MNGT5180
Operationalising Strategy

Course Outline
Session 4, 2017

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PART A: COURSE-SPECIFIC INFORMATION

1. STAFF CONTACT DETAILS

Course Coordinator and Facilitator: Greg Joffe
Consultation Times: By appointment (greg.joffe@Nousgroup.com.au)

2. COURSE DETAILS

2.1 Teaching Times and Locations
Updated information about class times and locations can be found on the AGSM @ UNSW Business School website and by logging into the Google Calendar.

2.2 Units of Credit
This course is six (6) units of credit course.

2.3 Summary of Course
The focus of this course is to help students translate strategy through business models to organisation models, including organisation structure (i.e. ‘what should managers do to align their organisation to deliver on their strategy?’).

This includes:
- developing strategy versus developing strategic plans
- linking strategy through to business and operating models
- organisation structure, including contingency theory and corporate parenting
- team and job role design
- KPIs and performance management
- culture, and
- governance.

It then considers particular situations where this type of work may be needed, including: joint ventures, mergers and acquisitions, outsourcing and downsizing.

2.4 Course Aims and Relationship to Other Courses
This course is designed to provide managers with practical paths forward to implement strategy.

The course follows the core MNGT5282 Strategy course. It will also fit well following any of the strategy electives, as the course focuses on how to align the organisation to deliver on the strategy.
2.5 Course Learning Outcomes

After you have completed this course, you should be able to:

1. know how to translate strategy into what the organisation has to do to implement the strategy
2. have frameworks to develop an organisation’s business and operating model, including organisation structure
3. understand the key levers for driving culture change
4. have practised setting KPIs for real organisations
5. have built expertise in structuring and presenting content, both verbally and in writing
6. work collaboratively to complete a number of tasks, including researching aspects of organisations in teams
7. identify and assess the impact of different organisation design approaches and business and operating model changes on those in the organisation (responsible business).
8. consider the risks and likely outcomes of not aligning organisations for success (risk management).

2.6 Program Learning Goals

The Course Learning Outcomes are what you should be able to do by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the UNSW Business School. Program Learning Goals are what we want you to be or have by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes – what you are able to do by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).
## MBA Program Learning Goals and Outcomes

**Learning Goal 1: Business Management Knowledge**  
Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations.

**Learning Goal 2: Critical Thinking**  
Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions.

**Learning Goal 3: Communication**  
Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose.

**Learning Goal 4: Teamwork**  
Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes.

**Learning Goal 5: Responsible Business**  
Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business.

Students should be able to consider the social and cultural implications of management practices and of business activities.

**Learning Goal 6: Leadership**  
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams.

**Learning Goal 7: International Perspective**  
Students should understand the needs of undertaking business within a global context.

Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues.

**Learning Goal 8: Risk Management**  
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models.

Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments.
The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be practised in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>This course helps you to achieve the following MBA Program Learning Goals</strong></td>
<td>On successful completion of the course, you should be able to:</td>
<td><em>This learning outcome will be assessed in the following items:</em></td>
</tr>
</tbody>
</table>
| 1 Business Management Knowledge     | 1, 2, 3, 4, 7, 8         | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
| 2 Critical Thinking                 | All course learning outcomes | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
| 3 Communication                    | 5                        | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
| 4 Teamwork                          | 6                        | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures. |
| 5 Responsible Business              | 7                        | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
| 6 Leadership                        | All course learning outcomes | ● Taking leadership of team activities in and outside class  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
| 7 International Perspective         | All course learning outcomes, through use of international examples and case studies | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
| 8 Risk Management                   | 8                        | ● Class participation generally  
                                  |                           | ● As part of allocated teams during lectures  
                                  |                           | ● Final take-home assignment to consider a current and preferred organisation design. |
3. LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

The best approach to this course is to read each day’s content in advance. The Course Coordinator and Facilitator will then discuss and review the frameworks in the lectures. They will seek comments and actively engage the students in discussions of different frameworks, and the application of those frameworks to real life situations and organisations.

Students will sometimes work in teams and sometimes individually examine particular organisations and consider and recommend the best path forward. Case studies from Harvard Business School and other sources will be used to draw out particular points.

The learning approach aims to ensure that students both know the frameworks and approaches, and also have experienced the thinking processes required to successfully use the frameworks.

4. ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve an aggregate (overall) mark of at least 50; and
- achieve a minimum pass grade in the final piece of assessment.

