

ACC 202 Final Project Part II Guidelines and Rubric

Overview

To be successful, all businesses must perform periodic assessments to determine the efficiency of operations. Whether you are an owner, a manager, or a front-line employee, at some time you will be affected by a budget.

Preparing a budget and analyzing the results of operations in relation to the budget will help you understand how to use financial information to evaluate the effectiveness of an organization's operations. The process will also help you determine the reasons operations do not always go as planned and make decisions on changes that might need to be made to make the organization, or just your own department, more efficient.

In Part II of the final project, you will use the worksheets and budget variance report you created in Part I to prepare a budget analysis communicating key findings to internal parties and suggesting potential changes to improve your organization's performance.

This assessment addresses the following course outcomes:

- Communicate budget planning to internal stakeholders for strategic planning
- Apply costing methods to production for supporting budget planning and decision making
- Analyze financial information in identifying opportunities for operational efficiencies
- Apply ethics within the accounting decision-making process for supporting responsible business activities

Prompt

You are a manager for a pet supplies manufacturer. This responsibility requires you to create budgets, make pricing decisions, and analyze the results of operations to determine if changes need to be made to make the company more efficient.

Using the workbooks and budget variance report you created for Final Project Part I, you will make recommendations about possible changes. You will look at the possibility of making some components of one product instead of buying them, and you will determine how to evaluate the company as a whole and managers in particular. You will create a budget analysis detailing your findings.

Specifically, the following **critical elements** must be addressed in your analysis:

- a) **Budget Process** and Variances
 1. Discuss the initial **budget process**, the variances, and potential reasons for the variances.
 2. What are the **changes** you think the company should make based on the variance analysis? What will the changes accomplish?
 3. What are the **ethical considerations** of the changes you have selected? Why are you recommending these particular changes?

- b) **“Make” or “Buy”**: Suppose you were to consider buying a particular component of one of your products or making the product in-house.
1. What factors would you consider in such a **“make” or “buy”** decision?
 2. What are the **ethical considerations** of your decision? What implications could this decision have?
 3. For each option (i.e., to “make” or to “buy”), how will this **impact** the efficiencies of your operation?
- c) **Nonfinancial Performance Measures**
1. What suggestions would you make for **nonfinancial performance measures** that the company should adopt? What are the pros and cons of each suggestion?
 2. What are the **ethical considerations** of your suggestions? Explain the significance of each.

Final Project Part II Rubric

Guidelines for Submission: Your budget analysis should be approximately 3 pages, double-spaced, with one-inch margins, 12-point Times New Roman font, and APA format. Use the Budget Analysis Template to complete the analysis.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Budget Process [03]	Meets “Proficient” criteria, and reasoning demonstrates awareness of potential business situations	Discusses the initial budget process and the variances and describes potential reasons for variances	Discusses the initial budget process and the variances, but does not describe potential reasons for variances	Does not describe initial budget process	11.5
Budget Process: Changes [03]	Meets “Proficient” criteria and demonstrates awareness of implications of making changes	Determines changes the company should make based on variance analysis and identifies what will be accomplished by making these changes	Determines changes the company should make based on variance analysis, but does not identify what will be accomplished by making these changes	Does not determine changes the company should make	11.5
Budget Process: Ethical Considerations [04]	Meets “Proficient” criteria, and justification is well-supported with examples	Identifies ethical considerations of changes recommended and justifies recommendations	Identifies ethical considerations of changes recommended, but does not justify recommendations	Does not identify ethical considerations	11.5
“Make” or “Buy” [02]	Meets “Proficient” criteria, and claims are supported with evidence	Describes factors that should be taken into consideration in a “make” or “buy” decision	Describes factors that should be taken into consideration in a “make” or “buy” decision, but with errors or gaps in the discussion	Does not describe factors that should be taken into consideration in a “make” or “buy” decision scenario	11.5

“Make” or “Buy”: Ethical Considerations [04]	Meets “Proficient” criteria and demonstrates a nuanced understanding of the relationship between ethical views and implications	Identifies ethical considerations and implications of “make” or “buy” decision	Identifies either ethical considerations or implications of decision, but not both	Does not identify ethical considerations or implications of decision	11.5
“Make” or “Buy”: Impact [03]	Meets “Proficient” criteria and demonstrates awareness of business operations	Describes how “make” or “buy” decision was reached and how it will impact the efficiencies of operation	Describes how decision was reached, but does not address how it will impact efficiencies of operation	Does not describe how decision was reached	11.5
Nonfinancial Performance Measures [01]	Meets “Proficient” criteria, and suggestions incorporate a well-rounded view of the business	Identifies suggestions for nonfinancial performance measures the company should adopt and lists the pros and cons of each	Identifies suggestions for nonfinancial performance measures the company should adopt, but does not list the pros and cons of each	Does not identify suggestions for nonfinancial performance measures the company should adopt	11.5
Nonfinancial Performance Measures: Ethical Considerations [04]	Meets “Proficient” criteria, and explanation is exceptionally clear and contextualized	Identifies the ethical considerations of suggestions and explains the significance of each	Identifies the ethical considerations of suggestions, but does not explain the significance of each	Does not identify the ethical considerations of suggestions	11.5
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	8
Earned Total					100%