

## Solicited Positive Student Comments, East Carolina University, Fall, 2003

**Fall, 2003 students were asked to send an email discussing what they liked most about the course and/or to name the most important or interesting concept learned in the course. Their responses (with some minor editing for grammar a/o continuity) are listed below:**

I really enjoyed the class, you made it easy to learn because we did not have to read all the stuff in the book and you gave us interesting examples. ... I do not think I could have made a better grade if that was the case.

What I remember most about the class are all the Japanese ideas like *kanban* or pull methods, to avoid any kind of waste and to do the products just in time. It is important to realize that inventory is carrying too many costs, and that it is not good. I also remember that it is good that the Japanese did not have too many suppliers, just a few, key suppliers, so they have stable, good and long relationships with the suppliers. I also remember that the idea is not to avoid changeover, but to reduce the changeover downtime as much as possible, to get it to zero is the goal.

In this class I really enjoyed learning how important quality is in businesses. I never really thought about how crucial it was in production. The way you explained how these industries plan their entire processes around achieving quality was really interesting. I also liked how you made class more personable. Most professors don't know anyone's name, and they don't care. We all could tell you wanted us to do well and that you had our best interest in mind. Thanks for all of you insight on quality and operations management!

I really understood the EOQ format. What really makes this interesting to me is because in the last packet we learned some of the problems with it. For some reason that stuck in my head. I also like the Ishikawa diagram and how that was shown on the board with different examples and last but not least, I like it when in class or in email the “bbbbblamed and fffffired” is done! It catches my attention!

I would probably have to say that I remember most the material on Japanese/Modern OM Approach. For one it was repeated so many times. That whole thing on Japanese following pull and Americans following push. The way I remembered it was by calling Americans pushy people. The cooperative partnership with a few key suppliers I liked that idea very much. I do see that a lot of our products have suffered because we want them cheap. Instead of demanding quality we demand cheaper products. ... I really liked that fishbone diagram (root cause analysis) That was easy to understand.

I found it interesting that the amount of inventory can signal a problem in the production process. I never knew how much inventory cost to store. Inventory is a huge cost and also inventory is very important part of customer satisfaction, since, if there is too much inventory, there can be a backlog in orders.

The one concept that I thought was interesting was the fact that large inventory is an indicator something else is going wrong in the process. I also did not realize all of the additional costs associated with inventory, and that many companies are now trying to use pull instead of push demand.

It has most definitely been an interesting year in your class. I have to admit, I feel like I learned a lot in the class and have many wonderful memories. If I had to choose ONE THING...It would have to be all the interesting stories that relate to the real world. I know that is a little ambiguous, but I really could relate to many of them in my limited work experience.

This semester, I learned a lot. The one thing I enjoyed the most was poka-yoke. I really did not realize that the electrical socket was designed the way it was. I liked learning about the other things out there that are fool-proof.

The most important thing that I learned in your class was that if there is a problem you should look for the root of it and not just try and fix the effect. A close second is that it is not the workers fault in most cases when something goes wrong, rather the management. I one day plan to be a property manager, so when I am I know I'll keep your class in mind. Thank you.

Your class has been one of my favorites this semester. Despite the fact that it is at 8:00AM, I feel like I have learned a lot. The little quizzes were pretty helpful. It added something more to the class besides just the lecture notes. Even though the videos we watched seemed a little outdated, I enjoyed watching them, because I could better understand some of the notes we talked about in class. The section in the notes that interested me the most were the notes on Poka-Yoke and the 7 Tools of Quality. I had never even heard of Poka-Yoke before. Thanks for making this semester an enjoyable one!

I just wanted you to know that I really enjoyed having you as an instructor. I like how you relate every topic to something that is happening that day or that week. I feel as if I get a better understanding when examples of real life situations are used. I have learned how to relate to situations that may rise and how to solve them with all the knowledge that I am taking from your class to put to everyday situations. I feel as if I have learned a lot in your class, I have recommended that anyone that has to take this class get you as a instructor. I feel as if you care about your students and you are willing to help them in any way. Thank you again for being such an influential teacher.

