# BBA 280

## Global Business Models and Structures

S1 Day 2019

*Department of Management*

## Contents

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# General Information

Unit convenor and teaching staff
Unit Convenor / Lecturer
Peter Shi
peter.shi@mq.edu.au
Contact via Email
Please view consultation hours via iLearn - https://ilearn.mq.edu.au/login/

Credit points
3

Prerequisites
(21cp at 100 level or above) 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 global business models (the set of activities which a firm performs, how it performs them, and when it performs them) through a study of various organisational structures and their application, and gives entrepreneurs the tools they need to successfully launch international ventures in today's hyper-competitive world. The unit examines the factors that are considered in the selection of a structure, particularly the elements of the business model including sources of revenue, resources, capabilities, costs, profitability and competitive advantage. It also covers practical considerations such as legal concerns, global monetary systems, global marketing, and global human resource management for entrepreneurs.

## 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 |
| --- | --- | --- | --- |
| Case analysis & Presentation | 40% | No | Week 3 - Week 13 |
| Report (Individual) | 40% | No | Week 12 |
| Class Participation | 20% | No | Ongoing |

## Case analysis & Presentation

Due: **Week 3 - Week 13**
Weighting: **40%**

**Case analysis & Presentation Assessment Summary Task Description**
Each week the allocated group presents the case study analysis (20%) during the tutorials and submit the case analysis report (20%). The individual mark in a group is based on the peer evaluation form submitted by the group, the details will be announced in the class.

**Type of Collaboration** Group & Individual **Submission** Presentations in tutorials. Please submit case analysis report via Turnitin link on iLearn. Each group presents and submits only once in the semester. Only team leader of each group submits on Turnitin. **Format** Please refer to the iLearn Unit page. **Length** Case analysis report (2000 +/-10%); Presentation (15 mins) **Inherent Task Requirements** None **Late Submission**
Students who have not submitted the task prior to the deadline will be awarded a **mark of 0** for the task. No extensions will be granted.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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 12**
Weighting: **40%**

**Report (Individual) Assessment Summary Task Description**
This report is to be completed individually.

For this semester's 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 may have to contact the owner or manager of the company for gathering information through face-to-face interviews or through secondary data, such as 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.

**Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn
**Format** Please refer to the iLearn Unit page  **Length** 5000 words +/-10% **Inherent Task Requirements** None **Late Submission**
Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof

that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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 Assessment Summary Task Description** Each week, students must read the assigned textbook chapters, readings and cases before coming to class. All students must come prepared for class case study 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. During tutorials, the tutor will ask individual students to discuss the progress of the organisational design modules. **Type of Collaboration** Individual **Submission** In Tutorial **Format** Please refer to the iLearn Unit page **Length** N/A **Inherent Task Requirements** In addition to physical attendance, quality participation is required **Late Submission**
No extensions will be granted. Students who have not participated in the task prior to the deadline will be awarded a **mark of '0' marks**, except for cases in which an application for special consideration is made and approved.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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

| | |
|---|---|
| **Required Text** | Organizational theory, Design, and Change by Gareth R. Jones SEVENTH EDITION Pearson Publication |
| **Unit Web page** | The web page for this unit can be found at: https://ilearn.mq.edu.au/login/ |
| **Technology Used and Required** | Students will need to be familiar with a web browser to access the unit web page. |
| **Delivery Format and Other Details** | • Number and length of classes: **1 x 2 hour lecture** and **1 x 1 hour tutorial**, i.e. **3 hours face to face per week** unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)<br><br>• Tutorials will commence in **Week 2**<br><br>• The timetable for classes can be found on the University web site at: https://www.timetables.mq.edu.au/ |
| **Recommended Readings** | |

# Unit Schedule

| Week | Lecture Topic & Readings | Tutorial Topic |
|---|---|---|
| Week 1 | Chapter 1  Organizations and Organizational Effectiveness | |
| Week 2 | Chapter 2  Stakeholders, Managers, and Ethics | Flight Centre |
| Week 3 | Chapter 3  Organizing in a Changing Global Environment | United Products |
| Week 4 | Chapter 4  Basic Challenges of Organizational Design | The Paradoxical Twins: Acme and Omega Electronics |
| Week 5 | Chapter 5  Desiging Organizational Structure: Authority and Control | How SAP's Business Model and Strategies Made It The Global Business Software Leader |
| Week 6 | Chapter 6  Designing Organizational Structure: Specialization and Coordination | The Scaffold Plank Incident |
| Week 7 | Chapter 7  Creating and Managing Organizational Culture | Beer and Wine Industries: Bartles & Jaymes |
| Mid Session Break | | |
| Week 8 | Chapter 8  Organizational Design and Strategy in a Changing Global Environment | Bannett's Machine Shop, INC. |
| Week 9 | Chapter 9  Organizational Design, Competences, and Technology | Southwest Airlines |
| Week 10 | Chapter10  Types and Forms of Organizational Change | The Rise and Fall of Eastman Kodak |
| Week 11 | Chapter11  Organizational Transformations:Birth, Growth, Decline, and Death | Philips NV |

| Week 12 | Chapter14  Managing Conflict, Power, and Politics | "Ramrod" Stockwell |
|---------|--------------------------------------------------|--------------------|
| Week 13 | Review | A Case of Two Oil Companies |

# Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct

## Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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 analysis & 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 analysis & Presentation
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# 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
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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 analysis & Presentation
- Report (Individual)
- Class Participation

# Changes from Previous Offering

The textbook has been changed this semester to give the unit a more Global Entrepreneurial focus as the unit is a mandatory unit within the Entrepreneurship major. All Case studies have been changed to cover current changes in the global business environment and structures.

# 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

# Changes since First Published

| Date | Description |
|------|-------------|
| 07/03/2019 | Changed Assessment 1 to not display as a hurdle assessment |
| 24/02/2019 | Unit Schedule Updated |
| 21/02/2019 | No significant changes |
| 21/02/2019 | Tutorials commence in Week 2. The previous version incorrectly stated that tutorials commence in Week 1. |