

BMGT 364 Project 4 (Week 7) - Controlling

Project 4 is due on Tuesday of week 7 at 11:59 p.m. eastern time.

Purpose

In this project, you will gain an understanding of the importance of the control function in a manufacturing business. You will compare actual performance with desired production standards, measure progress toward company goals, and address deviations in performance through corrective action.

Outcome Met by Completing This Assignment

- develop measures and assess outcomes against plans and standards to improve organizational effectiveness

How to Set Up the Paper

Create a Word or Rich Text Format (RTF) document that is double-spaced using 12-point font. The final product will be **5-6 pages in length** excluding the title page and reference page.

Create a title page with a title, date, course number and section, your name, and the instructor's name.

Scenario

The following chart displays the results of the first year's production of the, Lacks Tracks Cycles, an electric-powered chopper-style motorcycle being produced by Lacks Tracks Cycles to compete with Harley-Davidson's Electra Glide. The metrics table below was created from data supplied by Lacks Tracks Cycles five (5) plants. The purpose of the table is to provide data for management to decide what controls and actions are needed to increase production efficiency.

You recently joined the Lacks Tracks Cycles' headquarters staff as a quality assurance associate. Your manager has requested you to do an analysis of the first year's motorcycle production results. This information will be used by management to evaluate and improve overall production efficiency.

Lacks Tracks Cycles is known for producing high-quality products at reasonable prices. They plan to compete against Harley's top-end model by developing superior production efficiency that will allow them to price significantly below Harley Davidson's Electra Glide model.

The chart below lists the desired production standards and the actual production metrics for each stage of the electric motorcycle's manufacturing process that needs

to be completed to determine the overall production efficiency at each of Lacks Tracks Cycles' five (5) production facilities.

A comparison of the production standard to the actual production outcomes using all the relevant metrics allows management to determine which of its facilities is the most efficient producer of the electric motorcycle. This knowledge will help Lacks Tracks Cycles' management team to determine what controls need to be put into place at their various production plants to match the production efficiency of their most efficient plant. More efficiency means higher production at lower per unit (cycle) costs.

Metrics	Standard	Maryland	Delaware	New Jersey	Texas	Alaska
Total Cost to Manufacture (per unit)	13,500	15,250	14,100	12,750	16,000	14,250
Manufacturing Cycle Time (time to complete a single vehicle - in hours)	15	18	16	12	12	14
Yield (percentage of cars produced to specifications first time without rework)	98%	99%	97%	96.50%	97.50%	95.15%
Defective Rate/Recall Rate	2%	1%	3%	3.50%	2.50%	4.85%
Scrap Rate	2%	3%	4%	2.50%	2%	1.90%
Average Production Downtime	0.50%	1%	1.50%	0.75%	0.50%	0.75%
Training Time (hours per month)	8	6	3	5	7	4
Shipping Problems/Damage (per 10,000 units)	1	2	4	2	1	3
Safety Incident per Employee	1.50%	2.25%	0.75%	3%	2%	1.90%

Number of units manufactured per year	45,000	43,000	27,000	42,500	48,000	45,500
Utilization Rate (Capacity rate facility is utilizing during available production time)	81.82%	78.18%	49.09%	77.27%	87.27%	82.73%

Use only the BOLDED centered and left-justified headings to write your paper.

Introduction

- Write an Introduction paragraph. The introduction paragraph is the first paragraph of the paper and will be used to describe to the reader the intent of the paper explaining the main points covered in the paper. This intent should be understood prior to reading the remainder of the paper so the reader knows exactly what is being covered in the paper. The introduction is often written after the paper is completed. (Use as needed appropriate in-text citation and include the references in the Reference section)

The body of the paper will cover the following:

Controls

- Explain what control means in a business setting. (Use heading below and in-text citation as required)
- Explain why Lacks Tracks must be concerned with the actual production metrics at its plants. (Use headings below and in-text citation as required)

Control Defined

Importance of Lacks Tracks Production Metrics

Standard Specifications

- Compare the metrics table standards to the actual performance outcomes at each of the five (5) plants and explain your findings for each plant. (Use the headings below and citations and references as appropriate.)
- Identify the four (4) most important and common deviations from the standards among the plants and explain why this data is important to Lacks Tracks management. (Use the headings below and citations and references as appropriate.)

- Using course materials identify and explain two (2) types of controls that could be used by Lacks Tracks management to attempt to correct the deviations from standards at its plants. (Use the headings below and citations and references as appropriate.)

