Training of Trainers
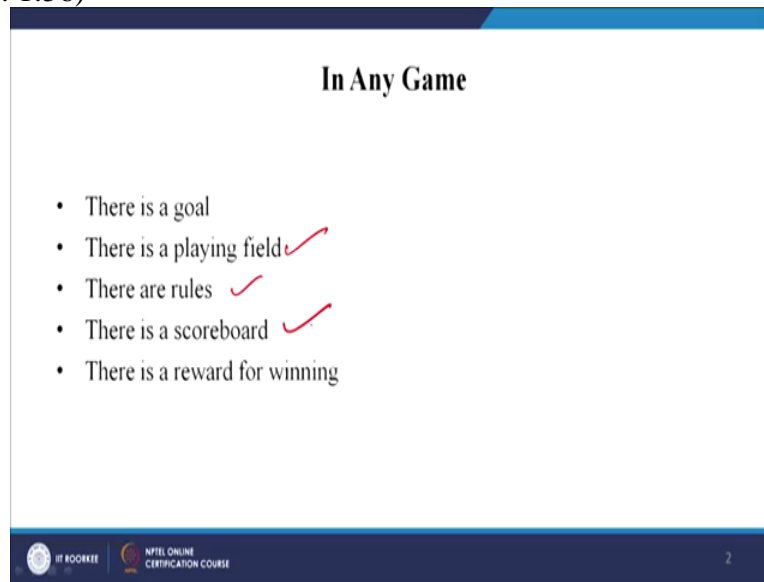**Professor Santosh Rangnekar**
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Lecture - 28
Training Methods: Business Game - III

So my students have demonstrated very well about the business game and then you have seen their scores also, their participation also and somewhat they have talked about the lessons of learning also. If we talk about the trainer, that is the how he has to then conclude and understand for this purpose now in this particular model, we will talk about what is the what was the goal. There is a goal always. Whenever we are talking about any particular business game, then we are talking about there should be a goal.

And in this particular business game, there was a goal of teambuilding and communication. You must have observed that is the how one by one they were passing the instructions and one team and another team you can comparatively see. That is the how effectively they were how, however, in the first team, they were have to take the turn and then they have to pick the balls and that communication was wonderful.

So the competition was wonderful but the outcome that has been dominated by the another team may be the because of the other factors. So therefore, whenever we are talking about the playing a particular business game, then we have to interpret that is the what was the theme? The theme was the team effectiveness and there was a goal.

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Now, here this this game is played in the training room itself. So therefore, there is a playing field also. So this game was very easy. You can play in the within the room also if it is not possible to play outside, but because it was a studio, so we have played here. But a trainer can play this particular role into the outside of the training room also, training hall and then it can be in the ground or there is a lawn outside of this training hall. Then definitely that can be the playing field and where this trainer can take them to there and they can have the play.
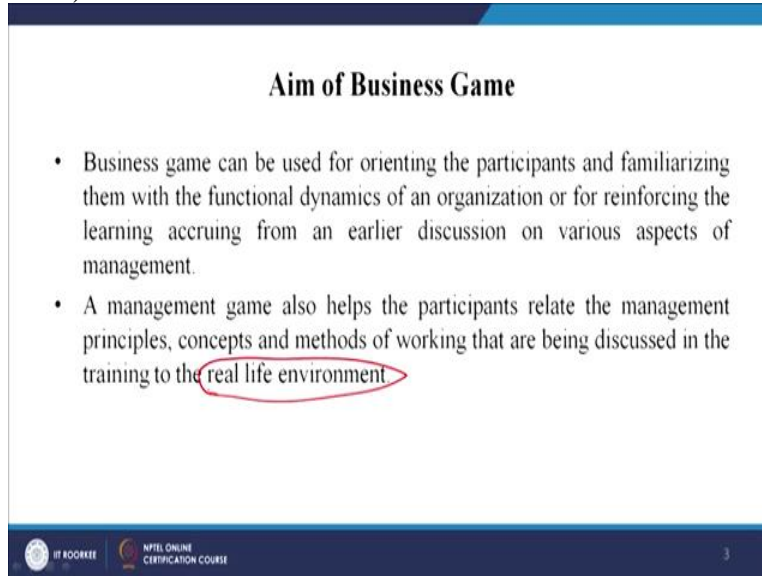
Then there are the rules also and therefore, in that case you will find that is the what were the rules in this particular game? That it is non-verbal. Only symbolic signs are to be used and not to the word. No speech is allowed. So therefore, in that case this there was this rule. The second rule was that the eyes were folded blinds. So therefore, in that case they were not able to see. So no mischief is required. Then the third one was that is the whatever the communication is there, that communication, the strategy they have to decide earlier. So the rule was that is yes give the sometime. So that is non-verbal communication they can understand.

