

Training of Trainers
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Lecture 26
Training Methods: Business Games - I

We will discuss today a very very interesting training method, business game. First I will talk about the concept of the business game and then I will demonstrate with the help of my students that is the how business game is to be played. After that playing of that business game again I will discuss that business game how it was played and what was the basis for that particular business game, the concepts and all and what are the basis of learning in that particular business game.

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So now, we will start with this particular concept that is the whenever we want to introduce the many technical skills me get you a job, but the soft skills can make you or break you as a manager. So therefore, in that case it is very important because wherever we talk about managerial skills, so managerial skills are the technical skills that is job knowledge, but the another important skill is that is human skills, HR skills. One has to learn that is how he can work in a team? How he can demonstrate the leadership qualities? How he can bear the stress? And how he can resolve the conflict?


So all these issue they are coming into the soft skills and then one can work on the basis of his knowledge, but what is required is to getting work done from others and working with others, that becomes very very important and for this purpose they should be taught the senior



executives, middle executives, Junior executives all levels that they should be taught that how the soft skills are there makes a difference in the performance of their own and the overall performance of the organization, so first we will try to understand what the business game is?

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Business Games

- Management games give a sense of practical applicability of the subject and the concepts that are learnt are inscribed in a better manner when the students have practical experience of the concept.
- These games are entertaining and educative at the same time, so students and teachers do not have to worry about precious time being wasted.
- Use of management games can encourage novel and innovative mechanisms for coping with stress.





So management game give a sense of practical applicability, so these are making the practical applications because whatever is learned from the classroom, whatever is learned from theory and books and when we play the business game during the training programme, so first we give this lecture about that particular concept and then we ask them that is the now you play right.

So that is giving this particular the practical applicability and then this is the most important that is the whenever we talk about practical applicability, then the trainees they understand the concept very clearly, they know that this is the yes this is the part which they are supposed to learn and of the subject and the concepts that are learned are inscribed in a better manner and naturally whatever they have heard and read from the theory and when they do the in practical aspect so the lower in a better manner.

Even the students have practical experience of the concept, so more and more these participants, trainees, students when they learn these particular concepts through business games, so then they learn in a better manner, these games are entertaining and educative.

Now you see that is the lecture method as I have earlier discuss that is in the pedagogy wherein we talked about the lecture methods then for the long time to concentrate on the lecture it becomes very difficult. So therefore, in that case what is important is that is the

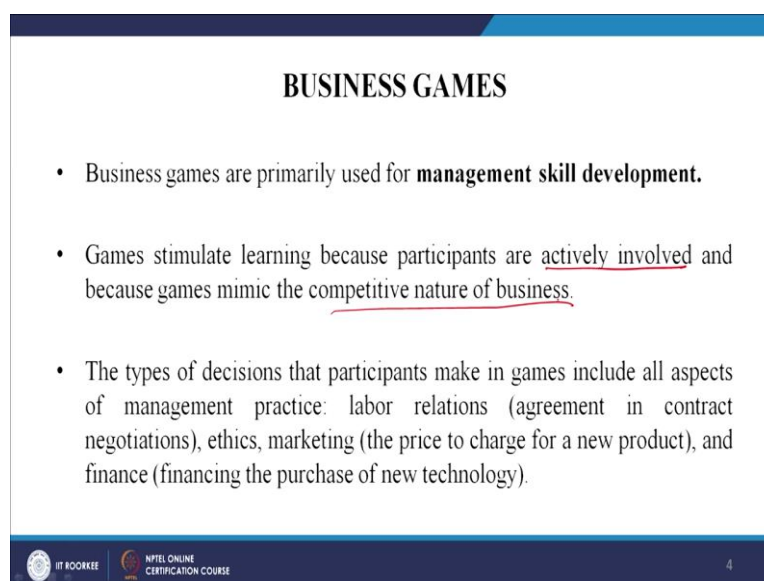
intermittent, we can play these business games and then there will definitely be entertaining and whenever there are entertaining games are there so, but one has to be very careful.

