



**College of Commerce
Division of Economic and Financial Studies
Department of Business**

BUS 301 BUSINESS POLICY

UNIT OUTLINE Semester 1, 2008

**Lectures: 1-4 pm Mondays, W6B 336
or
4-7 pm Tuesdays, W5C 232**

**Unit Convenor:
Associate Professor Stephen Chen**

Prerequisites-Entry to BIntBus, BeBus, BBA (Int Studies) and 40cps

Students in this unit should read the Unit Outline carefully at the beginning of semester. It contains important information about the unit. If anything in it is unclear, please consult lecturer or the unit Convenor.

TEACHING STAFF

Lecturer Stephen Chen

E4A room 639

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Unit Web Page

Course materials will be available on Blackboard <http://learn.mq.edu.au>

Consultation times: 4-4.30 pm Mondays, 7-7.30 pm Tuesdays
or by appointment

UNIT NUMBER:	BUS301
UNIT TITLE:	BUSINESS POLICY
UNIT WEIGHT:	3 CREDIT POINTS
UNIT LEVEL:	300
PRE-REQUISITES:	Enrolment in BInt or BeBus, BBA (International Studies) and 40cps
CO-REQUISITES:	NIL
ATTENDANCE:	ONE SEMESTER, (1.5 HOURS LECTURE 1.5 HOURS TUTORIAL PER WEEK)

In Class Participation

ASSESSMENT

Class Case Presentation	10%
Group Interim Report and Presentation	15%
Group Final Report and Presentation	25%
Final Exam	50%
TOTAL	100%

BRIEF DESCRIPTION OF THE UNIT

The purpose of this course is to introduce students to the critical business policy issues facing businesses today and to understand the practices and policies used by managers to cope with these issues. By examining cases of real firms, the course will introduce students to a range of tools and frameworks for analyzing such issues and how to develop and implement policy in businesses.

Some of the key topics that will be covered in the course are:

- External Environmental analysis
- Firm Resource and Capability analysis
- Business and Corporate level strategies
- Competitive Dynamics
- Organisational Structure and Controls
- Acquisition and Alliance strategies
- International and Global strategies

Teaching will comprise a mix of lectures, case study discussions and exercises in class and a group project to be completed outside class.

OBJECTIVES

There are two primary objectives of this course. The first objective is to provide a better understand of a fundamental question in business: ***What determines the success and failure of businesses?*** The second objective is to learn about tools and processes that can be used to answer the practical question: **How to develop and implement policies to improve the chances of success of a business?**

TEXTBOOK REQUIREMENTS

The required textbook for the course is '*Strategic Management: Competitiveness and Globalisation*' (*Pacific Rim Third Edition*) by Hanson, Dowling, Hitt, Ireland and Hoskisson, published by Thomson Publishing, 2007. This contains all the required readings and case studies for the course. Students are expected to have read all of the assigned readings and case studies prior to class so they are ready to discuss them in class.

COURSE OUTLINE/SCHEDULE

Week	Week Beginning	Lecture topic and reading	Assignment
1	25/2/2008	What is Strategy? <i>Chapter 1</i> <i>Introduction to Case Studies</i>	
2	3/3/2008	<i>Case 1 (Cochlear)</i> External Environment <i>Chapter 2</i>	
3	10/3/2008	<i>Case 2 (Delta Faucet)</i> Internal environment <i>Chapter 3</i>	
4	17/3/2008	<i>Case 4 (Gunns)</i> Business Level Strategy <i>Chapter 4</i>	
5	24/3/2008	<i>Case 6 (Nucor)</i> EASTER HOLIDAY	
6	31/3/2008	Competitive Dynamics <i>Chapter 5</i>	
7	7/4/2008	<i>Case 5 (Indie Music)</i> Review session Group Interim presentations	Group Interim reports due
8	14/4/2008	MIDSESSION BREAK	
9	21/4/2008	MIDSESSION BREAK	
10	28/4/2008	Corporate level strategy <i>Chapter 6</i>	
11	5/5/2008	<i>Case 7 (News Corp)</i> Organisation structures and control <i>Chapter 11 & Chapter 13</i> <i>pp. 510-525</i>	
12	12/5/2008	<i>Case 8 (Shanghai Volkswagen)</i> Acquisition and alliance strategies <i>Chapters 7 & 9</i>	
13	19/5/2008	<i>Case 3 (Daimler Chrysler)</i> International strategies <i>Chapter 8</i>	
14	26/5/2008	<i>Case 12 (Walmart)</i> Group presentations (1)	
15	2/6/2008	Group presentations (2)	Group Final Reports due

