



BBA 280

Business Models and Organisation Structure

S1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

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Unit Moderator

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Email for an appointment at a mutually convenient time.

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
Individual Report	30%	9th April 2014 (Week 6)
Group Report	30%	21st May 2014 (Week 10)
Final Examination	40%	As per University timetable

Individual Report

Due: **9th April 2014 (Week 6)**

Weighting: **30%**

Each student shall submit an Individual Report of 2,000 words, excluding reference list and appendices,

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 and summarised below.

You will be individually allocated a tutorial exercise for your report, selected from the text book (Newth), between weeks 1 and 5.

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

Your report answers 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 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 page 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
- Far Eastern Economic Review

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

Report Submission: The Individual Report shall be submitted by 09.00 on Wednesday, 9th April, 2014 (Week 6), to BESS at E4B 106. The required format for the assignment is a REPORT.

Include the word count at the end of report. The report must be submitted to Turnitin prior to submission. The Report is to be typed single sided, 1.5 spaced and a standard 12 point font should be used. It should be checked for spelling, consistency and clarity of expression.

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 BESS at E4B 106 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: **21st 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. One practice simulation will be allowed.

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 (listed on iLearn). Each team member is required to complete a peer participation assessment (listed on iLearn).

Details of the Group Report, including submission, Turnitin requirements, marking standards, referencing requirements and presentation requirements are summarised below and 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.

The aim of the Group Report is to integrate your knowledge of strategy and business models and using skills developed in tutorials, to operate a company in a dynamic competitive market to achieve financial success.

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 exercise.

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

As a minimum the report should:

- identify and justify the intended purpose of the strategy/policy and the business model techniques which follow from them
- explain and justify the rationale for the strategy/policy
- explain and justify 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.

Your report 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 listed above (in the Individual Report section).

Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the report 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. The report must be submitted to Turnitin prior to submission. The Report is to be typed single sided, 1.5 spaced and a standard 12 point font should be used. It should be checked for spelling, consistency and clarity of expression.

Reports shall be submitted to the box at BESS at E4B 106 by 09.00 on Wednesday 21st 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 BESS at E4B 106 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>

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
- 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.timetables.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 tutorial have been changed
- (iii) Assessments have been changed.

Unit Schedule

Week	Lecture Schedule	Key Activities & Tutorial focus
1 03/03	<p>Introduction and Overview</p> <p>Explanation of unit outline & course expectations</p> <p>What is a Business Model</p> <p><i>Reading: Newth: Module 1</i></p>	<p>No tutorials Week 1</p> <p>Activity: Restaurant Mind Map (see iLearn for details)</p>
2 10/03	<p>Business Models & Financial Management</p> <p><i>Reading: Newth: Module 2, Osterwalder: Canvas</i></p>	<p>Boardroom Discussion: What is Financial Viability? The eBay Story.</p> <p>Group formation</p>
3 17/03	<p>Business Models and Strategic Directions</p> <p><i>Reading: Newth: Module 3, Osterwalder: Patterns</i></p>	<p>Boardroom Discussion: What is a Revenue Model? The Google Story..</p>

4 24/ 03	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 31/ 03	Business Models and Strategy <i>Reading: Newth: Module 5, Osterwalder: Strategy</i>	Boradroom Discussion: What is a Competency? The Samsung Electronics Story.
6 07/ 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 0900 9 April at BESS.
Mid Semester Break		
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 09.00 21 May at BESS.
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/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

- 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

- Identify the relationship between business models and business strategies
- Examine how the key concepts of business models relate to business financial performance
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- Individual Report
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Learning and teaching activities

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- 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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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
- 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

Assessment tasks

- Individual Report
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Learning and teaching activities

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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.

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.

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