So there were these certain rules were there and according to those rules, they were supposed to demonstrate. Then there is a scoreboard. So on the score we have written that is the what was the plus point and minus points are there and what is the score like for example when we talk about the pink ball, so the pink ball was having the plus 3 and the yellow ball was having the minus 2 and white ball was having the minus 1 and therefore, that score is to be written. As the player

plays his score is to be written so that you can summarize and then you can declare that is which team has won the match.

So there is a scoreboard. Now there is a reward for winning also. So therefore, at least appreciation, recognition or the certificate of the participation all this will be there. So therefore, in that case there will be a reward for the winning team or winning player also.

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So basically what was aim of the business game? So business game can be used for orienting the participants and familiarizing them with the functional dynamics of an organization or for the reinforcing the learning accruing from an earlier discussion. So whatever the issues are there before the organization, those issues can be taken. That can be a strategic planning, strategic rules on various aspects of management and this type of these issues that can be discussed in this particular business game.

A management game also helps the participants relate the management principles, what are the principles of management. Then when we are talking about suppose the first principles of management like the unity of command. So therefore, in that case we can discuss this. That is the we can teach with the help of these particular issues that is the what are the different principles of management and how the principles of management have been followed.

Then the concepts, the teambuilding is the concept. So therefore, whenever we talk about the teambuilding, in the teambuilding the coordination. You must have observed in this particular
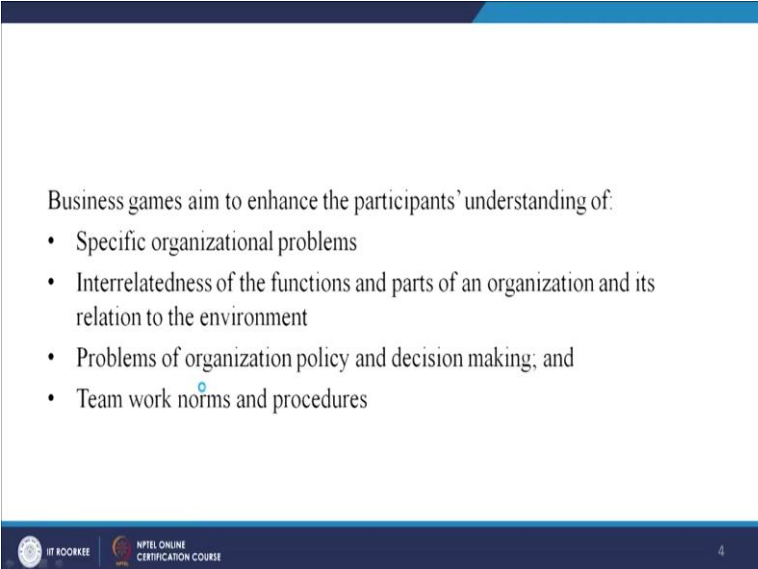
business game that is it was totally a game of the coordination. And if there is a proper coordination, then definitely the team will be more effective.

So for team effectiveness, to develop that output, the synergy is required. And if there is a synergy and the output is there, then definitely that these concepts can be developed. There are the methods of working that are being discussed in the training. So they are different methods of working. One is the verbal, one is the non-verbal, there is the coordination, there will be the leadership, there will be the teambuilding. So all these being discussed in the training to the real-life environment.

