BUS301
Business Policy
Semester 1, 2012

Department of Marketing and Management
MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE

Year and Semester: Semester 1, 2012
Unit convenor: Dr Rob Jack
Prerequisites: BUS201 and BUS202
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

Business policy is the study of the functions and responsibilities of senior management, the crucial problems that affect the success of the total enterprise and the decisions that determine the direction of the organisation and shape its future. The purpose of this course is to introduce students to the critical business policy issues facing businesses today and to understand the practices and policies used by managers to cope with these issues.

This unit is worth 3 credit points.

By examining cases of real firms and taking part in a strategy simulation exercise, students will learn a range of tools and frameworks for analysing strategic issues, as well as learning how to integrate knowledge covered in other courses in the program.

TEACHING STAFF

- Lecturer In Charge: Deborah Howlett (email: deborah.howlett@mq.edu.au)
- Tutor: Brett White (email: brett.white@mq.edu.au)
- Tutor: TBA

CONTACTING STAFF

- Deborah Howlett: Mondays 2 pm to 3 pm or Friday from 2pm to 3pm. Students are to email Deborah to confirm up the exact time and venue of meeting prior to any consultation appointment.
- Consultation time with Tutors: Confirm via email first
- 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.

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

CLASSES

- Number and length of classes weekly: 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/)
Please note that owing to the integral nature of the group work and the limited capacity of the classrooms, it is not possible to switch between classes and students must attend the class for which they have registered. **Lecturer in Charge must approve any changes via email and NOT after week 3.**

- Attendance will be taken in the weekly classes.
- Medical certificates must be provided if you are not able to attend a class without incurring a penalty.
- Warning: You must attend at least 10 of the 12 weekly tutorials – failure to do so may affect your learning outcomes and performance in this Unit.
- Certain lectures and tutorials require compulsory attendance as listed. **Compulsory lectures include: Weeks 1, 2, 3, 6, 12 and 13. Compulsory tutorials include Weeks 2, 3, 4, 5, 6, 7, 8, 9, 10, 12 and 13.**
- Students are expected to arrive on time, and not to leave until the class ends.
- Students must be quiet during classes, unless of course when class participation is required.
- Mobile phone must be turned OFF. Texting or any other mobile phone activity is **NOT** allowed. Students violating this will be asked to leave the class.
- Students who disturb or disrupt in class will be asked to leave.
- Laptops if utilised in lecture time, must not cause disruption. Otherwise you will be required to TURN it OFF.
- All students **MUST** complete a Peer Assessment on the contribution of group members in the group project. This must be done in **WEEK 13.**
- The lecturer has the final say in the adjustment of group work marks taking into account peer assessment ratings.

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

- **Required text:** ‘*Strategic Management: Competitiveness and Globalisation*’ (Asia-Pacific Fourth Edition) by Hanson, Hit, Ireland and Huskisson, published by Cengage Learning, 2011.
- **Required unit materials:** Access to BUSINESS STRATEGY GAME (BSG). All students will individually need to purchase access to the BSG simulation (at a cost of US$44.00) from the publishers on their website at www.bsg-online.com in order to take part in the BSG simulation.

**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 use ILearn, BSG simulation, word processing, powerpoint and Turnitin.

**UNIT WEB PAGE**

- The web page for this unit can be found at: [http://learn.mq.edu.au](http://learn.mq.edu.au)
LEARNING OUTCOMES

The learning outcomes of this unit are:

1. Explain key concepts and theories in strategic management.
2. Identify and critically analyse key strategic issues facing a business.
3. Apply relevant strategy concepts, tools and techniques to resolve practical business strategic issues/problems.
4. Make effective recommendations for resolving practical business strategic issues/problems.

GRADUATE CAPABILITIES

International Business graduates are expected to know the following 9 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop capability number 5, 7 and 8 below (italicised).