The best thing about the course is your teaching style. Truly you are a man of the business world, and have plenty of experience, and confidence, in this field. Your dedication to the field rubs off onto us/me, and makes me more willing to study and take the time to understand. You go far above and beyond what the norm is required by other professors. From tactics like “bbblamed & fffired” to the real life experience and no-nonsense style comparisons and happenings- you truly make learning more about OM a “want” not a “need.” I would like to thank you for dedicated so much of your time and abilities to helping me, and other business students, grasp what could be considered the most important aspects of business. In closing, the most important thing I have learned isn't really a topic, a style, or aspect of business, it's to give my all, in no matter what I do, and truly my willingness to do far more than is expected will truly “rub off”; on others and inspire them to do a better job—much in reflection of your teaching style. But an academic aspect I view as most important is the use of “pull” not “push”. Such a simple concept to grasp, and probably implement, yet still greatly overlooked by Americans. Sometimes the simplest things can be the most difficult.

Well, being from a third world country, Belize, traditionally, production and operations management is concerned with factories. Operations Management meaning, how factories should be best operated towards the production of goods. Here my country showed me that the only way to increase output was to increase the number of workers. I never had the knowledge of how to best put out a larger quantity and better quality products, before taking this class, this fact due to the lack of know-how that is suffered by Belize. Do not get me wrong, the country is making a large push to better understand how to increase production and not using a large amount of the country's resources. Being the 'son in line' to take over one of the largest businesses in Belize, this subject really alerted me to that information regarding how to better run and develop an industry. The concepts of organizations as integrated systems, whether it might be designing, planning, and controlling operating systems, applications of programming and other techniques to organizational problems, I know how to put a foot forward and make that move that will help my family's business and in the larger run help the country. As I always said, it is better to be able to put a little in and to get a lot out, this being that the little bit of knowledge that I was able to get from one class, might be that little bit of input that I can put in just to get that greater satisfaction at the end. But over all, it was a great experience that I can travel so far and still feel at home, being able to communicate with a professor and to learn his thoughts and well as others.

I would just like to say that I have enjoyed your class this semester. It is always refreshing to have a teacher that enjoys what they teach and cares about the students. Considering I am a marketing major I enjoyed learning about demand and forecasting. This includes the purpose of demand forecasting and the different techniques. AND of course I now like Deming, who couldn't like the guy after having class with you!

I had a feeling that I'm going to miss you. It seems I have already started missing you. Unlike some teachers who made their classes into "jail" for their students, you are a entertaining and enthusiastic teacher. Not many teachers would like to share the articles they read or the news they watched with their students as you have done. Listening to your lectures really was a great enjoyment. What I like most about your class are the impressive lecture notes you have prepared for us and your stories that made us understand better for the covered course materials. I bubbled 7 for every thing on your teacher's evaluation because I deeply felt your deserved it. I wanted to let you know that you are a great teacher and we love you. Thank you again for everything.

What I liked most in Operations Management was understanding the various production techniques that improves the productivity of companies. As I am majoring in international business, it was interesting to notice the influence of foreign countries (especially Japan) in the discovery of new production process or methods. Each company has its own needs to manufacture its goods, but it is important to be aware of all these production processes as they can be used in various companies or industries. I liked Operations Management because it is very diverse and makes us understand the stakes related with production and explains how production is integrated in a corporate philosophy. I also liked the way the material was divided and the fact that we had to study from the handouts. I find them very helpful. I really enjoyed this class!

I really enjoyed all of the real life examples you had to add to the class discussion. I always think it is easier to learn a concept when you can compare it to something familiar, like college athlete GPA's or cell phone companies.

The thing I liked most about the course and the thing you have probably said the most amount of times is the fact that managers always “blame and fire” a worker for a problem they created. Like the school kids not making their grades. Instead of trying to figure out why kids aren't learning, they would rather manipulate the “number.” If I don't remember anything else from school, I will remember your perspective on things. It is very interesting and has influenced my way of thinking. I really think you should consider writing your own text book. I really enjoyed your class and will see you.

