# The Design & Delivery of Goods & Services

**BUSA 365 Fall 2007**  
Six Credit Course, GU 100  
Section-M01 TTh 1:00-3:50  
Section-M02 TTh  6:00-8:45  

<table>
<thead>
<tr>
<th>Professor</th>
<th>Department</th>
<th>Office</th>
<th>Phone</th>
<th>e-mail</th>
<th>Office Hrs Below &amp; by Appointment</th>
</tr>
</thead>
</table>
| 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     | Tu Noon – 1:00 p.m.  
Th Noon – 1:00 p.m. |
| Sherry Mills, Ph.D. | Accounting | BC 335 | 646-5681  | smills@nmsu.edu       | M 10:30 a.m. – 11:30 a.m.  
W 10:30 a.m. - 11:30 a.m. |

**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](http://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)**  
- Student Participant Guide and Readings. 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.**  
- Minimum of 4 Scantron Form 882-E.

**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 presentations.

**Outcomes**  
At the completion of the course, the student should be able to:  
- 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 teams.
Grading

<table>
<thead>
<tr>
<th>Participation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>10 %</td>
</tr>
<tr>
<td>Exam 2</td>
<td>15 %</td>
</tr>
<tr>
<td>Exam 3</td>
<td>15 %</td>
</tr>
<tr>
<td>Cumulative Final</td>
<td>20 %</td>
</tr>
<tr>
<td>Group Project</td>
<td>25 %</td>
</tr>
</tbody>
</table>

**Total** 100 %

**Grading Break Points:**

- A 90% +
- B 80%-89%
- C 70%-79%
- D 60%-69%
- F <60%

**General University / College Policies**

**Students with Disabilities:**

If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.

If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez, Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

**Withdrawal Policies**

The last day to drop and receive a “W” is **10/16/2007**.

**Incomplete Grades**

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.

**Course Schedule**

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.

**Picture/Video Policy**

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.

BUSA365 -Design & Delivery of Goods & Services –Jun, Mills, & Sautter  Fa07  1.2
I. Graded Course Components

A. General Policies for Student Work

Student conduct and classroom etiquette
1. All work must be completed independently and without help or consultation of others, unless explicitly stated otherwise by the instructor(s).
2. 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.
3. 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.
4. 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.

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:
- 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
- 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

Participation accounts for 10% of the grade in this course. Total earned points for participation will be 100 points. Five points (5) will be earned based on participation in review sessions after exams 1 and 2 (total of 10 points). The remaining points are equally distributed to the three instructors (30 points each). Each instructor will calculate his/her participation points based on various activities which might include attendance taking, completion of in or out of class assignments, etc. Each instructor will clarify those policies when he/she conducts class.

Classes will begin and end promptly according to the published class schedule times. We expect students to come on time, prepared to learn.

If situations exist which require students to arrive late or leave early, it is the student’s obligation to inform the instructors of the circumstances of the situation. As faculty we will try to accommodate these situations to the best of our ability. If late arrival to class is due to other faculty regularly keeping you beyond the scheduled class times, please report this to your instructor.

Class Absence

Participation is a graded component of this class, thus attendance is required. Per the university guidelines: "Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department." If you believe you have a valid reason for missing a class and/or assigned work (e.g., university excused absence), you must send an e-mail using the following guidelines.

1. The e-mail must be sent at least ONE WEEK PRIOR to the date to be missed. If the absence/missed assignment was due to unforeseen circumstances, you must submit an e-mail to the instructor as soon as you can reasonably access the e-mail system.
2. In the WebCT e-mail, identify the date(s) and/or assignments missed and how you propose to meet your responsibilities for class material and your team responsibilities.
3. The e-mail must be sent to the instructor in charge of the material missed, and the subject line of the e-mail must specifically state Absence Notification/Make-Up Request and the name of the instructor in charge of the class and material. For example, Attn: Mills, Budget make-up request.
4. Close your email with your full name, section number, and team number.
5. You must receive an e-mail confirmation from the instructor before you can assume that the matter is settled. Save the e-mail as record of your agreement with the instructor.

C. Exams

1. Regular Class Examination Periods: Three examination periods will be conducted during the regularly scheduled class meeting schedule.
2. **Exam review sessions.** The class session following each exam will provide time for peer review of exams. Students must be in attendance in order to pick up the returned exam. Students are encouraged to use these as one part of your preparation for the cumulative final in this course.

3. **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.

4. Scanntron Form 882-E will be required for each testing period.

5. 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.

D. **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 peer evaluations. Details on the peer evaluations will be provided during class.

2. **Team Contribution Management.** Periodically each student will rate each of his/her team members using a 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 the firing of an individual team member.

3. **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:
   - If students are fired from their team after stage 1, the distribution of graded components will be 20% for each exam, 10% for participation and 30% for the cumulative final. If a team member is fired after stage 2 completion, the distribution of graded components will be 15% for exams 1 and 2, 20% for exam 3, 10% for participation, 10% for stage 1, 30% on cumulative final. As in the past, firing from a team exempts a person from getting an A in the course. The individual cannot be awarded an A in the course given the failure to effectively 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.

