BBA 360
Business Project
D2 2012
Marketing and Management

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# General Information

Unit convenor and teaching staff

**Unit Convenor**
Deborah Howlett  
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Contact via deborah.howlett@mq.edu.au

**Moderator**
Erik Lundmark  
erik.lundmark@mq.edu.au

Contact via erik.lundmark@mq.edu.au

E4A451  
Mondays 2.15-4.00 pm

**Lecturer / Tutor**
Joseph McIvor  
joseph.mcivor@mq.edu.au

Contact via joseph.mcivor@mq.edu.au

Contact via email to arrange a mutually suitable time

**Tutor**
Brett White  
brett.white@mq.edu.au

Contact via brett.white@mq.edu.au

E4B104  
Mondays 2pm to 3pm

Credit points

3

Prerequisites

Admission to BBA and (BBA103 or ECON110 or ECON111) and (HRM107 or BBA250) and BBA102 and BBA216 and BBA350 and BUSL250

Corequisites

Co-badged status
Unit description
This unit provides a platform for students to exercise the knowledge and skills that they have gained in previous units, particularly BBA350 Strategic Management. The major component of the unit is a business based project. Group work engages students in the challenges of interpersonal communication, task allocation, coordination and control.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/

Learning Outcomes
1. Assess the nature of an industry’s strategic issues and the environment in which they are generated.
2. Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
3. Understand issues related to corporate level strategy.
4. Understand the nature of global strategy.
5. Understand the importance of organizational structure in corporate strategy.
6. Undertake a comprehensive strategic review of an organization and its strategic issues.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Presentation</td>
<td>20%</td>
<td>Week 5, 6, 7, 8 and 9</td>
</tr>
<tr>
<td>Group Assessment</td>
<td>20%</td>
<td>Week 11 &amp; 12</td>
</tr>
<tr>
<td>Group Assessment</td>
<td>30%</td>
<td>Week 13</td>
</tr>
<tr>
<td>Exercises</td>
<td>30%</td>
<td>Week 3, 13</td>
</tr>
</tbody>
</table>

Individual Presentation
Due: **Week 5, 6, 7, 8 and 9**
Weighting: **20%**

Submission
In tutorials in weeks 5, 6, 7, 8 and 9

Extension
Students who don’t present in their designated week, will only be able to present again at the discretion of their tutor.
What is required to complete the unit satisfactorily

Students must complete all components of the course to register a pass grade or better

This Assessment Task relates to the following Learning Outcomes:

- Assess the nature of an industry’s strategic issues and the environment in which they are generated.
- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
- Understand issues related to corporate level strategy.
- Understand the nature of global strategy.

Group Assessment

Due: Week 11 & 12
Weighting: 20%

Submission

In class to Lecturer or tutor

Extension
Prior approval must be sought from the Unit Convenor

This Assessment Task relates to the following Learning Outcomes:

- Assess the nature of an industry’s strategic issues and the environment in which they are generated.
- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
- Understand issues related to corporate level strategy.
- Understand the nature of global strategy.
- Understand the importance of organizational structure in corporate strategy.

Group Assessment

Due: Week 13
Weighting: 30%

Submission

Submitted at beginning of lecture on Friday of week 13
Extension

No extension will be granted

Penalties

Late submissions up until 24 hours will be penalised at 20% of the grade for the first day and 10% thereafter

What is required to complete the unit satisfactorily

Students need to participate and contribute to the Group assessment throughout the semester and complete all components of the course to register a pass grade or better.

This Assessment Task relates to the following Learning Outcomes:

• Assess the nature of an industry’s strategic issues and the environment in which they are generated.
• Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
• Understand issues related to corporate level strategy.
• Understand the nature of global strategy.
• Understand the importance of organizational structure in corporate strategy.

Exercises

Due: **Week 3, 13**
Weighting: **30%**

Submission

In class to tutor

Extension

No extension will be granted. A special consideration form will need to be lodged

What is required to complete the unit satisfactorily

Students must complete all components of the course to register a pass grade or better.

