



BBA 280

Business Models and Organisation Structure

MQC1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Douglas Howe

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Email for an appointment at a mutually convenient time.

Moderator

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Credit points

3

Prerequisites

Corequisites

BBA102

Co-badged status

Unit description

An organisations' business model and structure substantially influence its short and long term profitability. This unit examines various organisation structure types and their application; business models (the set of activities which a firm performs, how it performs them, and when it performs them), their selection, costing and performance; and the compatibility between structure types and business models. While an organisation's structure is evident, this unit examines the factors that are considered in the selection of a structure. In particular it examines the business model and the elements of the business model including sources of revenue, resources, capabilities, costs, profitability and competitive advantage.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Acquire discipline specific knowledge and skills related to the concepts of business

models and organisation structure

Develop understanding and knowledge of the different business models and organisation structures, their selection and use

Identify the relationship between business models and business strategies

Examine how the key concepts of business models relate to business financial performance

Evaluate the concepts of organisational theory and how business structures relate to business models

Assessment Tasks

Name	Weighting	Due
<u>Individual Report</u>	30%	24th April 2014 (Week 6)
<u>Group Report</u>	30%	22nd May 2014 (Week 10)
<u>Final Examination</u>	40%	As per University timetable

Individual Report

Due: **24th April 2014 (Week 6)**

Weighting: **30%**

As an analyst, you are required to complete the specified exercise, answer the associated questions and make relevant recommendations. Students are expected to develop coherent arguments, founded on thorough research, and provide insight into the topic area.

Each student shall submit an Individual Report of 2,000 words, excluding reference list and appendices, at the start of class on Thursday 24th April, 2014 (Week 6). The required format for the assignment is a REPORT. Include the word count at the end of report.

Details of the Individual Report, including submission, Turnitin, marking standards, referencing requirements and presentation requirements are available in the Individual Report documentation posted on iLearn.

There is no extension of time for submission of the Individual Report. Late submissions will be penalised 10% per day (or part thereof) of the maximum marks for 5 days, and then zero marks. Late assignments should be submitted to the MQC Office to be date stamped and forwarded to your tutor for marking. Note: electronic assignments will NOT be marked. This penalty does not apply for cases in which an application for special consideration is made and approved

On successful completion you will be able to:

- Acquire discipline specific knowledge and skills related to the concepts of business

models and organisation structure

- Develop understanding and knowledge of the different business models and organisation structures, their selection and use
- Identify the relationship between business models and business strategies
- Examine how the key concepts of business models relate to business financial performance

Group Report

Due: **22nd May 2014 (Week 10)**

Weighting: **30%**

Each student group is required to participate in a business simulation exercise. The group will assume the role of a company board in setting business strategies and models. The group will then compete in the “market” against other companies (other groups) in a time limited business simulation.

The report is to be completed in groups, which will be organised in your tutorial class. Groups of 3-4 max. will be formed and they will complete a Team Agreement Form and Confirm Group Project organisation. Each team member is required to complete a peer participation assessment.

Details of the Group Report, including submission, Turnitin requirements, marking standards, referencing requirements and presentation requirements are available in the Group Report documentation posted on iLearn.

If you do not attend and join a group you will be unable to receive marks for this assessment. Any student not in a group by week 4 will find it very difficult to successfully complete the unit.

Report Submission: The maximum report length is 3000 words, excluding reference list and appendices. Include the word count at the end of report.

Reports shall be submitted at the start of class on Thursday 22nd May 2014 (Week 10).

There is no extension of time for submission of the Group Report. Late submissions will be penalised 10% per day (or part thereof) of the maximum marks for 5 days, and then zero marks. Late assignments should be submitted to MQC office to be date stamped and forwarded to your tutor for marking. Note: electronic assignments will NOT be marked. This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure

- Develop understanding and knowledge of the different business models and organisation structures, their selection and use
- Identify the relationship between business models and business strategies
- Examine how the key concepts of business models relate to business financial performance
- Evaluate the concepts of organisational theory and how business structures relate to business models

Final Examination

Due: **As per University timetable**

Weighting: **40%**

Details of the Final Examination will be posted on iLearn.