During this semester I have learned a lot in this class. The main thing I learned was about quality and how important it is. Being a customer I am not always looking for quality in all my purchases. Most of the time I just buy things not thinking about the company that made it. And if it breaks or is defective I don't blame the company it either goes in the trash or in a drawer. I thought you did a great job with this class ... your stories made more interesting and easier to understand the information. But I will always remember quality when I am spending my money or even at work and even when someone else is spending their money.

I found your class to be very interesting. The thing I liked the most about your class is your teaching style. I have never had a teacher that interacted with the students like you do. Every story you tell adds to our understanding of the materials in our notes. I actually feel like you have cared for us as students more than any other teacher I have had. I will definitely recommend your class to everyone. The most interesting fact that I learned in your class was dealing with Deming. I never knew that Deming was so idolized in Japan. I mean they have based so much on his teachings. They even have the Deming prize, “the oldest” quality prize in the world. Thanks for the interesting year.

My favorite part of your class was when you lectured about just in time. I have been taught it in so many classes but never really understood it until your class. So thank you for teaching it with examples instead of just the definition like every other teacher.

I really enjoyed the lecture you gave on poka-yoke. As I have found myself standing in long lines at the airport waiting to get through security I was able to relate to the example given in class. With poka-yoke being error free its hard to say that this type of solution would work in this situation. I believe it did work somewhat in helping relieve the wait time in the beginning, but as you discussed in class it only led to delays in another part of the airport. I guess if the airport would look at the whole picture as oppose to just checking in at the gate or at x-ray they may have been better able to solve the future problems.

I believe that my favorite part of class discussions has been the topics regarding the “pull” and “push” methods of demand that were used by Japan and US producers, respectively. Most often, it seemed to me that many of the other topics we discussed (inventory, demand formulas, etc.) are made somewhat null by the Japanese approach to production. I found it rather frustrating that US firms were and have not been faster to recognize the advantages of *kanban* methods. I guess for the Japanese, necessity was the mother of invention.

One thing that I learned was how the earlier businesses focused on quantity and, because of the Japanese, today's society business's focus on the quality of the product instead of quantity. I liked your class because you gave plenty of example and different views when explaining things in your class.

What I probably enjoyed most about this class was how you were able to use so many real world examples to basically explain every concept we dealt with. So many professors teach you really important information, but do not tell you how it applies outside of the classroom. Because you related it to real world examples (many of which you experienced first-hand), it made the information easier to both understand and relate to. It was very interesting to listen to and read (via email) about the cause-and-effect discussions and how so many institutions do not focus on the cause, but instead place so much emphasis on the effects. Just seeing how so much of this classroom information related to the real world was very informative and interesting. I have actually really enjoyed your class this semester, you have made the class interesting and enjoyable to come to! I actually learned a lot. I had an idea of what the class was going to be like, but I was actually impressed with the lectures that we had with “what operations management is” and “quality.” I understood that quality is a big part of today's business world, but I've noticed that some companies are only worried about one thing and that is profit. I have learned that quality is a major aspect of the business cycle and needs to be employed by more companies. Like the Japanese do with the way that they share their ideas instead of trying to offer the lowest price and make their piece of the pie bigger. With just offering the lowest price you are not making a quality product, it is just going have people complain about the quality of the product and then people will actually quit buying the product and switch to someone else. People have to understand that profit isn't everything and quality makes a difference because consumers want to have quality rather than buy the cheapest made product. Consumers will come back to a business if it produces quality products or services rather than a cheaply made product that will break after a few weeks. I have really enjoyed coming to this class and enjoyed everything that I learned while in your class.

I have enjoyed your Operations Management class this semester, and feel like I have learned a lot about the way businesses are run the wrong way. I think your real life examples have added to my understanding of the material. Those examples make it more than just a concept to learn from a book, but illustrates how managers make the wrong decisions every day. Hopefully, the things I have learned from this class will benefit me on the job.

