

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

Unit Code: BBA280
Business Models and Organisation
Structure

Semester 1, 2010

Department of Business

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS & ECONOMICS
UNIT OUTLINE**

Year and Semester:	Semester 1, 2010
Unit convenor:	Mr Nicodemus Wong
Core-Requisite:	BBA 102

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

- BBA280 is a 3 credit point elective unit.

An organisation's business model and structure substantially influence its short and long term profitability.

This unit examines: 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 seeks to examine the factors that are considered in the selection of a structure. In particular it examines the business model, the elements of the business model including sources of revenue, resources, capabilities, costs, profitability and competitive advantage. Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. It will guide you to understand each assessment components of the unit. If anything in it is unclear, please consult unit convenor.

TEACHING STAFF

Mr. Nicodemus Wong
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Unit Convenor, Adjunct Lecturer
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Consulting Time: Monday 18.00hrs -19.00hrs

CLASSES

Lecture Time	Lecture Room	Tutorials	Tutorial Room
L1 : 1600 - 1800	E6A 133	T1: 1900 – 2000	C5C 240
		T2 : 2000 – 2100	C5C 240
		T3 : TBC	TBC

The timetable for classes can be found on the University website at:

<http://www.timetables.mq.edu.au>

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Compulsory and Available for Purchase at the University Bookshop
Afuah, Allan 2004. Business models, Irwin McGraw Hill, New York.

Robbins, Stephen P. and Barnwell, Neil 2006. Organisation theory: Concepts and Cases 5th edn., Pearson, Frenchs Forest.

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
- Asia Pacific Business Review
- Asia Pacific Journal of Management
- Journal of Strategic Marketing
- Journal of World Business
- Sloan Management Review
- Thunderbird International 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.

- The Asian Wall Street Journal
- Business Week
- The Economist
- Far Eastern Economic Review
- Fortune
- Harvard Business Review

UNIT WEB PAGE

Course materials will be available on Blackboard.

<http://learn.mq.edu.au>

Weekly lecture notes will be uploaded to blackboard on the Friday before the Monday class contact sessions.

LEARNING OUTCOMES

On successful completion of this unit students should, regardless if you are an entrepreneur or manager, will be equipped with understanding of the concept of a different business model, factors in the selection of business models and relevant aspects of organisation structure and theory.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:

Select from the University's list of:

Communication skills;

Critical analysis skills;

TEACHING AND LEARNING STRATEGY

- BBA280 is taught in one two-hour lecture and a one-hour tutorial/seminar each week. Students must attend the lecture and one tutorial/seminar.
- Students are expected to read in advance.
- The week by week list of topics is given at the end of this document.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

- Class test questions are intended to examine both knowledge and analysis skills. The group research project is intended to promote communication skills.

Assessment 1.	Class Test 1	Week 4	10%
Assessment 2.	Class Test 2	Week 9	10%
Assessment 3.	Individual/Group Research Project	Week 12	25%
Assessment 4.	Final examination	Exam Period	55%

Students MUST PASS THE FINAL EXAM TO PASS THE UNIT

Assessment 1. Class Test 1

Class Test 1 is held in class in week 4. Its duration is forty (40) minutes, value 10%, 'closed book' format, no reading time; content covered comes from week's 1-3 lectures. No dictionaries or calculators permitted.

Assessment 2. Class Test 2

Class Test 2 is held in class in week 9. Its duration is forty (40) minutes, value 10%, 'closed book' format, no reading time; content covered comes from week's 1-7 lectures. No dictionaries or calculators permitted.

Assessment 3. Research Project

The Research Project is due in Week 12, Value 25%, 2,500 words, Harvard referencing. A late penalty of 5% per day applies for every day past the due date. More on this in Week 4.

Assessment 4. Final Examination

The final examination is held in the examination period: total value 55%; 'closed book'. Students must achieve a passing grade in the final examination to pass the unit. No dictionaries/calculators permitted.

The University Examination period in First Half Year 2010 is from June 9 to June 25.

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/APSCon.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. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

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.

PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

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>

Week	Lecture Topics	Activities	Tutorials
Wk 1 22/2/10	Unit Course Introduction and Overview <i>Reading: Afuah Chapter 1</i>	In depth discussion on Unit Outline, assessments and student & unit expectations	No Tutorial
Wk 2 1/3/10	Customer Value, Positioning and Pricing <i>Reading: Afuah Chapter 2 & 3</i>	Case Study Wk 2: Telecommunication Industry in Australia (VHA, Optus & Telstra)	Keyword Revisit and Case Study
Wk 3 8/3/10	Sources of Revenue <i>Reading: Afuah Chapter 4</i>	Case Study Wk 3: Computer Retail Shop in Australia (JB HiFi, Dell, Harvey Norman, Apple Store, JoeBloke PC Services... etc.)	Keyword Revisit and Case Study
Wk 4 15/3/10	Value Chains for Profitable Models <i>Reading: Afuah Chapter 5</i>	Case Study Wk 4: Supermarket in Australia (Woolworths, Coles, Aldi, Franklin and IGA)	Assessment 1 (10%) – Class Test In Tutorial Session
Wk 5 22/3/10	Resources and Capabilities <i>Reading: Afuah Chapter 6</i>	Case Study Wk 5: Airline War in Australia (Tiger Air, Air Asia, Jetstar, VirginBlue, Qantas)	Keyword Revisit and Case Study

Wk 6 29/3/10	Structures - Model Execution <i>Reading: Afuah Chapter 7</i>	Case Study Wk 6: Project Management in Small Scale Building Industry	Keyword Revisit and Case Study
Break 1 5/4/10	Mid Semester Break	Individual Assessment – Report Writing	
Break 2 12/4/10	Mid Semester Break	Individual Assessment – Report Writing	
Wk 7 19/4/10	Model Costs / Profitability & Competitive Advantage <i>Reading: Afuah Chapter 8 & 9</i>	Case Study Wk 7: Mortgage Industry in Australia	Keyword Revisit and Case Study
Wk 8 26/4/10	Monday Public Holiday	ANZAC DAY	No Class
Wk 9 3/5/10	Dimensions of Structure Reading: Robbins & Barnwell Ch 4	Case Study Wk 9: Offshoring Australian Business Services to India, Malaysia, Philippines... etc,	Assessment 2 (10%) – Class Test In Tutorial Session
Wk 10 10/5/10	Impact of Size Reading: Robbins & Barnwell Ch 6	Case Study Wk 10: TBA	Keyword Revisit and Case Study
Wk 11 17/5/10	Impact of Technology Reading: Robbins & Barnwell Ch 7	Case Study Wk 11: TBA	Keyword revisit and Case Study
Wk 12 24/5/10	Managing Growth and Decline Reading: Robbins & Barnwell Ch 14	Case Study Wk 12: TBA	Assessment 3 (25%) – Report Writing Due in Class
Wk 13 31/5/10	Revision	Revision and Exam Questions	Revision – Exam
	EXAMINATION	EXAMINATION	