



BBA 280

Business Models and Organisation Structure

S1 Day 2017

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

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Contact via Email

E4A level 6 Room 625

2pm -3pm Wednesdays

Credit points

3

Prerequisites

(21cp at 100 level or above) 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 for critical and ethical analysis of organisational structures and management practice

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

Identify the relationship between business models and business strategies from a human

rights perspective.

Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations

Acquire discipline specific knowledge and skills by communicating and working independently and collaboratively to analyse the impact of organisational structure in change management.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Case Report & Presentation</u>	40%	No	Week 2 to Week 12
<u>Report (Individual)</u>	40%	No	Week 11
<u>Class Participation</u>	20%	No	Ongoing

Case Report & Presentation

Due: **Week 2 to Week 12**

Weighting: **40%**

Each week the allocated group presents the case study analysis (20%) during the tutorials and submits a FOUR PAGE, typed (12 point) case analysis report (20%) via Turnitin. Each group presents and submits only once in the semester. Only one member of the group submits on turnitin. Each report shall be supported by at least two academic references (in addition to the text book). Please note you must identify the work done by each group member individually in the group report and also present the work prepared by yourself at the tutorial group presentation. Both these assignments will be marked for individual and group work where 10% has been allocated for group work and 10% for individual work. There is no need to submit any hard copy in this unit, all submissions will be through Turnitin. The cover page must only include the names and ID numbers of group members who have contributed to the case analysis report.

Details of the Turnitin submission, marking standards, referencing requirements and presentation requirements are available in the Tutorial Report documentation posted on iLearn. No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for disruption of studies is made and approved. 10% penalty will be applied for every 24-hour delay of submission. This penalty does not apply for cases in which an application for Disruptions to Studies is made and approved.

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 for critical and ethical analysis of organisational structures and management practice
- Examine how the key concepts of business models relate to business financial performance
- Identify the relationship between business models and business strategies from a human rights perspective.
- Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations
- Acquire discipline specific knowledge and skills by communicating and working independently and collaboratively to analyse the impact of organisational structure in change management.

Report (Individual)

Due: **Week 11**

Weighting: **40%**

Organizational Design module

This report is to be completed individually.

For this semester long project you will choose one of the organizations from the Fortune 500 companies or a local company such as a large departmental store, manufacturing company or a non profit organization such as a hospital or a University and study it all semester to give you an insight into the way real world organizations work. No two students will select the same company. There will be a list of Fortune 500 companies for you to select from on ilearn. Please write your name in the allocated column to reserve the company. You will need to collect the specified information as required in the organisation design module on ilearn and answer questions pertaining to the the company selected each week. .Each module will require you to consider the ethical, sustainability and human rights dimension .By the end of the semester by completing each module you will have a clear picture of how organizations operate and how they deal with problems and contingencies and understand the ethical dilemmas of change management. In order to do this you will have to contact the owner or manager of the company for gathering information through face-to-face interviews and through their published sources. You will then summarize your findings and produce a written report.

You will gain a rich picture of the way the company operates by doing your research personally. The organization has to be big enough to offer insight into the way organisations work and must employ at least 20 people and have 3 levels in its hierarchy.

No extension of time for the Individual Report will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which

an application for disruption of studies is made and approved. 10% penalty will be applied for every 24-hour delay of submission. This penalty does not apply for cases in which an application for Disruptions to Studies is made and approved.

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

On successful completion you will be able to:

- Evaluate the concepts of organisational theory for critical and ethical analysis of organisational structures and management practice
- Examine how the key concepts of business models relate to business financial performance
- Identify the relationship between business models and business strategies from a human rights perspective.
- Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations

Class Participation

Due: **Ongoing**

Weighting: **20%**

Class Participation (20%)

Each week, students must read the assigned textbook chapters, readings and cases before coming to class. All students must come prepared for class discussion, as this will count towards their overall participation grade. Achieving a high score in this section requires active participation in lectures and tutorial discussions .

On successful completion you will be able to:

- Acquire discipline specific knowledge and skills by communicating and working independently and collaboratively to analyse the impact of organisational structure in change management.

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 and experiential exercises 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. You can access the unit iLearn at this link: <https://ilearn.mq.edu.au>.

GUIDELINES FOR WRITTEN ASSESSMENTS

All assignments submitted for assessment must adhere to the following standards.