It should not be only entertaining, but it has to be educative also and then for the purpose are solved that whatever theory and concept we have given and then when we talk about these business games, demonstrate these business games, so the learners they get the better understanding, they get the entertaining and side-by-side they are definitely getting the education or the message which they learn from this particular business game at the same time.

So students and teacher not have to worry about precious time being wasted, so whoever the learners are there and who are the teachers are there, so one has to very carefully in playing business game because it should not give a wrong message that is the it has no purpose. So business game is having the purpose and therefore the time has been utilised in a right manner and not in the wrong manner, otherwise it will be told that is the wastage of time, so we have to monitor the business came very very purposefully.



Use of management games can encourage novel and innovative mechanisms, so unless and until they are not being novel and innovative mechanisms, the learners they will not feel excited and if you want to make the learning more effective then these types of the business games that help and as I mentioned that is these not only develop the team building and leadership, but simultaneously they also go for the coping with the stress and as the stress it is a stress relaxation technique also.

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BUSINESS GAMES

- Business games are primarily used for **management skill development**.
- Games stimulate learning because participants are actively involved and because games mimic the competitive nature of business.
- The types of decisions that participants make in games include all aspects of management practice: labor relations (agreement in contract negotiations), ethics, marketing (the price to charge for a new product), and finance (financing the purchase of new technology).

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Business games are primary use for the management skill development as I mention that is the how to be managerial effective and an effective managerial, managerial effectiveness we are supposed to be developed with different skills to demonstrate those functions of the learning, organising, leading, coordinating and controlling and when you are playing different roles like the informational roles or interpersonal role then in that case we have to learn also the different management skills and these management skills right they will be very easily can incorporated with the help of the business games.

Now earlier the sports were giving that much importance and it was compulsory so that actually that the sports were keeping in mind that is the students they should be physically fit, enthusiastic and motivated. Similarly, here also it is just like a game just like a sport, but here the purpose and the lesson that is for developing the managerial effectiveness. The game stimulate the learning because participants are actively involved and because the games mimic the competitive nature of business.

So therefore, when we are choosing a particular business game we have to be very careful that is all the participants those who are into this training programs there actually involved and whenever we talk about the games then the commutative games mix should be the competitive nature of business, so competitiveness can be enhanced right and developed and sustain sustainability and that can be also demonstrated with the help of games.

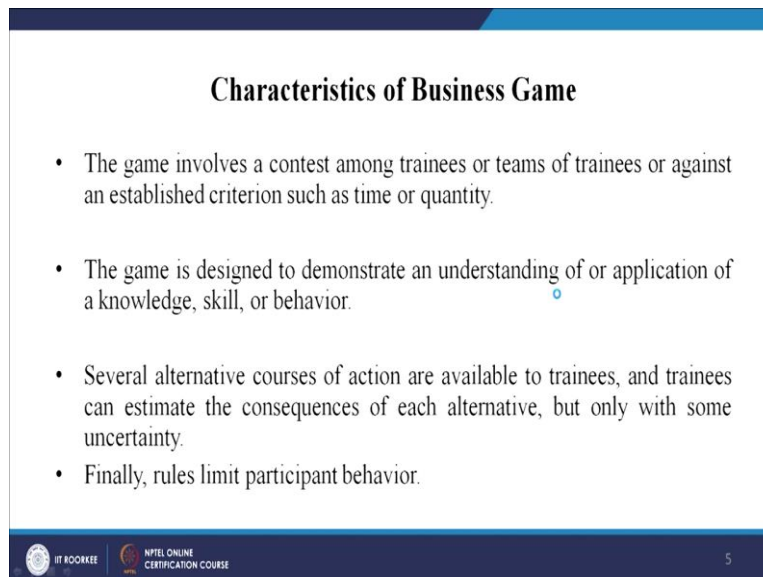
The types of decisions that participants make in games include all aspects of management practices. For example, it can be the labour relations agreement in the contract negotiation and therefore, in that case we can play a business game like this where the situation is given and there are representatives of the union and there are the representative of the employer and then there is wage agreement and for that wage agreement the charter is presented by the union leaders and the employees representatives they are discussing and negotiating on that particular chapter and this negotiation between these 2 parties that can be also designed.