I, learned a lot in your class this semester. What really caught my attention the most was about Deming and Japanese view of production and inventory. Imagine if Deming was able to give his inputs to American factories rather than the Japanese, the whole business thinking and perhaps the backbone of U.S. economy would have changed. It is very interesting how Japanese thinking of business differs so much from U.S. You can see now that in car manufacturing, Japanese own a major share of the market in the world.

Well I like the quizzes ... I like your notes and how they are full of examples and are also available on the website. ... Obviously I like your class or I wouldn't have picked your section again this semester! (At 8am nonetheless!)

I have truly enjoyed having you as a professor this semester. You're some kind of character. One thing that you have made me realize is that it is easy to just put the blame on the workers of a company, because no one really wants to take the time to figure out what the real problems are. This is the best class I've ever had—honestly! ... Thanks for being a great professor and one that actually cares about the students and not their own agenda. Thank you!

Overall, I would have to say that your Operations Management class, 3123 has been a course that has altered the way one looks at certain situations in a very positive way. As you have presented with some local examples (NC elementary school scores), after taking this course, I look into different articles, or different situations proposed by the business world in a different manner to see if they are really trying to change things for the better or are simply fixing the effect and not the cause. Root Cause Analysis and quality are the two aspects of business that I do not think I will be able to look at the same again. The course has taught ways in which to diagnose every business scenario while trying to optimize the outcome in the "right" way. Also, the study packets of information were unbelievable helpful. Most text books that we use at the collegiate level concentrate more on quantity rather than quality. It seems that the authors are strictly interested in covering every possible tidbit of information that can be even remotely related to the subject and adding it into their text. 70% of the information presented is rather trivial and is there to take up space. The other 20% is very useful information that is needed to excel in the business environment (or other environment for that matter). The study packets that were presented in this course have covered that 20% and allowed students to concentrate on the important context. As a compliment to you, it is nice to have a professor that has experienced the things in which we cover in class in an actual business setting. One can read all about what the "appropriate" way is to handle any given situation within the field, but until they experience for themselves, it is hard to have the ability to succeed. Having someone who has been there express the examples and the real life scenarios to us gives us a little more of a heads up as to what to expect and how to react. I think that the exams appropriately surmised the material that was covered in class. The things that were stressed were also stressed on the exams. And finally, the stories.... Although they caused for a little rush at the end, I think they were a refreshing break from the monotony of lecturing. They all added to the context of the course work, and they just made the class more interesting.

There were several concepts that stuck in my head throughout the semester. One is that the Japanese companies relied on the "visible hand" of Keriatsu management to cooperate supplier relationships. On the other hand, American companies believed the "invisible hand" of the competitive marketplace would help them find the best suppliers.

Dr. Polito I have really enjoyed your class this fall. You have made the class interesting and the only one I have wanted to actually come too. What I enjoyed most about the class is how you always offered your own opinion. I really like all the discussions about Deming. He seemed to have looked at how the employees should be treated, which will eventually earned the company more money. The cost of losing a good employee is much more than lower the cost of goods the company would buy. Thanks for a great fall and I wish you were teaching another class so I could take you again.

I really feel that the comparison among "Quality Products" between the US and Japan that you taught us this semester was a great topic. It really goes to show, for example, in the car sales sector of business that Japanese cars such as Honda and Toyota have better resale values than do American made cars. It just goes to show that when you build a Quality product it not only last longer but also pays off in the end for everyone involved, including the customer.

I have to say my favorite part of the class was around the first test. I really enjoyed learning about how the Japanese improved their economy. Learning about Deming was interesting, too. I think you emphasized the right points. You stressed quality, pulling demand, asking why, and Deming and those points are what American managers need to apply more of. I enjoyed your class a lot and I think you are a great teacher.

