

The Design & Delivery of Goods & Services (**Revised 1/31/07**)

BUSA 365 Spring 2007
Six Credit Course, GU 100
Section-01 MW 2:30-5:10
Section-02 TTh 1:10-3:50

Professor	Department	Office	Phone	e-mail	Office Hrs Below & by Appointment
Minjoon Jun, Ph.D.	Management	GU 317	646-4987	minjun@nmsu.edu	Tu 9:30-10:30 a.m. W 9:30-10:30 a.m.
Pookie Sautter, Ph.D.	Marketing	GU 410	646-6027	esautter@nmsu.edu	M 1:00p.m. – 2:00p.m. Tu 10:30 a.m. – 11:30 a.m.
Sherry Mills , Ph.D.	Accounting	BC 335	646-5681	smills@nmsu.edu	W 5:15p.m. – 6:15p.m. Th 11a.m.-12noon

WebCT	Upon registering for this course you will be enrolled in the WebCT Page for this course. You may access it via the Internet at my.nmsu.edu . You will be expected to visit this site regularly and use it as one of the key tools for this course.
Text (Required)	<ul style="list-style-type: none"> • <u>Student Participant Guide and Readings</u>. Purchase at Business Complex Computer Laboratory, BC 309 Help Desk. This is a CASH ONLY purchase in the lab, NO credit/debit cards or checks. • An individual registered CPS wireless response pad (CPS pad). Purchase at Bookstore. The pad must be purchased by class time on January 29/30. On-line registration requires a credit card. The class key code for Section 1 is J21675D825. The class key code for section 2 is K21676B923. • Minimum of 4Scantron Form 882-E. This is the only form acceptable for exams and quizzes where CPS pads are not used. • Approximate budget for materials and equipment is \$80 for this six-credit course.
Capabilities	Computer skills and computer access to Internet and e-mail account.
Course Description	Integration of managerial accounting, operations management, and marketing functions. Design, implementation, and operation of systems to create and deliver goods and services.
Prerequisites	ACCT 251, ACCT 252, BUSA 111, MATH 142G, and MATH 230 or MATH 185 – All must have been successfully passed and completed in prior semesters. Past completion or concurrent enrollment is acceptable for ECON 251, ECON 252, EST 251 .
Objectives	This junior core course builds on BUSA 111 to address the integrated tasks involved in the design and delivery of a product/service in a competitive market. The purpose is to develop the general business skills you will need to complete an integrated business project for the introduction of a new product/service and operation of the required systems. In this course you will learn about the interrelationships among marketing, operations, and accounting activities. Students will also demonstrate the ability to present material effectively in written and possibly oral presentations.

Outcomes	At the completion of the course, the student should be able to: <ul style="list-style-type: none"> • Demonstrate the integration of business concepts and techniques, • Demonstrate the use of marketing concepts in business, • Demonstrate the use of operations management concepts in business, • Demonstrate the use of management accounting concepts in business, • Address business problems in a logical and analytical manner. • Work more effectively in cross-functional teams. 																														
Methodology	Class sessions will include lectures, demonstrations, and experiential exercises in groups and individually. Learning resources will include use of Internet, physical models and simulations, WebCT and video.																														
Grading	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;">Participation</td> <td style="width: 50%; text-align: right; padding: 5px;">10%</td> </tr> <tr> <td style="padding: 5px;">Exams</td> <td style="text-align: right; padding: 5px;">45%</td> </tr> <tr> <td style="padding: 5px;"> 1.1 (10%), 1.2 (5%)</td> <td></td> </tr> <tr> <td style="padding: 5px;"> 2.1 (10%), 2.2 (5%)</td> <td></td> </tr> <tr> <td style="padding: 5px;"> 3.1 (10%), 3.2 (5%)</td> <td></td> </tr> <tr> <td style="padding: 5px;">Cumulative Final</td> <td style="text-align: right; padding: 5px;">15%</td> </tr> <tr> <td style="padding: 5px;">Semester Group Project (10%, 20%)</td> <td style="text-align: right; padding: 5px;">30%</td> </tr> <tr> <td style="border-top: 1px solid black; padding: 5px;">Total</td> <td style="border-top: 1px solid black; text-align: right; padding: 5px;">100%</td> </tr> </table>	Participation	10%	Exams	45%	1.1 (10%), 1.2 (5%)		2.1 (10%), 2.2 (5%)		3.1 (10%), 3.2 (5%)		Cumulative Final	15%	Semester Group Project (10%, 20%)	30%	Total	100%	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"></td> <td style="width: 50%; text-align: right; padding: 5px;">Grading Break Points:</td> </tr> <tr> <td></td> <td style="text-align: right; padding: 5px;">A 90% +</td> </tr> <tr> <td></td> <td style="text-align: right; padding: 5px;">B 80%-89%</td> </tr> <tr> <td></td> <td style="text-align: right; padding: 5px;">C 70%-79%</td> </tr> <tr> <td></td> <td style="text-align: right; padding: 5px;">D 60%-69%</td> </tr> <tr> <td></td> <td style="text-align: right; padding: 5px;">F <60%</td> </tr> </table>		Grading Break Points:		A 90% +		B 80%-89%		C 70%-79%		D 60%-69%		F <60%	
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General University/ College Policies