So we can design our own business game also like we want them to, if the theme, theme of the training program is labour relations, then negotiation skills that can be a very good example of the business game, then ethics and marketing and in ethics and marketing the price to charge for a new product then definitely in that case it becomes very important that is the what should be the price for a new product.

So I would like the example of Apple's iPod and then iPod was introduced then it was a big understanding because a company which is leading and wants to go towards profit and at that time if you are introducing a new product then the stake of the company it becomes the challenge and for that meeting that challenge how to decide the price of the new product? If it is trainees and group of participants are from marketing then that can be developed or it can be the finance also.

And financing the purchase of the new technology that can be also another example that through which we can develop business games and these labor relations, ethics and marketing and the finance that can be play a great role for the at the time of training programmes and these methods for business game can be used.

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Characteristics of Business Game

- The game involves a contest among trainees or teams of trainees or against an established criterion such as time or quantity.
- The game is designed to demonstrate an understanding of or application of a knowledge, skill, or behavior.
- Several alternative courses of action are available to trainees, and trainees can estimate the consequences of each alternative, but only with some uncertainty.
- Finally, rules limit participant behavior.

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So question arises what should be the characteristics of a business game? The game involves a contest among trainees or the teams or trainees. So therefore, that can be either there will be a group of trainees or that can be the only individually trainees, so it can be the group activity. For example I have given the labor relations, so in labor relations the group activity will be that is the between the students or the participants the representatives of employer and representative of the union.

So then that can be the group of or team of trainees that we can design or against established criteria such as time or quantity and then whenever we designed this type of the business games, so we have to keep in mind the time that is how much time because we have given the theoretical concept then we have to demonstrate the business game and then we have to talk

about the relation of learning. So whole timetable is to be designed on the basis of this time and number of students that is the participants, how many participants will be participating in this particular game.

The game is design to demonstrate an understanding of or application of knowledge. For example, I have mentioned the above areas, labor relation, marketing, finance and all or the skills and most of the time these are the team building skills and the games are played that is the how you can be an effective member of the team and if you are not effective member of the team or if you are not a effective leader, a leadership model that can be also discussed on the basis of this or the behaviour that is the to train that is the what behaviour is there.

So we will also discussing with the role-playing and behaviour modelling, on basis of this that is the either the particular business game that will demonstrate the knowledge, knowledge level, a concept or that will demonstrate the skill, skill of the participants or the behaviour that is at work place how should be the behaviour? Several alternative courses of actions are available to trainees and therefore in that case there will be the different types of business games and in the different courses there will be appropriate business games will be applicable and trainees can estimate the consequences of each alternative.

Now you see that is the for the different themes, different issues, different challenges of the organization the different business games can be designed and then the trainees they can estimate that is what will be the consequence of the each alternative business games, this particular business game is giving suppose a message of the negotiation in the wage agreement and whether that negotiation was the practical and sustainable and viable or not or the agreement such an agreement is made which practically will not be possible to implement, so trainees can examine the estimate, the consequences of this type of business games, but only with uncertainty.

So naturally we talk about the future, the application of business game, the consequences of business game that will be about the future and therefore, in that case it is difficult to say that is it will be 100 percent applicable, so then what to do? Learners, trainees they should be very careful whenever such business games are demonstrated that time certain parameters are kept constant.

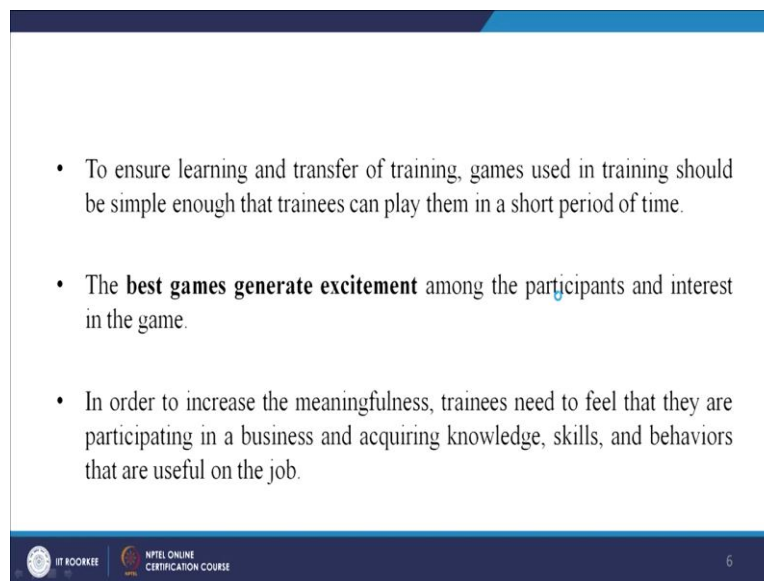
For example social parameters that is this organization culture of this particular organization is like this and therefore, in that culture whatever business game is played and the