ASSIGNMENTS

The class will be divided into groups of 5-6 members in week 1 for the group assignments. Each group should provide contact details for each member on the form attached to the end of this course outline and hand this to the lecturer at the end of the class.

Assignment 1 : Class Case Presentation

Value : 10%
Presentation time: 10-15 minutes

Each group will be allocated a week where they will present the case study assigned to them. Each group is required to prepare a 10-15 minute presentation on the case together with one hardcopy of the slides for the lecturer and one electronic copy of the slides for distribution on Blackboard <http://learn.mq.edu.au>

The presentation should succinctly convey all key issues, analyses and conclusions and demonstrate your understanding of the relevant theories and models from the course.

Marks will be awarded for:

- Soundness of the case analysis and conclusions
- Originality of content and presentation
- Presentation style

Students not presenting that week are still required to read the week's case study and be ready to ask and answer questions in class.

Assignments 2 and 3: Group Report and Presentation

Each group is required to select a real-life organization for analysis during the course and to submit the following assignments (as a group) on that organization. The organization can be private or public, large or small but must have a clearly identifiable manager or management team who is responsible for its performance.

Assignment 2: Group Interim Report and Presentation

For assignment 2, each group should prepare a report and presentation on the following question:

“What are the key strategic issues facing your chosen organization?”

Presentation and Report Due: Monday 7/4/2008 or Tuesday 8/4/2008
Value : 15%
Presentation time: 10-15 minutes
Report Length: 1,000-1,500 words (excluding appendices)

Assignment 3: Group Final Report and Presentation

For assignment 3, each group should prepare a report and presentation on the following question:

“What are your recommendations for improving the performance of your chosen organization?”

Presentation Due Date:	Monday 26/5/2008 or 2/6/2008 Tuesday 27/5/2008 or 3/6/2008
Report Due Date:	Friday 6/6/2008
Value:	25%
Presentation time:	20-25 minutes
Report Length:	4,000-5,000 words (excluding appendices)

N.B. ONE electronic copy of the final report should be uploaded onto Blackboard <http://learn.mq.edu.au> and ONE hardcopy should also be handed in to the ERIC office by close of business on the due date with the group assignment form stapled to the front page. (A copy of the form is attached to the end of this course outline for your convenience.)

Only ONE electronic copy and ONE hardcopy of the report is required from each group but each report should state the names and student ID of the group members on the first page and ALL members of the group must sign the group assignment form that is handed into ERIC.

FINAL EXAMINATION (CLOSED BOOK)

Date:	Examination Period
Value:	50%
Length:	3 hours

The examination will consist of a short case study analysis and essay questions.

ADVICE FOR CLASS DISCUSSION

In your case analyses, you should refrain from simply summarising the case or repackaging the information already provided in the case. Instead you should try and propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures, making use of the information provided in the case. Marks will be awarded for evidence of thinking about the case, not merely repeating what the author says.

"Dos" for Case Discussions

- Keep an open mind
- Relate outside experience
- Be provocative and constructive
- Do listen to other people
- Do be brief
- **Please turn off your mobile phones while you are in class and unless it is absolutely essential, please refrain from leaving the class in the middle of a discussion.**

"Don'ts" for Case Discussions

- Do not make sudden topic changes; recognize the flow of discussion

- Do not repeat yourself and others
- Do not "cut" others to "score points"
- Do not hog the discussion

Further advice on case analysis is contained in the Introduction to Case Studies in the textbook.

