



Technion MBA Program

Course Title: MANAGEMENT GAME

Course Number: 099780

Number of credit points: 3

Mini-Semester: 9 of the Academic Year: 2021

Time: Thursday, 16:00 – 20:00

Location: TBA

Simulation website: <http://www.capsim.com> (also appears in the course website in Moodle)

Course Instructor: Dr. Sara Lev

E –mail: Lsara@technion.ac.il

Meeting time for students: by appointment

Teaching Assistants:

Chaim Rabinovitz E –mail: Chaim@donltd.com

Syllabus:

Course Objectives:

The Management Game course is designed to give each student a unique opportunity to apply the knowledge base that has been acquired throughout the MBA program by practicing the management of a running company.

During the course the students take part in a computational simulation, [Capstone](#), in which they become members of a firm's executive team and have the opportunity to practice strategic and tactical decision-making. There are mainly four fields (R&D, Marketing, Production, HR and Finance), in which decisions have to be made. However, within each field, students need to make several decisions. In addition, they need to take general issues in consideration, such as general management of operations, team development, sustainability and more.



Course Content & Scope:

In the beginning of the game, each team will be assigned to an existing company. All of the new companies start off with the identical scenario in terms of R&D level, marketing, production and financial situation. The ultimate goal is to maximize firm performance by executing an appropriate strategy (i.e. management decisions and implementation) during the simulation.

The course contains 6 rounds, which represent 6 business years in the game. Prior to each run, the Top Management Team (TMT) make a set of decisions via the website. On the "run time", these decisions will be automatically executed by the simulation. The results of each round are reflected in the financial reports that appear right after the run.

Please notice that after the "run time" there is no option to regrets, corrections or re-run!! We will automatically proceed to the next run, no matter the results.

Teaching Methods:

The course is based on "learning by doing". The simulation provides a learning environment that simulates the process of managing a R&D-based firm in a competitive market.

TMT STAFFING

Each team of 4 students manages a company and is responsible for all facets of the business throughout the game. This top management team (TMT) delivers its managerial decisions by submitting a set of strategic and functional decisions about financing; R&D; production; HR; and marketing – including choices about what types of products to produce and when to launch the new products. The TMT is accountable to the board of directors.

The board of directors is a body of members who jointly oversee the activities of a company. In this course the instructors will act as the board of directors for each company. They will meet each team for a board meeting during the course to advise and approve its strategy. In these meetings the teams have an opportunity to get feedback and further guidance if needed.

Each firm can decide about its appropriate TMT structure in such way that it will fit the firm's strategy. However, each student must have a specific role in the team (e.g. CEO, CFO, CMO, COO, or any other arrangement) based on his/her willingness and skills.



Rehearsal & Practice Runs

During the first three weeks of the course the students will execute Rehearsal & Practice runs in order to learn the technical aspects of the game and its rules in a fairly neutral environment before moving into the “real” game period. The Practice runs enable the teams to practice the simulated world and to understand possible strategies to pursue when the real game begins.

Team reflection

As a part of a global research, during the course you’ll have an opportunity to get feedback to your teamwork. In the beginning and in the end of the course you will be asked to fill in a questionnaire that includes questions about personal characteristics and team processes, and in the last session, you will additionally be provided with a team-evaluation form which reflects your team learning. Using this form, you will be able to recognize your team strengths and challenging aspects.

COMMUNICATION

On top of the [simulation website](#), an important source of communication is the active course web site in Moodle. You can find there: live forum open for Q&A, updates, messages and scores of the periodical runs.

In addition, the course staff will be happy to meet with individuals or small groups to aid the learning. Meetings could involve anything from answering clarification questions about the material covered in the course, to going deeper in a case analysis, or engaging in philosophical discussions of business strategy and entrepreneurship. You are most welcome to contact us!

Teaching Materials:

Readings (Recommended):

1. Rothaermel Frank, [Strategic Management](#), 3rd Edition.
2. The best advice we can give you before starting the game is to direct substantial efforts to learn the simulation! Good preparation will allow you to better understand the new world including its competitive environment. Overcoming the challenge of knowing the system will grant you with a sustainable competitive advantage. We warmly recommend experiencing the online simulation very carefully in order to be familiar with the simulation landscape.



How to do it?