1. An ability to gain an appreciation of Australia’s options in the global market-place, based on the application of macroeconomic theory
2. An awareness of the different kinds of regional trade groups and organisations within the global economy
3. An appreciation of diverse cultures and how they impact on business
4. Understand the fundamentals of trade patterns within the global economy
5. Understanding of the economic, environmental, societal, technological, legal and political forces that affect international business
6. Understanding of how managing an international business operation differs from a domestic operation
7. Understanding the process of developing and implementing an internationalisation strategy for a business
8. An ability to devise different strategies to enter and compete successfully in the global marketplace
9. Understand the key economic and business organisations which facilitate engagement with global business

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 generic skills number 1, 2, and 4 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

LEARNING AND TEACHING ACTIVITIES

- Teaching methods will comprise a mix of lectures, case study discussions and a group strategy simulation exercise.
- Please note that this course emphasises application of strategic management theories to practical business situations and in order to pass it will not be sufficient to merely attend class and memorise the lecture notes. Lectures in this course are only one component of
the course and are meant to supplement and clarify the assigned readings in the textbook and other activities. They are not a substitute for reading of the textbook and participating in the case study discussions and the simulation.

• Students are expected to do all assigned readings and prepare the case studies in advance of the class and to participate fully in the simulation exercise.
• Students are required to follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and contribute to and attend all group meetings.
• A detailed weekly schedule of the Course is as follows:
<table>
<thead>
<tr>
<th>Week</th>
<th>Week Beginning</th>
<th>Lecture: Topic and Reading</th>
<th>Tutorial:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>27/2/2012</td>
<td>What is Strategy? <em>Chapter 1. Intro To BSG</em></td>
<td>No tutorial</td>
</tr>
<tr>
<td>2</td>
<td>5/3/2012</td>
<td>Careers Lecture (Guest Speaker)</td>
<td>Case Analysis Form Groups for BSG. Take BSG QUIZ individually.</td>
</tr>
<tr>
<td>4</td>
<td>19/3/2012</td>
<td>Internal Environment <em>Chapter 3</em></td>
<td>Case 2: Fortescue Metals Group Round 1 decision</td>
</tr>
<tr>
<td>5</td>
<td>26/3/2012</td>
<td>Business Level Strategy <em>Chapter 4</em></td>
<td>Case 8: Pumpkin Patch Round 2 decision</td>
</tr>
<tr>
<td>6</td>
<td>2/4/2012</td>
<td>Competitive Dynamics <em>Chapter 5</em></td>
<td>Case 6: David Jones Round 3 decision</td>
</tr>
<tr>
<td>7</td>
<td>9/4/2012</td>
<td><strong>BREAK</strong></td>
<td><strong>BREAK</strong></td>
</tr>
<tr>
<td>8</td>
<td>16/4/2012</td>
<td><strong>BREAK</strong></td>
<td><strong>BREAK</strong></td>
</tr>
<tr>
<td>7</td>
<td>23/4/2012</td>
<td>Corporate Level Strategy <em>Chapter 6</em></td>
<td>Case 5: Qantas Round 4 decisions. <strong>Submit 3-year Strategic Plan.</strong></td>
</tr>
<tr>
<td>8</td>
<td>30/4/2012</td>
<td>Merger and Acquisition Strategies <em>Chapter 7</em></td>
<td>Case 13: Nestle Round 5 decision</td>
</tr>
<tr>
<td>9</td>
<td>7/5/2012</td>
<td>Organisation Structures <em>Chapter 11</em></td>
<td>Case 12: Lufthansa Round 6 decision</td>
</tr>
<tr>
<td>10</td>
<td>14/5/2012</td>
<td>Corporate governance <em>Chapter 10</em></td>
<td>Case 3: Toll Holdings Round 7 decision</td>
</tr>
<tr>
<td>11</td>
<td>21/5/2012</td>
<td>Alliance Strategies <em>Chapter 9</em></td>
<td>Case 9: Boeing</td>
</tr>
<tr>
<td>12</td>
<td>28/5/2012</td>
<td>International Strategies <em>Chapter 8</em></td>
<td><em>Company Presentation &amp; Debrief</em></td>
</tr>
<tr>
<td>13</td>
<td>4/6/2012</td>
<td>Revision/Peer Assessment etc</td>
<td><em>Practice for Exam</em></td>
</tr>
</tbody>
</table>

N.B. Chapter and case study numbers refer to numbers in the textbook.
RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

ASSESSMENTS

In order to pass this Course, students must:

   a. Attempt ALL assessment tasks as given below; and
   b. Attain an overall composite pass mark of 50%.