consequences have been demonstrated that will be applicable. So there can be the intermediate rules, there can be moderating rules, there can be the external environmental factors, there can be the internal environmental factors, so whenever we play a particular business game we keep in mind that these are the factors this is the requirement and by this particular demonstration this requirement will be fulfilled.

So therefore, that is the how we can make and ensure that is the consequence of the each game that will depend on what are the other constants parameters. So that is why the word has been used that is with some uncertainty is there.

Finally rules limit participants behaviour and then in the beginning itself the participants will be told that is the how there will be these particular behaviour is expected and therefore, in that case those rules are to be followed by these participants and if they follow those rules keeping constant those parameters then in that case definitely the outcome of this business game that will be close to reality.

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- To ensure learning and transfer of training, games used in training should be simple enough that trainees can play them in a short period of time.
- The **best games generate excitement** among the participants and interest in the game.
- In order to increase the meaningfulness, trainees need to feel that they are participating in a business and acquiring knowledge, skills, and behaviors that are useful on the job.

Next point is, to ensure learning and transfer of training, this is very very important. Earlier also I have mentioned that is the business game that should not be on wastage of time, so therefore, in that case we have to ensure the learning, so if we are talking about teambuilding and then while demonstrating this the trainees they should learn that where things went wrong and where it was possible for them to execute this particular game. So therefore, in that case these learnings will be important in that case and the transfer of training then that has to be demonstrated at the time of learning in this particular training.

So whenever the business game is played you have to ensure that is whatever you are doing then that converts into the lessons of learning. Another important aspect is, that is the games used in training should be simple enough, now it should not be very complex neither in terms of physical nor in terms of execution. So therefore, this particular game whatever is to be played then it should be very simply and naturally is to be played there should not be any complexity or the artificial otherwise the application of the game that will not be useful and it is required that whenever the trainees when they play this type of the game then in a short period of time they are playing it in a simple way and therefore, in that case they are able to demonstrate that particular gain in a very very convenient way to the trainees.

The best games generate excitement among the participants and interests in the game, now whatever game is to be played then that should be exciting to the players and therefore, that should demonstrate that whatever the games that they are demonstrating or the role they are playing then in that case they are winning, so it should give the real sense that is there is a sense of winning.

Next point is, in order to increase the meaningfulness any game should be with the theme so it can be related to the leadership, if the leadership is there then there should be meaningfulness in that particular game, there should be a role of a leader and that leader will demonstrate that is how the game is to be played.


The trainees need to feel that they are participating in a business and acquiring knowledge, skills and behaviours whenever they are demonstrating this type of business games and the trainees when they are called and ask to do that particular business game, exercise at that time they should be very clear what knowledge they are going to gain out of this particular business game?

It can be as I mentioned leadership, it can be the teambuilding, it can be how to handle challenging task, how to handle uncertainty or there can be soft skill can be developed that is communication that is how communication when you are working at the workplace and what type of teambuilding skills are there or how to behave in a given situation? So whenever we talk about professional behaviours, so these particular game that should demonstrate that is how they can develop a particular behaviour at the workplace.

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Debriefing

- Debriefing from a trainer can help trainees understand the game experience and facilitate learning and transfer. Debriefing can include feedback, discussions of the concepts presented during the game, and instructions in how to use at work the knowledge, skills, or behavior emphasized in the game.