ADVICE ON WRITING THE GROUP REPORTS

Briefly summarize the situation (one paragraph or two). ***Do NOT use the bulk of the report to restate the situation.*** The assigned readings are meant to provide you with an analytical model upon which you can draw for your case analysis. ***Focus on this key question: Why does the focal organization(s) in the case succeed or fail?*** The paper should be ***analytical***, rather than descriptive. You should write the report as if you were writing a report for someone who is familiar with the case situation, but may not have the technical background. Therefore, you should focus on your report on what you can add to the information in the case. Make solid, actionable recommendations and avoid making empty suggestions. For example, making recommendations such as "We need to be more competitive" is not very useful and will be unlikely to gain many marks. Instead consider how to be more competitive? In what ways? In what markets? With what speed?

You must acknowledge the work of other authors and sources consulted accurately, consistently and completely, both in the body of the essay and in the bibliography. References should be formatted properly, preferably using the standard Harvard referencing system.

EXAMINATION PERIOD

The University examination period in First Half Year 2008 is from 11 June to 27 June.

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://www.timetables.mq.edu.au/exam>

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. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCons.pdf>

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.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period (i.e. 27 June 2008).

SPECIAL CONSIDERATION

You are expected to attend scheduled examinations with the other students completing this unit. If extraordinary circumstances prevent you from attending the scheduled examination or affect your performance in an examination, you may wish to lodge a request for special consideration.

Any such requests must be lodged on the appropriate form (available from ERIC or the student administrators in the Department of Business). If there are medical circumstances you wish to be taken into account when considering your request, the medical information must be lodged on the official Professional Authority Form. No other form of medical certificate will be recognised.

SUPPLEMENTARY EXAMINATIONS

The academic staff managing this unit may, **at their discretion**, decide that, in the light of the circumstances set out in a request for special consideration, the appropriate way to assess your performance in this unit is to invite you to sit a supplementary examination. *(It is not automatic that you will receive a supplementary examination if you have missed an examination due to medical reasons or misadventure. Students need to have an adequate performance in other assessment components to be considered for a supplementary examination.)*

SUPPORT SERVICES FOR OVERSEAS STUDENTS

The University Counselling and Health Services has appointed a counsellor specifically to assist students from overseas countries and those who speak English as their second language. She is particularly expert in assisting with difficulties which involve adjustment to University life or to Australian custom, personal difficulties or the skills of studying, of reading, learning and remembering, or organising and motivating study, or of facing the examinations. Much of the work with students is conducted on an individual basis in a confidential setting. However, each semester groups are conducted to assist students in study skills, stress management and preparation for returning to the home country.

CHEATING AND PLAGIARISM

Cheating and plagiarism are regarded as attempts to gain an unfair advantage over your fellow students and will not be tolerated. Please read the Plagiarism and Cheating document below which sets out the Division's policy in these matters.

THE DANGERS OF CHEATING AND PLAGIARISM AND HOW TO AVOID THEM

To cheat in the context of university assignments, tests and examinations is to attempt to gain an unfair advantage by violating the principles of intellectual and scholarly integrity. Cheating also encompasses plagiarism, which is the appropriation or imitation of a person's ideas and manner of expressing them.

WHAT IS CHEATING?

You will be guilty of cheating if you do any of the following:

1. Copy from another student during a test or examination. This is cheating whether or not there is collusion between the students involved. Collusion with another student who wishes to cheat from you exposes both parties to penalties under University Regulations.
2. Use or paraphrase the work of others, including any document, audio-visual or computer-based material, when preparing an assignment or writing an examination, and pretend it is your own work by not acknowledging where it came from.
3. Copy from another student's coursework whether that copying is with or without the knowledge of that student. This includes:
 - a. copying all or part of someone else's assignment
 - b. allowing someone else to copy all or part of your assignment
 - c. having someone else do all or part of an assignment for you
 - d. doing all or part of someone else's assignment for them.
4. Make up data and fabricate results in research assignments.
5. Impersonate someone else in an examination or test, or arrange such impersonation.
6. Use forbidden material in a test or examination, whether in printed or electronic form. For example, attempting to use a non-standard calculator in a restricted calculator examination.