Metrics Table Plant Performance Comparisons

Four Most Significant Deviations

Two Recommended Controls

Total Quality Management

- Explain why the implementation of a Total Quality Management (TQM) program could improve operational efficiency at Lacks Tracks. (Use as needed appropriate in-text citation)

Conclusion

Create a concluding paragraph. The conclusion paragraph highlights the major findings covered in the paper. (Use as needed appropriate in-text citation)

References

Review the Paper

Read the paper to ensure all required elements are present.

The following are specific requirements that you will follow. Use the checklist to mark off that you have followed each specific requirement.

Checklist	Specific Project Requirements
	Proofread your paper
	Read and use the grading rubric while completing the paper to ensure all requirements are met that will lead to the highest possible grade.
	Third-person writing is required. Third-person means that there are no words such as “I, me, my, we, or us” (first-person writing), nor is there use of “you or your” (second-person writing). If uncertain how to write in the third person, view this link: http://www.quickanddirtytips.com/education/grammar/first-second-and-third-person .
	Contractions are not used in business writing, so do not use them.

	Paraphrase and do not use direct quotations. Paraphrase means you do not use more than four consecutive words from a source document. Removing quotation marks and citing is inappropriate. Instead, put a passage from a source document into your own words and attribute the passage to the source document. There should be no passages with quotation marks. Using more than four consecutive words from a source document would require direct quotation marks. Changing words from a passage does not exclude the passage from having quotation marks. If more than four consecutive words are used from source documents, this material will not be included in the grade.
	You are expected to use the research course materials to develop the basis for your analysis and to support your reasoning. There should be a robust use of the course material. The material used from a source document must be cited and referenced. A reference can only be included in your Reference list if it has been used for an in-text citation.
	Use in-text citations and provide a reference list that contains the reference associated with each in-text citation.
	You may not use books in completing this problem set unless part of the course material. Also, you cannot use as references a dictionary, Wikipedia, Investopedia, or similar sources.
	Provide the page or paragraph number in every in-text citation. Since the eBook does not have page numbers, you are to include the chapter title, section heading, and paragraph number. For citations using a video, you must provide the minutes and second of the cited material.

Submit the paper in the Assignment Folder (The assignment submitted to the Assignment Folder will be considered the student's final product and therefore ready for grading by the instructor. It is incumbent upon the student to verify the assignment is the correct submission.

NOTE: All submitted work is to be your original work. You may not use any work from another student, the Internet, or an online clearinghouse. You are expected to understand the Academic Dishonesty and Plagiarism Policy and know that it is your responsibility to learn about instructor and general

academic expectations with regard to proper citation of sources as specified in the APA Publication Manual, 7th Ed. (Students are held accountable for in-text citations and an associated reference list only).



Hide Rubrics

Rubric Name: Project #4 Controlling (15%)

Print Rubric

This table lists criteria and criteria group names in the first column. The first row lists level names and includes scores if the rubric uses a numeric scoring method. You can give feedback on each criterion by tabbing to the add feedback buttons in the table. Criteria

Equivalent to an A

Equivalent to a B

Equivalent to a C

Equivalent to a D

Equivalent to an F

Criterion Score

Introduction (4%)

4 points

Writes an introduction that captures the reader's attention, gives context to the paper, and builds to the thesis (in the last sentence of the introduction) that defines all of the main points to be discussed in the paper.

(3.6 - 4)

3.4 points

Writes an introduction that provides a general context to the paper, has a thesis statement and somewhat discusses main topics but is vague or does not cover all main topics.

(3.2 - 3.5)

3 points

Writes an introduction that provides context to the paper and presents main topics covered in the paper but this information is not presented in a thesis statement but throughout the first paragraph.

(2.8 - 3.1)

2.6 points

Attempts to write an introduction but has little to no context to the paper; the thesis is missing main points or no thesis statement provided.

(2.4 - 2.7)

0 points

No attempt to write an introduction.

(0)

Score of Introduction (4%),/ 4

Explain what control means in a business setting. (8%)

8 points

Uses the course materials to thoroughly and correctly explain what control means in a business setting and why it is needed.

(7.2 - 8)

6.8 points

Uses the course materials to explain what control means in a business setting and why it is needed but needs some development.

(6.4 - 7.1)

6 points

Uses the course materials to explain what control means in a business setting and why it is needed but needs significant development.

(5.6 - 6.3)

5.2 points

Attempts to explain what control means in a business setting and why it is needed using little to no course materials or uses external source material; or incorrect explains; needs major development.

(4.8 - 5.5)

0 points

Little to no attempt to explain what control means and why it is needed in a business setting.

