



BBA 280

Business Models and Organisation Structure

S1 Day 2013

Marketing and Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	8
<u>Unit Schedule</u>	10
<u>Learning and Teaching Activities</u>	12
<u>Policies and Procedures</u>	12
<u>Graduate Capabilities</u>	13
<u>Research and Practice</u>	16

Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

Unit convenor and teaching staff

Lecturer and Tutor

Douglas Howe

douglas.howe@mq.edu.au

Contact via douglas.howe@mq.edu.au

Email for an appointment at a mutually convenient time.

Unit Convenor

Erik Lundmark

erik.lundmark@mq.edu.au

Contact via erik.lundmark@mq.edu.au

E4A451

Mondays 2.15-4.00 pm

Tutor

Sabine Ludewig

sabine.ludewig@mq.edu.au

Contact via sabine.ludewig@mq.edu.au

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:

Discipline specific knowledge and skills related to the concepts of business models

Development of an understanding and knowledge of the different business models, their selection, and use

Appreciation of the relationship between business models and business strategies

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

Appreciation of the concepts of organisational theory and how business structures relate to business models

Assessment Tasks

Name	Weighting	Due
Assessment 1	20%	Noon, 28th March at BESS
Assessment 2	15%	Week 8
Assessment 3	25%	09.00 24th May at BESS
Assessment 4	40%	June 2013

Assessment 1

Due: **Noon, 28th March at BESS**

Weighting: **20%**

1. INDIVIDUAL ESSAY

The individual essay is worth 20% of your final grade.

Each student will be expected to submit an individual essay of 2,000 words (max.) by 12.00 (noon) on Thursday 28th March (Week 5) at BESS (E4B 106) with a signed faculty cover sheet.

The required format is an ESSAY.

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

The topic is as follows:

Choose and collect two newspaper or periodical articles that have relevance to Australian business. Both articles must be published between 1st March and 22nd March 2013 in one or more Australian newspapers or periodicals. Carefully select each article so that both fall into one of the major topic areas of business models that we have already covered.

Now respond to the following questions:

1. What are the implications for each of the selected articles for:

- a. the business itself
- b. Australian businesses (meaning domestic firms)
- c. The business' co-petitors.

2. In your opinion, what are the most relevant business or economic concepts or theories (discussed in the first 6 weeks of class ie. Weeks 1-6) that could be used to analyse each or both of these articles? Give reasons for your answer

In analysing Question 2 you should choose either one different concept or theory for each article (ie two theories) or one theory that can apply to both articles. .

Include copies of both articles (either the original 'cut-outs' or a print out of the article from the newspaper's website) as appendices to your assignment.

Your essay should 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 all of these reference options are detailed on page 22 of this guide.

Report Submission: The maximum essay length is 2000 words, excluding references. Include the word count at the end of report. Essays must be submitted to Turnitin prior to lodgement at BESS and the Turnitin receipt and Originality Report must be attached to the essay. No extension of time for submission of the Individual Essay will be granted. Late submissions will be penalised 10% per day (or part thereof) of the total available marks for 5 days, and then zero marks. **Late assignments** must 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 special consideration is made and approved. Note: electronic essays will **NOT** be marked.

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. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression.

On successful completion you will be able to:

- Discipline specific knowledge and skills related to the concepts of business models
- Development of an understanding and knowledge of the different business models, their selection, and use
- Appreciation of the relationship between business models and business strategies

Assessment 2

Due: **Week 8**

Weighting: **15%**

This test is held in your tutorial class. The test is a combination of 10 short answer questions and 2 essay questions. A list of essay questions (but not the short answer questions) will be made available on iLearn in advance of the test. You are able to prepare answers for the essay questions but you may not take notes into the Class Test. Your tutor will select essay questions from the list for your class to answer. You will have 50 minutes to answer the questions. The selection will not be disclosed prior to the test. The date for the In-class Test is given in the Lecture Schedule included in this outline. As you will have the opportunity to prepare your answers, a high standard will be expected. You will have time to perfect the content and grammar of your answers. They will be marked on their correctness, their completeness and their (English) language (i.e. well written).

