

ARBE4310: Construction Business Strategy and Finance

Singapore BCA, Callaghan and Online

Semester 1 - 2024



OVERVIEW

Course Description	This course presents a contemporary perspective of the skills required to manage a firm operating in the construction industry. It examines the functions of management in organisations, the structures firms use, how firms make decisions in dynamic economic environments, how firms manage their people and resources and how they respond to the needs of growing economies, cities, towns and regions. The course also evaluates how construction firms use strategies, financial management, technology, entrepreneurship and innovation to start, maintain and grow their business and enable continuity.
Academic Progress Requirements	Nil
Requisites	This course is only available to students who are active in the Bachelor of Construction Management (Building) (Honours) [12331] or [40374] programs. If you have successfully completed ARBE4301, you are not eligible to enrol in this course.
Assumed Knowledge	Candidates for this course should have a working knowledge of the construction industry's structure, processes and relationships.
Contact Hours	Singapore BCA / Callaghan / Online Lectorial Face to Face On Campus 3 hour(s) per Week for Full Term Distance learning students will receive equivalent instruction through online or other distance education strategies.
Unit Weighting Workload	10 Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

COURSE OUTLINE

CONTACTS

Course Coordinator **Singapore BCA, Callaghan and Online**
Dr Sittimont Kanjanabootra
Sittimont.Kanjanabootra@newcastle.edu.au

Consultation: By email appointment

Teaching Staff Other teaching staff will be advised on the course Canvas site.

School Office **School of Architecture and Built Environment**
Architecture Building
Callaghan
archbe@newcastle.edu.au
+61 2 4921 5771

SYLLABUS

Course Content

- Management principles and functions: organisational structures (hierarchies, functional, divisions, project teams), organisational behaviour, organisational systems, operations management in organisations
- Organisational processes and decision-making (IT systems, role of meetings and planning); risk and crisis management; quality management
- Managing people (HRM, equity, diversity, industrial relations), Finances, Information, Projects, Marketing, Supply Chain Management
- Strategic management: principles, innovation, entrepreneurship
- Leadership

Course Learning Outcomes

On successful completion of this course, students will be able to:

1. Apply business management concepts to contexts applicable in construction industry firms.
2. Evaluate the factors that impact on business decisions about allocation of organisational resources in construction (human, financial, technological, knowledge and information, capital).
3. Apply financial management principles to management issues in construction firms.
4. Develop business plans for construction companies implementing appropriate strategy, innovation and entrepreneurial concepts.
5. Use appropriate IT systems and tools to enhance construction communications to facilitate business operations.

Course Materials Recommend readings located in course resources on CANVAS site.

SCHEDULE

Week	Week Begins	Topic	Learning Activity	Assessment Due
1	26-Feb	Management Principles and functions	Lectorial and discussion in class and reading material	
2	4-Mar	Organisational behaviour (OB), development (OD), transformation (OT)	Lectorial and discussion in class and reading material	
3	11-Mar	Organisational systems	Lectorial and discussion in class and reading material	
4	18-Mar	Organisational processes and decision-making (IT systems, role of meetings and planning); risk and crisis management; quality management	Lectorial and discussion in class and reading material	
5	25-Mar	Managing Finance	Lectorial and discussion in class and reading material	
6	1-Apr	Managing Finance	Lectorial and discussion in class and reading material	Assignment 1: 4 April 2024 at 23:59 pm
7	8-Apr	Managing Finance	Lectorial and discussion in class and reading material	
Mid Term Break				
Mid Term Break				
8	29-Apr	Managing People	Lectorial and discussion in class and reading material	Assignment 2: 5 May 2024 at 23:59 pm
9	6-May	Managing Information, Projects, Marketing; Supply Chain Management	Lectorial and discussion in class and reading material	
10	13-May	Leadership and Business Planning	Lectorial and discussion in class and reading material	
11	20-May	Strategic Management – principles, innovation, entrepreneurship	Lectorial and discussion in class and reading material	
12	27-May	Strategic Management – principles, innovation, entrepreneurship	Lectorial and discussion in class and reading material	
13	3-Jun	Revision lecture on request		Assignment 3: 12 June 2024 at 23:59 pm
Examination Period				
Examination Period				

ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below.

