

MACQUARIE  
UNIVERSITY



FACULTY OF  
BUSINESS AND ECONOMICS

**Unit Code: BBA 360**  
**Business Project**

**Semester 1, 2010**

*Department of Business*

**MACQUARIE UNIVERSITY**  
**Faculty of Business and Economics**  
**UNIT OUTLINE**

<b>Year and Semester:</b>	<b>Semester 1, 2010</b>
<b>Unit convenor:</b>	<b>Deborah Howlett</b>
<b>Prerequisites / Corequisites:</b>	<b>Admission to BBA and (BBA103 or ECON110 or ECON111) and (HRM107 or BBA/HRM250) and BBA102 and BBA216 and BBA350 and BUSL250.</b>

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 the lecturer in the unit.

#### **ABOUT THIS UNIT**

This unit is a capstone strategy unit and a continuation of BBA 301/BBA 350. It is built around a comprehensive analysis of a strategic case, as well as further study on corporate-level strategy. At the corporate level, the key issue is the management of the growth of the firm.

Students will become proficient at using a full range of analytical tools to shed light on a strategic issue, problem, or opportunity. The project work, which is a major feature of this unit, will not only allow students to analyse companies, but will engage students in the challenges of interpersonal communication, task allocation, coordination and control.

#### **TEACHING STAFF**

Unit Convenor/ Lecturer: Deborah Howlett  
Email: [dhowlett@efs.mq.edu.au](mailto:dhowlett@efs.mq.edu.au)  
Phone: 02 9850-4843

#### **CLASSES**

The timetable for classes can be found on the University website at: <http://www.timetables.mq.edu.au>

The format for the sessions will be two hours of lectures followed by a one hour practical/ interactive session, although this break down may vary from week to week.

## CONSULTATION

Debbie Howlett will generally be available for consultation with students on Mondays between 2.00pm and 4.00pm (other times by arrangement). This will take place in E4A on level 5 in room 527.

Students are advised that it is a requirement to first notify the lecturer by email to arrange such a consultation and time, date and place will be verified by return email.

## CLASSES

- The format for the seminars will be two hours of lecture followed by a one hour interactive practical session, although this may vary from week to week
- The timetable for the class can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- The lecture will generally involve presentation of theoretical material as a basis for more general discussion and application in the practical session, this part of the seminar will focus on practical application of the topics.
- Students are expected to have read the prescribed reading prior to class and engage in group and/or class discussion during the seminar
- It is an assessment requirement of this unit that students attend seminars, a roll will be taken. iLecture will be available throughout, but due to the type of discussion may not be a complete recording of the full lecture. It is preferable that all students attend class, if you do miss a class, it is your responsibility to do the necessary work that was covered in your own time. Individual seminars will not be conducted in order for you to catch up.

## REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

**Prescribed Text:** Hill, C.W.L., Jones, G.R., Galvin, P & Haidar, A. (2007). *Strategic Management: An Integrated Approach*. (2<sup>nd</sup> Australasian Edition) Melbourne: Wiley.

**Or**

Hill, C.W.L. & Jones, G.R. (2010). *Strategic Management: An Integrated Approach* (9th Edition) South- Western, Cengage Learning. USA.

**Readings:** Students will find on Blackboard, notifications and links to prescribed readings.

**Note:** Students for this semester only may use either text, as the latter text is being used in BBA 350 in 2010.

## UNIT WEB PAGE

The web page for this unit can be accessed via the “login” button on <http://learn.mq.edu.au>

## LEARNING OBJECTIVES AND OUTCOMES

At the completion of this subject students should demonstrate their ability to:

1. Assess the nature of an industry's strategic issues and the environment in which they are generated
2. Understand issues related to corporate level strategy.
3. Understand the nature of global strategy
4. Understand the importance of organizational structure in corporate strategy
5. Undertake a comprehensive strategic review of an organization and its strategic issues.

Individual sessions have their own objectives and these are outlined below:

### **Session 1; Approaches to strategy – the design school debate**

#### **What are the fundamental philosophies underlying strategic management?**

In particular, to what extent is strategy a deliberate process, and to what extent is it emergent.

