



"The best way to appreciate management is to experience it—learning by doing. This simple yet powerful pedagogical approach has historically distinguished the British method of teaching management. Guided by this philosophy, I redesigned our flagship MSc International Business and Management programme.

I particularly focused on one of the programme's most important components: the final individual report, typically a research dissertation, which accounts for a third of the total credits. To give students real-world experience, we introduced company consultancy projects. However, these are selective, leaving some students without the opportunity for hands-on experience. After researching and weighing different alternatives, I decided on simulations. Initially, I was skeptical, having never experienced it myself. But as I learned more, I became convinced of its potential as a capstone project.

Students engage in an intensive simulation in the first week and then write their report over the next 11 weeks. The report requires them to analyze their company's performance and reflect on their experience. Redesigning the assessment and complying with quality assurance standards was a long journey, but the results exceeded my expectations. The breadth of business functionalities covered in the simulation makes it a worthy alternative to live company consultancy projects. It equips students with crucial decision-making skills and, more importantly, connects theory with practice. Gamification introduced an element of competition, drawing out the highest level of engagement."

Dr. Swapnesh Masrani

Associate Professor at Heriot-Watt University



Customer in Brief

Heriot-Watt University, founded in 1821, is a research-focused institution with a strong emphasis on industry collaboration and global education. Specializing in engineering, business, and science, it has a presence across five campuses in Edinburgh, Scottish Borders, Orkney, Dubai, and Malaysia. Bringing together students from over 150 countries, the university fosters a diverse and international academic community.

Cesim Use

Heriot-Watt incorporates Cesim Global Challenge as a capstone project in its MSc IBM program. It serves as an alternative to traditional research dissertations and company consultancy projects.