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**Topic Schedule Design & Delivery of Goods & Services**

<table>
<thead>
<tr>
<th>Module</th>
<th>Dates</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1</td>
<td>Th Aug.23</td>
<td>(All) Overview of Course &amp; Project</td>
</tr>
</tbody>
</table>
| M2A, M2B | T Aug.28 | (Jun) Business Strategy  
|         |      | (Jun) Operations Strategy |
| M3     | Th Aug.30 | (Sautter) Marketing Strategy: Segmenting, Targeting & Positioning  
|         |      | Last day to add classes is Friday, August 31. |
| M4A, M4B | T Sept.4 | (Jun) Translating the Voice of the Customer--House of Quality  
|         |      | (Jun) Project Management |
|         | Th Sept.6 | (All) Setup Team Structure and Team Pictures  
|         |      | Team workshop  
|         |      | Last day to drop the class is Friday, September 7. |
| M5A, M5B | T Sept.11 | (Sautter) Market Research  
<p>|         |      | (Jun) Product Design &amp; Process |
| M6     | Th Sept.13 | (Jun) Service Design &amp; Service Delivery Process |
| M7     | T Sept.18 | (Mills) Total Quality Management , Quality Costs and Process Value Analysis |
|         | Th Sept.20 | <strong>Exam 1</strong> |
| M8     | T Sept.25 | Test Review &amp; Project Work Day |
| M9     | T Oct.2  | (Sautter) Marketing Mix Elements: Product &amp; Price Management |
|         |      | (Mills) Cost-Volume-Profit (CVP) Analysis and Sensitivity Analysis |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Day</th>
<th>Date</th>
<th>Topic and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>M10</td>
<td>Th</td>
<td>Oct. 4</td>
<td>(Sautter) Marketing Mix Element: Promotion Peer Evaluations due</td>
</tr>
<tr>
<td>M11</td>
<td>T</td>
<td>Oct. 9</td>
<td>(Mills) Budgeting</td>
</tr>
<tr>
<td>M12</td>
<td>Th</td>
<td>Oct. 11</td>
<td>(Jun) Facility Layout and Location</td>
</tr>
<tr>
<td>M13</td>
<td>T</td>
<td>Oct. 16</td>
<td>(Sautter) Marketing Mix Element: Place &amp; Supply Chain Mgt. Last day to withdraw from a course.</td>
</tr>
<tr>
<td>M14A</td>
<td>Th</td>
<td>Oct. 18</td>
<td>(Jun) Purchasing/Supplier Partnerships for Effective Supply Chains (Jun) Human Resource Issues</td>
</tr>
<tr>
<td>M14B</td>
<td>T</td>
<td>Oct. 23</td>
<td>(Mills) Outsourcing</td>
</tr>
<tr>
<td></td>
<td>Th</td>
<td>Oct. 25</td>
<td>Exam 2</td>
</tr>
<tr>
<td></td>
<td>T</td>
<td>Oct. 30</td>
<td>Test Review &amp; Project Work Day</td>
</tr>
<tr>
<td>M15</td>
<td>T</td>
<td>Oct. 23</td>
<td>(Jen) Outsourcing</td>
</tr>
<tr>
<td>M16</td>
<td>Th</td>
<td>Nov. 1</td>
<td>(Jun) Production Planning</td>
</tr>
</tbody>
</table>

**Stage 1 due Friday, November 2 by noon**
To be turned into the Management department office secretary, BC 220

<table>
<thead>
<tr>
<th>Week</th>
<th>Day</th>
<th>Date</th>
<th>Topic and Details</th>
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</thead>
<tbody>
<tr>
<td>M17</td>
<td>T</td>
<td>Nov. 6</td>
<td>(Jun) JIT and E-manufacturing Peer Evaluations due</td>
</tr>
<tr>
<td>M18</td>
<td>Th</td>
<td>Nov. 8</td>
<td>(Mills) Activity Based Costing: Product Profitability</td>
</tr>
<tr>
<td>M19</td>
<td>T</td>
<td>Nov. 13</td>
<td>(Mills) ABC – Customer Profitability (All) Return projects, Q &amp; A</td>
</tr>
<tr>
<td>M20</td>
<td>Th</td>
<td>Nov. 15</td>
<td>(Sautter) Special Topics</td>
</tr>
<tr>
<td>M21</td>
<td>T</td>
<td>Nov. 27</td>
<td>(Sautter &amp; Mills) Ethics &amp; Fraud in Business</td>
</tr>
<tr>
<td>M22</td>
<td>Th</td>
<td>Nov. 29</td>
<td>(Sautter &amp; Mills) Ethics &amp; Fraud in Business</td>
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**Stage 2 due Friday by noon, November 30**
To be turned into the Management department office secretary, BC 220

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<th>Day</th>
<th>Date</th>
<th>Topic and Details</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>T</td>
<td>Dec. 4</td>
<td>Exam 3 Peer Evaluations due</td>
</tr>
<tr>
<td></td>
<td>Th</td>
<td>Dec. 6</td>
<td>Final Review</td>
</tr>
</tbody>
</table>

**Final Cumulative Exam**

Sec. 1 Tuesday, Dec. 11, 1:00-3:00 p.m.  
Sec. 2 Tuesday, Dec. 11, 6:00-8:00 p.m.