

MBA and M.Sc. Courses

1231.3653.01 – Business Simulation

(Prerequisite: Principles of Strategy with a grade of at least 78)

First Semester – 2015/16

| Section | Day | Hour | Classroom | Exam date | Lecturer | Email | Telephone |
|---------|--------|------------------------------|-----------|-----------|--------------------|--|------------|
| 01 | Sunday | 18:45–21:30 (Second half) | 408 | No exam | Dr. Uriel Stettner | urielste@tau.ac.il | 03-6406330 |

Teaching Assistant (TA): TBD

Office Hours: By appointment

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

This course offers a vivid action-based learning experience of strategy making and execution. In a multiple-round PC-based business game simulation¹ participants act as executive decision makers of firms operating in a world characterized by uncertainty and surprises. In an increasingly complex market setting of competitive strategic interaction, strategic and tactical decisions have to be taken with respect to typical business functions, such as purchasing, production, marketing & sales, finance, human resources, and R&D while stakeholder influences have to be anticipated and managed. The teams will formulate, implement, monitor and adjust their competitive and corporate strategies. Accompanying

¹ In this course we will be using the Capsim simulation software (www.capsim.com)

classroom sessions recap on concepts and tools of strategic management via annual (de)briefings.

This course will be taught in English.

Course Objectives

Upon completion of the course, the student will be able to better formulate and implement strategies that drive competitive organizations. This course will provide insight into how to identify and choose a superior competitive position, how to analyze a strategic situation, and how to create the organizational context to make the chosen strategy work. As such, the objectives of this course are to deploy conceptual frameworks and models to analyzing competitive situation and strategic dilemmas and gain insight into strategic management. You will build on insights developed in other course, explore and apply tools to arrive at understandings that are both applicable in the business world and deeply rooted in a thorough academic understanding. The emphasis throughout is on the application of conceptual models which clarify the interactions between industry, competition, firm resources, and the structure and development of firm capabilities.

Evaluation of Student and Composition of Grade

| Percentage | Assignment | Date | Group Size/Comments |
|------------|---------------------|------|---------------------|
| 50% | Simulation | | 3-4 |
| 20% | Strategy Plan | | 3-4 |
| 20% | Presentation | | 3-4 |
| 5% | Simulation Exercise | | Individual |
| 5% | Peer Evaluation | | Individual |

* According to University regulations, participation in all classes of a course is mandatory (Article 5).

* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

Student assessment is based on team as well as individual performance. A maximum of 100 performance points (Pts) can be achieved. In general, firm performance will be determined as a function of a firm's achievements on a Balanced Scorecard which includes a variety of performance measures including equity position, the firm's short-term performance, and organizational as well as operational aspects. Team Assignments are graded on clarity and content.

Team assignment guidelines: You work in teams to prepare and submit team assignments. Your answer should not exceed the number of typewritten pages as indicated in the figure (with 1" margins, 12 point font, and 1.5 line spacing). Answers should demonstrate correct use of the theoretical concepts and relevant analytic frameworks as well as provide convincing arguments supported by simulation data. Your teams answers should be based on your own group's analysis and reflect your original, individual, and independent thinking. The assignment to teams is not designed to divide labour between students but to benefit from interactive brainstorming, discussion, and comprehension. A submission should include the group members' names, student id numbers, case title, and date on a separate cover page. The assignment due dates are specified in the detailed course layout. Late submissions will not be accepted. The assignment will be submitted by a team member via the course website.

Final Presentation: The purpose of the final presentation is to see how well you have mastered the concepts discussed in class, present your business/corporate strategy, explain your firm performance, and provide an assessment of your firm's future. Each team is expected to defend its strategic in front of a panel of industry experts.

The objectives of the presentations are to obtain constructive feedback from the course participants, the instructor, and the expert panel. You are expected to prepare an effective PowerPoint presentation that recaps the material of the corresponding session in the allotted time. Your analysis should demonstrate correct use of the theoretical concepts and relevant analytic frameworks as well as provide convincing arguments supported by data. Your team's answers should be based on your own team's analysis and reflect your original, individual, and independent thinking. The assignment to teams is not designed to divide labor between students but to benefit from interactive brainstorming, discussion, and comprehension. A submission should include the team members' student id numbers and team id. The final presentation must be submitted at least two days before the class presentation. Late submissions will not be accepted. The presentation will be submitted by a team member via the course website.

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| Students who are unable to complete an assignment or course requirement must notify the TA of the course in advance via email |
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Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, the final average grade for this course (which is an elective course) will be in the range 83-87%. Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well. Course material will be available on the course site. Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

| Week | Date | Topic(s) | Required Reading | Submissions | Comments |
|------|--------|----------------------|-------------------|--------------------------------|-------------------------|
| 1 | Nov 1 | Practice Round 1 - 3 | Simulation Manual | Individual Simulation Exercise | |
| 2 | Nov 8 | Competition Round 1 | | | |
| 3 | Nov 15 | Competition Round 2 | | Strategic Plan (SP) | Before Start of Round 3 |
| 4 | Nov 22 | Competition Round 4 | | | |
| 5 | Nov 29 | Competition Round 6 | | | |
| 6 | Dec 12 | Competition Round 8 | | | |
| 7 | Dec 19 | Presentation | | Presentation Slides | |

*Subject to change

Required Reading

Pre-readings and preparation: It is essential to read the Simulation Manual thoroughly and conclude the individual exercises **before the first class meeting**. The exercise is designed to help you familiarize yourself with the user interface and operations of the simulation software.