

PUBLICATIONS AND MISCELLANEOUS

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PhD, Information Systems Science, Turku School of Economics (TSE), 2003

Adjunct Professor, Education, University of Turku, 2010

Articles in international scientific journals with a referee practice

- Lainema T. & Palonen T. (in review). **The Problematic Nature of Verisimilitude**
- Siewiorek A., Saarinen E., Lainema T. & Lehtinen E. (Forthcoming). **Learning leadership skills in a simulated business environment**. Computers and Education, Vol. XX, No. Y, pp. Z-Z.
- Kiili, K. & Lainema, T. (2010). **Power and the Experience Flow in Time-Intensive, Collaborative Decision-Making**. Journal of Educational Multimedia and Hypermedia, 19(1), 39-57. ISSN 1055-8896
- Lainema, T. (2010). **Theorizing on the Treatment of Time in Simulation Gaming**. Simulation & Gaming: An Interdisciplinary Journal of Theory, Practice and Research, Vol. 41, No. 2, pp. 170–186. ISSN: 1046-8781.
- Lainema, T. (2009). **Perspective Making – Constructivism as a Meaning Structure for Simulation Gaming**. Simulation & Gaming: An Interdisciplinary Journal of Theory, Practice and Research, Vol. 40, No. 1, pp. 48-67. ISSN: 1046-8781.
- Kiili, K. & Lainema, T. (2008). **Foundation for Measuring Engagement in Educational Games**. Journal of Interactive Learning Research, Vol. 19, No. 3, pp. 469-488. ISSN 1093-023X
- Lainema, T. & Lainema, K. (2007). **Advancing Acquisition of Business Know-How: Critical Learning Elements**. Journal of Research on Technology in Education, Vol. 40, No 2, pp. 183-198. ISSN: 1539-1523
- Lainema, T. (2007). **Open System View Applied in Business Simulation Gaming**. International Journal of Advanced Technology for Learning on Games-based Learning, Vol. 4, No. 4, pp. 200-205. ISSN: 1710-2251
- Lainema & Hilmola (2006). **Customization of Industrial Training through Standardized Databases and Object-Oriented Development Environments**. International Journal of Services and Standards, Vol. 2, No. 1, pp. 54-68. ISSN: 1740-8849
- Lainema & Nurmi (2006). **Applying an Authentic, Dynamic Learning Environment in Real World Business**. Computers and Education, Vol. 47, No. 1, pp. 94-115.
- Lainema & Hilmola (2005). **Learning More, Better and Faster? Computer-Based Simulation Gaming of Production and Operations**. International Journal of Business Performance Management, Vol. 7, No. 1, pp. 34-59.
- Lainema (2004). **Redesigning the Traditional Business Gaming Process – Aiming to Capture Business Process Authenticity**. Journal of Information Technology Education, Vol. 3, pp. 35-52.
- Lainema & Makkonen (2003). **Applying Constructivist Approach to Educational Business Games: Case REALGAME**. Simulation & Gaming: An Interdisciplinary Journal of Theory, Practice and Research, Vol. 34, No. 1, pp. 131-149. ISSN: 1046-8781.
- Hilmola & Lainema (2002). **Dynamics of Product Mix Decisions**. Kvalita, Inovácia, Prosperita, Vol. VI, No. 1, pp. 22-35.

Doctoral thesis

- Lainema (2003). **Enhancing Organizational Business Process Perception – Experiences from Constructing and Applying a Dynamic Business Simulation Game**. Turku School of Economics, Series A-5:2003. ISBN: 951-564-139-X. On-line: http://info.tse.fi/julkaisut/vk/Ae5_2003.pdf

Articles in international scientific compilation works (chapters in book) with a referee practice