Questions for the Class Test will address material covered in the lectures and tutorials of weeks 1 to 6.

There will be no supplementary tests.

The only exception to not sitting the class test 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 approved, your final examination will carry the additional weight.

On successful completion you will be able to:

- Discipline specific knowledge and skills related to the concepts of business models
- Understanding how the key concepts of business models relate to business financial performance

Assessment 3

Due: **09.00 24th May at BESS**

Weighting: **25%**

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. The format is a REPORT.

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 and presentation requirements are available in the Group Report documentation posted on iLearn.

Aim: Each student group will be allocated a case company to research intensively during the course. The case companies are selected from publically listed companies on the Australian Stock Exchange.

Company allocation will occur during the week 2 tutorial. Each group will become a company expert and do a number of activities on this company during the course based around the material in the curriculum.

The group will develop a major report on the business models, practices, policies, responsibilities, strategic contribution and challenges. A section of this report will be written by the group each week (directions provided in tutorials) following the course topics.

In researching this report students should draw on the company annual report as well as other reports (e.g. sustainability, CSR or OHS or other relevant reports).

In addition newspaper and other press articles and any other independent reports can be used to build the company profile/dossier. We will also discuss in class the possibility of approaching the company directly although this should not be done before discussion with the Lecturer.

Students are required to use at least 10 **refereed journal articles** in their report. This is a minimum requirement to receive a Pass grade for the report. Students may, of course, use as many references as they consider appropriate.

Students' research, communication, analytical, integrative and critical thinking skills will be developed by these analytical exercises, presentations and reports.

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 and the business model techniques which follow from them
- explain the rationale for the strategy and business model

- explain the way that the strategy/business model is influenced by internal (organisational) and external (environmental) factors.
- evaluate the extent to which the business model/strategy and related techniques contribute to organisational performance
- connect to the ideas in the course via the academic literature

Report Submission: The maximum report length is 4000 words, excluding references. Include the word count at the end of report. Reports shall be submitted to the box at BESS at E4B 106, no later than 09.00 on Friday 24th May 2013 with a FBE cover sheet..

No extension of time for submission of the Group Report will be granted. Late submissions will be penalised 10% per day (or part thereof) of the maximum marks for 5 days, and then zero marks. **Late assignments must** 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 special consideration is made and approved. Note: electronic reports will **NOT** be marked.

On successful completion you will be able to:

- Development of an understanding and knowledge of the different business models, their selection, and use
- Appreciation of the relationship between business models and business strategies
- Understanding how the key concepts of business models relate to business financial performance
- Appreciation of the concepts of organisational theory and how business structures relate to business models

Assessment 4

Due: **June 2013**

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. You will be allowed to take one A4 page of your own notes into the final exam. Your name and student number must be printed no smaller than 12 point on both sides of this page of notes. However, there are no other restrictions on the content of your page. You may write, type, print or photocopy as much or as little as you want, use one or both sides, using English or any other language. Diagrams are permitted. No other aids will be allowed into the exam. The whole of the unit, including tutorials, is examinable in the final exam. Details of the final examination format will be given in class

The University Examination period in the First Semester 2013 is from June 11 to June 28. (<http://www.mq.edu.au/calendar.html>).

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.

[http:// exams.mq.edu.au/](http://exams.mq.edu.au/)

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:

- Discipline specific knowledge and skills related to the concepts of business models
- Appreciation of the relationship between business models and business strategies
- Understanding how the key concepts of business models relate to business financial performance
- Appreciation of the concepts of organisational theory and how business structures relate to business models

Delivery and Resources

Classes

- 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 University web site at: <http://www.timetables.mq.edu.au/>
- Classes may vary due to public holidays. Any variations will be advised via iLearn.
- Active participation at tutorials is an important part of your contribution to group work. If you attend less than 10 of the 12 tutorials, your individual mark for your group work contribution will be reduced.

