuts delivery time and cost → faster service → an advantage over distant rivals (2 developed / 1 limited).

3.2 [8] For **each** of two reasons: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *lower wages*: labour costs less abroad → lower cost per unit → higher profit or lower prices. *Nearer a new market*: producing close to new customers → lower transport cost and faster supply → more sales there. Maximum 4 per reason, 8 total.

3.3 [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **For:** lower wages and costs, nearer new markets, possible grants. **Against:** longer supply lines, language and culture problems, quality and control risks, possible damage to image and home job losses. Judgement: relocation can cut costs sharply, but only if the savings outweigh the added risks and the quality can be maintained — it depends on the size of the wage saving and how well the firm can manage a distant site.

3 (a) Using the data in Table 1.2, calculate the payback period of the country C location.

..... [2]

(b) Using the data in Table 1.3, calculate the accounting rate of return (ARR) of the country D location.

..... [2]

(c) Evaluate which location KTJ should choose for its new factory.

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[12]

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

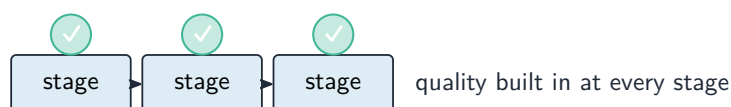
1 Worked examples

■ 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]

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.

- 3 (a)** Using the data in Table 1.1, calculate the average monthly labour productivity for January to May 2025.

[2]

- (b)** Using the data in Table 1.1, calculate the percentage of output that failed to meet quality standards for January to May 2025.

..... [2]

- (c)** Evaluate the best approach for WS to improve the performance of its production employees.

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[12]

9.3 Operations strategy

Name: _____ Class: _____ Date: _____

Total: 29 marks

KEY WORDS critical path 关键路径 • total float 总浮动时间
 • critical path analysis 关键路径分析 • lean production 精益生产 • capacity management 产能管理

Objective

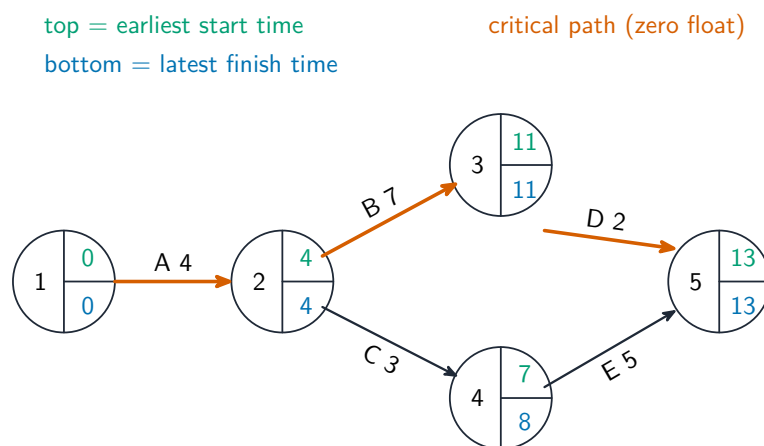
Build the skills to answer exam questions on **operations strategy** 运营战略 — **lean production** 精益生产, **capacity management** 产能管理, and **critical path analysis** 关键路径分析 (CPA), including **total float** 总浮动时间.

You must be able to:

- explain lean production and capacity management
- calculate **total float** and identify the critical path
- analyse and evaluate the usefulness of CPA

1 Worked examples

■ Critical path analysis



Each node shows the earliest start (EST) and latest finish (LFT) time

$$\text{total float} = \text{LFT} - \text{duration} - \text{EST}$$

- **Worked:** LFT 12, duration 4, EST 5 → total float = 12 – 4 – 5 = 3 days.
- **Critical path:** the chain of activities with **zero** float — they cannot be late or the project is late.

- **Lean production:** make products with the least waste (just-in-time, continuous improvement).

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

2 Practice

2.1 Define the term *lean production*. [2]

2.2 An activity has an LFT of 14, a duration of 6 and an EST of 5. Calculate its total float. [2]

2.3 Define the term *critical path*. [2]

3 Exam-style questions

3.1 Explain one benefit to a business of using **lean production**. [3]

3.2 Analyse two benefits to a business of using **critical path analysis** to plan a project. [8]

3.3 Evaluate the usefulness of critical path analysis to a business managing a complex project. [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 producing goods with the least possible waste of time, materials, space and effort (2 for a clear definition; 1 for a partial idea).

2.2 total float = $14 - 6 - 5 = 3$ (2; award 1 for a correct method with the wrong figure).

2.3 the chain of activities with zero float, which sets the minimum time the project can take (2 for a clear definition; 1 for a partial idea).

3.1 [3] **AO1** 1 — name a benefit (lower costs; less waste; less money tied up in stock; higher quality). **AO2** up to 2 — develop it, e.g. less waste of materials → lower cost per unit → higher profit or lower prices (2 developed / 1 limited).

3.2 [8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *find critical tasks*: CPA shows which tasks have zero float → managers focus resources on them → the project is less likely to be late. *Order resources on time*: knowing each task's earliest start → materials and labour arrive just when needed → lower holding cost and no idle time. Maximum 4 per benefit, 8 total.

3.3 [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Useful**: shows the shortest project time, the critical tasks and where spare time (float) exists, helping plan resources and spot delays. **Limited**: it is only as good as the time estimates, cannot show quality or cost, and a complex network is hard to manage if conditions change. Judgement: CPA is valuable for planning a large project's time and resources, but it must use realistic estimates and be combined with cost and quality judgement — its usefulness depends on the accuracy of the data.

(i) calculate the total float for activity C

[3]

..... [1]

[illegible]

[12]

- 3 (a)** Using the data in Table 1.1, calculate the average monthly labour productivity for January to May 2025.

[2]

- (b)** Using the data in Table 1.1, calculate the percentage of output that failed to meet quality standards for January to May 2025.

..... [2]

- (c)** Evaluate the best approach for WS to improve the performance of its production employees.

[illegible]

[12]