4.2 Assessment Summary

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Learning Outcomes assessed</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual participation in class discussions and prepared presentations</td>
<td>10%</td>
<td>All learning outcomes</td>
<td>Various verbal presentations</td>
<td>During classes</td>
</tr>
<tr>
<td>Group team work in class (usually whole team will receive same mark for these activities)</td>
<td>30%</td>
<td>All learning outcomes</td>
<td>Working in teams during the session on a number of group activities</td>
<td>During classes, and sometimes between classes</td>
</tr>
<tr>
<td>Take-home assignment. Two-part assignment: Part A – current situation analysis; Part B – proposed future state</td>
<td>60%</td>
<td>Describe main features of organisations; assess an organisation design in relation to the strategy and the environment; analyse the multiple and interrelated aspects of an organisation design + recommend appropriate organisation structure and team and job designs, make recommendation to improve how the organisation will deliver on the strategy</td>
<td>20 hours (maximum) take-home assignment. Maximum length of response will be 7,500 words (using Moodle word count)</td>
<td>The assignment will be handed out in the first few weeks of the session The first part should be completed by Week 7 of the session The completed document is due back around the week of the last lecture.</td>
</tr>
</tbody>
</table>
4.3 Assessment Details

Assignment 1 – Class participation
Weight: 10% in total

The class will contain a mix of lectures, discussions and team work. This component of the assessment will be based on your individual contribution to these discussions – both reactively and also prepared content.

The Course Coordinator and Facilitator will aim to ensure that everyone has a chance to contribute individually during the course. Students will be asked to prepare and present a short summary of particular readings for the next class.

Assignment 2 – Group teamwork in class
Weight: 30% in total

During the course, students will work in teams, applying the learnings from the course. There will be multiple activities, each with a rating where possible. There will (generally) be a single mark for all team members for each team component undertaken, based on all of these activities.

Assignment 3 – Final take-home assignment
Date: Two-part assignment. Part A: analysis of current state; Part B: recommended future state. Details will be handed out during class. To be submitted via Turnitin.
Weight: 60%
Duration: Should require 20 hours of work maximum to complete.

This assignment is take home.

The assignment will require the student to assess an organisation’s current structure and propose a better structure more aligned to strategy.

4.4 Assignment Preparation and Submission

Unless otherwise stipulated in the specific details for each of your assignments, please prepare and submit your assignments in accordance with the following.

Assignment length
Maximum of 7,500 words.

What is included in the word count?

- Executive Summary (if required), all text, tables, figures, diagrams and charts, appendices and table of contents (if required)

What is excluded from the word count?

- Reference list or bibliography

Any text (including appendices) that goes beyond the word count will not be read in grading the assignment.
Assignment format

For consistency across all assignments, students are required to supply assignments in a standard format, which is detailed below. Assignments should always be submitted in Word format.

<table>
<thead>
<tr>
<th>Headings</th>
<th>Body text</th>
<th>Page setup</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Font: Times New Roman • Font size: 12 points • Line spacing: Double • Text style: Bold</td>
<td>• Font: Times New Roman • Font size: 12 point • Line spacing: Double • Text style: Normal</td>
<td>• Top: 2.54 cm • Bottom: 2.54 cm • Left: 3.17 cm • Right: 3.17 cm • Header: 1.25 cm • Footer: 1.25 cm</td>
</tr>
</tbody>
</table>

*Note:* The left and right margins are wider than the default margins in Word.

**Paragraph breaks**

First line indent: 1.27cm

**Diagrams and tables**

Students are encouraged to include diagrams and tables in their assessments, but must ensure they do not take up more than 20% of the assignment. Diagrams and tables must:

- be formatted with single line spacing
- be formatted with a minimum font size of 8 points
- be positioned vertically in between paragraphs.

**Assignment file name**

Please use the following naming convention for each assignment.

z9999999_surname_[XXXX1111]_17s4_Ass1

where:

- z9999999 is your student ID – please insert your surname
- XXXX1111 is the course code
- 17s4 is the session name (2017, Session 4)
- Ass1 is the Assignment number (Ass2 for Assignment 2)

**Assignment submission**

1. You must submit your assignment through your online classroom as per the instructions in your LMS User Manual.

2. Assignment submission in your LMS is performed via Turnitin, the similarity detection software used by UNSW students and teaching staff to prevent plagiarism by ensuring referencing is correct and that work has not been inadvertently copied from elsewhere. You can access Turnitin under the ‘Assessments’ section in your Moodle course site.
3. You are able to submit a draft version of your assignment prior to the due date. This enables you to view the Turnitin similarity report on your work and decide whether it complies with the guidelines regarding referencing and plagiarism, before you submit your final version for marking. More information about plagiarism can be found here: https://student.unsw.edu.au/plagiarism

4. Please note that draft assignments submitted in this way will be regarded as the final version at the due date if you have not uploaded a subsequent, finalised version (each file uploaded overwrites the previous version).

5. Late submissions are possible but will be marked as such and will be subject to late penalties of 5% of the assignment weighting for each day late. If for any reason you are unable to submit a late submission via Turnitin please contact your Facilitator or AGSM Student Experience.

6. You will have many weeks to write the paper. Therefore, extensions to assignment deadlines will be granted only in exceptional circumstances, and where adequate supporting documentation can be provided. Please note that work commitments do not constitute grounds for an extension. Requests must be made through the special consideration process. For details about this process, see: https://student.unsw.edu.au/special-consideration

7. You will be advised of your mark by your Facilitator within 14 days of assignment submission date.

8. Please keep a copy of your assignment.

Quality Assurance
The UNSW Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of UNSW BUSINESS SCHOOL programs. All material used for such processes will be treated as confidential and will not be related to course grades.