WHY IS IT WRONG?

If you take and use the work of another person without clearly stating or acknowledging your source, you are falsely claiming that material as your own work and committing an act of plagiarism. This is wrong because:

it violates the principle of intellectual and scholarly integrity.

it devalues the grades and qualifications gained legitimately by other students.

PREVENTING CHEATING

All students and staff have a responsibility to prevent, discourage and report cheating.

Typically students cheat because they are having difficulty with the unit content, the language of the unit, or both. Cheating and/or plagiarism can be a temptation when students are experiencing difficulty with a heavy workload in the unit and seek to save time by using others work.

To avoid having students resort to cheating, the University provides many services to help students with their course or to make thoughtful decisions about whether to continue. Within the Division of Economic and Financial Studies, students should first seek assistance from their tutor and/or lecturer. The University also offers help through the Dean of Students or the University Health and Counselling Services.

There is a difference between getting help and cheating. You are encouraged to get help if you need assistance to understand the material and any set work so that you are in a better position to create your own answers.

HOW TO PLAY SAFE

To maintain good academic practice, so that you may be given credit for your own efforts, and so that your own contribution can be properly appreciated and evaluated, you should acknowledge your sources and you should ALWAYS:

1. State clearly in the appropriate form where you found the material on which you have based your work, using the system of reference specified by the Division in which your assignment was set;
 2. Acknowledge the people whose concepts, experiments or results you have extracted, developed or summarised, even if you put these ideas into your own words;
 3. Avoid excessive copying of passages by another author, even where the source is acknowledged. Find another form of words to show that you have thought about the material and understood it, but remember to state clearly where you found the ideas.
- There is nothing wrong with working with other students in a group; indeed sometimes you will be encouraged to do so. But after a certain point, each student must work on their own to produce their own written answers. If no specific guidelines for group-work have been given, a reasonable interpretation is that it is acceptable for two or more students to discuss a problem among themselves or with a staff member. The group may then agree that the answer should include certain points. But then each member of the group must independently write their own answer to the problem. (*This only applies to individual assignments.*)

PENALTIES

Students who are guilty of cheating and plagiarism will be penalised. Depending on the nature of the offence, the unit coordinator will determine the penalty. For example, extensive plagiarism may result in zero marks for an assignment. Repeat offences will be

referred to the University Discipline Committee and may result in failure or exclusion from the university.

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG that you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

for an explanation of the guidelines

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or
<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

STUDENT SUPPORT SERVICES

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

CLASSROOM ETIQUETTE

Students are expected to arrive on time, certainly before five minutes past the hour, 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. Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to “silent”.

GROUP CONTACT SHEET

BUS301 BUSINESS POLICY

GROUP NO:

Student Name	ID number	Phone	Email

BUS	3	0	1
Syndicate Group Number			

GROUP ASSIGNMENT COVER SHEET

Please complete **ALL** sections in CAPITAL LETTERS and attach to the front of your assignment.

LECTURER	
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ASSIGNMENT NAME												DUE DATE			
GROUP MEMBERS															
SID NUMBER										FAMILY NAME		EMAIL ADDRESS			
1.															
2.															
3.															
4.															
5.															
6.															

CERTIFICATION

Please confirm that your assignment meets with **ALL** of the following requirements by ticking each box and by **ALL** group members signing below. Assignments that do not comply with the following requirements **MAY NOT BE MARKED**.

- We certify that this assignment is the work of the group, based on their personal study and research, and that all material and sources in the preparation of this assignment have been appropriately acknowledged. We have read and understood the policy on plagiarism set out at <http://www.student.mq.edu.au/plagiarism/> and understand that students found to be plagiarising will be penalised.
- We have submitted an electronic version of this assignment on Blackboard <http://learn.mq.edu.au> and understand that a mark for this assignment will not be assigned unless this electronic version is submitted. We understand that the University will hold the electronic version of this assignment, which may be tested now or in the future for evidence of plagiarism.

1. _____	4. _____
2. _____	5. _____
3. _____	6. _____

SIGNATURE OF GROUP MEMBER	DATE
_____	_____