Year and Semester: 2012, Semester 1

Unit convenor: Dr. Douglas Howe

Co-requisites: BBA102 Principles of Management

Credit points: 3

Students in this unit should read this unit guide 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

An organisation's business model and structure substantially influence its short and long term profitability. This unit examines various organisation structure types and their application; 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 and the elements of the business model including sources of revenue, resources, capabilities, costs, profitability and competitive advantage.

TEACHING STAFF

- Convenor & Lecturer: Dr. Douglas Howe
- Tutor: TBA

CONTACTING STAFF

- Consultation times

<table>
<thead>
<tr>
<th>NAME</th>
<th>ROLE</th>
<th>EMAIL ADDRESS</th>
<th>CONSULTING TIMES</th>
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</thead>
<tbody>
<tr>
<td>Dr. Douglas Howe</td>
<td>Unit convenor and Lecturer</td>
<td><a href="mailto:douglas.howe@mq.edu.au">douglas.howe@mq.edu.au</a></td>
<td>As required.</td>
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<td>Please contact via email for an appointment.</td>
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<tr>
<td>Tutor</td>
<td>TBA</td>
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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 consultations by email.
Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

**CLASSES**

- This unit has 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/](http://www.timetables.mq.edu.au/)
- Classes may vary due to public holidays. Any variations will be advised via iLearn.
- Attendance at tutorials is compulsory. You will be required to participate in informal presentations throughout the semester. In addition pop quizzes may be distributed in the tutorials at random dates

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

Prescribed texts available for purchase at the University Bookshop


This text is a copy of a book of the same name by Alan Afuah. In the library catalogue it may be listed under Afuah, A.


Copies are also held in the Library's Reserve section. A copy of the covers of the texts is on the iLearn website

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
- Journal of Strategic Marketing
- Sloan Management Review
- Harvard 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.

- Business Week
- The Economist
- Fortune
TECHNOLOGY USED AND REQUIRED

- No specific technology is required for this unit.

UNIT WEB PAGE

- Course material is available on the learning management system (iLearn) at http://ilearn.mq.edu.au
- The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. Discipline specific knowledge and skills related to the concepts of business models;
2. Development of an understanding and knowledge of the different business models, their selection, and use;
3. Appreciation of the relationship between business models and business strategies;
4. Understanding how the key concepts of business models relate to business financial performance,
5. Appreciation of the concepts of organisational theory and how business structures relate to business models.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University’s graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities generic skills numbers below:

1. Discipline Specific Knowledge and Skills
2. Critical, Analytical and Integrative Thinking
3. Problem Solving and Research Capability
4. Capable of Professional and Personal Judgement and Initiative
5. Creative and Innovative

LEARNING AND TEACHING ACTIVITIES

This unit is taught using lectures and 'applications lectures' (whole-of-class tutorials). The course consists of 36 hours of instruction. Students are expected to read in advance of lectures, and actively participate in applications lectures. It is an expectation that students will attend at least 80% of classes. Students will be expected to attend lectures fully prepared to discuss assigned readings as per the course outline.
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 issue that makes you late, or obliges you to leave early, please 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”.

Class Tests

These tests are held in your tutorial class. The first test is a combination of 10 short answer questions and an essay question. The second test is essay questions only. A list of essay questions (but not the short answer questions) will be made available on iLearn in advance of the test. You are able to prepare answers for all questions but may not take notes into the In-class Test. Your tutor will select essay questions from the list for your class to answer. You will have 40 minutes to answer the questions. The selection will not be disclosed prior to the test. The date for the In-class Test is given in the Lecture Schedule included in this outline. As you will have the opportunity to prepare your answers, a high standard will be expected. You will have time to perfect the content and grammar of your answers. They will be marked on their correctness, their completeness and their (English) language (i.e. well written).

Questions for the Class Test 1 will address material covered in the lectures and tutorials of weeks 1 to 3 and Class Test 2, weeks 4-7.

Supplementary Class Tests are available for those who have a genuine, documented reason why they could not attend when scheduled. The dates of the supplementary class tests will be posted on iLearn.

Group Report

The report is to be completed in groups, which will be organised in your tutorial class in week 2. **If you do not attend and join a group you will be unable to receive marks for this assessment.** Details of the Group Report, including submission, Turnitin, marking standards, referencing requirements and presentation requirements are available in the Group Report document posted on iLearn.

There is no extension of time for submission of the Group Report. Late submissions will be penalised 10% per day (or part thereof) for 5 days, and then zero marks.

