



BBA 280

Business Models and Organisation Structure

S1 Day 2016

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Lecturer & Unit Convenor

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Tutor

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Credit points

3

Prerequisites

24cp including BBA102

Corequisites

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:

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

Assessment Tasks

Name	Weighting	Due
<u>Tutorial Reports</u>	32%	Week 2 to Week 12
<u>Group Report</u>	28%	Week 11
<u>Final Examination</u>	40%	Examination Period

Tutorial Reports

Due: **Week 2 to Week 12**

Weighting: **32%**

A TWO page, typed (12 point) report in response to the specified questions is required to be submitted both in hard copy in tutorials and to Turnitin in weeks 2 to 12 (10 reports). Each report shall be supported by at least two academic references (in addition to the text book). The best 8 of the 10 reports will be selected for the final grade. Each selected report is worth 4% of the final grade.

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

No extension of time for Tutorial Reports will be granted as these form the basis of tutorial discussions. 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.

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:

- 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

Group Report

Due: **Week 11**

Weighting: **28%**

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.

No extension of time for the Group Report will be granted. 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.

Penalties do 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.

On successful completion you will be able to:

- 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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Final Examination

Due: **Examination Period**

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 web site; http://students.mq.edu.au/student_admin/exams/

On successful completion you will be able to:

- 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

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 individual reports and group-work

contribution.

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

You may 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.

Mobile phones 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.

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

Unit Schedule

Week	Lecture Schedule	Key Activities & Tutorial focus
1	Introduction and Overview Explanation of unit outline & course expectations Dimensions of Structure Reading: Robbins & Barnwell Chapter 4	Activity: Flight Centre Mind Map (see iLearn for details). NO TUTORIALS IN WEEK 1.
2	Impact of Size Reading: Robbins & Barnwell Chapter 6	Case Study/Discussion R&B p.207: McDonald's & James' Café.

3	Impact of Technology Reading: Robbins & Barnwell Chapter 7	Case Study/Discussion R&B p.248: IT and the NAB
4	The Challenge of Finding an Appropriate Structure Reading: Robbins & Barnwell Chapter 10	Case Study/Discussion R&B p.348: Fonterra takes on the World.
5	Managing Growth and Decline Reading: Robbins & Barnwell Chapter 14	Case Study/Discussion R&B p.463: General Motors.
6	What is a Business Model Reading: Osterwalder & Pigneur: Canvas: Customer Segments, Value propositions, Channels, Customer Relationships.	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.
7	Business Models & Financial Management Reading: Osterwalder & Pigneur: Canvas: Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.	Boardroom Discussion: What is Financial Viability? The eBay Story.
8	Business Models Patterns Reading: Osterwalder & Pigneur: Patterns: Unbundling Business Models, The Long Tail, Multi-Sided Platforms, FREE as a Business Model, Open Business Model.	Boardroom Discussion: What is a Revenue Model? The Google Story.
9	Business Model Design Reading: Osterwalder & Pigneur: Design	Boardroom Discussion: What is a Competency? The Samsung Electronics Story.
10	Business Models and Strategy Reading: Osterwalder & Pigneur: Strategy	Boardroom Discussion: What are Strategic and Financial Objectives and the Strategies to Achieve Them? The Nokia Story. Individual Reports due 09.30 at BESS.
11	Business Model Process Reading: Osterwalder & Pigneur: Process	Boardroom Discussion: What is an Operational Strategy? The Amazon Story. Group Reports - Due 09.30 at BESS
12	Business Model Innovation Reading: Comes & Berniker (2008)	Boardroom Discussion: What is an Innovation Team? The HP Story.
13	Revision	Revision

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

New Assessment Policy in effect from Session 2 2016 http://mq.edu.au/policy/docs/assessment/policy_2016.html. For more information visit http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/

Assessment Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.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/

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 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://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources 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

- 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

Assessment tasks

- Tutorial Reports
- Group Report
- Final Examination

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

- 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

Assessment tasks

- Tutorial Reports
- 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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Assessment tasks

- Tutorial Reports
- Group Report
- Final Examination

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

- 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
- Group Report
- Final Examination

Changes from Previous Offering

Assessment has been simplified. There are now only 3 assessments; Weekly Tutorial Reports, Group Report and the Final Examination. The individual essay has been removed and the weekly tutorial report assessments expanded.

Research & Practice, Global Contexts & Sustainability

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

Business Models and Organisation Structures are considered in a global context in tutorial cases studies.