<p>Students with Disabilities:</p>	<p>STUDENTS WITH DISABILITIES: If you have (or believe you have) a disability & would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at http://www.nmsu.edu/~ssd/index.html. Accommodations: SSD Office, 646-6840 (CorbettCenter, room 244); Discrimination: Office for Institutional Equity, 646-3635, O'Loughlin House.</p>	
	<p>Student Responsibilities</p> <ol style="list-style-type: none"> 1. Within a few days of the start of the semester, register with SSD & obtain forms. 2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s). 3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD. 4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed. 	<p>Faculty Responsibilities</p> <ol style="list-style-type: none"> 1. Within five 5 working days after student gives you the forms, sign them, retain a copy, & return originals to the student. 2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc. 3. Refer the student to SSD for any additional accommodations.
<p>Withdrawal Policies</p>	<p>The last day to drop and receive a "W" is 4/12/07.</p>	
<p>Incomplete Grades</p>	<p>Under university policy, incompletes may be given only if a student has a passing grade at mid-semester (the last day to withdraw from class) and is precluded from successful completion of the second half of the course by a documented illness, documented death, family crisis or other similar circumstances beyond the student's control. Note: Doing poorly or work conflicts do NOT constitute justification for an "I" in a course.</p>	
<p>Course Schedule</p>	<p>We reserve the right to change classroom policies or assignments if circumstances dictate. Any changes will be announced in class and /or via e-mail on the course WebCT HomePage and it is your responsibility to be aware of them.</p>	
<p>Picture/ Video Policy</p>	<p>Digital team pictures are used solely to aid the instructors to be able to identify students in the class. Instructors may retain file hard copies for future reference and recommendation purposes. Any images will not be published or viewed publicly without expressed consent of the students. Any students having concerns about this policy should discuss it with the instructors.</p>	

BUSA 365 Design and Delivery Policies

I. Graded Course Components

A. General Policies for Student Work

Student conduct and classroom etiquette

1. Participation is a graded component of this class, thus attendance is required.
2. All work must be completed independently and without help or consultation of others, unless explicitly stated otherwise by the instructor(s).
3. All cell phones must be turned off in class unless prior approval is granted by the instructor. Unapproved usage will be considered disruptive to the class.
4. If a student disrupts the learning process for other members of the class, the instructor(s) reserves the right to dismiss that student from the classroom.
5. Laptops and PDAs can be used for note taking in this class, unless usage becomes disruptive to other members of the class.

Grading Errors and/or Omissions

Students must take personal responsibility for checking posted grades in a timely fashion. If you detect an omission or believe there is an error in the posted grade, you must send a WebCT e-mail to the instructor in charge of the graded material **WITHIN TWO WEEKS OF THE GRADE POSTING**. Use the following guidelines for the e-mail.