Examinations

A final examination is included as an assessment task for this unit to provide assurance that:

i) the product belongs to the student and

ii) the student has attained the knowledge and skills tested in the exam.

**YOU MUST PASS THE FINAL EXAMINATION TO PASS THE UNIT.**
A 3 hour final examination for this unit will be held during the University Examination period. It will address the whole of the unit. You will be allowed to take one A4 page of your own notes into the final exam. Your name and student number must be printed no smaller than 12 point on both sides of this page of notes. However, there are no other restrictions on the content of your page. You may write, type, print or photocopy as much or as little as you want, use one or both sides, using English or any other language. Diagrams are permitted. No other aids will be allowed into the exam. The whole of the unit, including tutorials, is examinable in the final exam. Details of the final examination format will be given in class.

The University Examination period in the First Semester 2012 is from June 12 to June 29. (http://www.mq.edu.au/calendar.html).

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://exams.mq.edu.au/

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. The University’s policy on special consideration process is available at http://www.mq.edu.au/policy/docs/special_consideration/policy.html

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.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: http://www.mq.edu.au/policy/docs/examination/policy.htm
## Lecture Program

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<tr>
<th>Week</th>
<th>Lecture Schedule</th>
<th>Key Activities &amp; Tutorial focus</th>
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| 1 27/02 | **Introduction and Overview**  
Explanation of unit outline & course expectations  
The implications of Business Models  
*Reading: Brooks Chapter 1* | Business Activities & academic report writing. Week 1 |
| 2 05/03 | **Customer Value, Positioning and Pricing**  
*Reading: Brooks Chapter 2 & 3* | Case Study/Discussion Group formation & topic selection Week 2 |
| 3 12/03 | **Sources of Revenue**  
*Reading: Brooks Chapter 4* | Case Study Week 3 |
| 4 19/03 | **Value Chains for Profitable Models**  
*Reading: Brooks Chapter 5* | Class Test 1 (10%) Week 4 |
| 5 26/03 | **Resources and Capabilities**  
*Reading: Brooks Chapter 6* | Case Study/Discussion Week 5 |
| 6 02/04 | **Structures - Model Execution**  
*Reading: Brooks Chapter 7* | Case Study/Discussion Week 6 |
| | **Mid Semester Break** | |
| 7 23/04 | **Model Costs / Profitability & Competitive Advantage**  
*Reading: Brooks Chapter 8 & 9* | Case Study/Discussion Week 7 |
| 8 30/04 | **Business Model Planning & Sources of Profitability**  
*Reading: Brooks Chapters 10 & 12* | Class Test 2 (10%) in Tutorial. |
| 9 07/05 | **Dimensions of Structure**  
*Reading: Robbins & Barnwell Chapter 4* | Case Study/Discussion Week 9 |
| 10 14/05 | **Impact of Size**  
*Reading: Robbins & Barnwell Chapter 6* | Case Study/Discussion Week 10 |
| 11 21/05 | **Impact of Technology**  
*Reading: Robbins & Barnwell Chapter 7* | Case Study/Discussion Week 11  
Assessment 3 (20%)  
Group Report - Due 09.00 21 May at BESS. |
| 12 28/05 | **Managing Growth and Decline**  
*Reading: Robbins & Barnwell Chapter 14* | Case Study/Discussion Week 12 |
| 13 04/06 | **Revision**  
Unit Review & Exam preparation | Exam review & Preparation  
*Group Report Returned* |
| | **Study Break** | |

### Research and Practice

- This unit gives you opportunities to conduct your own research
<table>
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<tr>
<th>Title/Name</th>
<th>Assessment Task 1</th>
<th>Assessment Task 2 &amp; 3</th>
<th>Assessment Task 4</th>
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<tr>
<td>Description</td>
<td>Individual weekly reports and class presentation</td>
<td>40 minute written essay (and short answer Class Test 1 only)</td>
<td>Refer Group Report documentation</td>
<td>3 hour examination (plus 10 minutes reading time) of short answer and essay questions</td>
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<td>Refer Group Report documentation</td>
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Graduate capabilities assessed

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**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](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

**GRADUES**

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](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.

**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/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

**STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Support Services. Details of these and other services for students can be accessed at [http://www.student.mq.edu.au](http://www.student.mq.edu.au).

The Faculty of Business & Economics maintains a student office, BESS (Business & Economics Student Services) located at E4B 106 to assist students with their units and courses. The Group Report shall be submitted at BESS.

**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 using 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 units 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.

- END -