Now this becomes very important. Like at the end we have asked the students, how do they feel about the lessons of learning? And their feedback was, that is yes, they feel that is this will be a real-life environment and because of the real-life environment, this particular business game that will be very much useful.

So therefore, it is important that is we are going through the such business games which will be more practical and the implications of these business that will be more accurate. So this is the aim of the business game. So with the help of the business game, the participants understanding that is enhances. So therefore, in the training programs, these are used. Those specific organizational problems.

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Now they are different departments are there, different sections are there and those departments or sections when they are not having the coordination, then in that case, it is very much useful that is they are going through the specific organizational problems and those problems will be like coordination amongst the different departments, communication amongst the different departments, or leadership style of the different departments, however, the leadership styles we were also discussing at the time of the role-playing.
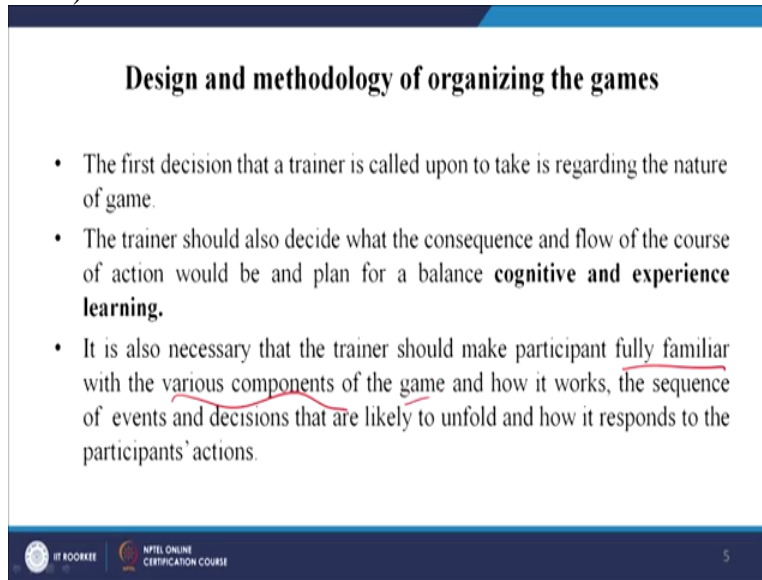
So there is required, the interrelatedness of the functions and this particular specific organizational problem. This interrelatedness of the functions that is the coordination and from the one department to another department and parts of an organization and its relation to the environment, how is the output? If the output or outcome of the services of the manpower or the time invested by the manpower, if that is not becoming the relevant, then there will be no output. So therefore, it also shows that is, whether they have won the match or not. Yes, they have won the match those who are having the better coordination.

Problems of organization policy and decision-making. Now, we will be talking about the organization policy and decision-making later on. So organization policy is the open policy or it can be the closed policy. So it can have the formal work environment, work culture, it can be informal work environment and culture. So therefore, these problems of organizational policy and decision-making that can work. If the decision-making is very very systematic and that is participative, then definitely this type of business game, that will help that is involve everybody and let them understand each other.

When they involve everybody, understand each other, definitely the productivity has to be high. And that was that is the message behind this particular issue.

Then teamwork norms and procedures, whatever the Team works are there among the members right that is to be demonstrated. And if it is demonstrated, teamwork is demonstrated then the procedure is followed, so there is no cheating in the game and then the persons are following the they have normal procedures, instructions given by the trainer, or in the workplace given by the bosses, then those bosses' instructions are very fairly implemented. Then in that case definitely, the work procedure will be there.

Design and methodology of organizing the games. So how these games are designed and the methodologies are adopted? The first decision that a trainer is called upon to take is regarding the nature of game. So what will be the nature of game? That one has to decide. So whenever you want that is indoor or outdoor game. And if it is the indoor game, how will you play? So therefore that business game, the one has to be very clear that is the what is the nature of game is. The trainer should also decide what the consequence and flow of the course of action would be a plan for the balance cognitive and experience learning.

