

Syllabus

Management Simulation (GMT6141) and Business Planning (GMT6111)

Prof. Eckart Liesegang

Winter Semester 2023/2024

Level	Master
Credits	8
Student Contact Hours	5
Workload	240 hours, thereof appr. 80 hours in course, 100 hours preparation for, wrap-up of course hours and self-organized team-work, 60 hours preparation of assignment)
Prerequisites	<ul style="list-style-type: none"> • Foundations in Business Management (especially processes, functions and decision making, cost accounting, balancing of accounts, financing, strategic management) • Previous knowledge of (other) management simulations may be helpful but is not necessary • Please note: you cannot take part in this course if you have already participated in a course using this special simulation „TOPSIM Global Management“ (which is not the simulation we use in our Bachelor studies). In this case, please get in touch with me personally soon.
Time	<p>Introduction session: 14 December 2023 from 9.00 – approx. 10.45 a.m., more details to follow – room W4.2.02</p> <p>The two simulation blocks will take place between Thursday 18 January, 8.30. a.m. and Thursday 25 January 2024 in the evening Wednesday 7 February, 1.45 p.m. and Friday 9 February 2024 1.30 p.m. (approx.)</p> <p>The business planning days will take place on Friday 26 January, Thursday 1 and Friday 2 February 2024 January between 9 a.m. and 6 p.m. each day.</p> <p>The detailed time schedule will be published on our Moodle platform.</p>
Room	W4.1.06, another W.4.2.xx room and one „glass office“
Start Date	Introduction 14 Dec. 23 a.m. (see above), the course will start on Thursday 18 Jan 24 at 8.30 a.m.

Lecturer	Prof. Eckart Liesegang	
	Office	none
	Virtual Office	none, but can be made available on MS Teams by appointment
	Office Hours	none, can be made available by appointment
	Phone	none
	Email	eckart.liesegang@hs-pforzheim.de

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes	Assessment Method
After completion of the program the students will be able...	After completion of the course the students will be able...	Business plan (team paper)
		100%
		Partly or to-tally collective
1 Responsible Leadership in Organizational Contexts		
1.1 ... to know and explain important leadership principles.	... to check different strategic management approaches for their feasibility in a concrete business situation, and explain, discuss and evaluate them to/with a team of colleagues / peers	X
	... to understand and explain the contents, the importance and the use of business plans for companies in start-up or development phases	X
1.2 ... to apply leadership concepts to an organizational context or a specific case.	... to define long-term and short-term objectives and derive and implement suitable strategic and operational management approaches in a given business situation	X
	... to develop a business plan for a company or business division	X
1.3 ... to critically reflect on leadership concepts in a certain organizational context or in a specific case.	.. to review a specific business situation, analyze it using business reporting sources and apply suitable problem solving or company development approaches	X
	... to estimate the potential consequences of managerial decisions on the company's results	X
1.4 ... to act responsibly from a scientific self-understanding and to act professionally.	... to react professionally to complex decision making situations which have to be solved under time pressure, based on insecure information about the future and taking responsibility for employees and company resources	X
	... to handle conflicts within a team professionally	--
2 Creative Problem Solving Skills in a Complex Business Environment		
2.1 ... to identify & classify problems.	... to review company results from the point of view of different business areas using multiple sources of business reporting and market forecasts	X
2.2 ... to analyze problems.	... to look at an international, market-oriented business in its entirety, and to have the professional skills to understand its interrelations, and anticipate and/or analyze arising problems	X
2.3 ... to creatively solve problems.	... to generate feasible and agreed upon solutions for problems in a team of professionals in complex decision making situations, under time pressure and based on insecure information.	X
2.4 ... to explain problems and their solutions in a comprehensive manner.	... to present future company strategies and problemsolving approaches as well as business results to stakeholders	X
	... to contribute to business planning in corporations they will work for in the future.	X
3 Applied research skills		
4 Innovation management and management of digital transformation		
4.1 ... to have fundamental knowledge of operational innovation processes and of processes of digital transformation.	... to know the basics of research and development processes in a high – tech semiconductor corporation	X
4.2 ... to assess a company's innovation potential and its needs/opportunities with respect to digital transformation.	... to evaluate the resources and potential for the research and development of products of a high – tech semiconductor corporation according to its strategy, in line with other relevant business areas out of a holistic view on the corporation	X
4.3 ... to develop complex technological strategies and strategies for managing digital transformation.	... to develop a mid to long term development path for products of a high – tech semiconductor corporation	X
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities		

Further comments and details on the syllabus:

Please read the syllabus and the following comments carefully. Do not hesitate to contact me if you have any questions.