The image shows a group of people, mostly men, sitting in a circle in a classroom or meeting room. They are wearing blue shirts, suggesting they are part of a team or organization. A man in a white shirt is standing at the front of the room, possibly the trainer, and appears to be addressing the group. There is a television screen in the background showing some content. The room has white walls and a clock on the wall.

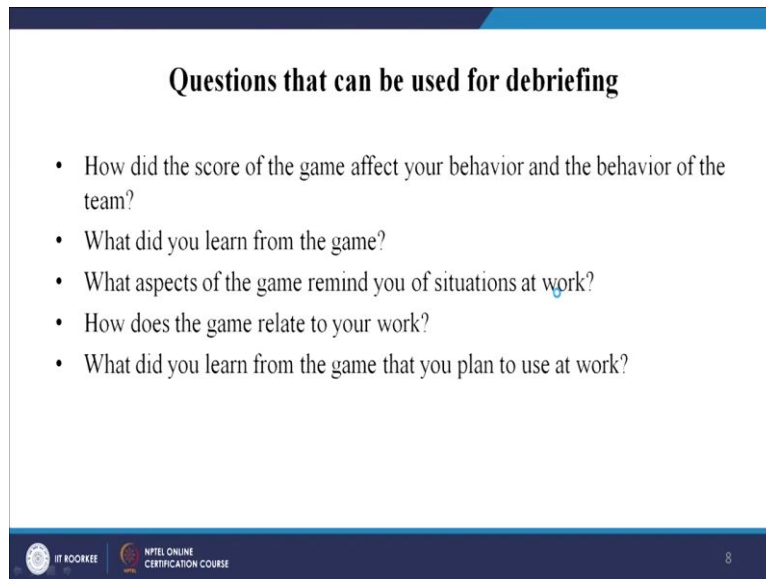
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So here is one picture however, as I mentioned that in my next module I will be practically demonstrating a business game with my students, but first and foremost is that is the debriefing from a trainer can help the trainees because they have to understand the game experience and facilitate the learning and transfer, trainees whenever they are invited for this type of business game demonstration there should be debriefing that is what is the purpose of this particular training program, what is the purpose of this particular business game, what they are supposed to demonstrate and what should be the message or consequence of this particular business game?

Debriefing can include the feedback also and then we can ask the trainees and specially those who have demonstrated that game and we have to ask them how they have felt and then like we are playing selecting the ball and then there will be 2 teams and then in that particular game each participants will give feedback that is what went wrong, what went right, how is his experience, so that after the game you have to make the experience sharing then the discussions or the concepts presented during the game, naturally whatever the theological concept on basis of that game is designed that has to be played.

And instructions in how to use at work in knowledge, skill or behaviour emphasised in the game that already I have mentioned, so this debriefing is to be done. So in the beginning of the game the trainer he will be debriefing to all the participants those who are playing this particular game that is the what is the game? What are the rules of the game? How they have to play? What will be the consequences and what is the aim and objectives and then finally what is their experience while playing this particular game?

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Questions that can be used for debriefing

- How did the score of the game affect your behavior and the behavior of the team?
- What did you learn from the game?
- What aspects of the game remind you of situations at work?
- How does the game relate to your work?
- What did you learn from the game that you plan to use at work?

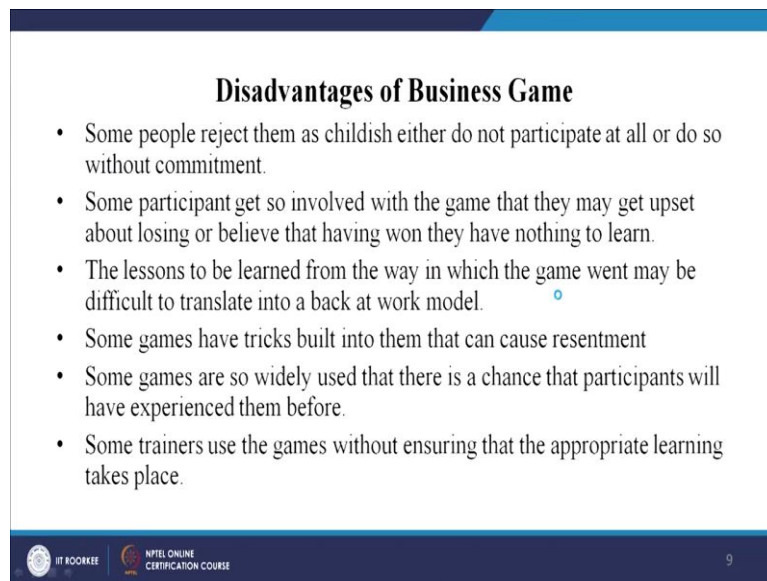
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So what questions can be asked used for debriefing, in debriefing how did the score of the game effect your behaviour and behaviour of the team, so whatever the team is having that score how that is affected you, what did you learn from the game? So is there any team building or leadership really you have got any particular message, what aspects of the game remind you of situation at work.