- 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 must 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/or Recommended Texts and/or materials

Prescribed texts available for purchase at the University Bookshop

- Brooks, G (2011) Business Models and Organisation Structure, McGraw Hill Custom Publishing, Australia. ISBN 978 1 12 113235 1

This text is a copy of a book of the same name by Alan Afuah. In the library catalogue it may be listed under Afuah, A.

- Robbins, Stephen P. and Barnwell, Neil (2006). Organisation Theory: Concepts and Cases, 5th edn, Pearson, Frenchs Forest. ISBN 978 0 73397 471 7

Copies are also held in the Library's Reserve section. A copy of the covers of the texts is on the iLearn website

Other 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
- Long Range Planning

Harvard Business Review

Other 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

Resources

Students are expected to be competent in the use of word processing and iLearn.

Unit Schedule

Week	Lecture Schedule	Key Activities & Tutorial focus
1 01/03	<p>Introduction and Overview</p> <p>Explanation of unit outline & course expectations</p> <p>The implications of Business Models</p> <p><i>Reading: Brooks Chapter 1</i></p>	<p>No tutorials Week 1</p> <p>Activity: Restaurant Mind Map (see iLearn for details)</p>
2 08/03	<p>Customer Value, Positioning and Pricing</p> <p><i>Reading: Brooks Chapter 2 & 3</i></p>	<p>Discussion Group formation & topic selection. Case Study/Discussion. Svejenova,S, Planellas, M and Vives, L, 2010, <i>An Individual Business Model in the Making: a Chef's Quest for Creative Freedom</i>, Long Range Planning, Vol 43(2-3), pp.408-430.</p>
3 15/03	<p>Sources of Revenue</p> <p><i>Reading: Brooks Chapter 4</i></p>	<p>Case Study Week 3. Teece, D. 2010, <i>Business Models, Business Strategy and Innovation</i>, Long Range Planning, Vol 43(2-3), pp.172-194.</p>
4 22/03	<p>Value Chains for Profitable Models</p> <p><i>Reading: Brooks Chapter 5</i></p>	<p>Case Study/Discussion Week 4. Sandulli, F and Chesbrough, H, <i>The Two Faces of Open Business Models</i>.</p> <p>Electronic copy available at: http://ssrn.com/abstract=1325682</p>
5 29/03	<p>Public Holiday (Easter)</p>	<p>No Lecture or tutorials</p> <p>Individual Essay to be submitted by 12.00 (noon) Thursday 28th March to BESS.</p>

6 05/ 04	<p>Resources and Capabilities</p> <p>Reading: Brooks Chapter 6</p>	<p>Case Study/Discussion Week 6. Zott, C and Amit, R, 2010, <i>Business Model Design: An Activity System Perspective</i>, Long Range Planning, Vol 43(2-3), pp.216-226.</p>
7 12/ 04	<p>Structures - Model Execution</p> <p>Reading: Brooks Chapter 7</p>	<p>Case Study/Discussion Week 7. Gambardella, A and McGahan, A, 2010, <i>Business-Model Innovation: General Purpose Technologies and their Implications for Industry Structure</i>, Long Range Planning, Vol 43(2-3), pp.262-271.</p>
Mid Semester Break		
8 03/ 05	<p>Model Costs / Profitability & Competitive Advantage</p> <p>Reading: Brooks Chapter 8 & 9</p>	<p>Class Test (15%) in Tutorial.</p>
9 10/ 05	<p>Business Model Planning & Sources of Profitability</p> <p>Reading: Brooks Chapters 10 & 12</p>	<p>Case Study/Discussion Week 9. Smith, W, Binns, A and Tushman, M, 2010, <i>Complex Business Models: Managing Strategic Paradoxes Simultaneously</i>, Long Range Planning, Vol 43(2-3), pp.448-461.</p>
10 17/ 05	<p>Dimensions of Structure</p> <p>Reading: Robbins & Barnwell Chapter 4</p>	<p>Case Study/Discussion Week 10. R&B p.139: Flight Centre</p>
11 24/ 05	<p>Impact of Size</p> <p>Reading: Robbins & Barnwell Chapter 6</p>	<p>Case Study/Discussion Week 11. R&B p.207: McDonald's & James' Cafe</p> <p>Assessment 3 (25%) Group Report - Due 09.00 24 May at BESS.</p>
12 31/ 05	<p>Impact of Technology</p> <p>Reading: Robbins & Barnwell Chapter 7</p>	<p>Case Study/Discussion Week 12. R&B p.248: IT and the NAB</p>
13 07/ 06	<p>Managing Growth and Decline</p> <p>Reading: Robbins & Barnwell Chapter 14</p>	<p>Case Study/Discussion Week 13. R&B p.463: General Motors</p> <p>Group Report Returned</p>