A compulsory three hour final exam will be set during the exam period. The examination will be 'closed book'. The format of the final exam will be long essay questions.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations. Refer to <http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.htm>

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- Examine how the key concepts of business models relate to business financial performance
- Evaluate the concepts of organisational theory and how business structures relate to

business models

Delivery and Resources

This unit has 3 hours face-to-face teaching per week consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial

All additional Unit information is available either on iLearn or via the University Library (databases or eReserve)

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

Classes may vary due to public holidays. Any variations will be advised via iLearn.

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

Technologies Used:

Access to a personal computer and a good, reliable Internet connection is required to complete the Group Report.

You will be required to participate in informal presentations throughout the semester. In addition pop quizzes may be distributed in the tutorials at random dates.

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

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

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.

Mobiles should be turned off during classes; not simply set to “silent”.

All laptops must be turned OFF in class.

Students who disturb or disrupt in class sessions will be asked to leave

All students shall complete a peer assessment for the Group Report.

The lecturer has the final say in the adjustment of group report marks taking into account peer assessment ratings.

Required Text Books

Prescribed texts available for purchase at the University Bookshop

- Newth, F (2012), Business Models and Strategic Management: A New Integration, Business Expert Press, New York.

ISBN (paperback): 978-1-60649-401-1

ISBN (e-book): 978-1-60649-402-8

· Osterwalder, A & Pigneur, Y, (2010), Business Model Generation, John Wiley & Sons, Inc. Hoboken, New Jersey.

ISBN (paperback): 978-0470-87641-1

ISBN (e-book): 978-1-118-65640-2

· Robbins, Stephen P. and Barnwell, Neil (2006). Organisation Theory: Concepts and Cases, 5th edn, Pearson, Frenchs Forest.

ISBN 978 0 73397 471 7

Print copies are also held in the Library's Reserve section. Electronic copies (where available) are also available from the Library. The covers of the texts are shown on the iLearn website

Changes to the Unit

The unit has been changed in the following ways from 2013

- (i) Text books have been changed in the Business Model component
- (ii) Case studies in Business Model tutorials have been changed
- (iii) Assessments have been changed.

Unit Schedule

Week	Lecture Schedule	Key Activities & Tutorial focus
1 17/03	Introduction and Overview Explanation of unit outline & course expectations What is a Business Model <i>Reading: Newth: Module 1</i>	 Activity: Restaurant Mind Map (see iLearn for details) Business Model Generation "Canvas" exercise.
2 24/03	Business Models & Financial Management <i>Reading: Newth: Module 2, Osterwalder: Canvas</i>	Boardroom Discussion: What is Financial Viability? The eBay Story. Group formation
3 31/ 03	Business Models and Strategic Directions <i>Reading: Newth: Module 3, Osterwalder: Patterns</i>	Boardroom Discussion: What is a Revenue Model? The Google Story..

4 07/ 04	Business Models and Competitive Advantage <i>Reading: Newth: Module 4, Osterwalder: Patterns (cont.)</i>	Boradroom Discussion: What are Strategic and Financial Objectives and the Strategies to Achieve Them? The Nokia Story.
5 14/ 04	Business Models and Strategy <i>Reading: Newth: Module 5, Osterwalder: Strategy</i>	Boradroom Discussion: What is a Competency? The Samsung Electronics Story.
6 21/ 04	Business Models and Innovation <i>Reading: Newth: Module 6, Osterwalder: Strategy (cont.)</i>	Boradroom Discussion: What is an Operational Strategy? The Amazon Story. Individual Reports due in Class.
7 28/ 04	Business Model Agenda <i>Reading: Newth: Module 7, Osterwalder: Design</i>	Boradroom Discussion: What is an Innovation Team? The HP Story.
8 05/ 05	Business Model Design Process Reading: Osterwalder: Process	Boradroom Discussion: Business Model Agenda: The Facebook Story.
9 12/ 05	Dimensions of Structure Reading: Robbins & Barnwell Chapter 4	Case Study/Discussion R&B p.139: Flight Centre
10 19/ 05	Impact of Size Reading: Robbins & Barnwell Chapter 6	Case Study/Discussion R&B p.207: McDonald's & James' Café. Group Reports due in class.
11 26/ 05	Impact of Technology Reading: Robbins & Barnwell Chapter 7	Case Study/Discussion R&B p.248: IT and the NAB