So suppose a leader's role is played or the team member's role is played and then whatever the problem has been faced by the training at that time he will be asked that particular trainee that is the if this situation occurs at the workplace how will you respond to that particular situation?



How does the game relate to your work and then do you find that is the teambuilding is really relevant to your work and related to your work? What did you learn from the game that you plan to use at work? And what are the lessons of learning and that you can make execution at your workplace. But every coin has 2 sides, so here is also there are certain disadvantageous of the business game, so this particular method when we are playing into the training programs we have to keep certain points in mind by understanding the disadvantages.

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Disadvantages of Business Game

- Some people reject them as childish either do not participate at all or do so without commitment.
- Some participant get so involved with the game that they may get upset about losing or believe that having won they have nothing to learn.
- The lessons to be learned from the way in which the game went may be difficult to translate into a back at work model.
- Some games have tricks built into them that can cause resentment
- Some games are so widely used that there is a chance that participants will have experienced them before.
- Some trainers use the games without ensuring that the appropriate learning takes place.

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Some people reject them as childish either do not participate at all or do so without commitment, so this is the disadvantage. If you are demonstrating the business game the participants when you choose the trainees for this they should show their willingness and interest in motivation otherwise they will show the rejection, if they are doing it forcefully then will be having a childish behaviour either not to participate, they will not come forward and they will not enjoy that is yes we want to demonstrate because they are not able to understand the consequence in the relationship of the lessons of learning in the business game or they may come if the trainer forcefully ask them then in that case they may come without commitment and therefore, they will not be motivation and if there is to motivation then the purpose of that particular business game that will be defeated.

Some participants gets so involved with the game that they may get upset about losing or believe, so there are some people this is the other side of the flute that is they will get so much excited that is the itself by demonstrating the game they want to win and therefore, their behaviour may not be under control and therefore, if they are losing their will get upset and then there may be negative behaviour, there may be shouting, there may be anger and therefore that is they are losing, so then they may not tolerate the situation and they will forget that this is just a business game and they believe they have to win and they have nothing to learn and therefore, they fight and then they say no this rule is not followed that rule is not followed and therefore, this is one disadvantage, so trainer has to be very careful while demonstrating this business game.

The lessons to be learned from the way in which the game went, maybe the difficult to translate into a back at work model, this is another important point sometimes trainee may not be able to understand that is how this business game is relevant to his workplace and then in that case he may say that he is not able to make the application in that particular workplace and then he will not understand the importance of that particular business game because he is not able to correlate that business game with the work model, some games have tricks built into them that can cause the resentment.

So as I mentioned like the rules or there may be certain tricks in the game and then if somebody plays that particular tricks like before folding your eyes and close your eyes and in that case if somebody opens the eyes and then in that step of the situation that can make the resentment and games may be difficult to play.


Some games are so widely used that there is a chance that the participants will have experience them before like we will also demonstrate the very common game that is ring toss game just to see that is how is to be played, but that is a very widely used game and therefore, there is a chance that is participants will having the already the skill that is how to play this particular game and then if that is there then definitely it will be problem for the rest of the participants because they are new for that game, but if somebody is having more experience in that game he will definitely win.

Some trainers use the games without ensuring that the appropriate learnings takes place, so one has to be very careful that there is a proper message of the learning and then there has to be a best theme for this particular game.