You will get started step by step, following three phases:

- A. Individual exercises (after the first session):
 - 1. Introductory Lesson Video
 - 2. Student Team Member Guide
 - 3. Rehearsal Tutorial
 - 4. Situation Analysis
- B. Team exercises - Practice Mode (Practice Rounds 1-3)
- C. Competition Mode (Rounds 1-6)

Student Assessment:

Companies' evaluation is based on short- and long-term performance. While your company must strive to maximize value in the long term, it also must survive and achieve short-term superior financial results. We apply several criteria as follows:

1. Short-term performance – Game Results (55%):

Each year, each company will be ranked based on the Cumulative points in the simulation.

These financial indicators serve for evaluating the quantitative game performance. The final grade for the short-term performance is based on the ranking at the last run of the game plus additional measures to be announced after the practice rounds.

2. Long-term performance – Board Evaluation (35%):

The grade for the long-term performance represents the satisfaction and trust of the board of directors, as follows:

- a) Online rehearsal simulation + Online introductory quiz + Practice rounds management. (5%)
- b) Board Meetings: In these meetings each team is asked separately to present and discuss to the board members its strategic plan and the financial status of the company. (10%)
- c) Due Diligence (10%): Towards the middle of the course each team will present a strategic analysis including future recommendation to a competitor firm.
- d) Board of directors' report: When the game is over, each team will be asked to submit a board of directors' report. This report will summarize the game



and the lessons learnt from the simulation experienced. It will also provide strategic forecast for the next two years. **Submission due date: July 15th, 2020.** (5%)

- e) Excellent teamwork, the firm's culture, and processes such as decision-making, are among the key factors for winning the game. You are required to play an enjoyable game and be a fair competitor. Moreover, you are all asked to answer 2 questionnaires both in the beginning and towards the end of the course and encouraged to create partnerships and maintain good communication. (5%)

3. **Capital Market Evaluation** (10%):

In an effort to develop investors' interest in their firms, almost all entrepreneurs take part in a "road show". The presentations in the road show comprise a vital step in a firm's efforts to raise capital, a chance to persuade investors to purchase shares of the firm's equity. Recognizing the value of these presentations, firms may invest a great deal of money in them, in order to build a positive image and to signal to investors that the firm is worthy of financial investment.

Towards the end of the game all the teams will have an opportunity to take part in such a road show. Each team is asked to prepare a 5-minute presentation to potential investors with the aim of impressing them and soliciting capital investment. This presentation will introduce the present position of the firm but also future plans and financial forecasts.

The investors will evaluate each team's presentation and build a portfolio of investment accordingly. In the end of all presentations, the investors will present their investments decision and will provide feedback to each team.

This course should be an enjoyable & inspiring experience for each one of you, regardless the rank in the game! We will make every effort to create and shape a quality-learning environment. Specifically, we will emphasize: Fairness, Learning opportunities & Fun.



Course Plan

	Tuesday	Wednesday	Thursday	Tasks to be submitted
Lesson 1.			20/5/20 Introduction: Business game simulation	"Getting Started" assignments - 5% 1. Online introductory quiz; online rehearsal simulation results; Situation Analysis) 2. Prepare Practice Round 1
Lesson 2.	18/5/20 22:00 Practice Round		27/5/20 Pick a Strategy in Capstone; Vision Statement and Strategy	Start of Competition Rounds
Lesson 3.	1/6/20 22:00 Run Year1		3/6/20 Financial management in Capstone	1 st report (presentation) to Board of Directors (including Vision Statement) - 10%
Lesson 4.	8/6/20 22:00 Run Year2		10/6/20 Know your customers (Marketing) Board of Directors Meetings	
Lesson 5.	15/6/20 22:00 Run Year3		17/6/20 Operational aspects of your company Towards adding HR module;	Due Diligence of a main competitor company – 10%
Lesson 6.	22/6/20 22:00 Run Year4		24/6/20 Effective presentations & Valuation Towards adding TQM module;	Presentation to Investors (Strategy & valuation) – 10%
Lesson 7.	29/6/20 22:00 Run Year5		1/7/20 Road Show	
Lesson 8.	6/7/20 22:00 Run Year6		8/7/20 <ul style="list-style-type: none"> Forums meetings - Strategic Lessons Learned in the game Announcing the winners 	Simulation summary (KPI) 2 nd report to Board of Directors - 5%