

Reflections on MacDuffie, 1997



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Introduction

Aim of the paper:



Introduction

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”...to examine organizational influences on process quality improvement”



Research methodology

- **Scope of the study?**
- **Research questions?**
- **Choice of case studies?**



Empirical results

General Motors plant

- Quality system
- Problem definition
- Problem analysis/Generation of solutions



Empirical results

Ford plant

- Quality system
- Problem definition
- Problem analysis/Generation of solutions



Empirical results

Honda plant

- Quality system
- Problem definition
- Problem analysis/Generation of solutions



Contrasts and consistencies

Table 2 Plant Case studies-Contrast and Consistency Comparisons

Theme	GM	Ford	Honda
Quality System			
Structure	By department	By subsystem	By problem
Composition	Stable membership No design engineers	Core members plus Design engineers	As needed for problem Design engineers
Incentives	For managers only; no payout for workers from profit sharing	For managers; plus large payouts for workers from profit sharing	Plant-level performance bonuses for both managers and workers
Problem Definition			
Sources of Data	Internal	Internal and customer	Customer and internal
Categorization of Problems	Plant vs. corporate	Plant vs. design vs. vendor	Fuzzy, problem-centered
Problem Framing	"Avoid corporate"	"Don't touch meta!"	"See it"
Lens used	Cost	Cost/quality	Quality/cost
Problem Analysis/Generation of Solutions			
Purpose	Accountability	Documentation	Diagnosis
Process	"Who shot John?"	Definition as diagnosis	Root cause
Scope of Search	First-level cause	First-level cause	"Five Whys"
Experiments	No systematic data	"After" data	"Before" and "After" data



Reflections

Did you learn anything from this paper?

Does the paper fulfill its aim?

Is this paper scientific?



Next lecture, Friday 16-05-20
Pulse meeting 4: RCA
+
Investment assesment