12 02/ 06	Managing Growth and Decline Reading: Robbins & Barnwell Chapter 14	Case Study/Discussion R&B p.463: General Motors. Group Report Returned
13 19/ 06	Revision	Revision

Learning and Teaching Activities

Tutorial Case Studies

Business Model tutorials have been changed to encourage deeper student engagement. Real companies have been selected for student examination and participation that relate to each learning module.

Tutorial Participation

Student participation is encouraged by their participation in "Boardroom" discussion and decisions for real companies that students can relate to (e.g. Google and eBay).

Research

While additional readings are provided to enhance lectures, students are obliged to research information from non-academic sources (e.g, US SEC) to complement their academic sources. This leads to an integrated (theory and practice) view of business models used by real companies.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/p

[olicy.html](#) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

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:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

For further information, please refer to the following link:

<http://universitycouncil.mq.edu.au/legislation.html>

Grade 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.city.mq.edu.au/reviews-appeals.html>

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

The University defines serious and unavoidable disruption to studies as resulting from an event or

set of circumstances that:

- could not have reasonably been anticipated, avoided or guarded against by the student; **and**
- was beyond the student's control; **and**
- caused substantial disruption to the student's capacity for effective study and/or the completion of required work; **and**
- substantially interfered with the otherwise satisfactory fulfilment of unit or course requirements; **and**
- was of at least three (3) consecutive days duration within a study period and/or prevented completion of the final examination.

A Special Consideration application is deemed to be valid if all the following criteria have been satisfied:

- The Special Consideration application is completed by the student and submitted online through www.ask.mq.edu.au within five (5) working days after the due date of the associated assessment task / final examination.
- The application contains supporting evidence to demonstrate the severity of the circumstance(s) and that substantial disruption has been caused to the student's capacity for effective study. (The University will not follow up on outstanding evidence, nor contact any person or body on behalf of the student. The application will be considered as submitted.)
- The original supporting documentation has been sighted by MQC reception staff within five (5) working days after the due date of the associated assessment task.
- Where the particular circumstances are medical in nature, a Professional Authority Form including the health professional's Medicare Provider Number is included. (If a Professional Authority Form cannot be obtained, an original medical certificate indicating the severity (serious / not serious) and impact of the circumstances must be included with the application.)
- Where the particular circumstances are non-medical in nature, appropriate supporting evidence indicating the severity (serious / not serious) and impact of the circumstances is included with the application.
- The student was performing satisfactorily in the unit up to the date of the unavoidable disruption. (If a student's work in the unit was previously unsatisfactory, subsequent unavoidable disruption will not overcome the fact that the earlier work was unsatisfactory).

Unacceptable grounds for Special Consideration

The University has determined that some circumstances are not acceptable grounds for claiming Special Consideration. These grounds include, but are not limited, to:

- routine demands of employment
- routine family problems such as tension with or between parents, spouses, and other people closely involved with the student
- difficulties adjusting to university life, to the self-discipline needed to study effectively, and the demands of academic work
- stress or anxiety associated with examinations, required assignments or any aspect of academic work

- routine need for financial support
- routine demands of sport, clubs and social or extra-curricular activities.

Acute Problems

The University defines acute problems as those involving fewer than three (3) consecutive days within a study period. In these cases, students should not apply for special consideration via ask.mq.edu.au, but contact their Unit Convenor within 5 working days of the assessment due date so that a local solution may be discussed, except where the disruption affects completion of a final examination. (If a final examination is affected, the student should submit a special consideration application via ask.mq.edu.au.)

