

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

BBA 360
Business Project
Semester 2, 2011

Department of Marketing & Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester: 2011 Semester 1

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 points: Three

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

- This unit is a capstone strategy unit and a continuation of BBA301/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.
- This unit is worth 3 credit points

TEACHING STAFF

- Unit Convenor/Lecturer/Tutor: Debbie Howlett
Email: deborah.howlett@mq.edu.au
Contact Phone: 9850 4843
- Tutor: Dr. Joseph McIvor
Email: joseph.mcivor@mq.edu.au

CONSULTATION TIMES

- Consultation time with Debbie: Mondays 12-1pm and Tuesdays 2-3 pm; room 527, 5th floor, building E4A. (other times by arrangement only)
- Consultation time with tutor during tutorials or email for an appointment .

- 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

- Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Once the tutorial groups are formed, students cannot change their classes.
- Attendance will be taken in the tutorials.
- Warning: You must attend at least 10 of the 12 tutorials – failure to do so will lead to major deduction from your group-work contribution.
- Certain lectures and tutorials require compulsory attendance as listed. Compulsory lectures include: Weeks 1, 2, 6, 7, 9, 10, 12 and 13. Compulsory tutorials include: Weeks 2, 3, 5, 7, 8, 9, 10, 11, 12 .
- Medical certificates must be provided if you are not able to attend a class without incurring a penalty.
- You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order to maximise your learning experience. However, you may change a tutorial providing the tutorial you wish to change to has a vacancy. The only way you can do this is via e-student within two weeks of the start of semester. Changes **cannot** be made after week two
- Students are expected to arrive on time, 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 classes, unless of course when class participation is required.
- Mobile phones must be turned OFF and not simply set to 'silent'. Texting or any other mobile phone activity is not allowed. Students violating this requirement will be asked to leave the class

- Laptops if utilised in class time must NOT cause disruption, otherwise you will be asked to turn it OFF in class.
- Students who disturb or disrupt in lectures and tutorial class will be asked to leave.
- All students have to complete a peer assessment, on the contribution of group members in the group organisational project.
- The lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

PRIZES

- None

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- **Prescribed text:** Hubbard, G & Beamish, P (2011) *Strategic Management: Thinking, Analysis, Action* 4th ed Pearson Australia

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

NOTE:

- It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to strategic management. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week's newsworthy items, **this may well be examinable**

TECHNOLOGY USED AND REQUIRED

- Students are required to learn how to use power point, word processing and blackboard.

UNIT WEB PAGE

The web page for this unit can be found at: Blackboard <http://learn.mq.edu.au>

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. Assess the nature of an industry's strategic issues and the environment in which they are generated
2. Identify corporate social responsibility and ethic issues pertaining to organizations and industries
3. Understand issues related to corporate level strategy.

4. Understand the nature of global strategy
5. Understand the importance of organizational structure in corporate strategy
6. Undertake a comprehensive strategic review of an organization and its strategic issues.

GRADUATE CAPABILITIES

Business graduates are expected to know the following 7 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop all the capabilities listed below (italicised).

1. *An understanding of the internal component parts of a business organisation and their interrelationships*
2. *Recognising all the elements that comprise an organisation's environment and understanding how the organisation interacts with them*
3. *An understanding of the role of the organisation in promoting and providing a sustainable natural environment*
4. *An understanding of the contribution of marketing in an organisation's interactions with its environment*
5. *An understanding of accounting as a tool for describing an aspect of an organisation's operations and its role in monitoring and controlling activity*
6. *An understanding of law as an element of the organisation's environment and a basis for a socially responsible organisation's behaviour*
7. *An ability to develop strategy while understanding its role in defining an organisation and progressing toward a desired competitive position.*

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop all the generic skills listed below (italicised).

1. *Critical, Analytical and Integrative Thinking*
2. *Problem Solving and Research Capability*
3. *Creative and Innovative*
4. *Effective Communication*
5. *Engaged and Ethical Local and Global citizens*
6. *Socially and Environmentally Active and Responsible*
7. *Capable of Professional and Personal Judgement and Initiative*
8. *Commitment to Continuous Learning*

TEACHING AND LEARNING STRATEGY

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read in advance; prepare presentations if required for tutorials; follow current developments and news; be able to apply concepts in tutorials; respond to questions raised during lectures; demonstrate enthusiasm for the subject, interact, communicate and attend all group meetings.

- In the second half of the semester the focus will be on applying contemporary strategic issues to the projects..

The topics to be covered each week are as follows:

Session 1: *week commencing 1 August*

Approaches to strategy – the design school debate

- ✓ Discussion of course assessments and peer assessment
- ✓ Readings – e reserve

Session 2: *week commencing 8 August*

Integration, Alliances, and Diversification

- ✓ Read: Chapters 9 & 10
- ✓ Readings – e reserve
- ✓ Group finalisation and organisation selection (in tutorials)

Session 3: *week commencing 15 August*

Globalisation and global strategies

- ✓ Read: Chapter 11
- ✓ Readings – e reserve
- ✓ DVD and discussion (in tutorials)

