

MOTIVATION

E-learning and -teaching concepts have become an important part in further and academic education. Such approaches enable the participants to develop skills and talents as well as experience and attitudes from numerous sources to one comprehensive overall context independently from time and space.

Thus, the efficiency of teaching and learning processes and the targeted learning results can be improved substantially.

Especially the initiation of the participant's independent activities, i.e. acting or reacting, explaining to others, hands-on practice and the discussion of it results already in a significant increase of the teaching and learning success.

As a consequence, online business simulations can play an important, potentially even central role in the courses based on practical acquisition of experience. Therefore, online business simulations as a learning and teaching method are highly relevant in the context of the current discussion on competencies and their acquisition through E-learning concepts.

OBJECTIVE

The online business simulation Chameleon offers the possibility to increase the level of difficulty and include additional assignments based on the elucidated competency models in order to be able to adjust the configuration during gameplay.

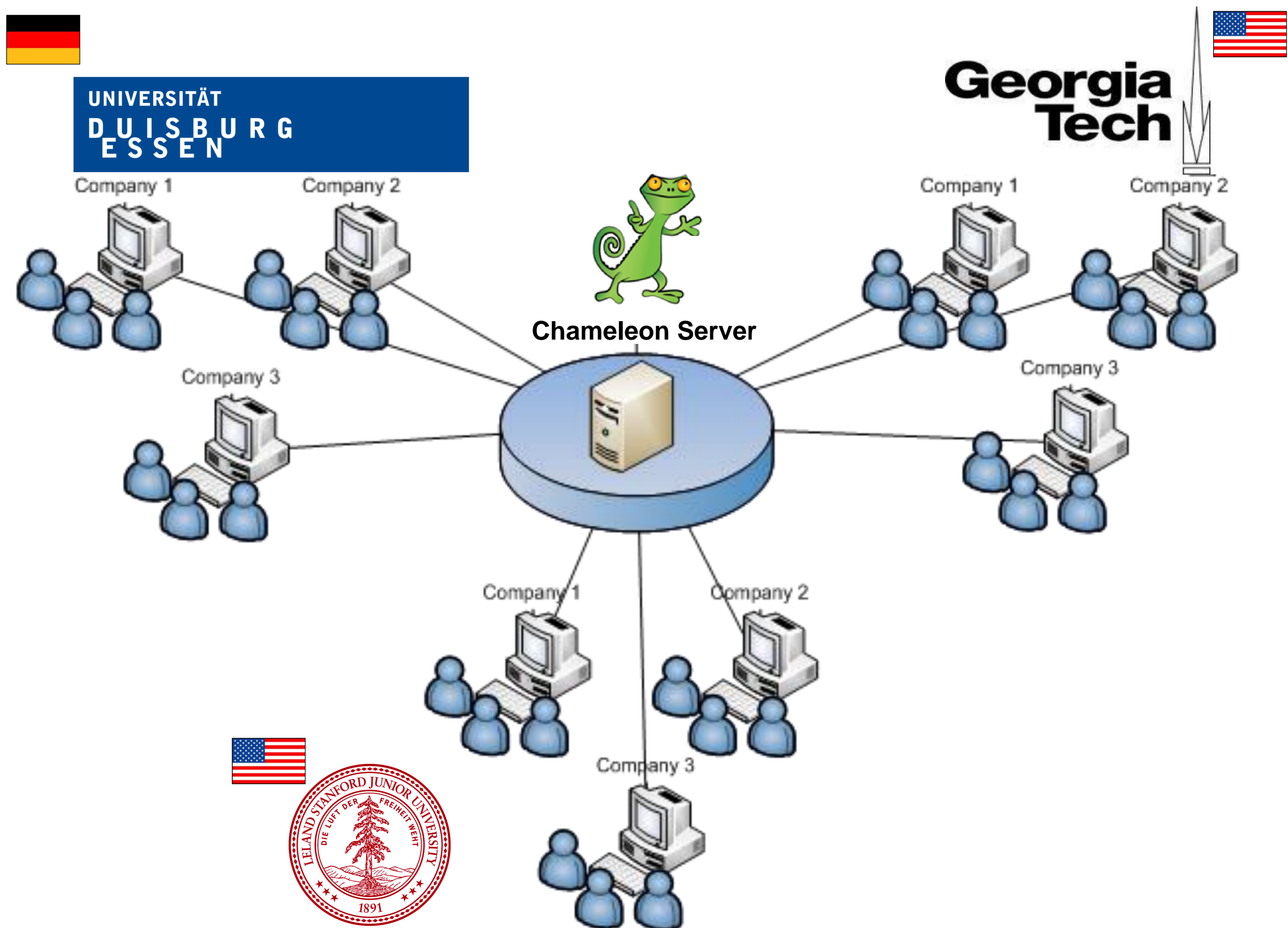
These changes of the configuration are applicable both in relation to the target group as well as to the learning progress during the simulation.

CONCEPTUAL DESIGN

Chameleon was developed and conducted by the author and takes place in a mandatory elective course in the second term (spring) of the master program *Construction Management and Economics*.

It deals with content of the following compulsory courses: Building Contract Law, Project Management, Investment and Financing, Operations Management and Corporate Governance.

EXAMPLE OF IMPLEMENTATION



IMPLEMENTATION

In Chameleon the participants can create and manage their own construction company within a virtual market.

They experience a multiplayer competition with a near infinite number of competitors who could be from every place in the world. Students can build up their company from scratch based on individual business strategies. They design the organizational structure of the company in which they hire other participants for different roles/ tasks who will assist or who will work independently within the company like General Manager, Accountant, Resource Manager, Project Manager and Controller.

Because they are playing with human people, reactions are unpredictably in certain moments. This is a key advantage of Chameleon, unlike other simulations in which you play solely against the computer.

Analyzes of already conducted Chameleon sessions show a significant increases of competencies among the participants.

Considering additional data, it seems that an E-learning and -teaching concept based on an online business simulation offers indeed an additional benefit for the students.

ACKNOWLEDGMENTS

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References:

Karl, Christian K. (2013): *Integrative Learning - Exploring Opportunities in Business Simulations, Developments in Business Simulation & Experiential Exercises*, Volume 40, 48 - 57 (Best Paper Nominee)

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Christian K. Karl
Akademischer Rat
Institute of Construction Management
fon: +49 (0)201 183-2849
fax: +49 (0)201 183-2329
Room V15 S04 C17
christian.karl@uni-due.de



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