This Assessment Task relates to the following Learning Outcomes:

• Assess the nature of an industry’s strategic issues and the environment in which they are generated.
• Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
• Understand issues related to corporate level strategy.
Delivery and Resources

Classes

This unit is comprised of:

- 7 x 2 lectures
- 6 x 2 hour consultation times in weeks 8 – 13
- 12 tutorials in weeks 2 - 13
- Minimum 60 hours on a business project for either a Not-for profit organisation, government agency, company and/or industry partner, or any other relevant organisation.

The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

Once the tutorial groups are formed, students cannot change their classes.

Attendance will be taken in the tutorials.

Warning: You must attend at least 10 of the 12 tutorials – failure to do so will lead to major deduction from your group-work contribution.

Certain lectures and tutorials require compulsory attendance as listed. Compulsory lectures include: Weeks 1, 2, 3, 4, 5, 6 and 7. Compulsory tutorials include: Weeks 2, 3, 5, 6, 7, 8, 9, 11, 12 and 13.

Medical certificates must be provided if you are not able to attend a class without incurring a penalty.

You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order to maximise your learning experience. Changes cannot be made after week two.

Students are expected to arrive on time, and not to leave until the class ends.

If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.

Students must be quiet during classes, unless of course when class participation is required.

Mobile phones must be turned OFF and not simply set to ‘silent’. Texting or any other mobile phone activity is not allowed. Students violating this requirement will be asked to leave the class. Laptops if utilised in class time must NOT cause disruption, otherwise you will be asked to turn it OFF in class.

Students who disturb or disrupt in lectures and tutorial class will be asked to leave.

All students have to complete a peer assessment, on the contribution of group members in the group organisational project.
The lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

**Required and Recommended Texts and/or Materials**

**Prescribed Text**


**Note:**

It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to strategic management. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week’s newsworthy items, this may well be assessable.

**Technology Used and Required**

Students are required to learn how to use power point, word processing and iLearn.

**Unit Web Page**

The web page for this unit can be found at: [iLearn http://learn.mq.edu.au](http://learn.mq.edu.au)

**Learning and Teaching Activities**

- The unit is taught by workshops and tutorial discussions.
- What is expected from students? Read in advance; prepare presentations if required for tutorials; follow current developments and news; be able to apply concepts in tutorials; respond to questions raised during lectures; demonstrate enthusiasm for the subject, interact, communicate and attend all group meetings.
- In the second half of the semester the focus will be on applying contemporary strategic issues to the projects...
- Each student will engage in a minimum of 60 hours on a business strategy project for a community organisation such as not-for-profits, government agency, company or industry partner.

**Unit Schedule**

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Activities</th>
</tr>
</thead>
</table>
| 1    | Approaches to Strategy- the design school debate | • Discussion of course assessments and peer assessment  
• Readings –iLearn |
<table>
<thead>
<tr>
<th></th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Social Responsibility at the Corporate Level</td>
<td>• Group finalisation and organisation selection (in tutorials)</td>
</tr>
<tr>
<td>3</td>
<td>Strategic Control and Aligning strategy with organizational culture</td>
<td>• Read Chapter 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Readings – ilearn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• <strong>Reflective Exercise in Tutorial</strong></td>
</tr>
<tr>
<td>4</td>
<td>Strategic Globalisation</td>
<td>• Read Chapter 8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tutorial Exercises</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Finalisation of individual presentation list</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Organisational paperwork - finalised and submitted to LIC</td>
</tr>
<tr>
<td>5</td>
<td>Strategic Leadership</td>
<td>• <strong>Individual Presentation</strong> (External Key Change Drivers for the Industry) (in tutorial)</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Change</td>
<td>• Read Chapter 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• <strong>Individual Presentation</strong> (Industry Analysis) (in tutorial)</td>
</tr>
<tr>
<td>7</td>
<td>Sustainability and Strategy</td>
<td>• <strong>Individual presentation</strong> (Internal Analysis may incl. Structure, culture, systems &amp; control) (in tutorial)</td>
</tr>
<tr>
<td>8</td>
<td>Project Consultation Seminars</td>
<td>• <strong>Individual presentation</strong> (Stakeholder analysis incl. customer analysis) (in tutorial)</td>
</tr>
<tr>
<td>9</td>
<td>Project Consultation Seminars</td>
<td>• <strong>Individual presentation</strong> (Competitive Analysis) (in tutorial)</td>
</tr>
</tbody>
</table>
### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://www.mq.edu.au/policy/docs/). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- **Special Consideration Policy** [http://www.mq.edu.au/policy/docs/special_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

