



The Leon Recanati Graduate School of Business Administration

1231.3653 – Business Simulation

(Prerequisite: Principles of Strategy)

First Semester (First Half) – 2023/24

This course will be taught in English.

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Thursday	18:45-21:30	Take home exam ¹	Dr. Uriel Stettner	urielste@tau.ac.il	03-6406330

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 simulation² 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 classroom sessions recap on concepts and tools of strategic management via annual (de)briefings.

¹ Take home exam to be completed within 7 days following the last class meeting

² In this course we will be using the Capsim simulation software (www.capsim.com)

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 analyze competitive situations and strategic dilemmas and gain insight into strategic management. You will build on insights developed in other courses, 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
45%	Simulation	In class & homework	Groups of up to 4
55%	Final Exam (Simulation)	Take home exam to be completed within 7 days following the last class meeting	Individual

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 achievement on a Balanced Scorecard (as provided by the simulation) which includes a variety of performance measures including equity position, the firm's short-term performance, and organizational as well as operational aspects.

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, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the faculty website.

<https://coller.tau.ac.il/MBA-students/programs/2019-20/MBA/regulations/exams>

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 lecturer, 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	Topic(s)	Submissions	Comments
Week 1	Practice Rounds	Recommended: Read Manual & complete Individual (Online) Simulation Exercise before the First class meeting	We will conduct 1-2 practice rounds and then reset the simulation to start the actual competition
Week 2	Round 1 + Debrief 1		You will have 100 minutes to complete the Round in class
Week 3	Round 2 + Debrief 2		You will have 100 minutes to complete the Round in class
Homework	Round 3	Complete Round 3 before start of class meeting 4	Until the following Wednesday @ 23:00
Week 4	Debrief 3 + Round 4 + Debrief 4		You will have 100 minutes to complete Round 4 in class
Homework	Round 5	Complete Round 4 before start of class meeting #5	Until the following Wednesday @ 23:00
Week 5	Debrief 5 + Round 6 + Conclusion		You will have 100 minutes to complete the Round in class

*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.