

implementation process can involve political aspects, convincing people to trust the new approach or solutions, or the frustrations of getting a simple answer to work in a complex environment. Some people with strong analytical skills have weak interpersonal skills; since implementation challenges these “people” skills, it will not appeal to everyone. If analysts become involved with users and with the implementation environment and can understand “where managers are coming from,” they can better appreciate the difficulties of implementing what they have solved using QA.

1-12. Users need not become involved in technical aspects of the QA technique, *but* they should have an understanding of what the limitations of the model are, how it works (in a general sense), the jargon involved, and the ability to question the validity and sensitivity of an answer handed to them by an analyst.

1-13. Churchman meant that sophisticated mathematical solutions and proofs can be dangerous because people may be afraid to question them. Many people do not want to appear ignorant and question an elaborate mathematical model; yet the entire model, its assumptions and its approach, may be incorrect.

1-14. The break-even point is the number of units that must be sold to make zero profits. To compute this, we must know the selling price, the fixed cost, and the variable cost per unit.

1-15. $f = 350$ $x = 15$ $v = 8$

a) Total revenue = $20(15) = \$300$

Total variable cost = $20(8) = \$160$

$$\begin{array}{rcl}
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