Session 4: *week commencing 22 August*

Strategy and structure

- ✓ Read Chapter 12
- ✓ Readings – e reserve
- ✓ Tutorial Exercises

Session 5: *week commencing 29 August*

Social Responsibility at the Corporate Level

- ✓ Readings – e reserve:
- ✓ Individual Presentation (External Key Change Drivers for the Industry)(in tutorial)

Session 6: *week commencing 5 September*

*****MID-TERM QUIZ (in lecture)*****

- ✓ DVD and discussion (in tutorial)

Session 7: *week commencing 12 September*

Career Lecture (1 hour) and

Strategic Control and Aligning strategy with organizational culture

- ✓ Read Chapter 13
- ✓ Readings – e reserve
- ✓ Individual Presentation (Industry Analysis) (in tutorial)

----- RECESS -----

Session 8: *week commencing 3 October*

Sustainability and Strategy

- ✓ Individual presentation (Internal Analysis may incl. Structure, culture, systems & control) (in tutorial)

Session 9: *week commencing 10 October*

Strategic Leadership

- ✓ Individual presentation (Stakeholder analysis incl. customer analysis) (in tutorial)

Session 10: *week commencing 17 October*

Guest Lecturer

- ✓ Individual presentation (Competitive Analysis) (in tutorial)
- ✓ Finalise group presentation order (in Lecture / tutorial)
- ✓ Reiterate presentation guidelines (in lecture)

Session 11: *week commencing 24 October*

Strategic Change

- ✓ Read Chapter 14
- ✓ Group Presentations (in tutorial)

Session 12: *week commencing 31 October*

Group Presentations

- ✓ Group presentations (in tutorial)

Session 13: *week commencing 7 November*

- ✓ Review unit material
- ✓ Peer assessment (compulsory)
- ✓ Group presentations if required (in tutorial)

RESEARCH AND PRACTICE

- This unit uses research and readings by various researchers located on Macquarie University Library's e-reserve under this unit.:
- This unit uses research from the following journals:
 - ❖ Strategic Management Journal
 - ❖ California Management Review
 - ❖ Sloan Management Review
 - ❖ McKinsey Quarterly
 - ❖ Organisational Dynamics
 - ❖ Journal of Management Studies
 - ❖ Harvard Business Review
 - ❖ Management for Strategic Business Ideas
 - ❖ Business Monitor International
 - ❖ Global Business Review
- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research.

IMPORTANT CONSIDERATIONS:

- Students must attend at least 10 of the 12 tutorials – failure to do so will lead to major deduction of group-work contribution.

- Students may only sit for the test once in your enrolled lecture / tutorial class. Failure to sit for this test will result in a zero grade. Students will only be given special consideration for non-attendance under exceptional circumstances, supported by documentary proof (e.g., medical certificates).
- Late submissions (up to 24 hours) will be penalised at 20% of the grade for the first day and 10% each day thereafter.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessment of the course has the following components:

	Individual Presentation (20%)	Group Project Presentation (10%)	Group Project / Report (30%)	Mid-term Test (40%)
Description	Each group member will present their analysis in respect to the organisation and strategic area selected. Presentation is for 7 minutes Followed by class / tutor questions	Each group will present their complete organisational analysis of the selected organisation. Presentation is for 20 minutes, followed by 5 minutes of class questions or interactions.	This report is made up of presentation (10%) and write-up (30%). Each group is required to prepare an organisational report outlining a forensic analysis of its strategy in all areas	This test is 90 minutes held during lecture. Multiple choice questions (10%) + 2 short questions based on all material covered in session 1 to 5 (20%).
Due date	Session 5,7,8,9 and 10 tutorials. Please be seated as soon as possible	The presentations will be held in tutorials in session 11 and lecture / tutorial session 12. A copy of the Power point presentation is due before the presentation.	All group reports must be submitted at beginning of lecture in session 13.	Session 6 lecture. Please be seated 5 minutes before class.
Marking criteria/standards & expectations	Students are expected to research, critique and analyse the organisation chosen by their group with respect to the week allocated topic	Students are expected to (1) analyse the organisation with respect to strategic management issues ; (2) make the presentation as interesting by as possible.	The write up is a formal business report of the organisation. It allows the group to communicate all areas of analysis including that which was not possible during	n/a.

	Individual Presentation (20%)	Group Project Presentation (10%)	Group Project / Report (30%)	Mid-term Test (40%)
	See a document called "Assessment criteria " on BlackBoard for more details	See a document called "Assessment criteria" on BlackBoard for more details.	the presentation. See a document called "Assessment criteria" on BlackBoard for more details.	
Submission method	In class to tutor	In class to Lecturer / tutor	In class to tutor	In class to lecturer
Feedback	Verbal feedback will be given in class and marks will be posted on BlackBoard	Verbal feedback will be given in class and written feedback will be given in project report.	Written feedback will be given.	Feedback will be given after the mid-session break in lecture.
Estimated student workload (hours)	20 hours	15 hours	70 hours	30 hours
Total:	20	10	30	40
Learning outcomes assessed	1,2,3,4	1,2,3,4,and 5	1,2, 3 4 and 5	1,2 and 3
Graduate capabilities assessed:	1,2 and 7	1,2,3,4,5,6 and 7	1,2,3,4,5,6 and 7	1,2 and 7

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

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction

D - Distinction

CR - Credit

P – Pass

F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

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 and/or viewing your final exam script 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.