

CAMBRIDGE INTERNATIONAL EXAMINATIONS  
Cambridge Career Award in Management  
Executive Certificate

**MANAGING FOR QUALITY**

**4176/01**  
**4249/01**

Core Module

Valid between 1 January 2003 and 31 December 2003

**READ THESE INSTRUCTIONS FIRST**

You should read the assignment carefully

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be between 2000 and 3000 words.

This document consists of **3** printed pages.



## **Executive Certificate Module 4176/C**

### **Managing Quality – Core Module**

#### **Title: Quality Suppliers**

For this assignment, you will be reviewing how your organisation ensures the quality of its supply through the initial and continuous quality auditing of its suppliers.

1. Briefly describe the quality assurance system used by your company when contracting with suppliers in the first instance. This may include, for example some or all of the following pre-contract actions:

- On-site inspection visit
- Product or service inspection
- Liaison with other customers of the supplier
- Prototype products or services

Please note:

If your company does not have these in place, consider the measures that you believe they should adopt. You should then discuss these with your manager and review your existing suppliers using these measures to gain an initial benchmark for your further work on this assignment.

2. Review the system carefully, showing how these actions help improve the relationship between your company and its suppliers during contracting, and how they contribute towards the overall quality management culture and practice within the company. Identify improvements that you believe could be made to the system.
3. Briefly describe the continuous review system of quality assuring suppliers during the life of a contract and/or the long-term relationship with your company. This may include, for example:
  - Regular meetings with suppliers
  - Measures such as Statistical Process Control
  - Agreed or random audits
4. Review these measures and comment upon their effectiveness in maintaining the quality of supply into your company. Consider, for example:
  - Who carries out these quality assurance actions
  - How the results are measured and recorded
  - What actions can be taken as a result
  - How frequently the company reviews its supply needs
  - What communication takes place with the supplier

5. Using the information you now have, make recommendations on how the supplier review system could be improved, taking into account at least the following:

- Partnerships with the suppliers to improve quality assurance backwards through the supply chain
- Encourage suppliers to maintain quality of provision
- Ensure “Right First Time” supply
- Your company’s contribution to the development of improved products and services by the supplier
- Measuring, recording and acting upon the results of quality auditing.

Discuss these recommendations with your manager and record their feedback.

You must include in your assignment all documentation, notes and materials generated from each stage.

You are not expected to include confidential information on your organisation, its personnel or performance.

Your recommendations do not have to be implemented for the assignment to be valid.