Learning and Teaching Activities

Lecture Program

Discipline Specific knowledge, understanding of the implications of this knowledge for critical application to business models and organisation structure

Tutorial Activities

Develop understanding and application of the lecture program

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://www.mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://www.mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://www.mq.edu.au/policy/docs/grading/policy.html>

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

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Special Consideration Policy http://www.mq.edu.au/policy/docs/special_consideration/policy.html

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Support

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: <http://students.mq.edu.au/support/>

UniWISE provides:

- Online learning resources and academic skills workshops http://www.students.mq.edu.au/support/learning_skills/
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

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

Details of these services can be accessed at <http://www.student.mq.edu.au/ses/>.

IT Help

If you wish to receive IT help, we would be glad to assist you at <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 and it outlines what can be done.

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

- Discipline specific knowledge and skills related to the concepts of business models
- Development of an understanding and knowledge of the different business models, their selection, and use
- Appreciation of the relationship between business models and business strategies
- Understanding how the key concepts of business models relate to business financial performance
- Appreciation of the concepts of organisational theory and how business structures relate to business models

Assessment tasks

- Assessment 1
- Assessment 3

Learning and teaching activities

- Discipline Specific knowledge, understanding of the implications of this knowledge for critical application to business models and organisation structure
- Develop understanding and application of the lecture program

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

- Discipline specific knowledge and skills related to the concepts of business models
- Appreciation of the relationship between business models and business strategies
- Understanding how the key concepts of business models relate to business financial performance
- Appreciation of the concepts of organisational theory and how business structures relate to business models

Assessment tasks

- Assessment 1
- Assessment 2
- Assessment 3
- Assessment 4

Learning and teaching activities

- Discipline Specific knowledge, understanding of the implications of this knowledge for critical application to business models and organisation structure
- Develop understanding and application of the lecture program

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

- Development of an understanding and knowledge of the different business models, their selection, and use
- Appreciation of the relationship between business models and business strategies
- Understanding how the key concepts of business models relate to business financial performance

- Appreciation of the concepts of organisational theory and how business structures relate to business models

Assessment tasks

- Assessment 1
- Assessment 2
- Assessment 3
- Assessment 4

Learning and teaching activities

- Discipline Specific knowledge, understanding of the implications of this knowledge for critical application to business models and organisation structure
- Develop understanding and application of the lecture program

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

- Development of an understanding and knowledge of the different business models, their selection, and use
- Appreciation of the relationship between business models and business strategies
- Understanding how the key concepts of business models relate to business financial performance
- Appreciation of the concepts of organisational theory and how business structures relate to business models

Assessment tasks

- Assessment 1
- Assessment 3

Learning and teaching activities

- Discipline Specific knowledge, understanding of the implications of this knowledge for critical application to business models and organisation structure
- Develop understanding and application of the lecture program

Research and Practice

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