Solutions Manual

# Chapter 5: Managing for Quality

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| *Dimension* | *Premium* | *Low Price* |
| Reliability | Higher levels of compensation and training for workers result in better outcomes on service requests. | Workers tend to be less skilled, and training may be lacking, resulting in inconsistent outcomes. |
| Responsiveness | Staffing levels are higher, so phones are answered more quickly, and items can be delivered more quickly. | Only a skeleton crew is present; room deliveries are delayed if multiple residents need things simultaneously. |
| Assurance | More seasoned workers know their system well and can convey this level of comfort to guests. | Assurance may be assumed by newer workers and therefore not passed on to customers. |
| Empathy | Workers at these properties may make the connection between empathy and gratuities, which are likely to be larger than at lower priced properties. | Workers may not know how to get things done or may exhibit little empathy for the types of problems faced by their customers. |
| Tangibles | Furnishings and fixtures of high quality | Inexpensive, older furnishings and fixtures |

Cognitive Domain: Analysis

Difficulty Level: Medium

2. Examples will vary, but product and service quality are rewarded by higher levels of business and repeat customers, who tend to be less expensive to serve than first-time customers. In the long run, this helps make the businesses more profitable.

Cognitive Domain: Analysis

Difficulty Level: Medium

3. Most luxury cars are expensive to maintain—the repair parts used must meet exacting standards. Using inferior replacement parts means the driver runs the risk of a compromised driving experience and potential weakening of other parts. Luxury companies would rather build quality in to the car by designing systems and tooling to fabricate components and assemble vehicles correctly the first time; the consensus is that it is substantially more expensive to correct mistakes in the field after the dealer or customer has taken possession. Cognitive Domain: Analysis

Difficulty Level: Medium

4. The PAF model provides a structure for analyzing prevention, appraisal, and failure costs. It permits a big picture view of these sectors and requires estimators to quantify efforts expended in each area. Some of these expenses are easier to quantify than others; it may be that training for tooling or inspection techniques for one product could be applied to another product also. In general, it is difficult to argue with the aims of the PAF model, so an organization will be well served by incorporating this analysis during development of most products and services.

Cognitive Domain: Analysis

Difficulty Level: Medium

5. The advantage of Six Sigma is the reliance on using data to make decisions about how to remove causes of defects and to minimize process variation. Six Sigma relies on understanding the needs of the customer and addressing problems in an employee-driven fashion. Since defects and errors tend to be expensive in air traffic control, it would be wise to try to eliminate as many as possible. The stakes are smaller for a bakery, but they too could benefit from such a program.

Cognitive Domain: Application

Difficulty Level: Hard

6. Knowledge gap: A customer may expect to be completely cured of cancer when the best that can be done is to attain a state of remission.

Service design and standards gap: The customer may expect a private room, but the hospital has only semiprivate rooms.

Service delivery performance gap: The hospital cleans all instruments in a steam sterilizer after each use, but the sterilizer malfunctions, resulting in unsterile instruments being used on the next patient.

Communication gap: The patient requests orange Jell-O™ for lunch but receives lemon Jell-O™ for lunch.

Customer gap: This gap is formed by all other gaps, so in this example, a patient that has not been fully cured of cancer sits in a double room eating lemon Jell-O™, unaware that infection is festering inside them from the use of unclean surgical instruments.

Cognitive Domain: Application

Difficulty Level: Hard

7. Examples will vary depending on the establishment visited, but the rater dimensions include reliability, responsiveness, assurance, empathy, and tangibles. These dimensions were found to be ranked in this order from most important to least important, based on the results of a survey.

Cognitive Domain: Application

Difficulty Level: Hard

8. Examples will vary; excellent service is swift, decisive, and completely addresses the issue. Poor service is less responsive and argues the issue and/or fails to fully satisfy the request.

Cognitive Domain: Comprehension

Difficulty Level: Medium

9. The software company should strive to provide accurate, timely information personalized to the interest of the shopper. The site should be easy to navigate, load quickly, and have impregnable security. The site should perform equally well, whether accessed by a mobile device or traditional computer.

Cognitive Domain: Comprehension

Difficulty Level: Medium