(0 - 4.7)

Score of Explain what control means in a business setting. (8%),/ 8

Explain why Lacks Tracks Cycles needs to be concerned with the production metrics at its plants for the electric motorcycle. (15%)

15 points

Uses the course materials to thoroughly and correctly explain why Lacks Tracks Cycles needs to be concerned with the production metrics at its plants for the electric motorcycle.

(13.5 - 15)

12.75 points

Uses the course materials to explains why Lacks Tracks Cycles needs to be concerned with the production metrics for the electric motorcycle but needs some development.

(12 - 13.4)

11.25 points

Uses the course materials to explains why Lacks Tracks Cycles needs to be concerned with the production metrics for the electric motorcycle but needs significant development.

(10.5 - 11.9)

9.75 points

Attempts to explain why Lacks Tracks Cycles needs to be concerned with the production metrics for the electric motorcycle using little to no course materials to support the reasoning; may use external source material; incorrect response; needs major development.

(9 - 10.4)

0 points

Little to no attempt to explain why Lacks Tracks Cycles needs to be concerned with the production metrics for the electric motorcycle.

(0 - 8.9)

Score of Explain why Lacks Tracks Cycles needs to be concerned with the production metrics at its plants for the electric motorcycle. (15%),/ 15

Compare the metrics table standards to the performance outcomes at each plant and explain the findings for each plant. (15%)

15 points

Thoroughly and correctly makes a comparison of the metrics to actual performance for each of the plants and explains the findings very thoroughly, fully and accurately for each plant.

(13.5 - 15)

12.75 points

Correctly compare the metrics to actual performance for each of the plants and explains the findings at each plant but some development is needed.

(12 - 13.4)

11.25 points

Compare the metrics to actual performance for each of the plants and explains the findings at some plants or significant development needed.

(10.5 - 11.9)

9.75 points

Compares to a limited extent the metrics to actual performance for some of the plants or may not explain the results adequately from each branch; Discussion may be incorrect; needs significant major development.

(9 - 10.4)

0 points

Little to no attempt to compare metrics to actual performance or omits discussion of each standard or to explain results for each branch.

(0 - 8.9)

Score of Compare the metrics table standards to the performance outcomes at each plant and explain the findings for each plant. (15%),/ 15

Identifies the four (4) most important and common deviations from the standards among the plants and explains why this data is significant for Lacks Tracks management. (15%)

15 points

Thoroughly and correctly identifies the four (4) most important and common deviations from the standards among the plants and explains why this data is significant for Lacks Tracks management. Reasoning is supported by excellent analysis and as appropriate course materials.

(13.5 - 15)

12.75 points

Correctly identifies the four (4) most important and common deviations from the standards among the plants but explanation as to why this data is important to management needs some development or identifies at least three (3) important and common deviations but explains why this is significant for Lacks Tracks management in a manner demonstrating good reasoning and as appropriate course materials.

(12 - 13.4)

11.25 points

Correctly identifies four (4) common deviations from the standards among the plants but explanation as to why this data is important to management needs significant development or identifies at least three (3) of the common deviations but explains why this is significant in a manner that needs development.

(10.5 - 11.9)

9.75 points

Attempts to identify at least two (2) of the deviations from the standards and common to the plants using some metrics and standards but a very limited rationale is stated for the selection of the deviations or the argument as to why the data is important to management needs significant development.

(9 - 10.4)

0 points

Minimal attempt to analyze the plant deviations

(0 - 8.9)

Score of Identifies the four (4) most important and common deviations from the standards among the plants and explains why this data is significant for Lacks Tracks management. (15%),/ 15

Using course materials, identify and explain two (2) types of controls that could be used by Lacks Tracks management to attempt to correct the deviations from production standards at the plants. (5%)

5 points

Using course materials, thoroughly and correctly identifies and explains two (2) types of controls that could be used by Lacks Tracks management to attempt to correct the deviations from production standards at the plants. Reasoning is excellent and needs no development.

(4.5 - 5)

4.25 points

Using course materials, correctly identifies and explains two (2) types of controls that could be used by Lacks Tracks management to attempt to correct the deviations from production standards at the plants. but needs some development.

(4 - 4.4)

3.75 points

Using course materials, identifies and explains two (2) types of controls that could be used by Lacks Tracks management to attempt to correct the deviations from production standards but identification of the controls is not supported by course materials or explanations need some development.

(3.5 - 3.9)

3.25 points

Attempts to identify and explain controls that could be used by Lacks Tracks management to attempt to correct the deviations from production standards at the plants but fails to develop two (2) controls fully or does not use course materials or explanations need very significant development.

