



QSO 690 Short Paper Guidelines and Rubric

Overview: As an operations management professional, you will be asked to examine companies' operational processes, identify performance gaps, and recommend quality-driven strategies that will cut costs, increase profits, and enhance differentiation. In this assignment, you will practice these skills in the evaluation of Starwood Hotels' quality improvement efforts. This exercise will help you prepare for Milestone One, due in the next module.

Prompt: View the video "Starwood Hotels—Process Performance and Quality" (available through the **MyOMLab** link on the left-side navigation in Blackboard).

Imagine you are the operations manager for Starwood Hotels. You have been tasked with conducting an analysis of the company's quality improvement initiatives. Compose a short paper that addresses the following:

1. **Evaluation:** What **processes and activities would you investigate**? What questions should be asked?
2. **Recommendations:** What recommendations would you make to Starwood to **cut costs and increase profits**?
3. **Analysis:** What does Starwood do to **promote quality and differentiate themselves from the competition**? How is their service unique?

In your response, be sure to discuss each of the following eight topics and how they relate to this company:

- Total quality management (TQM)
- ISO 9000
- Six Sigma
- Define, measure, analyze, improve, and control (DMAIC)
- Considerations of other stakeholders
- Cost
- Response
- Quality as it relates to differentiation

Guidelines for Submission: Your paper must be submitted as a 5- to 7-page Microsoft Word document with double spacing, 12-point Times New Roman font, and one-inch margins. Any citations should be formatted according to APA style.

Short Paper Rubric

Critical Elements	Proficient (100%)	Needs Improvement (80%)	Not Evident (0%)	Value
Evaluation: Processes and Activities to Investigate	Comprehensively evaluates and identifies key topics for analysis; thoughtful and probing questions are posed for investigation	Identifies processes and activities to investigate, but the evaluation is incomplete; questions partially identify key topics for analysis	Does not identify processes and activities to investigate	30
Recommendations: Cut Costs and Increase Profits	Substantive recommendations to cut costs and increase profits are included; TQM, ISO 9000, Six Sigma, DMAIC, stakeholder considerations, cost, response, and differentiation are all appropriately discussed	Recommends ideas to cut costs and increase profits but does not comprehensively discuss TQM, ISO 9000, Six Sigma, DMAIC, stakeholder considerations, cost, response, and differentiation	Does not make recommendations that seek to cut costs and increase profits	30
Analysis: Quality Improvement and Differentiation From Competitors	Thorough analysis of company's quality improvement initiatives and differentiation strategy is included, with applicable discussion of TQM, ISO 9000, Six Sigma, DMAIC, stakeholder considerations, cost, response, and differentiation	Offers some analysis of company's quality plan and differentiation strategy; relevant discussion of TQM, ISO 9000, Six Sigma, DMAIC, stakeholder considerations, cost, response, and differentiation may be missing	Does not offer analysis of the quality plan or how the company differentiates from competitors	30
Quality of Writing	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
Total				100%