That is the how this flow of action will go. That is the pre-business game and the post-business game and in the pre-business game, the person is able to adopt that particular rules and regulations and procedures, definitely the post-game the results are bound to happen. So therefore, the flow of the course of action would be unplanned for a balance, cognitive and experience learning. So therefore, whatever the practical aspects are there and experiential learning are there, that that should not be ignored and that is to be followed.

It is also necessary that the trainer should make participant fully familiar with the various components of the game and how it works. Like there were the questions by the participants i this business game. Then what they are supposed to do. So and a very important part is that is the that flow of communication how they will channelize, so these participants fully familiar with

the various components of the interaction has to be mentioned in the game and how it works. So naturally we have seen that it works very efficiently.

The sequence of events and decisions that are likely to unfold and how it responds to the participant's action. So these particular issues that is the how the sequence of events and decisions, they those are happening. So sequence has to be happened in a given style. That is whatever instructions are given to the participants, those issues are to be taken care of. And the sequencing has to be followed one by another like here we have seen, there is a chain and in the chain every member has to communicate to another member.

And then unfold how it responds to the participant's actions and then we have to also see the feedback. How is the feedback? What is the feedback? And whether what is the response to the participant's actions. Are they comfortable or they are not comfortable?

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So in designing and methodology of organizing the games the next point is trainer should decide the nature of business game after understanding the overall profile of the participants. Now here, we talk about the business executives. So most of the time, these business games are played for the business activities. So the participants or trainees are the business executives. So that trainer should decide the what will be the nature of business game? Suppose the ring toss game is there. So ring toss game can be for the beginners, how they decide in the beginning itself after understanding the overall profile of the participants.

So like in this particular game, the participants have introduced themselves and all of them were from the MBA course, except one. So therefore, that is the understanding the overall profile of the participants is necessary.

The number of planning and decision-making activities, now whatever the activities we are planning for the decision-making and planning, those activities should be available in a game, should present reasonable opportunities to the teams to establish the working of an organization and demonstrate the full range of its dynamics.

So unless and until these particular activities that are available in a game, that should be present with the reasonable opportunities. If there are the reasonable opportunities to the teams, then definitely they will establish the working of an organization. And this working of an organization that depends on that is the how efficiently and effectively the team members are performing and there is a proper coordination. And so therefore, these, but there are the different range of the coordination.

Like we have seen from leader to the 1st person, first person, first person to the second, second to third and third to fourth. And then if this this sequence is there, then the full range of its dynamics should show the teambuilding effects. And that effectiveness of the teambuilding is possible only when we are talking about that is the how they are working. If they are working and they demonstrate the full range then definitely they are successful.

The time available. The time available to the teams for making decisions is normally related to the complexity of the game. Now here we have given the less time to that because there was no such complexity. They were students they were have to demonstrate whatever has been told, they have to learn. So therefore, this particular game was becoming easy as the spontaneous game and at the same time, as we are giving the instructions, they can play.

