

# Communication Crisis At Kent State; A Case Study

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## **Service operations management: case studies of architectural firms' commitment to quality assurance**

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**Abstract:** The field of architecture, as with many professional service-oriented industries, is strongly influenced by the current recession and is experiencing cutthroat competition at all levels. Quality assurance measures were investigated within the architecture industry in two firms. There are many ways that an architecture firm can establish a quality management program, such as the American Institute of Architects' recommended RISM (review, identify, standardise/stabilise, measure, and improve) feedback cycle to create a self-improving quality. It was found that both firms can increase efficiencies, reduce redundancies, and eliminate unnecessary costs from errors and mistakes. From a positive perspective, the current economic downturn has forced many service firms to self-evaluate their quality assurance programs and provided them the opportunity for self-correction in light of the new realities of the business environment.

**Keywords:** architectural industry; competitive strategy; operational effectiveness; project management; team integration; USA.

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**Biographical notes:** Alan D. Smith is presently a University Professor of Operations Management in the Department of Management and Marketing at Robert Morris University, located in Pittsburgh, PA. Previously he was Chair of the Department of Quantitative and Natural Sciences and Coordinator of Engineering Programs at the same institution, as well as Associate Professor of Business Administration and Director of Coal Mining Administration at Eastern Kentucky University. He holds concurrent PhDs in Engineering Systems/Education from The University of Akron and in Business Administration (OM and MIS) from Kent State University, as well as author of numerous articles and book chapters.

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