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 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

Lecturer in Charge: Dr Christopher Clark  
Email: chris.clark@mq.edu.au

Lecturer: Deborah Howlett  
Email: dhowlett@efs.mq.edu.au

Lecturer: Stephane Bignoux  
Email: sbignoux@efs.maq.edu.au

CLASSES

Mondays: 12.00pm -3.00pm  Location E5A 232  (C. Clark)
Mondays: 6.00pm - 9.00pm  Location E5A 226  (C. Clark)
Wednesday 1.00pm – 4.00pm  Location E5A 119  (D Howlett)
Wednesday: 6.00pm – 9.00pm  Location E5A 118  (D Howlett)
Thursdays: 11.00am – 2.00pm  Location E5A 131  (S. Bignoux)

The format for the sessions will be two hours of lectures followed by a one hour tutorial, although this break down may vary from week to week.
The timetable for classes can be found on the University website at: http://www.timetables.mq.edu.au

**CONSULTATION**

Dr Clark will generally be available for consultation with students on Mondays between 9.30am – 11.30am (other times by arrangement). This will take place in E4A on level 6 in the Dept of Business area. 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.

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


Book of Readings in BBA360 Business Project

**Note:** Students must purchase all texts.

**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. Class 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

2009 Lecture Schedule

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

<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Readings</th>
<th>Project activity</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>Nothing From Hill Jones Galvin &amp; Haidar</td>
<td>Form into groups. If possible choose company.</td>
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<tr>
<td></td>
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<td>Mintzberg H. 1990. The design school: Reconsidering the basic premises of</td>
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<td>strategic management. Strategic Management Journal 11: 171-195</td>
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<td>Ansoff Hl. 1991. Critique of Henry Mintzberg's &quot;the Design school:</td>
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<tr>
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<td>reconsidering the basic premises of strategic management&quot;. Strategic</td>
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<td>Management Journal 12: 449-461</td>
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<td>Mintzberg H. 1991. Learning 1, Planning 0. Reply to Igor Ansoff. Strategic</td>
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<td>Management Journal 12(September): 463-466</td>
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</tbody>
</table>
| 2 | Integration, Alliances, and Diversification | Hill, Jones, Galvin and Haidar  
Chapter 7 plus  
From Book of 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 | Confirm Company Choices. Scope the project (ie define the outputs) |
|---|---|---|---|
| 3 | Globalisation and global strategies | Hill, Jones, Galvin & Haidar  
Chapter 8 revisited plus chapter 11  
Baily M  
Whither Globalisation McKinsey Quarterly October 2001  
Agrawal, V. Farrell D.,  
| Review External Analysis and do a structural attractiveness of the industry |
|   |   | Remes, J. Offshoring and Beyond McKinsey Quarterly December 2003  
|---|---|---|
| 4 | Strategy and structure  
What are the advantages and limitations of different structures? In what circumstances will one structure be better than another? | Hill, Jones, Galvin & Haidar Chapter 9  
Bryan L and Joyce, C Better strategy through organizational design McKinsey Quarterly May, 2007  
Each group presents External Key Change Drivers for the industry (5-10 minutes maximum) |
| 5 | Social Responsibility at the Corporate Level | Book of readings only:  
| 6 | Strategic Control and Aligning | Hill, Jones, Galvin & Haidar Chapter 10  
Each Group presents an industry analysis |
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<tbody>
<tr>
<td></td>
<td>Which aspect of corporate strategy should be measured? How will managers adapt culture and rewards to match outcomes?</td>
<td>Hammer, M., The deadly sins of performance management (and how to avoid them) MIT Sloan Management Review Spring 2007 pp 19-28</td>
</tr>
</tbody>
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<tr>
<th></th>
<th>Mid Semester Exam (In lecture) No Tutorials this week</th>
<th>Nothing</th>
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<tr>
<td>7</td>
<td>Mid Semester Exam (In lecture) No Tutorials this week</td>
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<th>Mid semester break</th>
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<tr>
<td>8</td>
<td>Review Stakeholder Theory and Groups apply to their project</td>
<td>Each Group presents an internal analysis (may involve structure, culture, systems, control)</td>
</tr>
<tr>
<td>9</td>
<td>Review Competitive analysis and groups apply to their project</td>
<td>Each group presents stakeholder analysis (including customer analysis) – 5-10 minutes</td>
</tr>
<tr>
<td>10</td>
<td>Review Generic Strategies And apply to the projects.</td>
<td>Each Group presents competitive analysis for the industry – 5-10 minutes</td>
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<tr>
<td>11</td>
<td>Group Presentations</td>
<td></td>
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<tr>
<td>12</td>
<td>Group Presentations</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Conclusion, evaluations and key learnings</td>
<td>Finished Assignments handed in.</td>
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</tbody>
</table>

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 4,6,8,9 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 term everyone MUST have presented.
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) stay in your assigned tutorial session
(b) attend the first session to get into a group and get briefed
(c) attend and contribute to your group’s effort
(d) sit the mid term test in week 7 in class.

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

**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:**

<table>
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<tr>
<th>Component</th>
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<tbody>
<tr>
<td>Mid Semester Exam (Week 7)</td>
<td>30%</td>
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<tr>
<td>Individual presentation related to the project</td>
<td>20%</td>
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<tr>
<td>Final project (Peer moderated)….</td>
<td>50%</td>
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</tbody>
</table>

**Total Marks** 100%

**Points to note about this assessment:**

While you are expected and encouraged to attend ALL lectures, students **MUST** attend Weeks 1, 11, 12, & 13 lectures. A roll of lecture attendance will be kept and students must sign this each lecture/ tutorial 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 textbook, 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 tutorial time 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 term 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 term individuals in each group will present elements of their analysis (see term 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. Additionally, selection of group members is restricted to your allocated tutorial.

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 failures. 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 a corporate failure. Your task is to undertake a forensic strategic analysis to uncover the main reasons for the failure. 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 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 – 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 failure - your view as to why they have been so outstandingly unsuccessful. 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 should 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 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 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

Your in class (tutorial or lecture – weeks 11 and 12) presentation will be no longer than 20 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.

**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”.

11