A summary of the assessment tasks for this Course is provided in the table below.

<table>
<thead>
<tr>
<th>Description</th>
<th>Individual Essay</th>
<th>Group Strategy Simulation</th>
<th>Final Exam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Each student will submit a 2000 word essay. The topic/s will be released on ilearn by week 2. The topic selected will require a systematic investigation/research and the development of a written argument</td>
<td>Students will be divided into groups consisting of 4-5 members for the BSG strategy simulation. There are three sub-components for this assignment: i) overall company performance; ii) 3-year strategic plan; iii) Company presentation; a peer evaluation will be required.</td>
<td>The duration of the exam is 3 hours plus 10 minutes held during the exam period. 5 questions on a Case Study (30%) plus 2 essay-style questions (20%).</td>
</tr>
<tr>
<td>Due date</td>
<td>In Tutorial Week 6.</td>
<td>Various due dates for respective sub-components from weeks 4-12.</td>
<td>Please check the exam timetable for location and time.</td>
</tr>
<tr>
<td>Weighting</td>
<td>20%</td>
<td>30%</td>
<td>50%</td>
</tr>
<tr>
<td>Marking</td>
<td>Students are</td>
<td>Assessment</td>
<td>n/a</td>
</tr>
</tbody>
</table>
### Individual Essay

- **Criteria/Standards & Expectations**: Expected to answer the essay as set in the document within “Assessment Tasks” on unit website for more details. Please ensure academic referencing is used, in the form of Harvard Referencing. Proof reading is essential.

### Group Strategy Simulation

- **Criteria/Standards & Expectations**: Will be based on the success of the decisions made in the simulation, as well as justification of the strategy adopted. See a document in icon “Assessment Tasks” on unit website for more details.

### Final Exam

- **Criteria/Standards & Expectations**:
  - **Submission method**: In class to tutor
  - **Feedback**: Written feedback will be given in week 7 in tutorials
  - **Estimated student workload (hours)**: 16 hours
  - **Learning outcomes assessed**: 1 and 2
  - **Graduate capabilities assessed**: 5

<table>
<thead>
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<th></th>
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<th>Group Strategy Simulation</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Submission method</strong></td>
<td>In class to tutor</td>
<td>Mainly via BSG website.</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>Written feedback will be given in week 7 in tutorials</td>
<td>Feedback will mainly be given via BSG website from weeks 4-13.</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Estimated student workload (hours)</strong></td>
<td>16 hours</td>
<td>30 hours</td>
<td>50 hours</td>
</tr>
<tr>
<td><strong>Learning outcomes assessed:</strong></td>
<td>1 and 2</td>
<td>1,2,3 and 4</td>
<td>1,2,3 and 4</td>
</tr>
<tr>
<td><strong>Graduate capabilities assessed:</strong></td>
<td>5</td>
<td>5 and 7</td>
<td>5 and 7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>20%</td>
<td>30%</td>
<td>50%</td>
</tr>
</tbody>
</table>

- **You must attend at least 11 of the 12 weekly tutorials** – failure to do so may affect your learning outcomes and performance in this Unit. Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.
- **You must also attend lectures which include: Weeks 1, 2, 3, 6, 12 and 13. These are compulsory.** Medical certificates must be provided if you are not able to attend a class.
- **Late submission of assignments will only be marked where an extension has been granted.** A penalty of 20% of the assignment mark (i.e. 2 marks if the assignment is marked out of 10) will be deducted for each day that the assignment is late, unless there are extraordinary circumstances such as documented illness or other unavoidable disruptions. In these circumstances you may wish to consider applying for Special Consideration. (*Please note that work or family commitments will not normally be acceptable excuses. The circumstances must be extraordinary and something that could not have been reasonably predicted or avoided.*)
- **Work that is submitted late without prior written permission and without a completed advice of absence form will not be marked.** Students are advised to keep a copy of all permissions given in event of dispute.
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.

A 3-hour final examination for this unit will be held during the University Examination period.

The University Examination period in First Half Year 2012 is from 12 to 29 June. 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. Information about unavoidable disruption and the 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 Divisions may wish to signal when the Division's Supplementaries 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.

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.  

**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](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](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.