However, both the teams have asked for the trial and the trial was given and but not long time is required for giving the trial and number of trials need not to increase. So the complexity of the game is known to them, that is the how is the complexity of the game because the participants, most of the participants are not able to see.
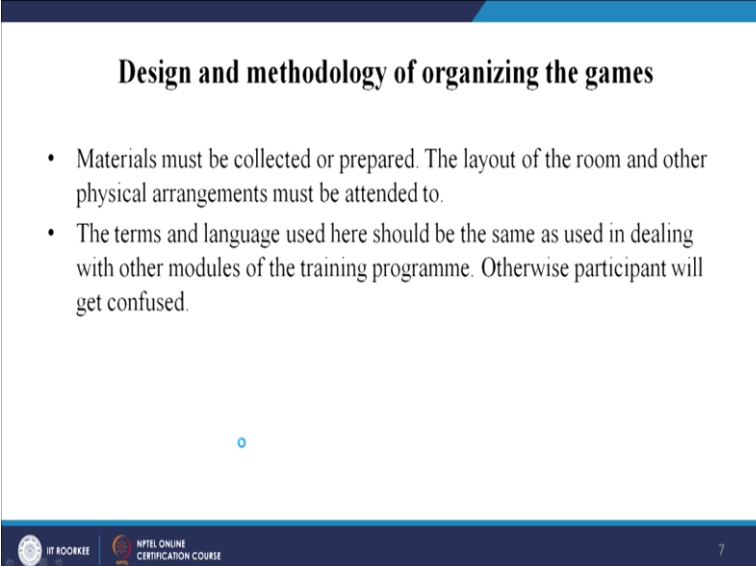
So therefore, in that case, the complexity is there. But with that complexity, how to communicate? That they have to learn. The nature of the problem they are expected to deal with and naturally if this will be the problem, when the eyes are closed and then they have to perform then they are expected to deal with that particular situation. That is how they will demonstrate.

After becoming familiar with the nature of business game, the trainer should decide the time schedule. So like here for each team the 10 minutes were given and when they played and when the pink balls were over, they asked that is yes, our time is over and now we want to stop there.

Then definitely in that case, you will find that is the yes because now there are no pink balls. So there was no point to continue the game and then I have stopped there. So therefore, it is always important in the business game that is what time you are giving and then that particular time zone, they have to follow. And then if it is within the schedule, then the game is successful.

After becoming the familiar with the nature business game, the trainer should decide that is the what should be the schedule as per the both the teams. For the both the teams, they were given the 10 minutes each and then both the teams have done their job wonderfully and utilize the time and then I have picked up the ball. So therefore, within time schedule, that game was done.

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Of organizing the games, another point is materials must be collected or prepared. Like for here, the balls were prepared and they were supposed to collect the balls. The layout of the room, here

whatever layout is there that was comfortable for them because they were supposed to play in this layout only. And other physical arrangement must be attended to. So therefore, like for this training program the according was required. So there was a facility of recording also.

And therefore, you will find that is if we are also conducting training program and then we are asking for the recording, then definitely that the recording equipments are ready there during the training program also.

The terms and language used here should be the same as used in dealing with the other modules of the training program. So this is a business game, this is not the lecture, but the terminology and the contents which we were supposed to use in the other training programs, the same is to be used during the business game also. So it is not going to be the lighter way that during the game the one has to reduce it, but that is not true and he has to continue with the business game. Otherwise participants will get confused.

So therefore, in the case if the dealing with the other modules is more serious and in the case of the business game, the person is not taking that business game with the purpose, then definitely the participants will get confused.

So therefore, it is a business game but there is a purpose, there is a communication, there is a message, there is a theoretical concept behind that particular business game. And that is why it has to be communicated.

Now introduction and briefing during the conducting the game. So if you remember, in the first module, I have talked about the business game I have talked about that is the how they are going to the debriefing and that debriefing will lead it to play the particular game. So introduction of the briefing, this part should never be hurried through as a lot depends on how well the participants assimilate the game and its dynamics. So enough time is to be given to the participants, trainees, that is they understand the business game what you are going to demonstrate. So therefore, if it is not enough time is given, then they may get confused.

During this process of debriefing, they may also learn to be explicit. So they can explain if there are the questions are there, they can ask the questions. There should not be any restriction to them. That is just they have to demonstrate. No, no. Game will be briefing will be done to them, they can ask the questions, again the trainer will make the clear guidelines, he will tell about the rules, he will talk about the purpose of the game, he will talk about that is what, why, how and where they have to demonstrate and then the trainees, they should be very much explicit.

Find information. And whatever information is needed for that particular game that should be provided to them. Conduct the analysis and then at the end of the game, you must have seen, that is I have asked them, what you have learnt. So therefore, the analysis is to be done. Discuss, collaborate with others, that is the how they are working with others and plan strategies and action steps, use feedback and explore the concept of teamwork.