I have truly enjoyed Operations Management, and I believe it is because of the teaching technique you use in class. You relate every topic to a story which makes it unforgettable and enjoyable. Your stories are based on your personal experience or something that caught your eye in a newspaper. You can look at today's newspaper and find something that relates to Operations Management, and that shows your true talent and commitment to the field and your students. The online materials we are using for the class are priceless because they are well researched and well written to help students fully understand Operations Management. Some of my personal favorite topics were W. Edward Deming and his major contributions, The 14 points for Management, Demand Forecasting Techniques, and Poka –Yoke & the Seven tools of Quality. I personally liked the class very much. I enjoyed your stories because they make so much sense. The fact that I can relate them to my own personal experience makes me feel that I have learned something valuable, and I believe I have. Thank you for being so much fun Dr. Polito! P.S. I truly meant everything.

I really enjoyed the semester. It was really helpful and I got to know a lot of things that I did not know about management, manufacturing, etc. Your teaching methods which included incorporating stories enabled the class to get a better understanding and grasp of the material. Overall I think you did a magnificent job and I can honestly say that this is the only class this semester in which I had a good time and learned something at the same time. Thank you!!

I found the entire course interesting and I had an easy time relating to it. I see some of these management theories on an everyday basis at my job and completely agree that there are lots of problems with some of them. I work at Kroger the grocery store chain and I am always commenting to people that I work with that the company is headed down a bad path if the way they manage doesn't change. The corporate office just pushes for things that I and my store manager think they have no understanding of. Corporate is always pushing to cut hours of the employees and set a dollar per labor hour amount that is sometimes impossible to meet. This is what we discussed throughout the course about quantity and quality and they talk a big game about quality to the customer but push for quantity. I also like how you gave us all the things that are wrong with EOQ and other mathematical solutions. This in all really put into perspective why management does things that I don't think make any sense and it is because they are trained to think these solutions work all the time. I found this course to be very interesting and has really made me think of new ways to manage hopefully when I get out into the corporate world.

I thoroughly enjoyed the Operations Management class this semester. I particularly enjoyed the topic of Quality and Deming's 14 Points For Management. I am sure that all of the topics covered in this course will benefit me equally well especially as I am wanting to pursue a career in Human Resource Management/Industrial/Organizational Psychology.

I enjoyed your stories a lot, they were always insightful. If I had to choose some of the course work I would probably say the relationships between the push-pull approaches. I enjoyed the discussion about the differences between the Japanese and the American approaches. As the world continues to evolve we are moving towards a global economy and it is key for any country to be competitive to implement the best/most efficient methods. So I liked learning about how the Japanese are so far ahead of the curve.

First off I'd like to say I really do like your teaching style of providing us with plenty of real world examples. It simplifies the material and makes it more understandable. I think the one aspect of the course so far that has stuck out for me is how you have given many examples of how root cause analysis is so vital in getting to the real point of the problem and not just adjusting the problem one way or another so it "looks" like it is fine. One ... aspect of the course that I really enjoyed learning was the comparison of the "inspected-in quality" vs. "quality at the process" in the Poka-Yoke and the 7 Tools of Quality packet. It was interesting to see that by using one of the seven tools of quality or poka-yoke that those methods could ensure quality at the process instead of having inspected-in quality, which has high costs and could cause multiple problems later during the process. Keep up the good work because your way of teaching really gets the point across in a way we all understand! By the way I like your website and all the links it contains.

I really enjoyed this semester. I think the material that stuck with me the most was the push vs. pull inventory systems. I also enjoyed your fun "consumer friendly" style of teaching ... your friend,

I wanted to start this e-mail off by saying that I greatly appreciate you working with me this semester. I truly enjoyed your class and often wish that there were more professors that had the same teaching style that you do. Throughout the semester, there were many things that stuck out in my mind as you lectured each class period. The most influential or memorable thing for me was the impact of Deming on Management. He has unequivocally shaped many of the aspects of management that we have learned in your class. His importance has been mentioned in class (during your lectures), while reading the handouts that are posted for each section, and even in the extra credit videos that we have watched after tests. He is definitely someone in this particular field that will not and can not be forgotten. I also know, through interacting with you on a weekly basis, that you also respect and appreciate him as well as his work. his class has taught me to look at a different side of Management. It has also caused me to realize how important/essential that it is in order to run a productive business. I thank you for the time that you have spent with our class this section, and I look forward to keeping in touch with you in the future.