1. Put the Words **GRADE REVIEW** in the subject heading.
2. Identify the assignment, quiz or exam you wish reviewed.
3. Attach copies of the work in question if they are in your possession.
4. Indicate what your concern is and what remedy you are seeking.

You must receive an e-mail confirmation about the grade change from the instructor before you can assume that the matter is settled. Save the e-mail as record of your agreement with the instructor.

Academic Dishonesty

In today's business environment, it has become increasingly important to instill the importance of honesty and integrity in the study and practice of business. Accordingly, the instructional team maintains a **zero-tolerance policy** for instances of academic fraud or dishonesty. Following are examples of such fraud:

- allowing someone else to use your remote device to register responses during class
- falsifying data and/or sources of data used in reports
- making up data
- using any device during class to assist during exam periods unless expressly pre-approved by the instructional team

- representing any form of work done by others as your own
- plagiarism
- paraphrasing other's work without giving credit to the original author
- lying to instructors or your colleagues about your work in this class

The previous list is not intended to be exhaustive but should provide an indication that any intentional misrepresentation/falsification of information produced, reported or disseminated as part of the requirements of this class will be penalized to the fullest extent possible; in most cases, this means the instructional team will pursue a course of action which will remove you from the class and result in your failure of the course. If you have ANY questions about this policy, or potentially question whether or not an act might be in conflict with this policy, contact a member of the instructional team immediately.

B. Participation

1. **Expectations for Class Participation:** We expect to start classes promptly and end promptly according to the published class schedule times. We expect students to come on time and prepared to learn.
2. If situations exist which require students to arrive late or leave early, seats will be made available in a designated section of the class to reduce disruption to other students.
3. **Participation Grading:** The CPS system and response pad will be used to monitor in-class participation. Students will receive a participation grade (0-100%) for each content module/class period. The percentage score will be based on the proportion of questions responded to using the CPS system; no penalties are incurred for incorrect responses, only non-responses. Thus if a student responds to 10 of 10 questions asked, (s)he will receive 100%. If a student responds to 4 of 12 questions asked, (s)he will receive a 25%.

A total of **3 participation grades will be dropped** in the final calculation of the participation score. **This policy is intended to cover all possible reasons for credit loss** (excused absence, unexcused absence, technology failure, late arrival, forgotten remote, etc.). It is not necessary to notify the instructors of your absence; you are independently responsible for weighing the costs and benefits of class absence.

Exams

1. **Regular Class Examination Periods:** Three examination periods will be conducted during the regularly scheduled class meeting schedule. In each period, students will take a series of two exams over the test material. The first exam (worth 10%), will be taken individually. After 75 minutes, students will then turn in their scantrons for grading. Students will then meet in their teams to discuss the examination. Teams will have 30 minutes to discuss the exam and attempt to reach consensus on questions/problems from the examination. All exams will then be collected. A second exam, with roughly half the number of questions but of similar content, will be taken again individually. Students will have 40 minutes for this exam. The second exam will be worth 5%.

The intent of this process is to encourage collaborative learning with your team. Those persons

with greater grasp of the material should benefit in taking leadership roles in teaching peers. Students who struggle with the material have a second opportunity to learn from others and yet remain ultimately accountable for their own performance on the second exam experience.

As an added incentive, team members can earn bonus points based on the incremental improvement of the team's performance on the second exam. For each 10% gain in the team's combined test score, each member of the team will earn one bonus point on his/her score for the second testing experience.

During the testing periods, students are not allowed to have ANY materials or devices accessible, other than a scantron and/or a calculator (as instructed by the professor). Calculators must be stand alone devices; cell phones, PDA's or other communication devices cannot be used at any time during the examination period. Students accessing any paper, devices, or other materials during the test period without EXPLICIT PERMISSION OF THE INSTRUCTORS will be suspected of academic fraud and will be dealt with accordingly.

