

MSc in International Business (2023/24)

Business game. Simulation of strategic decisions.

Professor: Elena Golovko

Email: elena.golovko@esci.bsm.upf.edu

Office hours: Thursday 11.00-11.30

Course type: Compulsory

Credits: 3 ECTS

Term: 3rd Term

1. COURSE PRESENTATION

Course Description

The course combines working with simulation, real company cases, and discussion sessions. The course is structured in three blocks.

The first block “Competitive strategy and tech ecosystems” covers topics related to competition through tech ecosystems. The second block includes the simulation game. 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, Human resources, Logistics, Accounting and Finance to decision making in a global marketing 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 analyzing business situations, synthesis capacity, decision-making under time pressure and adopting long-term perspectives. Finally, the game stimulates the development of skills such as teamwork, leadership, negotiation and communication. The third block is devoted to the COVIDES case.

Objectives

The objectives of the course are as follows. Firstly, the course is aimed at practicing

MSc in International Business (2023/24)

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 analyze 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 the solution to the strategic issue, provide argumentation for their choice, and reflect on the (expected) outcome of the decision. Secondly, the course is aimed at stimulating and developing such “soft” skills as working in teams (under time pressure and strict deadlines), negotiation and presentation.

Competences/Learning Objectives

BASIC COMPETENCES

CB7. That students know how to apply the acquired knowledge and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

CB9. That students know how to communicate their conclusions and their knowledge and reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. That students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

GENERAL COMPETENCES

Instrumental skills

G1. Search, analysis, evaluation and synthesis of information. Managing the information acquired from its analysis, its assessment and the synthesis of that information.

G2. Relate concepts, knowledge and tools from different areas.

G3. Communicate orally and in writing in English

Personal generic competencies

G4. Leadership and management capacity of multicultural, interdisciplinary, competitive, changing and complex groups.

G6. Put into practice the essential elements to be able to carry out a negotiation..

Systemic generic competencies

G7. Understand an organization with a global perspective.

MSc in International Business (2023/24)

G8. Implement initiatives and changes within an organization.

Competencies for applicability

G10. Make the knowledge and skills acquired effective in an advanced way.

G11. Apply quantitative criteria and qualitative aspects in decision making.

G12. Apply the concept of networking through the use of the Internet and other networking techniques.

G13. Organize and manage time efficiently in the development of tasks.

SPECIFIC COMPETENCES

E1. Identify the phases of internationalization of a company (expansion, internationalization, and rationalization of activities).

E2. Mastering the internal analysis of the company to diagnose the viability of starting the first phase of internationalization and consolidating the process

E5. Interpret the current and future situation of the international economic, legal, social, and political environment.

E10. Evaluate the selection of the appropriate country to develop the process of internationalization of the company.

E12. Integrate the corporate social responsibility (CSR) policies of the company in the internationalization process.

E15. Integrate the different areas of the company in business decision making in a simulated international environment.

LEARNING OUTCOMES

- Knowing how to analyze and assess the variables that allow establishing a strategy that leads to the positioning and consolidation of the company in the international market.
- Relate the action to be carried out by each of the company's areas in the face of a specific situation that affects its market situation.

Related SDGs

SDG 3: Good Health and Well-being

SDG 5: Gender equality

SDG 8: Decent work and economic growth

SDG 9: Industry, innovation and infrastructure

MSc in International Business (2023/24)

SDG 10: Reduce inequalities

SDG 12: Responsible consumption and production

SDG 13: Climate action

SDG 16: Peace, Justice and strong institutions

SDG 17: Partnerships for the goals

2. COURSE LEARNING PLAN

Methodology

The course consists of 10 sessions, which combine working with simulation, real company cases, and discussion sessions. The course will be divided in three parts. After the course introduction session (Session 0), Sessions 1-3 will cover the competitive strategy questions within the context of tech ecosystems. Sessions 4- 7 will be devoted to the simulation game. Sessions 8 and 9 will cover the real case of a real company which students have to solve. This will also be combined with the company visit.

Students must 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 discussions.

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 an 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:

Sessions 1-3 “Competitive strategy and tech ecosystems”	10%
Covides case	30%
• Covides case presentation (team)	30%
Business simulation	60%
• Final game report (individual)	50%
• Game presentations (team)	20%
• Class attendance and participation in the class discussion	30%

Retake conditions

Students need to obtain a minimum of 4 in the final exam to pass the course. This condition applies to both the regular exam and the retake exam. The final course grade of students that do not obtain a minimum of 4 in the exam will be the minimum between 4 and the final grade computed from the different evaluation elements (with the

MSc in International Business (2023/24)

weights set above).

Retake conditions

Students that fail the evaluation of the course will have a retake exam opportunity that will be programmed in accordance with the academic calendar. If a student has to retake the exam, his **maximal grade for the course will be a 5,0 (out of 10,0)**.

General Issues

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.

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

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
Week 1 4 th April	Session 0	Introduction to the course Teacher: Elena Golovko
Week 2 11 th April	Session 1	Competitive strategy and tech ecosystems Teacher: : Marc Samsó
Week 3 18 th April	Session 2	Competitive strategy and tech ecosystems Teacher: : Marc Samsó
Week 4 25 th April	Session 3	Competitive strategy and tech ecosystems Teacher: : Marc Samsó

MSc in International Business (2023/24)

Week 5 2 nd May	Session 4	Simulation: Analysis of external and internal environments Teacher: Elena Golovko
Week 6 7 th May	Session 5	Covides case presentation Teacher: Christophe Marquet
Week 6 9 th May	Session 6	Simulation: BM1&2. Decisions and discussion Teacher: Elena Golovko
Week 7 16 th May	Session 7	Simulation: BM3&4. Decisions and discussion Teacher: Elena Golovko
Week 8 23 rd May	Session 8	Simulation: BM5&6. Decisions and discussion Teacher: Elena Golovko
Week 9 30 th May	Session 9	COVIDES VISIT 11-13h Teacher: Christophe Marquet
Week 10 6 th June	Session 10	10:00-13:00 Covides case presented by students Teacher: Christophe Marquet

Total student workload (including self-study): 75 hours

3. PROFESSORS

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.

Christophe Marquet is an Agronomy Ingeneer at Purpan Toulouse (France) & International MBA at ESADE Business School in Barcelona. He is actually the Commercial & Marketing Director at Group Covides Vineyards- Wineries and is one of the Member of the Board of Directors. He had a long previous professional experience in Moët Hennessy Group (LVMH group) as Group Brand Manager for champagne & cognac Brands: Dom Perignon, Moët & Chandon and Cognac Hennessy and he has founded as a manager the Trade Marketing department in Moët Hennessy España. He is a Professor at Universitat Rovira i Virgili Faculty of Oenology Tarragona in Marketing & International Wine Business and International Branding and Exports at the Post Grau in Wine Business Administration at URV VIC Manresa in the Wine Business School Vilafranca. He also teaches in the Master of International Business in ESCI-UPF.

4. BIBLIOGRAPHY/RESOURCES/ READING MATERIALS

MSc in International Business (2023/24)

The material will be provided in the beginning of the course.