I think the biggest thing I have learned in the course is the root cause analysis concept. I enjoyed all your stories and examples of businesses not going the core of a problem when something needs fixing. It's easy for us to sit back and see that the solutions they came up with weren't the right ones. What, I think one of the solutions was to have higher entry requirements? Come on, if a school wants an athlete that bad, there are ways around that. I have enjoyed all your stories.

I feel that the most important thing that I learned from your class was the root cause analysis. You taught us that you must attack the root cause of the problem and not the effects. I feel like most people do not realize that and never end up solving problems. Other than that the biggest thing you helped me with was providing a view point and describing things (by using your stories) in a way that made it easier to understand. I appreciate everything and your class has been fun.

I believe the best thing I learned from your class this semester was how to find the 'real' problem within a process. Too often suggestions and so called remedies are given without ever finding out the problem. Finding the real problem is a process that is can be time consuming and cumbersome, but finding what is really wrong will benefit a company in the long run. I also enjoy the emails about the dumb things people all over the country are doing to fix their problems, when most of the time they are the problem.

What I liked about the course: I enjoyed learning information that is relevant (to everyday life) and that can be applied in any aspect of business. The most important a/o memorable thing you learned in the course: I was at work one day, and my boss was complaining about the lack of desirable choices of living room furniture. I thought back to your lecture and explanation of the furniture industry and I started telling him about how the furniture industry makes what they “think” customers want, not what customers would normally request. AND I also remember your example of a can busting (which ruined your cell phone) from the cheap aluminum that manufacturers use. I don't look at a can soda the same anymore.

Your class rocks! This semester in your operations management class has been great. It makes the class a lot easier to understand and interesting when you relate what your teaching to things going on in the real world, or past events. I like your whole attitude of trying to help students succeed instead of trying to trick us with unfamiliar materials. You taught your class perfectly. You told us what we needed to know for the tests and if we studied the material like we were supposed to it was no problem. There are still things you taught my roommate \*\*\*\*\* \*\*\*\*\* that we will sit and discuss from time to time because they are interesting, and for guys like us who have never worked in a factory, or been in charge of a crew of people, it's a reality check of what might be coming. In a nutshell, I learned a lot in your class and loved the way you conducted it, don't change a thing.

Your class is one of my favorites. And I am not just saying that. A couple of my fellow students and I have learned this semester that the students don't only make the grades but the teachers assist as well. We have some classes that we aren't doing so hot in. The teachers who teach those classes aren't very entertaining, they are hard to understand, and really we do not think they know how to teach. We all see that they know the material really well and they can tell you anything about it. But teaching it is a different story. So we have come to the conclusion that a teacher really affects a student's grade as well as the student (the student more of course). By looking at your grades you can tell that you are doing something right. That's why your class is one of my favorites. Anyway what I have learned in your class is that some managers really do not know what they are doing. For instance when I listen to your stories it reminds me of a place I used to work for. They are a perfect example of everything you talk about in class. They do not know how to find the root of a problem. Their employee turnover rate here in Greenville is ridiculous and the people staying are only staying because the job is easy work. Anyway they base how a person is based on numbers. They do not take into account the conditions they work in or where they work. I know that they discouraged me why I was there and blamed it on us when the problem was deeper than they were looking. It is a long story so if you want me to tell you so you can use it for an example I will. So what I learned is teachers count and how to look for the deeper problem instead of the quick fix. Thanks for everything.

I really learned a lot about the real world. Most teachers feed you material that you will never use and that you can't really see how it will work in the real world. You have directed your material towards the real world. I love your examples about different businesses, it also really helps to understand the material.