- If a student must miss a scheduled exam, he/she must contact Dr. Jun immediately with documentation of his/her university excused absence. If the absence is due to a non-university excused absence, the instructional team can deny the student an opportunity to make up the exam. Such situations will be handled on a case by case basis.
 - If a student must miss a scheduled exam, he/she will receive the individual score earned on the first testing experience for the second testing score, plus any bonus points earned by the team in the second testing experience. Students should contact Dr. Jun for all exam make-ups.
 - Special needs students who will require special testing accommodations should speak to Dr. Sautter within the first week of class to coordinate plans for accommodating the special testing experience.
2. Cumulative Final Exam during Finals Week: A cumulative final will be given during the final exam period scheduled for each class section. Additional information pertaining to the content and structure of the exam will be given in class towards the end of the regularly scheduled semester.
 3. Students must bring a calculator to each exam; PDAs, laptop, and/or cell phone cannot be used during exams so a stand alone calculator is required.
 4. Scantron Form 882-E will be required for each testing period.

C. Semester Group Project

1. Grading. Team members participating on a stage of the team project will receive the team grade for that stage, adjusted for results of the individual completion or partial completion of a peer evaluation and individual reflections on integration paper. Details on the peer evaluation and individual reflection will be provided during class.
2. Team Project Incentives. Each team has an opportunity to be one of 3-5 project teams that will be selected to give formal presentations of their projects. The final presentations will be performed in class. A panel of judges will evaluate the presentations. The presentation will be

limited to 20 minutes and will be followed by approximately a 10 minute question and answer period. The top projects will be selected based on the overall performance of each team, with particular weight given to Stage 2 of the project.

If your team is selected and follows guidelines for presentation (specified in following paragraph), all participating team members will be awarded 100 percent on the final exam and exempted from having to take that exam. If the panel of judges and the instructors identify a truly exceptional project and presentation, the participating team members will receive a two letter grade increase in their final semester grade, typically resulting in an “A” for the course.

Any team member with less than a 65 average in the course at the time of the Stage 2 submission, will not be eligible for participation in the presentations; he/she will be disqualified from further team participation and will be required to take the final exam. This will not affect the grades of other team members. Students on the finalist teams must be willing to pre-tape their presentation to insure the quality of the final presentations. Substandard presentations may result in forfeiture of presentation rewards.

3. **Team Contribution Management.** Periodically each student will rate each of his/her team members using peer evaluation form (to be posted on the WebCT site). This information will be used as the primary input to individual performance reviews by the course instructors. This review can result in grade adjustment to individual project grade and/or the firing of an individual team member.
4. **Consequences of Being Fired from Your Team.** Learning from team-based activities is an important component of this course. An individual who repeatedly fails to actively participate as a team member and /or fails to fulfill his/her obligations to a team is not successfully meeting the requirements of the class. Accordingly, if an individual is fired from a team (based on team ratings and a formal review by the instructors), the individual will face the following consequences:
 - The instructors will determine what portion of the graded team work is unearned; the percentage of unearned credit derived from team graded work will be re-allocated across the exam components. Activities involved in collaborative learning will similarly be substituted with individual performance activities (e.g., the student will take regularly scheduled class exams only once in order to earn full 15% credit for subsequent exams) **AND**
 - The individual cannot be awarded an A in the course given the failure to adequately participate in the team learning components of the course.

II. Uses of WebCT

A. The primary use of the Bulletin Board (**Download Excel,Ppt,etc.** topic area) is for distribution of materials by the faculty, e.g. spreadsheets and documents. Students are welcome to post questions or answers to questions (use the **Main** area), but these will be deleted periodically to maintain focus on course materials. Remember this is a public forum viewed by the entire class; be professional and respectful of your audience.

B. We expect course related e-mail to be done **using WebCT Mail**. Remember that e-mail to

"Instructor" may be viewed by all three instructors so **always include a particular instructor's name in the beginning of the subject line**; this is the only way to insure prompt response to your emails, e.g. Attn: Dr. Mills-Stage 2 budget.