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Example - Harley-Davidson

- The motorcycle company, uses a business game to help prospective dealers understand how dealerships make money.



The slide features a side-profile image of a black Harley-Davidson motorcycle. The motorcycle is positioned in the center of the slide, facing right. It has a classic cruiser design with a large engine, dual exhaust pipes, and a low seat. The background is a light, textured surface.

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Harley-Davidson

- The game, which involves 15 to 35 people working in teams, consists of five simulated rounds, each round challenging a team to manage a Harley dealership in competition with other teams. Between rounds of the game, lectures and case studies reinforce key concepts. The facilitators change the business situation in each round of the game. The facilitators can increase or decrease interest rates, add new products, cause employee turnover, or even set up a bad event such as a fire at the business. The game helps dealers develop skills needed for business success. Participants must work well as a team, listen to each other, and think strategically.

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Now here, I would like to take this particular example of Harley-Davidson. The motorcycle company uses a business game to help the prospective dealers understand how dealerships make money, so this is just an example and after this example I will be demonstrating the real game, the game which involves 15 to 35 people working in teams consist of the 5 simulated rounds, each round challenging a team to manage a Harley dealership in competition with other teams.

Between rounds of the game, lectures and case studies reinforce key concepts, so while playing this particular game of the 15 to 35 people what they do, in between they are also talking about a particular case study or they are also reinforces the lectures, so that the game goes on into the period of time. The facilitators change their business situation in each round

of the game and therefore, in that case these dealers those who are the participants of this particular program what they will do, they will keep on changing this particular rules and as a result of which the game situation in each round is going to be changed.

The facilitators can increase or decrease interest rates and therefore, in that case if the facilitators are given this particular situation sometimes they are increasing the interest rates, sometimes that the raising the interest rate and now they have to take a decision because for a dealer to make a successful dealership it is very important that you understand that what interest rate is going on and if the interest rate is not properly monitored, if you have not watched properly then in that case there may be losses.

So therefore, in each round what they do they increase or decrease the interest rate or sometimes a new product is introduced, a new model is there and now in that case now how the dealer handles that particular situation because his business strategy whatever business strategy he is adopting then as soon as the new product is developed it will get imbalanced and then making it balanced it becomes very very important that is the now how a dealer will handle as soon as a new product is introduced.

Then cause the employee's turnover, a situation arise that is a dealer who was very much dependent on a particular employee and he resigns or he leaves and the new employees enter and now again ABCD starts. So therefore, in this situation how a dealer will handle and therefore this type of training programme are given or even set up a bad events such as a fire at the business.

So therefore this will be a very worst situation where the business itself that will be caught into fire and then what he will do, how will he ensure because that is very important that is there are number of products which was costly affairs and then if he is not having the proper insurance system, if he is not having proper the alternatives in such type of calamities then in that case how will you handle.

So through business games what has been told that different situations are created and then the dealer has been asked that is what he will do and then he is given the training what he is supposed to do, what precautions he is supposed to take if this step of the problem arises, what precautions are to be taken? We can add certain more things also like here the certain examples of the negative situations or even in the challenging task is there like the new product introduction and all.

But what is important is that what we can do, we can give positive situations also and then in the positive situations how the dealer can like the increase profit whatever the profit is estimated and if there is an increase then how to make the employees happy?

So positive situations can be we can add and then we can ask them that is how to handle the positive situations also, the game helps dealers develop skills needed for business success that is how as a dealer they can have this particular success of this in the dealership and the participants must work well as a team, naturally during certain situations it will be also lessons will be taught and the business game will be played which will develop the teambuilding skills and listen to each other, understanding and therefore, the work efficiently at the workplace and think strategically, so therefore, they can develop this strategies for this particular type of the their successful dealership as I mentioned business strategies.

So what we understand is that is business game is very very interesting, realistic and very useful at the workplace whenever we are demonstrating business game for the success for managerial effectiveness. If we are able to connect the theme and then the business game and lessons of learning this 3 part of a business game is a training and technique tool method that we can use. So therefore, this is all about the role of the business game.

In the next module I will be with my students, I will be demonstrating the business games and at the last we will be talking about what lessons of learning are there in the business game. Thank you.