
Simulation game

2020-21

Professor: Elena Golovko

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Office hours: Thursday 11.00-11.30

Course type: Compulsor

Credits: 3 ECTS

Term: 3rd Term

Course Description

The Simulation game is a business simulation designed to bring together the theory and practice of strategy-making in the realistic environment of a dynamic organization and industry. Students are put on the board of directors in a global firm and asked to make real strategic decisions, set and implement strategy and see the impact of their decisions on financial and non-financial measures of performance of the simulated company.

The simulation allows students to apply their knowledge of Strategic management, International business, Marketing management, Human resources, Logistics, Accounting and Finance to problem solving in a global company. In particular, the Game addresses international strategy issues, such as understanding strategic positioning of a company in a global competitive environment, evaluating its strategic choices and understanding the performance implications of these choices. The simulation also allows students to improve such important skills as analysing business situations, synthesis capacity, decision-making under time pressure and adopting long-term perspectives. Finally, the game stimulates the development of such skills as teamwork, leadership, negotiation and communication.

Objectives

The objectives of the course are as follows. Firstly, the course is aimed at practicing firm decision-making in the dynamic competitive environment applying the knowledge from different areas of Management. By the end of the course, the students should be able to identify and describe strategic issues faced by a firm and select the right theoretical framework to analyse them. Second, the students should be able to provide an argued analysis of the strategic issue using available information and applying appropriate theories. Based on the analysis, the students should be able to select possible solution to the strategic issue, provide argumentation for their choice, and reflect on the (expected) outcome of the decision. Secondly, the course is aimed

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at stimulating and developing such “soft” skills as working in teams (under time pressure and strict deadlines), negotiation and communication.

Methodology

The course consists of 10 sessions, which combine working with simulation and discussion sessions. Students must therefore assume an active and participatory role from the beginning to the end of the course. This implies attendance to class, working (in a team) on the preparation of each decision during the board meetings phase and actively participating in the class discussion during the discussion sessions. The detailed course scheduled is provided below.

The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to a hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

Evaluation criteria

The overall grade for this course is based on the following components:
40% team grade including:

- Business plan, board meeting decisions justifications 20%
- Covides case report 20%

Written assignments done in teams are adjusted by peer assessment

60% individual grade including:

- Class attendance and participation in the class discussion 30%
- Final report for shareholders, written individually 30%

Written assignments done in teams are adjusted by peer assessment.

The course does not have a final exam. The resit is 100% business plan + final report on the company's performance written individually.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students will have to register again for the course the following year.

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In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Calendar and Contents

Week	Session	Session content	Deadlines
Week 1 8 th April	Session 1	Introduction to the course. Simulation introduction and team allocation.	
Week 2 15 th April	Session 2	WRDX Internal & External Analysis. Business plan discussion	
Week 3 22 nd April	Session 3	Board meeting 1 (BM1). Discussion of decisions made in BM1	Business plan, written report.
Week 4 29 th April	Session 4	Board meeting 2 (BM2). Discussion of decisions made in BM2	BM1 justification of decisions
Week 5 6 th May	Session 5	Board meeting 3 (BM3). Discussion of decisions made in BM3	BM2 justification of decisions
Week 6 13 th May	Session 6	Lecture 9:30-10:30 11:00-13:00 Covides case introduction	
Week 7 20 th May	Session 7	Board meeting 4 (BM4) decision making. Discussion of decisions made in BM4	BM3 justification of decisions
Week 8 27 th May	Session 8	Board meeting 5 (BM5). Discussion of decisions made in BM5	BM4 justification of decisions
Week 9 3 rd June	Session 9	Lecture 9:30-10:30 11:00-13:00 Covides case presentations	BM5 justification of decisions
Week 10 10 th June	Session 10	Board meeting 6 (BM6). Discussion of decisions in BM6	BM6 justification of decisions
Exam date: (TBA)		Final report deadline (individual)	

Reading Materials/ Bibliography/Resources

There is no mandatory text book assigned for the course. The suggested text book is G. Johnson, R. Whittington, K. Scholes, Exploring Strategy, 9th or 10th Edition.

Bio of Professor

Elena Golovko is an Associate Professor and a fellow of the Center for Innovation Research and CentER at the Tilburg School of Economics and Management, Tilburg University. She also teaches at ESCI-UPF. She received the PhD in Management degree from IESE Business School in Barcelona. Her current research focuses on internationalization strategies of firms, and in particular exports, innovation strategies, and their implications for firm performance.