### **Session 2; Integration, Alliances, and Diversification**

#### **Why do firms use integration strategies? In what circumstances are alliances and diversified portfolios useful?**

Assess the different aspects of integration. Explain corporate alliances, their benefits and limitations.

### **Session 3; Globalisation and global strategies**

#### **How do global teams operate in global affiliates? What are micro-multinationals? What makes an industry a candidate for globalisation, and how does that differ from internationalisation?**

Assess different strategic aspects of globalization including an assessment of emerging Micro-multinationals.

### **Session 4; Strategy and structure**

#### **What are the advantages and limitations of different structures? In what circumstances will one structure be better than another?**

Review different structures, their central and decentralized capability. Assess which structures match particular global strategies.

### **Session 5; Social Responsibility at the Corporate Level**

#### **How can corporate social responsibility (CSR) be applied? How do we link CSR to national and international communities?**

Review CSR and explain the key benefits. Analyse how CSR intense firms outperform non-intense CSR firms.

## Session 6; Strategic Control and Aligning strategy with organizational culture

### Which aspect of corporate strategy should be measured? How will managers adapt culture and rewards to match outcomes?

Reflect on different aspects of strategic control. Apply various strategic control measures to corporate strategy.

In the second half of the semester the focus will be on applying the strategic theory to the projects. Seminar sessions will be a combination of review/revision, case study and project application.

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:

- Communication skills;
- Critical analysis skills;
- Problem-solving skills;
- Creative thinking skills.

## TEACHING AND LEARNING STRATEGY

### BBA 360 Business Projects

#### 2010 Lecture Schedule

Please Note: **Slides for this subject for the first half of the semester will be available on Blackboard.** You must bring a copy of the lecture notes to each lecture.

Session	Content	Readings	Project activity
1	Introduction  Approaches to Strategy – The Design School Debate	Nothing from Hill & Jones et.al  <b>Readings:</b>  Mintzberg H, Lampel J. 1999. Reflecting on the strategy process. Sloan Management Review(Spring 1999): 21-30  Mintzberg H. 1990. The design school: Reconsidering the basic	Form into groups. If possible choose company. Explanation of the process and timeline. Clarify expectations

		<p>premises of strategic management. Strategic Management Journal 11: 171-195</p> <p>Ansoff HI. 1991. Critique of Henry Mintzberg's "the Design school: reconsidering the basic premises of strategic management". Strategic Management Journal 12: 449-461</p> <p>Mintzberg H. 1991. Learning 1, Planning 0. Reply to Igor Ansoff. Strategic Management Journal 12(September): 463-466</p> <p>Goold M. 1992. Research Notes and Communications Design, Learning and Planning: A Further Observation on the Design School Debate. Strategic Management Journal 13(2): 169-170</p> <p>Mintzberg H. 1996. Reply To Michael Goold. California Management Review 38(4): 96-99</p>	
2	Integration, Alliances, and Diversification	<p>Hill, Jones, Galvin and Haidar Chapter 7 <b>or</b> Chapter 9 Hill and Jones <b>plus</b></p> <p><b>Readings:</b></p> <p>Bamford, J and Ernst D Measuring Alliance Performance McKinsey Quarterly, October 2002</p> <p>Dobbs, R Goedhart M., and Suonio, H Are companies getting better at M&amp;A? McKinsey Quarterly December 2006</p>	Confirm Company Choices. Scope the project (i.e. define the outputs)