I would like to share with you my wonderful experience in this class. I learned about different aspects of management, especially in terms of quality. Deming is the first name who comes to my mind when we talk about quality. The influence of Japanese after the war and the different ways to control production are what I will remember the most in this course. The examples presented in class were really helpful and energized the course (even at 9am).

There are several things I liked about your class: Your real-world examples of what we cover in class helped me understand the material better ... Your classroom environment was fun and made class time fly by ... Your ability to convey the material covered was very helpful. Thank you for everything. I hope I have you for future classes.

First of all, I enjoyed all of the different stories that you told in class, it helped me relate some of the stories to the work that we were doing in class. I also enjoyed the different aspects learned about Deming. His philosophy makes sense in many aspects and getting to watch a movie on him helped me to understand how he was in real life. Overall, I enjoyed all parts of the class. These are just a few of the parts of the class that has stood out.

I really enjoyed your class this semester and I think you are an awesome teacher—after all this is my second class with you. I hope you stay with ECU for a long while and I am sure you will get your tenure in due time—you are truly an awesome instructor. The part I liked the best is how you brought to light how managers seem to forget what they learn in school when they enter the real world. Hopefully when I have earned the position of manager, I will not forget what I have learned and make superficial changes that do not even address the problem of the workplace. You really brought that to my attention this semester and I have learned a tremendous amount of how not to blame someone when it is not their fault, it is the system's. Thanks for allowing me to learn from you another semester and I am sure I will see you around.

From this course, I will take the knowledge of Japanese style management and the overall understanding of Operations Management. It was interesting to learn about how management came from different areas and became what it is today.

One thing that sticks out in my mind about this class is what we learned about Poka-Yoke. I found this and the seven tools of quality very informative.

When you asked us to email you about the one aspect that we found most interesting or important, I had trouble narrowing it down. In all honesty, I feel that your explanations of real scenarios when compared with material from the notes was most helpful. I know that everything you read in a book or try to figure out with a formula doesn't work in real world business. I have been working two jobs this semester, and can attest to that. It was wonderful however, to hear this from you as well. That is what I will take most from this class.

I have enjoyed most of the topics you have discussed in class. Mainly because I work in a Japanese manufacturing plant. It was easy for me to understand why quality standards are different between the two countries. My favorite subject was the Deming stories. The fact that Deming's ideas not only affected businesses but all of life. I was also unaware of Deming and his ideas before this class. I personally have remembered more from your stories than any other part of the class.

My favorite topic was the Poka-Yoke topic. I thought it was very interesting that there was a way that quality could be flawless. It is interesting that a manager could discover a way to make things impossible to do wrong. Examples are the car keys that are two sided so a customer cannot put it in upside down or the elevator having an electric eyes so the doors will not close on anyone. Poka-yoking is supposed to be the first resort to fix the problem because it is 100% effective, and this is why this method to ensure quality was my favorite topic.

I have enjoyed your class this semester. The sections on quality were the best in my opinion. I have worked on numerous jobs in the service industry and in light industrial work. It is common on these jobs to ignore quality. Production is far more important to most of the managers I have encountered. It is refreshing to hear someone talk about doing things right the first time. This is, of course, the better way because you will always have higher cost of doing things over than doing them right the first time. Also, I liked the emphasis on continuous improvement. There is always room in any organization for improvement. I enjoyed your class overall. These were just the sections I found most interesting because I can relate to them from my work experience.

I have enjoyed your class! Professor Polito, I did want to let you know that I thoroughly enjoyed your class. I have never been one to appreciate the 8:00 class, but you did make it interesting for us. The only thing that I believe to be more impressive than the fact that you gave us quizzes with blood on them, is the fact that you care enough about your students to make the effort. The biggest thing that I learned in your class this semester, and that I will remember throughout my career, is the importance of identifying problems that lead to more problems instead of just trying to cover up, or fix the end product. Before your class I wasn't equipped to look deeper into the situation and see what was really going on—now I have the Fishbone Diagram technique. I know that this skill will prove useful to me later on. Thank you, and think about teaching higher level DSCI classes. I will be there ... as long as it isn't another 8:00, that is.

