

SEMINAR SERIES
Department of Quantitative Analysis and Operations Management
College of Business Administration
University of Cincinnati

The Quality Paradox

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The University of Michigan Business School
Joint work with Michael D. Johnson, The University of Michigan Business School

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214 Lindner Hall

The "quality revolution" continues in North America, seemingly by fits and starts, perhaps because of a paradox in quality theory: the latent conflict between meeting internal specifications and satisfying customer needs. We argue and demonstrate empirically that the technology life-cycle exerts powerful influences on the relationship between conformance and customer quality.

John E. Ettlie is an Associate Professor of Operations Management at the University of Michigan Business School, Ann Arbor, Michigan. He earned his Ph.D. from Northwestern University in 1975 and has published over 50 articles and book chapters and presented over 100 professional and technical papers at domestic and international conferences on the management of technological change in production and operations. He has published four books, including *Engineered in Japan*, co-edited with J. Liker and J. Campbell, by Oxford University Press, 1995, which won the Shingo Prize for the best contribution to management research the following year.

Dr. Ettlie is involved in two new programs at the University of Michigan: the Tauber Manufacturing Institute (TMI), for which he served as the first director of the Summer Internship Program (1993-1994), and the National Quality Research Center (NQRC). Dr. Ettlie is currently teaching courses on quality management and operations technology management in the MBA program.

Professor Ettlie's research interests are reflected in a recent article in *Management Science* (November 1997), on the impact of agility and R&D on market growth for a sample of 600 durable goods firms in 20 countries. He also published recent articles on new product development (*Journal of Operations Management*, 1997), and U.S.-Japanese manufacturing joint ventures (with Peter Swan, *Academy of Management Journal*, April, 1997).

Dr. Ettlie consults frequently with industry, government, and educational institutions on the global management of product and process technology. These companies have included Caterpillar, the Saturn division of General Motors Corporation, Allied Signal Corporation, INTEL, Ford Motor Company, Reynolds Metals, AMOCO, Magna Corporation, and the National Center for Manufacturing Sciences.