

Teaching guide

IDENTIFICATION DETAILS

Degree:	Integral Leadership Program (Associated with Business Studies + International Relations)
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Faculty/School:	Legal and Business Science
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Course:	DECISION MAKING IN COMPLEX AND UNCERTAIN MOMENTS
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Type:	Compulsory Internal
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ECTS credits:	2
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Year:	3
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Code:	71344
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Teaching period:	Fifth-Sixth semester
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Teaching type:	Classroom-based
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Language:	English
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Total number of student study hours:	50
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Teaching staff	E-mail
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SUBJECT DESCRIPTION

The ability to make effective and timely decisions is an essential skill for successful executives and business managers. Mastery of this skill will influence all aspects of day-to-day life as well as helping to create a basic, practical framework for a better understanding of business & administration concepts when students assume decisions in real corporate environments. With this course, students will learn models and techniques that may be used in real-life professional, but also, personal situations. It's all about providing a practical framework for improvement and creating positive habits in decision-making under uncertain situations.

Students will practice decision making in a simulated environment dealing with inter related problem domains, such as Operations, HHRR management, Pricing & Marketing, Corporate Social Responsibility or Financing.

This course included in our ILP program, will hone our student's decision-making skills by following a practice oriented methodology based on tested simulated actions and sound organizational approaches and behaviour. Students will leave this course much better equipped to confidently tackle any decision large or small, clearly understanding the scope and cause-and effect relationships in complex and uncertain decision making scenarios.

GOAL

The final objective is to ensure that students will be ready to respond decisively and consistently when faced with complex and uncertain situations that require decision making, understanding the setting and the context, using available information with an awareness of the limitations and inter-relationships of decisions in different aspects of the problem.

The specific aims of the subject are:

- O1. Improve student's Decision-Making Style for Better Business Performance
- O2. Make decisions and manage all aspects of Company's operations
- O3. Practicing and experiencing what it takes to develop winning management strategies in a globally competitive marketplace
- O4. Consolidate your understanding about Revenue-Costs-Benefits and cause-effect relationships in competitive, business decisions

PRIOR KNOWLEDGE

Those corresponding to the Corporate Administration, Law and International Relations Management Degrees

COURSE SYLLABUS

1. Orientation and course preview
Introduction to The Business Strategy Game; assign class members to Company teams; class members to register at www.bsg-online.com. The BSG Player's Guide and simulation mechanics.
2. BSG simulation workshop and debriefing on the results of the first practice decision: Compensation & Training, Production & Distribution, Internet & Wholesale Marketing, Celebrities endorsement, Corporate citizenship and Finances.
3. BSG simulation decision making in rounds 1 to 5. Debriefing on the results of each practice decision rounds. Class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing practice decision outcomes.
4. Review/discuss end-of-simulation Company presentations:planned strategy, results of decisions taken, lessons learned, conclusions.

EDUCATION ACTIVITIES

Lecture:

The teacher will conduct the exposition of the different topics, emphasizing in key concepts and issues. Introduction to The Business Strategy Game using the PowerPoint slides provided; assign class members to company teams; provide company co-managers with Company Registration Codes (required in order for class members to register at www.bsg-online.com). Discuss content and ask all class members to read the Simulation Player's Guide prior to the next class meeting. As a learning process, the student should actively participate during expositions.

Decision making Process:

Students meet in teams (either in the computer lab or in a classroom where each company team has access to a PC/laptop and an Internet connection) to work on their strategy and decisions for all planned practice rounds. Students also meet outside of class to complete their strategy and decisions for the next planned practice rounds if needed.

At each decision round, the class follows a debriefing on the results of decisions. The teacher leads a class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing practice decision outcomes.

Final Presentation:

Final class meeting where all students organized as Company managers of each Company will make a final PowerPoint presentation to the whole class regarding their company's experience during the simulation process, good & bad decisions taken, lessons learned and conclusions.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
16 hours	34 hours

SKILLS

Develop abilities and skills to make decisions in conflict scenarios under uncertain conditions.

Develop ability for teamwork planning and executing, assuming leading responsibilities.

Learn to methodically evaluate choices.

LEARNING RESULTS

Ability to define and implement winning management strategies in a globally competitive marketplace.

Ability to contrast strategies with your competitor's approaches and think strategically when selecting best options to perform better than your rivals.

Avoids common decision-making pitfalls.

Develop understanding about Revenue-Costs-Benefits and cause-effect relationships in business decisions.

LEARNING APPRAISAL SYSTEM

Student's final evaluation criteria is based on the following elements:

- Individual class attendance & participation, as well as effort during the simulation rounds, according to the BSG log tool recorded data (30%)
- Group Simulation results after all decision rounds. (30%)
- Final Game presentation at the end of all rounds, in which students show their experience along the simulation, lessons learned and conclusions (40%)

(*) It will be necessary to attend at least 80% of the classes, in order to qualify for these concepts and weigh in the final grade of the course.

For the extraordinary call, students will have to enroll and execute all required decisions in a pre-defined number of decision rounds, using the available on-line Simulation tool and send to the teacher the final Game presentation indicated above, BEFORE the planned exam date.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

The BSG Player's Guide new 2019 Edition, Arthur A. Thompson, Jr. The University of Alabama and Gregory J. Stappenbeck GLO-BUS Software, Inc.

Additional

PPT specific material provided by professor.