Lecturer:

Professor Eckart Liesegang, colloquium by appointment. Please contact me during the course or via e-mail: eckart.liesegang@hs-pforzheim.de.

Beginning in October 2023 I offer you to contact me via e-Mail to organize contact hours (at university or via MS Teams) to answer your questions, especially urgent early questions concerning the course. I do not have a room at university anymore as I have already retired but keep offering management simulation courses.

On 14 December 2023 in the morning we will have a systematic introduction into the course, where most organizational and technical details will be explained. **Please make sure you can join this session** (room W4.2.02).

The course itself will then start on Thursday 18 January 2024 at 8.30. a.m. in room W4.1.06.

Essential Contents:

In line with the execution of the Management Simulation „TOPSIM Global Management“ the following contents will be covered:

- Leading a virtual global company as part of a management team with 6 members each over a period of five business quarters (plus a trial quarter)
 - Analyzing the company's situation based on available reports, forecasts and your management consultant's feedback
 - Conducting extensive business oriented (strategic and operational) planning processes taking into account all major functions of a company
 - Solving complex business-oriented problems in your team under time pressure and without data certainty
 - Executing group work and presentations
- => „learning business by doing business “.

The professional focus lies in the area of Business Management (strategic management, business processes, functions and decision making, cost accounting, balancing of accounts, financing).

The contents of the business planning part of the course will be to actively and jointly develop a business plan for the virtual corporation that you will manage during the management simulation phase. The plan will be based on the first two quarters' results and experience (first simulation phase) and will be developed for three more business quarters (second simulation phase). It will be applied (and tested) during the final decision rounds, too.

Didactic concept of the course:

The course is organized as a seminar. There will be constant change between group work, plenary sessions and presentations.

Especially in this simulation course it is very important to distribute the complex workload onto your management team members who will each have an individual role within the virtual company (in the form of a business function). Thus, it is essential that you do not miss a single session of the course and prepare yourself thoroughly for each session.

Your success mainly depends on how intensively you work on the upcoming tasks and questions during the management simulation, how well you look for and find answers and how you transfer your new knowledge onto the virtual company.

How I see myself as a lecturer:

My task is to provide you with the best support possible during your learning experience. Please feel free to ask many questions during our class, to challenge the contents and to evaluate your understanding responsibly. If necessary, I will be happy to provide you with further help and guidance outside of our regular meetings in class.

Our course is designed to have you work and take decisions together at university. Your teamwork can best be performed by you and supported by me if we **all** meet and discuss together there, so please make sure you reserve all course hours for your participation and attendance.

If you need further help or guidance or have comments on your learning experience, please use the opportunity to receive further information in a personal discussion during my colloquium or by appointment.

What I expect from you during the course:

Management simulation courses (as well as the business planning course) typically are highly complex and require a special commitment from all participants. They mainly consist of teamwork which can only be completed successfully as a group. Thus the learning process and success of all of your

team members also depend on your dedication! The course therefore requires a high rate of commitment and consideration for your fellow students.

The following requirements are mandatory for the course:

- Please read this syllabus carefully and follows its recommendations
- **Please be prepared for each session!** In this course this means:
 - become acquainted with the course contents before the first session using the available documents, especially the participant's manual and the information about the organization of the course
 - read and work through documents and presentations that have been made available on our e-learning platform as helps for decision taking.

I have deliberately created some additional reading material for the time between course hours to support your getting accustomed to your new jobs and create more room for practical exercises during our meetings. Please use these sources as much as possible in your own interest.

- analyze the most recent results of the various teams that have been made available to you and take notes on questions that you would like to have covered in class. The course contents are quite complex so you may want to keep asking. 😊
- Please treat your fellow teammates with respect and fairness. Also, please make sure you **welcome and actively integrate everybody in your team building and team-work!**
- Please arrive on time and do not leave before all joint tasks of your team are done and results are handed in together. A time schedule of the course will be published and will be updated as needed on the e-learning platform.
- Please start asking questions regarding the course contents and the results of the simulation as early as possible – the tasks will get more complex over time.