- Harviainen, Lainema, Saarinen (in review). LIHE
- Lainema (in review). LIHE
- Henriksen & Lainema (in review). LIHE
- Lainema, T. & Saarinen, E. (2010). **Explaining the Educational Power of Games**. In Zemliansky, P. & Wilcox, D. (eds.) Design and Implementation of Educational Games: Theoretical and Practical Perspectives. IGI Global, pp. 17-31. ISBN13: 9781615207817.
- Lähteenmäki, S., Saarinen, E., Fischlmayr, I. & Lainema, T. (2009): **Virtual Organizations**. In Bidgoli, H. (ed.) Handbook of Technology Management. Wiley. Pp. 189-206.
- Lainema & Nurmi (2005). **Customization of Industrial Training: Benefits and Problems**. In Weert & Tatnall (eds.) Information and Communication Technologies and Real-Life Learning: New Education for the Knowledge Society. Springer, pp. 213-222, ISBN 0-387-25996-1.
- Lainema (2005). **Building Technology-Based Training on Relevant Learning Perspectives**. In Nicholson, P., Thompson, B., Ruohonen, M. & Multisilta, J. (eds.) E-training Practices for Professional Organisations. Springer Business Media.
- Lainema (2005). **Introducing Organizational Characteristics in Learning Environments**. In Nicholson, P., Thompson, B., Ruohonen, M. & Multisilta, J. (eds.) E-training Practices for Professional Organisations. Springer Business Media.
- Lainema (2004). **Challenging the Dominant Paradigm: Evidence Supporting Time-Based Simulation Gaming**. In Kriz & Eberle (eds.) Bridging the Cap: Transforming Knowledge into Action through Gaming and Simulation. ISBN: 3-00-013988-5. Ostler Druck, Passau, Germany, pp. 42-50.
- Nurmi & Lainema (2003). **Turbulence Ahead! – Engaging Students with Authentic, Collaborative Problem Solving Activities**. In Percival, Godfrey, Laybourn and Murray (eds.) The International Simulation and Gaming Yearbook. Vol. 11, pp. 205-211.
- Lainema (1999). **Planning Guidelines for Next Generation Business Simulation**. In Peter Juliff, Tsurayuki Kado, Ben-Zion Barta (eds.), Educating Professionals for Network-Centric Organisations, pp. 19-26. Kluwer Academic Publishers, Norwell, MA. ISBN: 0-412-84690-X.
- Lainema (1999). **The State of the Art of Business Training in 2007**. In Carlsson, Christer (eds.), The State of the Art of Information Systems Applications in 2007, TUCS General Publications.
- Ruohonen, Kerridge & Lainema (1999). **Tele-Education For Network-Centric Organisations: An Adult Education View**. In Peter Juliff, Tsurayuki Kado, Ben-Zion Barta (eds.), Educating Professionals for Network-Centric Organisations, pp. 201-208. Kluwer Academic Publishers, Norwell, MA. ISBN: 0-412-84690-X.

Articles in international scientific conference proceedings with a referee practice

- Duus Henriksen, T. & Lainema, T. (2010). **Didactic Design for Business Games**. 4th European Conference on Games Based Learning, Copenhagen, 21.-22.10.2010, pp. 55-62. ISBN: 978-1-906638-79-5 CD.
- Saarinen, E., Lainema, T., Lähteenmäki, S. & Fischlmayr, I. (2009). **Leadership and Teamwork in Virtual Organizations – Experiences from a Virtual Team Course**. The 20th Annual NFF (Nordic Academy of Management) Conference, Turku, Finland. Abstract only.
- Lainema, K. & Lainema, T. (2009). **Developing Business School Education – Cross-functionality and Multidisciplinary Aspects in Practice**. The 20th Annual NFF (Nordic Academy of Management) Conference, Turku, Finland.
- Lainema, T. & Saarinen, E. (2009). **Learning about Virtual Work and Communication– The Distributed Case**. Molka-Danielsen, J. (Ed.): Proceedings of the 32nd Information Systems Research Seminar in Scandinavia, IRIS 32, Inclusive Design, Molde University College, Molde, Norway, August 9-12, 2009. ISBN 978-82-7962-120-1.
- Kiili, K., Lainema, T. & Veermans, K. (2009). **Power and flow experience in collaborative business simulation gaming**. ED-MEDIA 2009, World Conference on Educational Multimedia, Hypermedia & Telecommunications, Honolulu, HI, USA.
- Fischlmayr, I., Lähteenmaki, S., Ssارين, E. & Lainema, T. (2008). **Factors of Social Influence in Virtual Multicultural Teams**. Proceedings of the IAREP/SABE Conference (The International Association for Research in Economic Psychology / The Society for Advancement of Behavioral Economics), Rome, Italy. Luiss University Press: ISBN 9788861050273.

