



BBA 280

Business Models and Organisation Structure

MQC2 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Douglas Howe

douglas.howe@mq.edu.au

Contact via via MQ email

As required.

Moderator

David Rooney

david.rooney@mq.edu.au

Contact via via MQ email

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:

Throughout the unit, the emphasis is on the analysis process: identifying information

needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.

1. Acquire discipline specific knowledge and skills related to the concepts of business models;
2. Develop an understanding and knowledge of the different business models, their selection, and use;
3. Identify the relationship between business models and business strategies
4. Examine how the key concepts of business models relate to business financial performance,
5. Evaluate the concepts of organisational theory and how business structures relate to business models.

General Assessment Information

	Assessment Task 1	Assessment Task 2	Assessment Task 3
Title/Name	Individual Essay	Group Report	Final Examination
Description	Refer Individual essay documentation on iLearn	Refer Group Report documentation on iLearn	3 hour examination (plus 10 minutes reading time) of short answer and essay questions
Due date	12th August, 2014, 10.30 (Week 5)	16th September, 2014, 10.30 (Week 10)	Please check the exam timetable when available
% Weighting	30%	30%	40%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	Refer to the Individual Essay documentation on iLearn.	Refer to the Group Report documentation on iLearn	N/A
Submission method	To Tutor in tutorial	To Tutor in tutorial	N/A
Feedback	Individual by consultation with tutor	Individual by consultation with tutor	N/A
Estimated student workload (hours)	15 hours	20 hours	20 hours

	Assessment Task 1	Assessment Task 2	Assessment Task 3

Assessment Tasks

Name	Weighting	Due
<u>Assessment 1</u>	30%	Week 5
<u>Assessment 2</u>	30%	Week 11
<u>Assessment 3</u>	40%	Examination Period

Assessment 1

Due: **Week 5**

Weighting: **30%**

The individual essay is worth 30% of your final grade.

Each student shall submit an Individual Essay of 2,000 words, excluding reference list and appendices, by 10.30 am on Tuesday 12th August, 2014 (Week 5), to your tutor. The required format for the assignment is an ESSAY.

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

Students are expected to develop coherent arguments, founded on thorough research, and provide insight into the topic area.

You will be individually allocated a selected topic. As an analyst, you are required to undertake an analysis of the topic, answer the specified questions and make relevant recommendations.

Your essay and recommendations must be supported by relevant references. You must incorporate at least 12 different references. These can be sourced from the following:

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

The 12 references should be evenly balanced between these five resource options. Examples of some of these reference options are on page 6.

Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the paper using the Harvard referencing system (<http://library.leeds.ac.uk/skills-referencing-harvard>).

Essay Submission: The maximum essay length is 2000 words, excluding reference list and appendices. Include the word count at the end of essay.

The essay is to be typed single sided, 1.5 spaced and a standard 12 point font should be used. It should be checked for spelling, grammar, consistency and clarity of expression.

Essays must be submitted to Turnitin prior to submission to your tutor.

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 MQC front desk 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 Disruption to Studies is made and approved.

On successful completion you will be able to:

- Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.
- 1. Acquire discipline specific knowledge and skills related to the concepts of business models;
- 2. Develop an understanding and knowledge of the different business models, their selection, and use;
- 3. Identify the relationship between business models and business strategies
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- 5. Evaluate the concepts of organisational theory and how business structures relate to business models.

Assessment 2

Due: **Week 11**

Weighting: **30%**

The report is to be completed in groups, which will be organised in your tutorial class in week 2. 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.

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.

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

The AIM is to integrate your knowledge of strategy and business models to operate a company in a dynamic competitive market to achieve financial success and explain how and why you achieved your results.

Each student group is required to participate in a business simulation exercise (Back Battery Business Simulation). 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.

One practice simulation will be allowed.

The group will then report on their financial success with particular emphasis on the strategies and business models, their development and implementation.

Students’ research, communication, analytical, integrative and critical thinking skills will be developed by this analytical exercise.

Further briefing on this activity and specific assignments will be given as the course progresses.

As a minimum the report should:

- identify the intended purpose of the strategy/policy and the business model techniques which follow from them
- explain the rationale for the strategy/policy
- explain the way that the strategy/policy is influenced by internal (organisational) and external (environmental) factors.
- evaluate the extent to which the business model strategy/policy and related techniques contribute to organisational performance
- connect to the ideas in the course via the academic literature

Again, your report answers and recommendations must be supported by relevant references.

You must incorporate at least 20 different references. These can be sourced from the following:

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

The 20 references should be evenly balanced between these five resource options. Examples of some of these reference options are on page 6.

Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the paper using the Harvard referencing system

(<http://library.leeds.ac.uk/skills-referencing-harvard>).

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 to your Tutor in your tutorial at 10.30 on Tuesday 16th September, 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 the MQC front desk 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 Disruption to Studies is made and approved.

On successful completion you will be able to:

- Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.
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Assessment 3

Due: **Examination Period**

Weighting: **40%**

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A 3 hour final examination for this unit will be held during the University Examination period. It will address the whole of the unit and tutorial readings are also examinable in the final exam. Details of the final examination format will be given in class.