- C. You **MUST** use WebCT communication tools to document communication with your team members. Using email and bulletin boards in WebCT reduces incompatible e-mail processors and the need to check multiple mail boxes for class messages. **Bulletin areas** will be setup for each team to post their project related documents and to create evidence of clear communication among team members.

Topic Schedule Design & Delivery of Goods & Services

Module	Sec. 1 (MW classes) Sec.2 (TuTh classes)	Topics
M1A	Th Jan.18 M Jan.22	(All) Overview of Course & Project
M1B	M Jan.22 Tu Jan. 23	(Jun) Business Strategy
M2A M2B	W Jan.24 Th Jan.25	(Jun) Operations Strategy (Sautter) Marketing Strategy
M3	M Jan.29 Tu Jan.30	(Sautter) Targeting & Positioning JANUARY 30 -Last day to add class CPS pads must be available for class on this class day (i.e., M3)
M4	W Jan.31 Th Feb.1	(Jun) Translating the Voice of the Customer--House of Quality (All) Setup Team Structure and Team Pictures
M5A M5B	M Feb.5 Tu Feb.6	(Jun) Project Management (All) Team Workshop
M6A M6B	W Feb.7 Th Feb.8	(Sautter) Marketing Mix Element: Product (Jun) Product Design & Process
M7	M Feb. 12 Tu Feb.13	(Jun) Service Design & Service Delivery Process
M8	W Feb. 14 Th Feb.15	(Mills) Total Quality Management, Quality Costs, and Process Value Analysis
M9	M Feb.19 Tu Feb.20	Exam 1
M10	W Feb.21 Th Feb.22	(Sautter) Marketing Mix Element: Promotion Peer evaluation due at beginning of class
M11	M Feb.26 Tu Feb.27	(Sautter) Marketing Mix Element: Price (Sautter) Forecasting and Marketing Research
M12	W Feb.28 Th Mar.1	(Mills) Budgeting
M13	M Mar.5 Tu Mar.6	(Mills)Cost-Volume-Profit (CVP) Analysis and Sensitivity Analysis
M14	W Mar.7 Th Mar.8	(Jun) Facility Layout and Location
M15	M Mar.12 Tu Mar.13	(Mills) Outsourcing MARCH 12 LAST DAY TO DROP WITH A "W"

M16	W Mar.14 Th Mar.15	Project Work Day
Stage 1 due by noon, Friday, March 16 All hard copies must be turned into the Management Dept. BC 220		
SPRING BREAK MARCH 19-23		
M17	M Mar.26 Tu Mar.27	(Jun) Purchasing and Supplier Partnerships for Effective Supply Chains (Jun) Human Resource Issues Peer evaluation due at beginning of class
M18	W Mar.28 Th Mar.29	Exam 2
M19	M Apr.2 Tu Apr.3	(Sautter) Marketing Mix Element: Place
M20	W Apr.4 Th Apr.5	(Mills) Activity Based Costing: Product Profitability
Stage 2 due by noon, Friday, April 6 All hard copies must be turned into the Management Dept. BC 220		
M21A M21A	M Apr.9 Tu Apr.10	(Mills) ABC – Customer Profitability (Sautter) Brand Management Peer evaluation due at beginning of class Integration reflection due by midnight on April 10
M22	W Apr.11 Th Apr.12	(Sautter) Special Topics in Marketing
M23	M Apr.16 Tu Apr.17	(Jun) Production Planning
M24	W Apr.18 Th Apr.19	(Jun) JIT and E-manufacturing Team finalists announced APRIL 20 LAST DAY TO WITHDRAW FROM UNIVERSITY
M25	M Apr.23 Tu Apr.24	(Mills) Fraud in Business
M26	W Apr.25 Th Apr.26	Exam 3
M27	M Apr.30 Tu May 1	Film
	W May 2 Th May 3	Presentations
Final Cumulative Exam		Sec.01 (MW class) Wednesday, May 9, 1:00-3:00 p.m. Sec.02 (TuTh class) Tuesday, May 8, 1:00-3:00 p.m..