- Saarinen, E., Lainema, T. & Lähteenmäki, S. (2008). **Experiencing Virtual Team Membership - Decentralized Decision-Making Processes Leading to Meaningful Learning**. Web-base Education 2008, Innsbruck, Austria.
- Lainema, T. & Kiili, K. (2007). **How Decision-Making Styles Affect the Gaming-as-Learning Experience**. Proceedings of ECGBL 2007 (European Conference on Games Based Learning), Scotland, UK, 25-26 October, pp. 177-184.
- Kiili, K., Ketamo, H. & Lainema, T. (2007). **Reflective Thinking in Games: Triggers and Constraints**. Proceedings of ECGBL 2007 (European Conference on Games Based Learning), Scotland, UK, 25-26 October, pp. 169-176.
- Siewiorek, A. & Lainema, T. (2007). **Professional development through simulation gaming**. In the proceedings of EARLI 2007, 12th Biennial Conference for Research on Learning and Instruction, University of Szeged, Budapest, Hungary. ISBN 978-963-482-837-2
- Lainema & Kiili (2007). **ERP Education in the IS Discipline – Is the Trend towards the Right Direction?** In Tiainen, Isomäki, Korpela, Mursu, Nykänen, Paakki and Pekkola (eds.) Proceedings of 30th Information Systems Research Seminar in Scandinavia (IRIS30), 11.-14.8.2007, University of Tampere, Finland. Series of publications D, D-2007-9, <http://www.cs.uta.fi/reports/dsarja/D-2007-9.pdf>, pp. 414-429. ISBN: 978-951-44-7048-6.
- Lainema, T. & Lainema, K. (2006). **Acquisition of Expertise in Complex Knowledge Domains**. In Kinshuk, Sampson, Spector, and Isaías (eds.) Cognition and Exploratory Learning in Digital Age (CELDA) 2006 proceedings, pp. 159-166. Barcelona, Spain, 8-10 December. ISBN: 972-8924-24-0.
- Kiili & Lainema (2006). **Evaluations of an Experiential Gaming Model: the RealGame case**. In Kommers, P. & Richards, G. (eds.) Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications (EDMEDIA) 2006, pp. 2343-2350. Chesapeake, VA: AACE. Orlando, Florida, June 2006. The paper received an *Outstanding Paper Award*.
- Kiili, K. & Lainema, T. (2006). **Measuring flow experience in educational games**. In J. Multisilta & H. Haaparanta (Eds.), Proceedings of the Workshop on Human Centered Technology, pp. 172-180. Tampere: Juveness Print – TTY.
- Collan, M. and Lainema, T. (2005). **On Teaching Business Decision-Making in Complex Domains**. In Goodyear, P. et al. (Eds.), Proceedings of the 5th IEEE International Conference on Advanced Learning Technologies, Kaohsiung, Taiwan, 5-8 July, 2005, pp. 633-635.
- Nurmi & Lainema (2004). **Problem-Based Learning in the Business Context – Can Simulation Games Improve Problem Solving?** Proceedings of the International Conference on Computers in Education (ICCE) 2004, Melbourne, pp. 227-235. ISBN: 1 86335 573 1.
- Lainema & Nurmi (2004). **Complexity, Systems Thinking, Ill-Structured Problem-Solving and Simulation Gaming**. In Eberle, Kriz, Puschert & Glötzner (Eds.) Proceedings of the 35th Annual Conference of International Simulation and Gaming Association (ISAGA), München, Germany. Pp. 852-860.
- Lainema (2004). **The Role of Customization in Industrial Training**. MCPF - Mass Customization and Personalization Forum, Turku, Finland.
- Lainema (2004). **Learning Decision-Making in a Complex World**. In Meredith, Shanks, Arnott & Carlsson (Eds.) The 2004 IFIP International Conference on Decision Support Systems (DSS2004), Prato, Tuscany, Italy.
- Lainema & Collan (2004). **Experiential Learning Applied to Business Education: Case of Introducing Complexity and Uncertainty in Teaching Investment Decision-Making**. In the proceeding of the 1st European Conference on e-Learning and IS Education, Milan, Italy.
- Lainema (2003). **Implications of Constructivism for Computer-Based Learning** (2003). In Ciborra, Mercurio, De Marco, Martinez, Carignani (eds.), Proceedings of the European Conference on Information Systems, New Paradigms in Organizations, Markets and Society. Universita di Napoli Federico II. *Best Paper Nominee*
- Lainema & Hilmola (2003). **Learning More, Better and Faster? Computer Based Simulation and Gaming of Production and Operations**. In Barros, Helo and Kekäle (eds.), Proceedings of the International Conference on Industrial Logistics (ICIL), pp. 18-37. International Centre for Innovation and Industrial Logistics.
- Lainema (2003). **Implications of Recent Learning Paradigms for Computer-Based Learning**. In Palvia and Liu (eds.), Proceedings of the 4th Annual GITM Conference, pp. 305-308. Global Information Technology Management Association.
- Nurmi & Lainema (2003). **Facilitating the Understanding of Business Processes with a Simulation Game**. Proceedings of the World Conference on Educational Multimedia, Hypermedia and Telecommunications (EDMEDIA), pp. 2163-2170. Association for the Advancement of Computing in Education.

