



## QSO 690 Milestone Two Guidelines and Rubric

**Overview:** In this second milestone assignment for the final project, you will continue the process of creating a business development plan for your selected organization or company. To accomplish this, you must understand how lean practices and continuous improvement throughout the organization, along with technological advancements, create product differentiation resulting in competitive advantage for the company.

**Prompt:** Determine strategies for reducing infrastructure costs through the use of lean manufacturing, just in time (JIT), optimized production technology (OPT), theory of constraints (TOC), and capacity constraint resources (CCR) to improve supply chain efficiency and logistics. What operations business strategy does the company use in producing its goods and/or services, and what continuous improvement techniques are used? What tools and metrics are used for forecasting customer demand? How does sustainability play a part in the delivery of goods and services?

To continue your analysis, you will need to gather information about lean practices and forecasting. Information can generally be found on the organization's main website, in the annual report and mission statement, and in articles authored by the company or outside analysts, such as ThomasNet.com, buy/sell sites (e.g., Jim Cramer), and investment companies (e.g., Fidelity, TD Ameritrade, or Vanguard). As operations management students and professionals, you are encouraged to use your own experience, understanding, and knowledge of business and industry structure to drive your analysis.

Specifically, the following critical elements must be addressed:

### III. Lean Practices in the Workplace and the Supply Chain

- A. Determine opportunities for the company or organization to employ **lean techniques** to strengthen organizational performance while supporting current business operations. What is the potential outcome of using these lean techniques?
- B. Determine opportunities for the company or organization to use **just-in-time (JIT) practices**, such as safety stock, to reduce inventory costs while supporting current business operations. What is the potential outcome of using these JIT practices?
- C. Determine opportunities for the company or organization to use **optimized production technology (OPT) and theory of constraints (TOC) principles** to reduce costs and increase throughput while supporting current business operations. What is the potential outcome of using these OPT and TOC principles?

This analysis will be incorporated into the final project submission.

**Guidelines for Submission:** This assignment should be submitted as a 5- to 7-page Microsoft Word document with double spacing, 12-point Times New Roman font, and one-inch margins. You should use current APA style guidelines for your citations and reference list. Note that at least 10 outside information sources are required overall for this project, although many students might find that more are necessary to satisfy the requirements of the project. Please adhere to the [SNHU Academic Honesty Policy](#) as you develop this project.

As necessary, copy and paste any data analysis from Excel into your Word document for submission. You may include your original Excel documents as supplementary material if you believe this will strengthen your contribution.

Note that the grading rubric for the milestone submissions is not identical to that of the final project. The Final Project Rubric will include an additional “Exemplary” category that provides guidance as to how you can go above and beyond “Proficient” in your final submission.

Critical Elements	Proficient (100%)	Needs Improvement (80%)	Not Evident (0%)	Value
<b>Lean Practices in the Workplace and the Supply Chain: Lean Techniques</b>	Determines appropriate opportunities for the company or organization to employ lean techniques to strengthen organizational performance while supporting current business operations and explains potential outcome of using these lean techniques	Determines opportunities for the company or organization to employ lean techniques to strengthen organizational performance and explains potential outcome of using these lean techniques, but techniques are not appropriate for supporting current business operations	Does not determine opportunities for company or organization to employ lean techniques to strengthen organizational performance	30
<b>Lean Practices in the Workplace and the Supply Chain: JIT Practices</b>	Determines appropriate opportunities for the company or organization to use JIT practices to reduce inventory costs while supporting current business operations and explains potential outcome of using these JIT practices	Determines opportunities for the company or organization to use JIT practices to reduce inventory costs and explains potential outcome of using these JIT practices, but opportunities are not appropriate for supporting current business operations	Does not determine opportunities for the company or organization to use JIT practices to reduce inventory costs	30
<b>Lean Practices in the Workplace and the Supply Chain: OPT and TOC Principles</b>	Determines appropriate opportunities for the company or organization to use OPT and TOC principles to reduce costs and increase throughput while supporting current business operations and explains potential outcome of using these OPT and TOC principles	Determines opportunities for the company or organization to use OPT and TOC principles to reduce costs and increase throughput and explains potential outcome of using these OPT and TOC principles, but opportunities are not appropriate for supporting current business operations	Does not determine opportunities for company or organization to use OPT and TOC principles to reduce costs and increase throughput	30
<b>Articulation of Response</b>	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	10
<b>Total</b>				<b>100%</b>