		<p>Ernst D, and Halevy T Not by M&amp;A alone McKinsey Quarterly February 2004</p> <p>Bamford, J and Ernst D., Managing an alliance portfolio. McKinsey Quarterly August 2002</p>	
3	Globalisation and global strategies	<p>Hill, Jones, Galvin &amp; Haidar Chapter 8 revisited plus Chapter 11</p> <p><b>Or</b></p> <p>Hill and Jones Chapter 8 revisited</p> <p><b>plus</b></p> <p><b>Readings:</b></p> <p>Baily M Whither Globalisation McKinsey Quarterly October 2001</p> <p>Agrawal, V. Farrell D., Remes, J. Offshoring and Beyond McKinsey Quarterly December 2003</p> <p>Kirkman, B.L. Gibson, C.B. Shapiro, D.L. (2001), Enhancing the implementation and effectiveness of work teams in global affiliates. Organizational Dynamics, Vol. 30, No. 1.</p>	Review External Analysis and do a structural attractiveness of the industry
4	Strategy and structure What are the advantages and limitations of different structures? In what circumstances will one structure	<p>Hill, Jones, Galvin &amp; Haidar Chapter 9</p> <p><b>Or</b></p> <p>Hill and Jones Chapter 12</p> <p><b>plus</b></p> <p><b>Readings:</b></p> <p>Bryan L and Joyce, C Better strategy through</p>	Case Study analysis and DVDs

	be better than another?	organizational design McKinsey Quarterly May, 2007	
5	Social Responsibility at the Corporate Level	<p><b>Readings only:</b></p> <p>Davis, I What IS the business of business? McKinsey Quarterly August 2005</p> <p>The McKinsey Survey of Business Executives: Business and Society McKinsey Quarterly January 2006</p> <p>McWilliams, A. Siegel, D. (2001), Corporate social responsibility: Strategic Implications. Journal of Management Studies Vol 43 No 1 pp1-18</p>	<b>Each group presents External Key Change Drivers for the industry (10 minutes maximum)</b>
6	Mid Semester test (in class) No tutorials this week		
	<b>Mid Semester Break</b>		
7	<p>Strategic Control and Aligning strategy with organizational culture</p> <p>Which aspect of corporate strategy should be measured? How will managers adapt culture and rewards to match outcomes?</p>	<p>Hill, Jones, Galvin &amp; Haidar Chapter 10 <b>Or</b> Hill and Jones Chapter 9 <b>plus</b></p> <p><b>Readings:</b></p> <p>Kaplan, R.S. Norton, D.P. (1992), The balanced scorecard – measures that drive performance. Harvard Business Review, January-February.</p> <p>Hammer, M., The deadly sins of performance</p>	<b>Each Group presents an industry analysis (Porter's 5 Forces) – 10 minutes max</b>

		management (and how to avoid them) MIT Sloan Management Review Spring 2007 pp 19-28	
8	Review Stakeholder Theory and Groups apply to their project		<b>Each Group presents an internal analysis (may involve structure, culture, systems, control) (10 minutes)</b>
9	Review Competitive analysis and groups apply to their project	<b>Each group presents stakeholder analysis (including customer analysis) – (10 minutes)</b>	
10	Review Generic Strategies And apply to the projects.	<b>Each Group presents competitive analysis for the industry – (10 minutes)</b>	
11	<b>Group Presentations</b>		
12	<b>Group Presentations</b>		
13	Conclusion, evaluations and key learnings.	<b>Finished Projects handed in.</b>	

**Please note that there are 5 short presentations throughout the term and these are to be done by an individual within the group. They will take place on weeks 5,7,8,9 and 10. You will need to decide who in your group is to present in each slot. They will be marked individually. By the end of semester everyone MUST have presented.**

**It is expected that all students are present for each individual and group presentation**

The unit is designed to be an exercise in applied learning, where the first half of the semester adds to your knowledge base, and the second half applies that knowledge. It is vital that you

- (a) attend the first session to get in to a group and get briefed
- (b) remain in contact constantly with your group members
- (c) attend and contribute to your group's effort, especially when presentations are due
- (d) sit the mid term test in week 6 in class.

The classes are presented over three hours, which encompass both lecture and practical session, although the division between lecture and practical session may be a little blurred.



**Total** **70%**  
**Report Due: Week 13**  
**Presentations Due: Throughout the term – see timetable**

This is a MAJOR project, and requires the group to work throughout the semester at a high level. The intention is to apply as much appropriate strategic theory as possible to a case study. This assessment task comprises both individual and group assessment. There are various outputs. The major one is the completion of a significant written report by the end of the semester (see below for details). Additionally, throughout the semester individuals in each group will present elements of their analysis (see semester timetable). Generally each element will be completed by a single group member and each will be assessed individually.