So we have to plan the strategies, that is what will be the strategies. For example, here is the teambuilding strategy. So that is to be done. And action steps, use feedback and explore. And action steps are required to be used on the basis of the whatever feedback we get and whatever the explore the concept of teamwork. So suppose the feedback is taken from the participants and they have given the feedback and that is to be communicated.
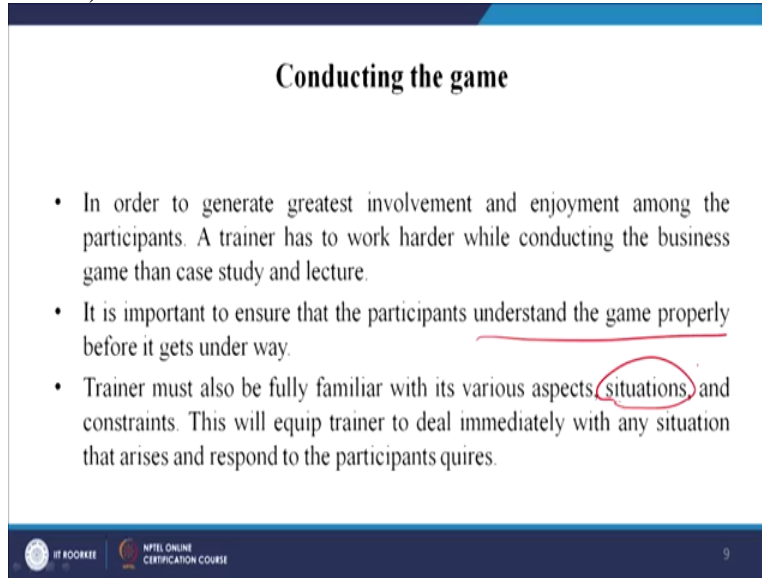
The introduction should also include a brief explanation of why this particular game was selected. So there should be included a brief explanation of why this particular game was selected? Because this particular game was talking about the integration, it was talking about that is the how communication plays the role, it was talking about what is the teambuilding, it was talking about what is the leader's role who is at the behind, right?

So therefore, it becomes very very clear that is the all the messages we wanted to give to the trainees, these all functions have demonstrated in this particular game. That is why, this particular game has been selected.

What is the objectives are and how it is related to other theories. So therefore, the teambuilding and leadership, the other theories are teambuilding and leadership. Like in the role-play I will be talking about the leadership. So therefore, in that case it becomes very important that is the whatever objectives are there and how these objectives are connected with the main functions of the management. And the theories of management. The theories of management basically when we talk about, the behavioural science.

So in behavioural science, we talk about the leadership theories. And leadership theories are based on this particular business game. Teambuilding and leadership. So these models or methodologies presented in the overall design, that they have to understand and they have to follow.

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So in order to generate interest greatest involvement and enjoyment among the participants, so that commitment is very important, what is required is that is they should get involved in that particular game. So game has to be very interesting. And then they should not worry about that is the whether they win or lose. Rather than their involvement and commitment, that becomes very very important.

Only that will give the enjoyment because whenever we talk about the enjoyment, unless and until the involvement is not there, unless and until there is no commitment, the participants will not be will not involve and as a result of which it will be difficult for them to demonstrate this particular game.

A trainer has to work harder while conducting the business game than this case study and lectures. And this is very important. A trainer has to work harder while conducting the business game. So therefore, at the time of the business game this will be possible only that is they get totally involved and engrossed with that particular role which they are playing as a player and then they have to think of winning the game. If they think of winning the game, then only in that case they will be successful. So to become successful, the participant understands the game properly.

So it is important that is before they finish the game and the start even the starting the game, they learn that is how they are supposed to go in the underway and then accordingly they will decide that is the which methods are to be used.