5. COURSE RESOURCES
Readings will be provided to participants for each unit, at least one day in advance. The Course Coordinator and Facilitator will also use slides, which will be provided to participants.

6. OTHER RESOURCES
BusinessThink is UNSW’s free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink, and receive the free monthly e-newsletter with the latest in research, opinion and business, go to http://www.businessthink.unsw.edu.au.
7. COURSE EVALUATION AND DEVELOPMENT

Feedback is sought from students about the courses offered in the AGSM MBA Program, and continual improvements are made based on this feedback. Early on in the session, feedback is generally collected in Weeks 3 or 4, and subsequently communicated to students. Significant changes to courses and programs within the Program based on formal end-of-Session feedback are communicated to subsequent cohorts of students.

8. COURSE SCHEDULE

Unit 1: Introduction, overview of course, introduction to organisation design
Unit 2: Strategy to business and operating models
Unit 3: Organisation structure theory – theories of organisation design
Unit 4: Corporate parenting – when can conglomerates make sense?
Unit 5: The process of redesigning the organisation
Unit 6: Working through examples and case studies
Unit 7: Team design and job design
Unit 8: Performance measurement and KPIs
Unit 9: Organisation culture; corporate governance
Unit 10: Mergers and acquisitions and joint ventures
Unit 11: Downsizing and outsourcing
Unit 12: Review and application
  Completion of any units that require further discussion
  Debrief on learnings from course to date
  Review of key points from each unit/review of the course content, addressing any outstanding questions or content that requires further discussion.
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

1. ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm.

To see if you understand plagiarism, do this short quiz: https://student.unsw.edu.au/plagiarism-quiz

For information on how to acknowledge your sources and reference correctly, see: https://student.unsw.edu.au/referencing


2. STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

AGSM MBA Programs and UNSW policies

In general, UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:

https://www.business.unsw.edu.au/agsm/students/resources/students-rights-responsibilities

If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the Student Experience.

Information and policies on these topics can be found in the ‘A-Z Student Guide’: https://student.unsw.edu.au/guide

See, especially, information on ‘Attendance and Absence’, ‘Assessment Information’, ‘Examinations’, ‘Workload’ and policies such as ‘Occupational Health and Safety’. 
2.2 Workload

It is expected that you will spend at least 10 hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

2.3 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

https://www.business.unsw.edu.au/agsm/students/student-enrolment-information#attendance-participation

2.4 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://student.unsw.edu.au/guide

2.5 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://safety.unsw.edu.au/

2.6 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course website. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.
3. STUDENT RESOURCES AND SUPPORT

eLearning

To access Moodle, go to: https://moodle.telt.unsw.edu.au/login/index.php

Login with your student zID (username) and zPass (password).

Moodle eLearning support

Should you have any difficulties accessing your course online, please contact the eLearning support below:

For login issues:

UNSW IT Service Centre

Hours: Monday to Friday: 8.00am – 8.00pm
Saturday and Sunday: 11.00am – 2.00pm

Email: ITServiceCentre@unsw.edu.au

Phone:
- Internal: x51333
- External: 02 9385 1333
- International: +61 2 9385 1333

For assistance in using Moodle, including how to upload assessments:

The AGSM eLearning Coordinator

Hours: Monday to Friday: 9.00am – 5.00pm

Email: elearning@agsm.edu.au

Phone:
- Internal: x19541
- External: 02 9931 9541
- International: +61 2 9931 9541

For help with technical issues and problems:

External TELT Support

Hours: Monday to Friday: 7.30am – 9.30pm
Saturdays and Sundays: 8.30am – 4.30pm

Email: externalteltsupport@unsw.edu.au

Phone:
- Internal: x53331
- External: 02 9385 3331
- International: +61 2 9385 3331
Administrative support

Student Experience

If you have any administrative queries, they should be addressed to Student Experience.

Student Experience
AGSM MBA Programs
UNSW Business School
SYDNEY NSW 2052
Tel: +61 2 9931 9400
Email: studentexperience@agsm.edu.au

Additional student resources and support

The University and the UNSW Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
  https://www.business.unsw.edu.au/students/resources/learning-support
  The EDU provides academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations.
  EDU Office: Level 1, Room 1033, Quadrangle Building.
  Phone: +61 2 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre**
  http://www.lc.unsw.edu.au
  Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**
  http://info.library.unsw.edu.au/web/services/services.html

- **UNSW Counselling and Psychological Services**
  https://student.unsw.edu.au/wellbeing
  Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling.
  Office: Level 2, East Wing, Quadrangle Building;
  Phone: +61 2 9385 5418.

- **Student Equity & Disabilities Unit**
  http://www.studentequity.unsw.edu.au
  Provides advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning.
  Office: Ground Floor, John Goodsell Building;
  Phone: +61 2 9385 4734; Email: seadu@unsw.edu.au