MACQUARIE UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

BBA 360
Business Project

Semester 2, 2010

Department of Business

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

Year and Semester: Semester 2, 2010

Unit convenor: Deborah Howlett

[Prerequisites / Corequisites:] Admission to BBA and(BBA103 or ECON110 or ECON111) and (HRM107 or BBA/HRM250) and BBA102 and BBA216 and BBA350 and BUSL250.

Credit Point: 3pc

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/ Tutor: Deborah Howlett
Email: deborah.howlett@mq.edu.au
Phone: 9850 4843

CONSULTATION TIMES

Deborah will generally be available for consultation with students on Tuesday mornings from 10am –12 pm (other times by arrangement only). 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/ tutor by email to arrange such a consultation and time, date and place will be verified\by return email.

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special

circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- The format for the class will be two hours of lectures followed by a two hour tutorial, fortnightly for 6 weeks, although this may vary from week to week Please see the organisation of the Tutorial Schedule below:

WEEK	Tuesday STREAM A	Tuesday STREAM B
2 and 3	10 August	17 August
4 and 5	24 August	31 August
6 and 7	7 September	14 September
8 and 9	5 October	12 October
10 and 11	19 October	26 October
12 and 13	2 November	9 November

Students please note that you need to be allocated to either STREAM A or STREAM B by the Unit Convenor.
You will be asked to nominate the stream of your choice in Lecture 1.
It is imperative that you attend the first lecture for this reason.
Any people who do not attend the lecture in week 1 will be allocated by the Unit Convenor. The implication is that you may not be able to work in a group with people of your choice.

- The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
- Students are expected to have read the prescribed reading prior to class and engage in group and/or class discussion during the class
- It is an assessment requirement of this unit that students attend lectures and tutorials, 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.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

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

2

Prescribed Readings: Students will locate prescribed readings on e – reserve at Macquarie Library

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:

Lecture 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.

Lecture 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.

Lecture 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.

Lecture 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.

Lecture 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. Analyze how CSR intense firms outperform non-intense CSR firms.

Lecture 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. Lectures 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 graduate capabilities:

1. To be able to reason, question and analyse information
2. To be able to integrate and synthesise learning and knowledge from a range of sources and environments
3. To be able to critique constraints, assumptions and limitations
4. To be able to think independently and systematically in relation to scholarly activity in the workplace and in the world in general

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.

Lecture	Content	Readings
1	Introduction	Nothing from Hill & Jones

	Approaches to Strategy – The Design School Debate	**Readings:** 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 premises of strategic management. Strategic Management Journal 11: 171-195 Ansoff HI. 1991. Critique of Henry Mintzberg's "the Design school: reconsidering the basic premises of strategic management". Strategic Management Journal 12: 449-461 Mintzberg H. 1991. Learning 1, Planning 0. Reply to Igor Ansoff. Strategic Management Journal 12(September): 463-466 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 Mintzberg H. 1996. Reply To Michael Goold. California Management Review 38(4): 96-99
2	Integration, Alliances, and Diversification	Chapter 9 Hill and Jones **plus** **Readings:**

		Bamford, J and Ernst D Measuring Alliance Performance McKinsey Quarterly, October 2002
		Dobbs, R Goedhart M., and Suonio, H Are companies getting better at M&A? McKinsey Quarterly December 2006
		Ernst D, and Halevy T Not by M&A alone McKinsey Quarterly February 2004
		Bamford, J and Ernst D., Managing an alliance portfolio. McKinsey Quarterly August 2002
3	Globalisation and global strategies	Hill and Jones Chapter 8 revisited **plus** **Readings:** Baily M Whither Globalisation McKinsey Quarterly October 2001 Agrawal, V. Farrell D., Remes, J. Offshoring and Beyond McKinsey Quarterly December 2003 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.
4	Strategy and structure What are the advantages and	Hill and Jones Chapter 12 **plus** **Readings:**

	limitations of different structures? In what circumstances will one structure be better than another?	Bryan L and Joyce, C Better strategy through organizational design McKinsey Quarterly May, 2007
5	Social Responsibility at the Corporate Level	**Readings only:** Davis, I What IS the business of business? McKinsey Quarterly August 2005 The McKinsey Survey of Business Executives: Business and Society McKinsey Quarterly January 2006 McWilliams, A. Siegel, D. (2001), Corporate social responsibility: Strategic Implications. Journal of Management Studies Vol 43 No 1 pp1-18
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?	Hill and Jones Chapter 9 **plus** **Readings:** Kaplan, R.S. Norton, D.P. (1992), The balanced scorecard – measures that drive performance. Harvard Business Review, January-February. Hammer, M., The deadly sins of performance management (and how to avoid them) MIT Sloan Management Review Spring 2007 pp 19-28
7	**Mid term Test**	