Now here, the trainer's role also becomes very very important. That is, trainer must also be fully familiar with various aspects. There are different aspects are there in the business game. So that maybe the straight situation, there can be the conflict situation, there can be the infrastructure problem, there can be this supportive problem, there can be the acceptance problem.
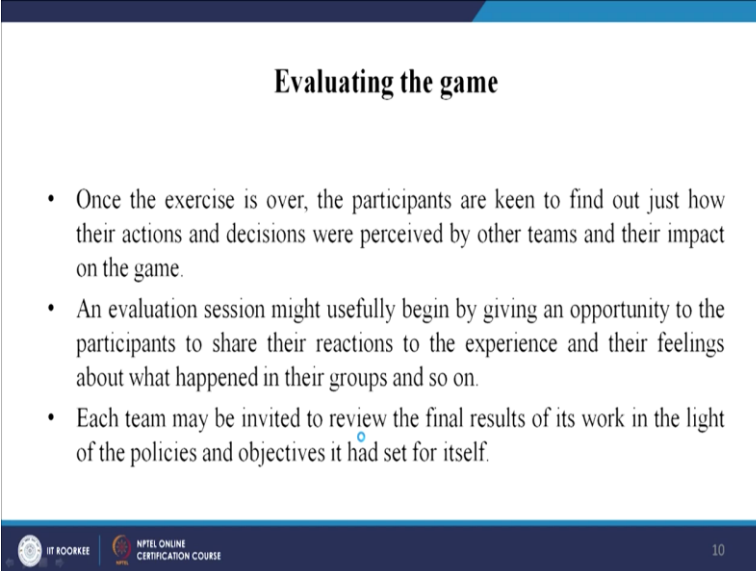
So there are the different issues are there and all these issues they have to discuss and to discuss these various aspects, they have to consider the situations, what are the different situations are there. If different situations are there, then they will be able to go with this particular game and they will find out that if the situation changes, like in this game when the last person the leader is talking to the first person and then if the first person is not getting the right message, so that will be the situation. And in a given situation, what a leader does? What a team member does? And then how he handles the situation?

So, many team members, they are getting angry. Many team members or leaders, they are getting upset, that is the they have not won or that from the last member to the first member, there is no proper communication. That is to be avoided. If that situation arises, then we have to understand because the trainer, trainees they are having the different aspects and trainees especially the have to learn in the what message is to be given to them in that context. So therefore, if they understand the situation, they will understand, but if they are failing to understand the situation, decisions will be totally different.

And the constraints. Like under what constraints they are working? And if they are working in that given constraints, then they have to understand and try to overcome those constraints. If it is not possible to overcome those constraints, then definitely, it is possible that is the they may getting this disturbed. So what is important? Important is this that is the understanding the constraints. Every game, every situation is under the given condition, given understanding and if there is a given understanding and given constraints are there then definitely the trainer has to handle those constraints very efficiently.

This will equip trainer to deal immediately with any situation. Yes. If the trainer is already knowing that is this is the situation, and then there may not be the support or there may be the challenges, then he will be well equipped trainer to deal with the immediately with any situation that arises and respond to the participant's queries. So if he responds to the participant's queries in a given situation, he is already well-known then definitely there will be no problem.

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Finally, we will come to the evaluating the game. Once the exercise is over, the participants are keen to find out just how their actions and decisions were perceived by other teams and their impact on the game. You must have seen at the end of the game, I have asked them their feedback, I have asked them that the leader, especially the leader and the first member who was picking the ball that is what is their experiences and therefore, this is exercise is over as soon as the participants are keen to find out how was their action, what they went right, what they went wrong.