The Macquarie City University Examination period in the Second Semester 2014 is from 14th - 22nd October, 2014. http://city.mq.edu.au/important_dates/

IT IS NOT POSSIBLE FOR THE LECTURER TO MOVE THE EXAM TIME. PLEASE DO NOT ASK.

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.

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 Disruption to Studies consideration. The University's policy on Disruption to Studies process is available at <http://studentadmin.mq.edu.au/disruption%20to%20studies.html>

If a Supplementary Examination is granted as a result of the Disruption to Studies process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

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>

On successful completion you will be able to:

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- 1. Acquire discipline specific knowledge and skills related to the concepts of business models;
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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
- The timetable for classes can be found on the Macquarie University City web site at: <https://student.mqc.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.

- Students must complete all components of the unit to register a Pass or better grade
- 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 and Recommended Texts and/or Materials

Prescribed texts available for purchase at the University Bookshop

- 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.

Recommended:

Afuah, Allan, (2014), Business Model Innovation: Concepts, Analysis and Cases, Routledge.

ISBN (paperback) 978-0-415-81740-0

ISBN (e-book) 978-0-203-58458-3

Unit Schedule

Week	Lecture Schedule	Key Activities & Tutorial focus
1 14/07	<p>Introduction and Overview</p> <p>Explanation of unit outline & course expectations</p> <p>What is a Business Model</p> <p>Reading: Osterwalder & Pigneur: Canvas: Customer Segments, Value propositions, Channels, Customer Relationships.</p>	<p>Tutorial Week 1</p> <p>Activity: Restaurant Mind Map (see iLearn for details). Svejenova, Planellas and Vives, 2010, An Individual Business Model in the Making: a Chef's Quest for Creative Freedom. Long Range Planning, (43) pp. 408-430.</p>
2 21/07	<p>Business Models & Financial Management</p> <p>Reading: Osterwalder & Pigneur: Canvas: Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.</p>	<p>Boardroom Discussion: What is Financial Viability? The eBay Story.</p>
3 28/07	<p>Business Models Patterns</p> <p>Reading: Osterwalder & Pigneur: Patterns: Unbundling Business Models, The Long Tail, Multi-Sided Platforms, FREE as a Business Model, Open Business Model.</p>	<p>Boardroom Discussion: What is a Revenue Model? The Google Story..</p>
4 04/08	<p>Business Model Design</p> <p>Reading: Osterwalder & Pigneur: Design</p>	<p>Boardroom Discussion: What is a Competency? The Samsung Electronics Story.</p>
5 11/08	<p>Business Models and Strategy</p> <p>Reading: Osterwalder & Pigneur: Strategy</p>	<p>Boardroom Discussion: What are Strategic and Financial Objectives and the Strategies to Achieve Them? The Nokia Story.</p> <p>Individual Reports due 10.30 in Tutorial.</p>
6 18/08	<p>Business Model Process</p> <p>Reading: Osterwalder & Pigneur: Process</p>	<p>Boardroom Discussion: What is an Operational Strategy? The Amazon Story.</p>
7 25/08	<p>Business Model Innovation</p> <p>Reading: Comes & Berniker (2008)</p>	<p>Boardroom Discussion: What is an Innovation Team? The HP Story.</p>
8 01/09	<p>Dimensions of Structure</p> <p>Reading: Robbins & Barnwell Chapter 4</p>	<p>Case Study/Discussion R&B p.139: Flight Centre</p>
9 08/9	<p>Impact of Size</p> <p>Reading: Robbins & Barnwell Chapter 6</p>	<p>Case Study/Discussion R&B p.207: McDonald's & James' Café.</p>

10	Impact of Technology	Case Study/Discussion R&B p.248: IT and the NAB
15/09	Reading: Robbins & Barnwell Chapter 7	Group Reports - Due 10.30 in Tutorial
11	The Challenge of Finding an Appropriate Structure	Case Study/Discussion R&B p.348: Fonterra takes on the World.
22/09	Reading: Robbins & Barnwell Chapter 10	
12	Managing Growth and Decline	Case Study/Discussion R&B p.463: General Motors.
29/09	Reading: Robbins & Barnwell Chapter 14	
13	Revision	Revision
06/10		

Learning and Teaching Activities

RESEARCH AND PRACTICE

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

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/policy.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/

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 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.

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

- Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.

- 2. Develop an understanding and knowledge of the different business models, their selection, and use;
- 3. Identify the relationship between business models and business strategies
- 4. Examine how the key concepts of business models relate to business financial performance,
- 5. Evaluate the concepts of organisational theory and how business structures relate to business models.

Assessment tasks

- Assessment 2
- Assessment 3

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

- Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.
- 1. Acquire discipline specific knowledge and skills related to the concepts of business models;
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- 5. Evaluate the concepts of organisational theory and how business structures relate to business models.

Assessment tasks

- Assessment 1

- Assessment 2
- Assessment 3

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

- Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.
- 1. Acquire discipline specific knowledge and skills related to the concepts of business models;
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Assessment tasks

- Assessment 1
- Assessment 2
- Assessment 3

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

- Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.
- 1. Acquire discipline specific knowledge and skills related to the concepts of business models;
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Assessment tasks

- Assessment 1
- Assessment 2
- Assessment 3

Changes from Previous Offering

The textbook, Business Models and Strategic Management: A New Integration, Newth, Francine, 2012 has been discontinued.