- Nurmi & Lainema (2003). **Enriching business education with complex, real-time based business game simulation.** (abstract only) In L. Mason, S. Andreuzza, B. Arfe & L. Del Favero (eds.) Abstracts of 10th European conference for research on learning and instruction (EARLI). Biennial conference. Padova, Italia. 26.-30.8.2003.
- Nurmi & Lainema (2002). **Collaborative learning with dynamic business game simulation.** Proceedings of ED-MEDIA 2002-World Conference on Educational Multimedia, Hypermedia & Telecommunications. Denver, Colorado, USA.
- Lainema (2002). **Reinforcing Business Students' Business Process Competence: Clues from the Literature and Some Practical Suggestions.** Proceedings of Information Systems Research Seminar in Scandinavia 25 (IRIS). Fredrikssund, Denmark.
- Lainema (2001). **Enhancing Participant Business Process Perception through Business Gaming.** Proceedings of the 34th Annual Hawaii International Conference on System Sciences (HICSS), IEEE.
- Lainema (2001). **Representing Business Processes with a Real-Time Processed Business Game.** In the Proceedings of 31st Annual Conference of International Simulation and Gaming Association (ISAGA). Tartu, Estonia.
- Lainema & Kangas (2001). **Discussing a Case Solution for International Decentralized Business Training.** Proceedings of the Second Annual Global Information Technology Management (GITM) World Conference, Dallas, TX, USA.
- Lainema (2001). **Applying Business Gaming to Information Systems Education.** Information Systems Research Seminar in Scandinavia 24 (IRIS). University of Bergen, Norway.
- Lainema (2001). **How to Apply Process-Oriented Business Gaming to Information Systems Curriculum.** Proceedings of the 32nd Annual Conference of International Simulation and Gaming Association (ISAGA), Bari, Italy
- Lainema (2000). **Calling for Effective Computer Based Business Process Training.** In Svensson, Snis, Sörensen, Fägerlind, Lindroth, Magnusson, Östlund (eds), Proceedings of the 23 rd Information Systems Research Seminar in Scandinavia (IRIS). University of Trollhättan Uddevalla, Sweden.
- Lainema (2000). **A Teletraining Proposal for Business Training: Case Realgame.** In Rapp, Birger (eds), 5th International Workshop on Telework. Stockholm, Sweden.
- Lainema (2000). **Experiences on Using a Business Game as Part of an Information Systems Course.** In Proceedings of 15th Annual Conference of the International Academy for Information Management (IAIM), Brisbane, Australia.
- Lainema & Puhakainen (1999). **The Implications of Internet and Turbulence in Business Environment on Business Game Training.** In Dimitris K. Despotis and Constantin Zopounidis (eds), - 5th International Conference of the Decision Sciences Institute DSI '99, Integrating Technology and Human Decisions: Global Bridges into the 21st Century, Athens.
- Lainema (1999). **Decentralized Business Training: Case Interactive Networked Business Game.** In Khosrowpour, Mehdi (eds), Managing Information Technology Resources in Organizations in the Next Millennium, Idea Group Publishing, Information Resources Management Association, Hershey, Pennsylvania, USA.
- Lainema (1999). **The Pros and Cons of Business Gaming: How to Enhance Employee Business Perception with Game-Playing.** In Carlsson, Christer and Tetard, Franck (eds), Intelligent Systems and Active DSS. Abstracts of the IFORS SPC-9 Conference, TUCS General Publication, Turku Centre for Computer Science.
- Lainema (1999). **What's Wrong with Business Games? Is Budget Based Decision-Making up to Date?** In the proceedings of the Twenty Second IRIS Conference (Information Systems Research Seminar In Scandinavia), Enterprise Architectures for Virtual Organisations, Keuruu, Finland.
- Lainema (1998). **Creating a Tele-Education Environment for Virtual Business Training.** In Suomi, Jackson, Hollmen, Aspnäs (eds), Teleworking Environments, Proceedings of the Third International Workshop on Telework, volume 1998 of TUCS General Publications, Turku Centre for Computing Science, Turku.