**Group Dynamics:** As a general rule, there should be no more than 5 members in each group.

**Companies for study:** You will be offered a selection of high profile companies in relatively high profile industries which should make it relatively easy to research. The companies that you will be offered will, in general have been high profile successes. You may either choose one of these companies, or nominate a company of your own choosing. If of your own choosing, the company should be medium to large, relatively high profile, and deemed a corporate success. Your task is to undertake a forensic strategic analysis to uncover the main reasons for the success. The organization must be in a competitive industry, as competitive analysis will be part of this project (therefore don't, for instance, choose a company in a monopoly position, or a government instrumentality).

**You must let the lecturer know, in writing, your choice of company and the reason you have chosen it (what makes it interesting?) by the lecture in week 2, along with your final group member names.**

Your first presentation is in week 5 so there is no time for a late start.

In terms of content, the group report should broadly discuss/report on the following areas:

- ◆ An introduction, which introduces the company and the key issue/s – it should be a preview of what the reader is about to discover, it should grab the reader's attention and preview the approach that your group will take
- ◆ A discussion of the external change drivers in the industry, along with their implications to the players in that industry
- ◆ A discussion of the industry – structure, attractiveness (Porter), major changes and trends
- ◆ A discussion of the customers and other key stakeholders where appropriate – who are they, how are their needs and wants changing (if at all)?
- ◆ An internal analysis of the organization – which might include sources of competitive advantage, capability platform, structure, culture or any issues you think are relevant
- ◆ A competitor analysis
- ◆ Finally, your view on the underlying cause of the success - your view as to why they have been so outstandingly successful. You should skilfully tie together all the elements of the report so it is blindingly obvious to the

reader! If appropriate, you should make recommendations (or “what they could also have done is.....)

Note: It may be that not all of these elements are relevant to the study, in which case choose the elements that ARE relevant.

You will have to and are expected to research the companies extensively.

### **All group work is peer moderated**

In Week 13, the last class, each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group’s raw score for each individual student, allowing a dispersion of marks within the same group. This peer factor is kept confidential.

### **Please Note:**

Your Report is to be answered in the following format and will be marked to the following criteria:

1. Written in business report format
2. Type in 12 size font, one and a half spaced
3. Analysis and interpretation of research material
4. Evidence of **extensive** research
5. Logical and sound business argument
6. Provide in text referencing and reference list in Harvard format. Using cited references ( not only textbook)
7. One assignment per group is to be handed in
8. Limited to **5000 words** (plus or minus 10%). Please include the word count on the front cover.
9. Ensure proofreading, editing, correct spelling and punctuation is undertaken. The report should be to a standard that you might submit to a CEO
10. Use only one side of A4 paper, number every page and staple in top left hand corner of paper. Please do not use individual page folders
11. On front page include all group member names and student numbers.
12. On front page also indicate each section/ responsibility area of report which was assigned to each group member
13. **A soft copy of the assignment report is to be emailed to your lecturer by the due date(week13) and the project must be submitted to the Plagiarism website Turnitin.com**
14. Penalties for late assignments will be 10% of total potential marks for each day late unless accompanied by appropriate medical certificate and documentation

Your in class (seminar – weeks 11 and 12) presentation will be no longer than 30 minutes and should involve at least three members of the group (all group members will be available for questioning at the end of the presentation)

The presentation should include the report content in a succinct fashion concentrating on what the group perceive as the **MOST important points only**.

The group should consider the following points also:

- Originality of content and presentation
- Research evidence other than textbook
- Presentation style

## 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.

## PLAGIARISM (SUBMISSION TO TURNITIN)

Remember the project must be your own group's work. Plagiarism is a serious offence. Your group assignment must therefore be submitted to **Turnitin at [www.turnitin.com](http://www.turnitin.com)**. Once in Turnitin, submission of your group's report must be as a Word document (i.e. not PDF, PowerPoint, etc). To assist each group, to test for potential plagiarism issues your group can submit their major project more than once up to the due date. Please make sure that only one member of your group submits the report to Turnitin. The class password for Turnitin and the instructions to use it will be provided well before the assignment is due.

## 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 must be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to "silent".