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**Game Shop, Inc.**

1. Why was GSI’s production quality control performance so much better than its billing performance?
2. Would you include billing performance among a short list of “critical success factors” for GSI? If so, why has it apparently not received much attention from management up until now? If not, why all the concern now?
3. Evaluate the billing improvement effort and each of the elements of the system that emerged. Comment specifically on the billing scorecard, detention meetings, P-CARs, and any other system elements that you believe are relevant.
4. In considering the scorecard, be sure to address the following questions: What are the Scorecard and each of its measures trying to accomplish? Are these the right measures? Does each measure add unique value? Are the measures weighted appropriately in importance? Are the business unit grades generally consistent across measures? Can any of the measures be distorted or gamed?
5. Do you believe that David’s improvement efforts will close the gap between production and billing performance enough to meet project goals? Explain.
6. Do you have any suggestions to improve the billing process? Explain.
7. GSI’s ultimate goal is “perfection.” Can this system be used to achieve billing perfection as it is designed, or will changes have to be made, or might even a totally different approach be necessary? Explain.
8. The Billing Scorecard is a results-accountability approach to address the problem, chosen because this company’s culture is “metrics centric.” What are the advantages and disadvantages of using a results-accountability approach? What other alternatives might have been used to solve the problem?