Other

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- Lainema (2006). **From academic Research to a Commercial Innovation – A Case from TUCS/Turku School of Economics.** In Tuominen, Mäkelä, Kerminen, Nissilä, Tuokko, Lempinen, Sirén, Hirvonen (eds.) New Exploratory Technologies. TUCS National Publication, No. 11, pp. 102-107. ISBN 952-12-1769-3.
 - Lainema (2004). **How the Inclusion of Time Creates Complexity in Dynamic Decision-Making Environments.** TUCS Technical Report 621. ISBN 952-12-1408-2. On-line at: <http://www.tucs.fi/publications/attachment.php?fname=TR621.pdf>

- Lainema (2004). Liiketoimintaosaamisen koulutuksen tulisi tähdätä kokonaisuuksien hallintaan. *Mercurius*, 4/2004, p. 27. On-line at: http://www.tukkk.fi/ajankohtaista/mercurius/2004/Mercurius_4_04.pdf
- Lainema & Ruokolahti (2004). **Reaalipelillä lisäpotkua prosessien ymmärtämiseen**. *INFO* (Det Norske Veritasin asiakaslehti), 2/2004, p. 7. On-line at: http://www.dnv.fi/Binaries/DNV%20INFO-lehti%202.2004_tcm15-100256.pdf
- Lainema (2003). **A Continuously Processed Business Game Construction for Business Process Training**. TUCS Technical Report 499, ISBN: 952-12-1101-6. On-line at: <http://www.tucs.fi/Publications/attachment.php?fname=TR499.pdf>.
- Lainema (2000). **Constructing a Real-Time Processed Business Game for Business Process Training**. Unpublished Licentiate Thesis, Turku School of Economics.