And therefore, the trainer should give them the immediate feedback. Immediate feedback is to be given whether they played well or they have not played well and decisions were to be perceived by the other teams and their impact on the game. And similarly, there was another team also and therefore, whatever the decisions are there, how they have perceived those decisions by other teams and their, what was their impact on the game, that is to be seen. If you go by this particular

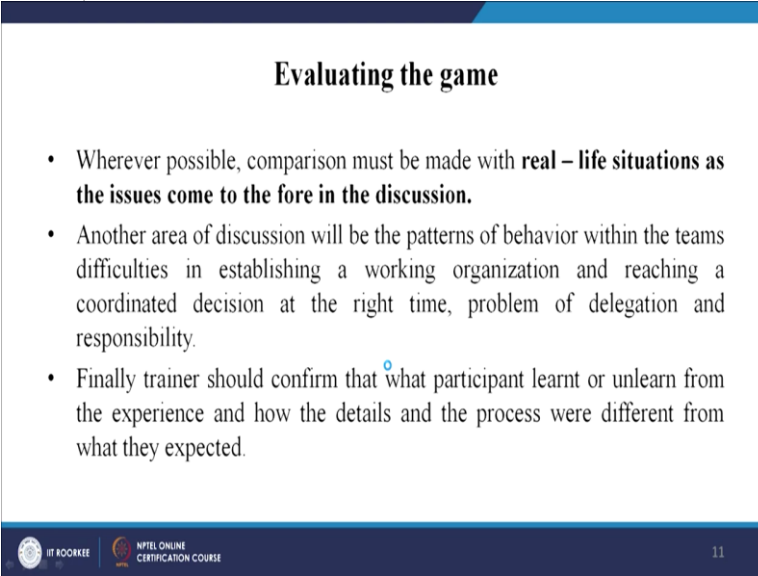scenario, then you will find that is the evolution of the game did that becomes more and more beneficial?

And to make it more beneficial, we have to do continuously this practice of the actions, actions and their decisions which are taken, perceived by the other members be that has to be noticed. Second point. An evaluation session might usefully begin by giving an opportunity to the participants to share their reactions which we have asked. That is the, what is their reaction? In what situation, what they have understood and what went wrong with them? Or the winning team is there, what went right with them?

Or even they have lost, but what are the strengths and what are the weaknesses are there? That has to be seen. So therefore, in that case there will be the reactions to the experience and their feeling about what happened their groups and so on. So share their reactions, that is becoming a important session. A session is to be conducted by the trainer by asking their reactions on a given situation during their play and if they have played what they have felt. And then those situations are to be handled and have to communicate, that is if this was going wrong, then what you could have done? And therefore that way, the situation will be handled.

Each team may be invited to review the final results of its work in the light of the policies and objectives it had set for itself. So therefore, there were 2 teams. So each team may be invited to review the final results of its work. So we have invited and we asked them, that is if this is the score, what is your opinion? How do you see that particular score and what is their strategy for this particular score? And in the light of the policies and objectives which they have framed, so they may come out with the suggestions that this particular policy was not that much helpful. It requires to be reviewed.

So then those feedbacks are to be taken and then communicate to the top management and then accordingly, there can be the corrective actions also. When the objectives it had set for itself, if the objectives are there, then we have to consider, that is the how they are supposed to be done.

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Now wherever possible, the comparison with the real-life situations as the issues come to the fore in the discussion. So if there are the real-life situations in the business game and then at workplace, how they will handle? So if there is a miscommunication, how they will take the corrective communication, corrective action for communication? And then this type of real-life situations that will help the issues for their discussion at their workplace.

Another area of discussion will be the pattern of behaviour within the team's difficulties in establishing a working organization. And that organization that find difficulty in establishing a team and then they can find out that is how they are going to develop a team reaching a co-ordinated decision, developing a coordination at the right time and the problem of delegation and responsibility that that is to be resolved.

So therefore, if the right person is given the right delegation, definitely the teambuilding will be more and less problems will be there. Finally, trainer should confirm that what participants learnt or unlearnt from the experience and how are the details in the process were different from what they have expected.

So their expectations from the game and then why they have could not get that particular score or they have got that particular score, so why they have got that particular score even. So all these issues will be discussed with them elaborating the game and then on basis of that, the trainer can design the lessons of learning. So this is all about the use of the business game and how to make

the effectively play the business game and how we can conclude business game and what can be the benefits derived from the business games and then what are the takeaways from the business game. Thank you.