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Case Study 1	4 April 2024 at 23:59 pm	Individual	30%	1, 2
2	Case Study 2	5 May 2024 at 23:59 pm	Individual	30%	1, 2, 3, 4
3	Case Study 3	12 June 2024 at 23:59 pm	Individual	40%	1, 2, 3, 4, 5

Late Submissions

The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.

Assessment 1 - Case Study 1	
Assessment Type	Case Study / Problem Based Learning
Description	Students will be presented with a construction business case study with information material which can be downloaded from the link provided in on CANVAS site at the beginning of the semester. Students are required to thoroughly read the information in the case and analyse the content, then answer the questions listed in the Assignment 1 instructions. Students are required to provide answers to the questions, based on both details in the case and on theory and other examples in course content from lectures and reading material. The total length of Assignment 1 should be 1,000 words (excluding reference)
Weighting	30%
Due Date	4 April 2024 at 23:59 pm
Submission Method	Submit case study report via "Turnitin"
Assessment Criteria	Assignment rubric will be provided in the assignment instructions.
Return Method	No Return
Feedback Provided	Online - Feedback on the assessment item will be provided to each student typically, within three weeks of submission. Feedback will be provided to you in Turnitin comment portal.

Assessment 2 - Case Study 2	
Assessment Type	Case Study / Problem Based Learning
Description	Students will be presented with a real example of a construction company's annual report (The link will be provided on the CANVAS site at the beginning of the semester.) Students are required to thoroughly read the information in the case and analyse the contents, then answer the questions listed in the Assignment 2 instructions. Students are required to provide answers to the questions, based on both details in the annual report and on theory and other examples in course content from lectures and reading material. The total length of Assignment 2 should be 1,000 words (excluding reference)
Weighting	30%
Due Date	5 May 2024 at 23:59 pm
Submission Method	Submit case study report via "Turnitin"
Assessment Criteria	Assignment rubric will be provided in the assignment instructions.
Return Method	No Return
Feedback Provided	Online - Feedback on the assessment item will be provided to each student typically, within three weeks of submission. Feedback will be provided to you in Turnitin comment portal.

Assessment 3 - Case Study 3	
Assessment Type	Case Study / Problem Based Learning
Description	Students will be presented with a case material which have been gathered from public domain together with an academic paper titled "Construction insolvency in Australia: reining in the beast" (Coggins et al. 2016) on the CANVAS site. Students are required to read the provided information about the company, conduct some additional research about the company and analyse the company's situation by using the framework in Coggins et al. 2016 as a basis to answer the questions listed in the Assignment 3 instructions. Students are required to provide answers to the questions, based on both details from the cases and on theories and other examples in course content from the lectures and reading materials prescribed throughout the course. The total length of Assignment 3 should be between 1,850 up to a maximum of 2,000 (excluding reference)
Weighting	40%
Due Date	12 June 2024 at 23:59 pm
Submission Method	Submit case study report via "Turnitin"
Assessment Criteria	Assignment rubric will be provided in the assignment instructions.
Return Method	No Return
Feedback Provided	Online - Feedback on the assessment item will be provided to each student typically, within three weeks of submission. Feedback will be provided to you in Turnitin comment portal.

ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods

Communication methods used in this course include:

Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

Oral Interviews (Vivas)

As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination \(viva\) Procedure](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

Academic Misconduct

All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

Adverse Circumstances

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstance Affecting Assessment Items

Procedure available at:
<https://policies.newcastle.edu.au/document/view-current.php?id=236>

**Important Policy
Information**

The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <https://www.newcastle.edu.au/current-students/respect-at-uni/policies-and-procedures> that support a safe and respectful environment at the University.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

© 2024 The University of Newcastle, Australia