I think the most important thing I have learned in the class is about the fact that you should always try to find the cause of your problems instead of wasting your time trying to fix the results. This seems like a very simple concept but its one that you don't think about and you end up wasting a lot of time. I have enjoyed the class this semester and it was actually an 8 o'clock class that I didn't dread going to.

One of the topics during the semester that has interested me has to deal with the root cause analysis tools. I found the five-whys and fishbone diagrams were helpful in finding the solution to the real problems, instead of just guessing on the problem and only creating new ones. The examples you used were easy to relate to and helped in the understanding of the overall theory. The examples helped explaining real life decisions, and the thought process that goes into finding the solution to a problem. The package busting was a good example, and made me think about what really caused the package to be open. The example of the basketball coach teaching the class without his players showing up was something that I had heard about and was familiar with. I don't think the athletes in the class were really offended by the story either. Another example that I thought helped explain the theories was the example with the school districts making test more difficult for students to pass, even though students were already struggling passing the current ones. It was supposed to make the teachers work harder to teach the students, but really just made them try to teach to the test so the students could attempt to pass. If the district had actually thought about the problem more, they could have realized that the solution they came up with was not the solution to the real problem. The root cause tools can be used to make real life decisions, by asking why and diagramming out decisions. They are useful so you don't just jump into a conclusion, and actually think about what the real problem is before acting. This topic was good because it deals with everyday life and also because we got to hear some good stories on people trying to fix problems and only making them worse.

I am in your 8am MWF DSCI 3123 class. One major thing I liked about the class was learning about Deming. He is an interesting man.

One of the things I liked about this course; instead of curving the exams, we always had the option to do some extra credit, which was very helpful. I also liked the way you tried to relate to the students during class discussions—\*\*\*\*'s restaurant, \*\*\*'s leaky boat, etcetera. I find myself using the boat example every once in a while, now. (Instead of "bailing water," we should be "plugging the hole!") Great analogy and often very true. And one last thing I liked about the course was the fact that you gave quizzes. The quizzes helped to solidify some of the lessons that were more or less abstract. Thanks. Well, I've already touched on one thing that was memorable from the course, but it shouldn't be too hard to come up with more. Let's see, something else that sticks with me, and I have no idea why, is the Ishikawa diagram. Maybe it's because you repeated it so much, or maybe it's because the word is just so funny sounding all together, but I can always recall the Ishikawa diagram. I think I like it so much because it has to do with getting to the roots of problems—which I like to do.

I think the most important thing that I have learned from this course is the Ishikawa diagram. I notice in everyday life, I am trying to think more of "why is the problem happening" instead of continuing to fix the effect. For example, my roommate's cat keeps urinating on the bathroom mat. Her solution to the problem was to just keep washing it everyday--that just fixing the effect. My suggestion was to throw the cat over the Green St. bridge--poka-yoke it. My suggestion was disregarded, so we started trying to find the root causes of the problem; maybe she needed to be fixed, maybe her litter box wasn't being cleaned often enough, or maybe she's just a spiteful, vengeful, little beast. So we had her fixed, and made a chart of when the litter should be changed and the situation is not solved, but improved. Also, my mother is a supervisor in a large factory and her boss told her she needed to start using a Pareto Chart. She felt as though some of her thousands had been well spent when I could tutor her on this subject. It puzzles me a little to see that top management would just come to someone and ask them to make a Pareto Chart, with no specifications on how or what to do it on. And maybe that's some of the reason labor intensive only account for 10-15% of the jobs in this country.

Hey Dr. Polito, just wanted to say that I did enjoy the class atmosphere you provided us this semester. Probably the most influential piece of information I have taken from your class is the fact that mathematical formulas are not the answer to everything. There are all kinds of loopholes and discrepancies associated with them. I also learned a great deal about Deming and why plants close from poor management, not poor workmanship.