In case you have questions or suggestions for improving the simulation, please do not hesitate to contact me. As a member of the Institute for Management Simulation of our business school since 2006, I very much appreciate your constructive feedback. We are always keen on further developing the management simulations and our courses.

Workload:

The total course amounts to 5 SWS and equals 8 credits. In addition to the sessions at the university, you are also expected to invest enough time in order to prepare thoroughly for the next session, to review the previous class, and to write the business plan (in teams) for your virtual corporation. You will be able to write the plan partly during course hours (as part of our course agenda) and also outside of it.

The first 1 ½ days (the complete first day and the next morning) will consist of an intensive introduction of the decision variables available, their interdependencies and the process of decision making. You will be working with the manual and the company's reports, by preparing introductory questions and questions regarding the different company's business functions. During each session you will deepen your knowledge from earlier course hours and your preparation done at home.

The following days of our management simulation course will mainly consist of plenary sessions including joint evaluations of the respective decision rounds of the morning or afternoon before, and of learning modules and group sessions for preparing the upcoming decision rounds.

We will integrate a total of roughly 3 days for the business planning part of the course into the decision rounds of the simulation. During this phase you will be asked to write a business plan for your virtual corporation for the remaining decision rounds of the management simulation.

Only this business plan will be evaluated in order to give your grades for the course. It will consist of common, but also of individual contributions of the team members (see also below).

Time table

Blocked course in a total of seven and a half days. For an overview of the time schedule please refer to page 1.

The detailed time schedule will be published on our Moodle platform.

The final deadline for handing in your written business plans will be fixed in the course (see below).

A detailed time schedule will be announced on the e-learning platform separately. Again - **please make sure you can attend all parts of the course** and keep yourself informed about potential changes of the timetable!

Please also note that the scheme of the room bookings in the university time table do not reflect the working hours and breaks of our course, so please only use our detailed time table and my further announcements for detailed information on course hours!

Performance Record:

Your grade for this course will be determined by writing a **business plan for the corporation** you will be managing in the two simulation phases of the course. Only this business plan will be evaluated in order to give your grades for the course. It will consist of common, but also of individual contributions of all team members.

The business plan will have to **consist of** a strategy map, a balanced scorecard, a detailed quantitative planning covering three business quarters and a (self-) written text summarizing and explaining your strategic and some operational plans.

The details of your task will be uploaded onto the Moodle platform in a separate file in due time and will be further explained in the course. For good reasons, the business results of your company will not be included into your grade 😊.

Important buzzwords

Management, international management, strategic management, strategy, business plan, strategic planning, operational planning, planning process, management simulation, holistic thinking, strategy map, balanced scorecard.

Bibliography (textbooks and participant's manual):

- current version of the participant's manual for the management simulation "TOPSIM Global Management" (will be available on Moodle)
- Abrams, R. The successful business plan: secrets & strategies
Barrow; Paul Planning Shop; 7. edition (2019)

ISBN-13: 978-1933895468
- Kaplan, R.S. The strategy-focused organization: how balanced
Norton, D.P. scorecard companies thrive in the new business environment
Harvard Business Review Press; 1. edition (2000)

ISBN-13: 978-1578512508
- Kaplan, R.S. The execution premium: linking strategy to
Norton, D.P. operations for competitive advantage. Harvard
Business Review Press, London 2008.
ISBN-13: 978-1422121160
- Kaplan, R.S. Strategy maps: converting intangible assets into
Norton, D.P. tangible outcomes. Harvard Business Review Press, Boston 2004.
ISBN-13: 978-1591391340
- Pinson, L. Anatomy of a business plan: the step-by-step guide to building your
business

and securing your company's future
Tustin, CA: Out of Your Mind...and Into the Marketplace, 2013
ISBN-13: 978-0-944205-55-6
- Porter, M.E. Competitive Strategy: techniques for analyzing
industries and competitors. Free Press, New York 2004.
ISBN-13: 978-0743260886

Pforzheim, August 2023, Prof. E. Liesegang