(3 - 3.4)

0 points

Little to no attempt to identify types of controls or explain them through use of course materials

(0 - 2.9)

Score of Using course materials, identify and explain two (2) types of controls that could be used by Lacks Tracks management to attempt to correct the deviations from production standards at the plants. (5%),/ 5

Explain why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks. (10%)

10 points

Thoroughly and correctly explains why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks. Use of course materials supports excellent reasoning.

(9 - 10)

8.5 points

Correctly explains why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks. Use of course materials to support the reasoning; some development needed.

(8 - 8.9)

7.5 points

Explains why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks. Some use of course materials to support the reasoning; significant development needed.

(7 - 7.9)

6.5 points

Attempts to explain why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks. Uses minimal or no course material; needs significant major development.

(6 - 6.9)

0 points

Little to no attempt at explaining why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks.

(0 - 5.9)

Score of Explain why the implementation of a Total Quality Management program could improve operational efficiency at Lacks Tracks. (10%),/ 10

Conclusion (3%)

3 points

In a clear and concise manner, comprehensively concludes the paper by restating/ summarizing the main findings covered in the paper and reflect on the importance of the arguments made.

(2.7 - 3)

2.55 points

In a clear manner concludes the paper by restating/ summarizing the main findings; some development is needed.

(2.4 - 2.6)

2.25 points

Concludes the paper by somewhat restating/ summarizing the argument. Attempts to bring in some explanation or general idea of the main findings of the paper but needs significant development.

(2.1 - 2.3)

1.95 points

Presents a conclusion but may be irrelevant to the main topics of the paper OR does not discuss the main findings of the paper.

(1.8 - 2)

0 points

Fails to present restatement/ summarization of argument.

(0 - 1.7)

Score of Conclusion (3%),/ 3

Attention to Instructions (10%)

10 points

The paper contains all major assignment tasks. The paper also includes completion of all required elements (Word or rtf file, third person writing, paraphrasing, no more than four consecutive words from source, no contractions, page/paragraph numbers/Chapter Titles).

(9 - 10)

8.5 points

The paper contains all major assignment tasks. The paper missed one minor element (Word or rtf file, third person writing, paraphrasing, no more than four consecutive words from source, no contractions, page/paragraph/numbers/Chapter Titles). (8 - 8.9)

7.5 points

One major assignment tasks or two minor elements of the assignment missed. .

(7 - 7.9)

6.5 points

Two major assignment tasks missed or 3 minor aspects of the assignments.

(6 - 6.9)

0 points

Three or more major assignment tasks missed OR four or more minor elements missed.

(0 - 5.9)

Score of Attention to Instructions (10%),/ 10

Writing Mechanics (10%)

10 points

Strictly adheres to standard usage rules of written English using paragraphs and sentence rather than bullets, including but not limited to capitalization, punctuation, run-on sentences, missing or extra words, stylistic errors, spelling and grammatical errors. No jargon used. Few writing errors noted.

(9 - 10)

8.5 points

Excellent adheres to standard usage of mechanics: conventions of written English, including capitalization, punctuation, and spelling. One - three errors noted.

(8 - 8.9)

7.5 points

Satisfactorily adheres to standard usage rules of mechanics: conventions of English, including capitalization, punctuation, and spelling. Four to seven errors noted.

(7 - 7.9)

6.5 points

Minimally adheres to standard usage rules of mechanics: conventions of written English, including capitalization, punctuation, and spelling. More than 7 errors found.

(6 - 6.9)

0 points

Does not adhere to standard usage rules of mechanics: conventions of written English largely incomprehensible, or errors are too plentiful to count.

(0 - 5.9)

Score of Writing Mechanics (10%), / 10

APA Style (7th ed.) (5%)

5 points

Excellent use of APA style, few usage errors; Proper citation of source material is used throughout paper; Reference titles follow APA with only the first word, the first word after a colon and proper nouns capitalized.

(4.5 - 5)

4.25 points

Uses in-text citations and reference list but 1 - 2 APA style errors noted or fails to use APA citations when appropriate 1-2 times.

(4 - 4.4)

3.75 points

Uses in-text citations and reference lists; but 3 - 4 APA style errors noted or fails to use APA citations when appropriate 3 - 4 times.

(3.5 - 3.9)

3.25 points

Attempts in-text citations and reference lists; but 5 - 6 times style errors noted or fails to use APA citations when appropriate 5-6 times. Seldom uses APA.

(3 - 3.4)

0 points

No attempt at APA style; or attempts either in-text citations or reference list but omits the other.

(0 – 2.99)

Score of APA Style (7th ed.) (5%),/ 5

Rubric Total ScoreTotal

Score of Project #4 Controlling (15%),/ 100