Prior Conditions Conditions existing prior to commencing a unit of study are not grounds for Special Consideration, except in the event of unavoidable deterioration of the condition. The student is responsible for managing their workload in light of any known or anticipated problems. Students with a pre-existing disability/ chronic health condition may contact the Disability Service for information on available support.

In submitting a request for Special Consideration, the student is acknowledging that they may be required to undertake additional work and agreeing to hold themselves available so that they can complete any extra work as required. The time and date, deadline or format of any required extra assessable work as a result of an application for Special Consideration is not negotiable.

Attendance at Macquarie City Campus

All Students are required to attend at least 80% of the scheduled course contact hours each Session. Additionally Macquarie City Campus monitors the course progress of international students to ensure that the student complies with the conditions of their visa relating to attendance.

This minimum level of attendance includes all lectures and tutorials. Tutorial attendance will be recorded weekly. If any scheduled class falls on a public holiday this will be rescheduled as advised by your Lecturer. Attendance at any mid-Session or in-class test is compulsory unless otherwise stated.

Unavoidable non-attendance due to illness or circumstances beyond your control must be supported by appropriate documentation to be considered for a supplementary test. Other non-attendance will obtain zero for the test. You should refer to the section above on Special Consideration for more details about this.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

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

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: <http://www.campuslife.mq.edu.au/campuswellbeing>

StudyWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills
- Personal assistance with your learning & study related questions

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at <http://informatics.mq.edu.au/help/> or call 02 9850-4357.

When using the university's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.

- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found in Lab 311, otherwise ask at Level 2 Reception).

Graduate Capabilities

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

- Develop understanding and knowledge of the different business models and organisation structures, their selection and use
- Identify the relationship between business models and business strategies
- Examine how the key concepts of business models relate to business financial performance
- Evaluate the concepts of organisational theory and how business structures relate to business models

Assessment tasks

- Group Report
- Final Examination

Learning and teaching activities

- Business Model tutorials have been changed to encourage deeper student engagement. Real companies have been selected for student examination and participation that relate

to each learning module.

- While additional readings are provided to enhance lectures, students are obliged to research information from non-academic sources (e.g, US SEC) to complement their academic sources. This leads to an integrated (theory and practice) view of business models used by real companies.

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

- Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure
- Develop understanding and knowledge of the different business models and organisation structures, their selection and use
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Assessment tasks

- Individual Report
- Group Report
- Final Examination

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- Student participation is encouraged by their participation in "Boardroom" discussion and decisions for real companies that students can relate to (e.g. Google and eBay).

- While additional readings are provided to enhance lectures, students are obliged to research information from non-academic sources (e.g, US SEC) to complement their academic sources. This leads to an integrated (theory and practice) view of business models used by real companies.

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

- Develop understanding and knowledge of the different business models and organisation structures, their selection and use
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- Individual Report
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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

- Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure
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- Examine how the key concepts of business models relate to business financial performance

Assessment tasks

- Individual Report
- Group Report
- Final Examination

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- Student participation is encouraged by their participation in "Boardroom" discussion and decisions for real companies that students can relate to (e.g. Google and eBay).
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Research and Practice

This unit uses research from external sources. This unit gives you practice in applying research findings in your assessments.

Assessment statements and implications must be supported by relevant references that may be sourced from the following:

- Academic articles
- Relevant textbooks
- Periodicals
- Newspapers
- Relevant online sources

Details of reference requirements are contained in each assessment. However, you are required to identify and evaluate relevant research findings and apply them to your assessments.

Examples of some of these reference options are listed below.

References – Academic Journals

There is a range of journals in the fields of business, management, strategic management and organisation structure. Most are available on the library databases:

- Academy of Management Executive
- Academy of Management Review
- Journal of Strategic Marketing
- Sloan Management Review
- Harvard Business Review
- Long Range Planning

References – Periodicals.

There is a range of periodicals and web pages in the fields of business, management and strategic management. We will visit these materials in tutorials as part of our discussion of the subject.

- Business Week
- The Economist
- Fortune
- The Asian Wall Street Journal and The Wall Street Journal
- Far Eastern Economic Review.