BBA 280
Business Models and Organisation Structure
S1 Day 2015
Dept of Marketing and Management

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## General Information

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By appointment as required

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Credit points
3

Prerequisites
24cp including BBA102

Corequisites

Co-badged status

Unit description
An organisation's 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 [http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/](http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/)

Learning Outcomes

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

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial Reports</td>
<td>20%</td>
<td>Week 2 to Week 12</td>
</tr>
<tr>
<td>Individual Essay</td>
<td>20%</td>
<td>Week 7 (22nd April 2015)</td>
</tr>
<tr>
<td>Group Report</td>
<td>20%</td>
<td>Week 10 (13th May 2015)</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>9th - 26th June 2015</td>
</tr>
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</table>

Tutorial Reports

Due: **Week 2 to Week 12**
Weighting: **20%**

A ONE page, typed (12 point) report in response to the specified questions is required to be submitted in tutorials in weeks 2 to 12 (10 reports). These reports will form the basis of tutorial discussions. The best 8 of the 10 reports will be selected. Each selected report is worth 2.5% of the final grade.

This Assessment Task relates to the following Learning Outcomes:

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

Individual Essay
Due: Week 7 (22nd April 2015)
Weighting: 20%

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

There is no extension of time for submission of the Individual Essay. Late submissions will be penalised 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission -40% penalty). 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 Disruption to Studies is made and approved.

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

This Assessment Task relates to the following Learning Outcomes:
• Examine how the key concepts of business models relate to business financial performance
• Develop understanding and knowledge of the different business models and organisation structures, their selection and use
• Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure

Group Report
Due: Week 10 (13th May 2015)
Weighting: 20%

This report is to be completed in groups, which will be organised in your tutorial class. Each student group is required to participate in a business simulation exercise.

There is no extension of time for submission of the Group Report. Late submissions will be penalised 20% per day (or part thereof) of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late, in submission - 40% penalty). 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 Disruption to Studies is made and approved.
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 tutorials 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.

This Assessment Task relates to the following Learning Outcomes:

• Examine how the key concepts of business models relate to business financial performance
• Identify the relationship between business models and business strategies
• Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure

Final Examination

Due: 9th - 26th June 2015
Weighting: 40%

A compulsory three hour, ‘closed book’, final examination will be set during the exam period.

Details of the final examination will be posted on iLearn.

The specific date for the final examination will be posted on the University website; http://students.mq.edu.au/student_admin/exams/

This Assessment Task relates to the following Learning Outcomes:

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

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

  ISBN (paperback): 978-0470-87641-1
  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.
## Unit Schedule

<table>
<thead>
<tr>
<th>Week Starting</th>
<th>Lecture Schedule</th>
<th>Key Activities &amp; Tutorial focus</th>
</tr>
</thead>
</table>
| 23/02         | Introduction and Overview  
                | Explanation of unit outline & course expectations  
                | What is a Business Model  
                | Reading: Osterwalder & Pigneur: Canvas: Customer Segments, Value propositions, Channels, Customer Relationships. | Tutorial Week 1  
| 2/03          | Business Models & Financial Management  
| 9/03          | Business Models Patterns  
| 16/03         | Business Model Design  
                | Reading: Osterwalder & Pigneur: Design | Boardroom Discussion: What is a Competency? The Samsung Electronics Story. |
| 23/03         | Business Models and Strategy  
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading</th>
<th>Discussion/Case Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Business Model Innovation</td>
<td>Comes &amp; Berniker (2008)</td>
<td>Boardroom Discussion: What is an Innovation Team? The HP Story. Individual Essays due 09.00 at BESS.</td>
</tr>
<tr>
<td>8</td>
<td>Dimensions of Structure</td>
<td>Robbins &amp; Barnwell Chapter 4</td>
<td>Case Study/Discussion R&amp;B p.139: Flight Centre</td>
</tr>
<tr>
<td>10</td>
<td>Impact of Technology</td>
<td>Robbins &amp; Barnwell Chapter 7</td>
<td>Case Study/Discussion R&amp;B p.248: IT and the NAB Group Reports due 09.00 at BESS</td>
</tr>
<tr>
<td>12</td>
<td>Managing Growth and Decline</td>
<td>Robbins &amp; Barnwell Chapter 14</td>
<td>Case Study/Discussion R&amp;B p.463: General Motors.</td>
</tr>
<tr>
<td>13</td>
<td>Revision</td>
<td></td>
<td>Revision</td>
</tr>
</tbody>
</table>

### Policies and Procedures

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


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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/

### Results

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

### 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 Enquiry Service

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

### Equity 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.

### IT Help

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

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

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

Assessment tasks

- Tutorial Reports
- Individual Essay
- Group Report

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

- Evaluate the concepts of organisational theory and how business structures relate to business models
• Examine how the key concepts of business models relate to business financial performance
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• Develop understanding and knowledge of the different business models and organisation structures, their selection and use
• Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure

Assessment tasks
• Tutorial Reports
• Individual Essay
• Group Report
• Final Examination

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
• Evaluate the concepts of organisational theory and how business structures relate to business models
• Examine how the key concepts of business models relate to business financial performance
• Identify the relationship between business models and business strategies
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• Acquire discipline specific knowledge and skills related to the concepts of business models and organisation structure

Assessment tasks
• Tutorial Reports
• Individual Essay
• Final Examination
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**

- Identify the relationship between business models and business strategies
- Develop understanding and knowledge of the different business models and organisation structures, their selection and use

**Assessment tasks**

- Group Report
- Final Examination

**Changes from Previous Offering**

The unit has been changed in the following ways from 2014

(i) One text book has been deleted from the Business Model component

(ii) Case studies in Business Model tutorials have been changed

(iii) Tutorial reports have been re-introduced.

**Research & Practice**

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

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
- Far Eastern Economic Review
- McKinsey Quarterly

Newspapers:

- Australian Financial Review