		Mid Semester Break
8	Review Stakeholder Theory and apply to the project	
9	Review Competitive analysis and apply to the project	
10	Review Generic Strategies And apply to the project.	
11	Group Report facilitation*	
12	**Group Presentations**	
13	**Group Presentations** Conclusion, evaluations and key learnings.	

TUTORIAL TOPIC SCHEDULE

weeks	**Tutorial Topic**	
2 and 3	Teaching Administration And Group Work Issues	Finalisation of Group Formation and Group company choices Briefing on assessment requirements. Allocation of Presentation tutorials
4 and 5	**Individual Presentation**	External Key Change Drivers for the industry (10 mins max)
6 and 7	**Individual Presentation**	Industry Analysis (10 mins max)
20 September to 1 October *Mid Semester Break*		**No tutorials**
8 and 9	**Individual Presentation**	Internal analysis (may involve structure, culture, systems, control etc) (10 mins max)
10 and 11	**Individual Presentation**	Stakeholder analysis (incl customer analysis) (10 mins max) Competitive analysis (10 mins max)* (this may be done in

		lecture in week 11, due to time restraints)
		Finalise group presentation order and reiterate Group Presentation guidelines
12 and 13	**Group Presentations**	**To be held in both lectures and tutorials**

Please note that there are 5 short presentations throughout the semester and these are to be done by an individual within the group. They will take place in weeks 4-11 tutorials . 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 7 in class.

ASSESSMENT

Assessment will be a combination of individual and group work. Part of the project will be regular short formal presentations which will be marked.

5.1 The assessment includes:

	%
Mid Semester Exam (Week 7)	30%
Individual presentation related to the project	20%
Final project (Peer moderated)….	50% *(presentation 15% Written report 35%)*
Total Marks	100%

Points to note about this assessment:

While you are expected and encouraged to attend ALL lectures and tutorials, students **MUST** attend Weeks 1,4,5, 6, 7, 8, 9, 10, 11, 12, & 13 lectures A roll of lecture/ tutorial attendance will be kept and students must sign this each seminar as depicted above.

Preparation

You are expected to read the assigned readings, which in some cases may be extensive. In some weeks the readings include chapters from the text book, as well as articles. In other weeks the readings will be limited to articles only. In either case the articles add context to the discussion.

If set, cases should be read before coming to class. There will not be set time to read the case – the practical session will be used for group discussion and presentation of your collective views.

In some weeks you will need to make a formal presentation of your project work in progress. This will contribute to your course mark.

5.2 Detailed Assessment:

Mid term test:
Due: **In class in week 7**
Value: 30%

Format will be a combination of multiple choice questions and essay. The actual composition will be discussed in class in the week prior to the test being conducted. If a student cannot attend the in class test, the lecturer shall be notified prior to the lecture via email directly as to the reason(s) the test cannot be done and proof as to why the non attendance e.g. medical certificate etc

Project Report / Presentation
Value:
Individual	**20%**
Group Presentation:	**15%**
Group Written Report	**35%**

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 need to select a high profile company in a relatively high profile industry which should make it relatively easy to research. The company that you will select will, in general have been a high profile success. The company should be medium to large 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 4/5 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.

PLEASE NOTE: This final report is not purely a redraft of the indiividual presentations, it is an analysis of the underlying successes of the organisation and why these are so, with recommendations if needed as to how to continue or improve on such successes.

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.

<u>**Please Note:**</u>
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. Group member names should be their official student name
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 (lecture / tutorial – weeks 12 and 13) 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

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim

- all academic collaborations are acknowledged

- academic work is not falsified in any way

- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

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 via Blacboard.** 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.

GRADES

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 which 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 policy see
http://senate.mq.edu.au/rules/Guidelines2003.doc or
http://senate.mq.edu.au/rules/detailedguidelines.doc

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

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.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:
●   Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
●   Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

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".