1. Cover Page

For each of the assignment, you must use a cover (or title) page that provides the following information:

- (a) your full name and student number;
- (b) contact details: email address;
- (c) unit code and name
- (d) assignment number and assignment title;

2. Presentation of Assignments

Assignments should meet normal academic and professional standards of presentation, including:

- a) all pages, excluding the cover page, should be numbered;
- b) page margins should be at least 2.5 cm on all four edges and 1.5 line spaced;
- c) Times New Roman font type and font size of 12 points should be used.
- d) Harvard referencing system should be used.

3. Submission Procedure (Individual)

Students are required to submit an electronic copy of their assessment to Turn it in via the Internet as part of the submission process for assignments. Your assignment will then be automatically compared to work of your classmates, previous students from Macquarie and other universities, with material available on the Internet, both freely available and subscription-based electronic journals. Before submission, name your electronic file in a Word document with your surname and student number, e.g., Smith20101309.

Please note for weekly group work case submission, only one member of the group will submit on turnitin, and please make sure the group names are on the cover sheet.

Required Text Books Prescribed texts available for purchase at the University Bookshop.

Organizational Theory, Design, and Change: Global Edition, 7/E

Gareth R Jones

ISBN-10: 0273765604 • ISBN-13: 9780273765608

©2013 • Pearson Higher Education • Paper, 512 pp

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

You must complete and pass all assignments to complete the unit satisfactorily.

Unit Schedule

WEEK	CHAPTER	CONTENT	TUTORIAL CASE STUDY
Week 1 1.3.17	Chapter 1	Organizations and Organizational Effectiveness	FLIGHT CENTRE
Week 2 8.3.17	Chapter 2	Stakeholders, Managers, and Ethics	UNITED PRODUCTS
Week 3 15.3.17	Chapter 3	Organizing in a Changing Global Environment	THE PARADOXICAL TWINS –ACME & OMEGA ELECTRONICS
Week 4 22.3.17	Chapter 4	Basic Challenges of Organizational Design	HOW SAP's BUSINESS MODEL & STRATEGIES MADE IT THE GLOBAL BUSINESS SOFTWARE LEADER
Week 5 29.3.17	Chapter 5	Designing Organizational Structure: Authority and Control	THE SCAFFOLD PLANK INCIDENT
Week 6 5.4.17	Chapter 6	Designing Organizational Structure: Specialization and Coordination	BEER AND WINE INDUSTRIES – BARTLES & JAYMES

Week 7 12.4.17	Chapter 7	Creating and Managing Organizational Culture	BANNETT's MACHINE SHOP, INC
16th April-30 th May		Mid Session Break	
Week 8 3.5.17	Chapter 8	Organizational Design and Strategy in a Changing Global Environment	SOUTHWEST AIRLINES
Week 9 10.5.17	Chapter 9	Organizational Design, Competences, and Technology	THE RISE AND FALL OF EASTMAN KODAK
Week 10 17.5.17	Chapter 10	Types and Forms of Organizational Change	PHILLIPS NV
Week 11 24.5.17	Chapter 11	Organizational Transformations: Birth, Growth, Decline, and Death	RAMROD STOCKWELL
Week 12 31.5.17	Chapter 14	Managing Conflict, Power, and Politics	A CASE OF TWO OIL COMPANIES
Week 13 7.6.17		Review	

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_2016.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 (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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 for critical and ethical analysis of organisational structures and management practice
- Examine how the key concepts of business models relate to business financial performance
- Identify the relationship between business models and business strategies from a human rights perspective.
- Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations
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Assessment tasks

- Case Report & Presentation
- Report (Individual)
- Class Participation

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 from a human rights perspective.
- Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations

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Assessment tasks

- Case Report & Presentation
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- Class Participation

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 for critical and ethical analysis of organisational structures and management practice
- Examine how the key concepts of business models relate to business financial performance
- Identify the relationship between business models and business strategies from a human rights perspective.
- Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations
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Assessment tasks

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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

- Develop understanding and knowledge of the different business models and structures, and apply organisation design concepts to case studies of multinational corporations
- Acquire discipline specific knowledge and skills by communicating and working independently and collaboratively to analyse the impact of organisational structure in change management.

Assessment tasks

- Case Report & Presentation
- Report (Individual)
- Class Participation

Changes from Previous Offering

All assessments have been changed to comply with the AACSB requirements.

There is no final exam for this unit from S1,2017.

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.

Please do refer yo the following databases available at the Library for conducting research for your individual assignment [BMI research](#)

[Business source premier.](#)

[DatAnalysis premium.](#)

[Digital commons network](#)

[Emerald management](#)

[Cabell's international](#)