In addition, a number of other policies can be found in the [Learning and Teaching Category](http://www.mq.edu.au/policy/docs/) of Policy Central.

### Academic Honesty

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)
Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:


Grading Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

Special Consideration Policy

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

Student Support

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.

UniWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills/
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

**Learning outcomes**

- Assess the nature of an industry’s strategic issues and the environment in which they are generated.
- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
- Understand issues related to corporate level strategy.
- Understand the nature of global strategy.
- Undertake a comprehensive strategic review of an organization and its strategic issues.

**Assessment tasks**

- Group Assessment
- Group Assessment

**Commitment to Continuous Learning**

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships...
with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

**Learning outcome**

- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.

**Engaged and Ethical Local and Global citizens**

As local citizens our graduates will be aware of indigenous perspectives and of the nation’s historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

**Learning outcomes**

- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
- Understand the nature of global strategy.
- Undertake a comprehensive strategic review of an organization and its strategic issues.

**Assessment tasks**

- Group Assessment
- Group Assessment

**Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

**Learning outcomes**

- Assess the nature of an industry?s strategic issues and the environment in which they are generated.
- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
• Understand issues related to corporate level strategy.
• Understand the nature of global strategy.
• Undertake a comprehensive strategic review of an organization and its strategic issues.

Assessment tasks
• Individual Presentation
• Group Assessment
• Group Assessment
• Exercises

Effective Communication
We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Assessment tasks
• Group Assessment
• Group Assessment
• Exercises

Socially and Environmentally Active and Responsible
We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes
• Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
• Undertake a comprehensive strategic review of an organization and its strategic issues.

Assessment tasks
• Group Assessment
• Group Assessment
Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

• Assess the nature of an industry’s strategic issues and the environment in which they are generated.
• Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
• Understand issues related to corporate level strategy.
• Understand the nature of global strategy.
• Understand the importance of organizational structure in corporate strategy.
• Undertake a comprehensive strategic review of an organization and its strategic issues.

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

• Assess the nature of an industry’s strategic issues and the environment in which they are generated.
• Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
• Understand issues related to corporate level strategy.
• Understand the nature of global strategy.
• Undertake a comprehensive strategic review of an organization and its strategic issues.

Assessment tasks

• Individual Presentation
Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

**Learning outcomes**

- Assess the nature of an industry’s strategic issues and the environment in which they are generated.
- Identify corporate social responsibility and ethic issues pertaining to organizations and industries.
- Understand issues related to corporate level strategy.
- Understand the nature of global strategy.
- Undertake a comprehensive strategic review of an organization and its strategic issues.

**Assessment tasks**

- Individual Presentation
- Group Assessment
- Group Assessment
- Exercises

**Research and Practice**

This unit uses research from the following journals:

- Strategic Management Journal
- California Management Review
- Sloan Management Review
- McKinsey Quarterly
- Organisational Dynamics
- Journal of Management Studies
- Harvard Business Review
- Management for Strategic Business Ideas
- Business Monitor International
- Global Business Review

This unit gives you practice in applying research findings in your assignments.

This unit gives you opportunities to conduct your own research as part of an industry collaboration for the final project.