Memberships

- Member of the Editorial Board of **Simulation & Gaming: An Interdisciplinary Journal of Theory, Practice and Research** (2008-)
- Member of the Editorial Advisory Board of **Computers and Education, An International Journal** (2000-)
- Associate Editor of the **Journal of Simulation/Gaming for Education and Development** (2010-)
- Program Committee member of the **ICT, Society and Human Beings** conference (ICT Humans 2011), Rome, Italy
- Program Committee member of the **ICT, Society and Human Beings** conference (ICT Humans 2010), Freiburg, Germany
- Program Committee member of the **Interfaces and Human Computer Interaction** conference (IHCI 2010, 2011)
- Member of the Program Committee of the **International Conference on Computer Supported Education** (CSEDU 2009, 2010, 2011)
- Member of the Scientific Committee of the conference **Game and Entertainment Technologies** (GET 2009, 2010, 2011)
- Member of the Scientific Committee of the International Conference on **ICT, Society and Human Beings** (MCCSIS 2009)
- Member of the Conference Committee of the **European Conference on Games Based Learning** (ECGBL; Paisley Scotland 2007, Barcelona 2008, Graz Austria 2009, Copenhagen 2010, Athens 2011)
- Member of the International Scientific Committee of the annual conference of the Society for the **Advancement of Games and Simulations in Education and Training** (SAGSET 2008)
- Member of the Steering Committee of **International Simulation and Gaming Association** (ISAGA) (2000-2006)
- IRMA2006 Program Committee member
- Member of the **IFIP Working Group 3.4, Professional and Vocational Education for the Information and Communication Technologies (ICT) Sector** (2004-)
- Member of the **IFIP Working Group 8.3, Decision Support Systems** (2004-)
- Member of the Program Committee of IADIS (**International Association for Development of the Information Society**) International Conference (e-Society 2004)
- Member of the Local Organizing Committee of the **European Conference on Information Systems** 2004 (ECIS)
- Member of the board, **Finnish Institute of Mass Customization and Personalization**

Guest Lectures / Keynotes

- Research seminar presentation in Bentley University, Massachusetts: **Collaboration and Process-Oriented Work in the Virtual and Global Context**, 19.4.2011
- ITK-2011 / Suomen Oppimispelit ry:n työpaja ” Oikeaa peliä etsimässä – sukellus pelioppimisen maailmaan” – esitys ”**Simulaatiopelit oppimisessa**”, 6.4.2011
- Vermeet Hajautetun Työn Hallintaan –Tekes-projektin yritysseminaari, TKK, Otaniemi 15.1.2009: **Liiketoiminnan haasteiden havainnollistaminen ja ratkaiseminen verkottuneessa/hajautetussa liiketoimintaympäristössä**.
- International School on Educational Research (Doctoral Programme for Multidisciplinary Research on Learning Environments), Jyväskylä 28.-31.1.2008. Workshop **Simulation in Education**, together with Erno Lehtinen and Ton de Jong.
- IX logistiikan opettajien ja tutkijoiden päivät 17.11.2007. **Dynamic Supply Chain management**.

- Tampereen yliopisto, 20.3.2007. **Kokemuksia asiantuntijayrittäjyydestä.**
- Turun AMK, DESIM-projekti, 20.10.2006. **RealGame: Argumentaatio & ominaispiirteet reaaliaikaisessa simulaatiopelissä**
- Lappeenranta University of Technology, 11.10.2006. **Organizational change, uncertainty/complexity, and Simulation gaming, on course Strategic Entrepreneurship in Age of Uncertainty.**
- **Serious Gaming in Business Education.** Nordic Serious Games Seminar (NSGS 2005), Jyväskylä, Finland, 2-3rd August 2005.
- Logistiikkaseminaari – 20 v. Juhlaseminaari 1986-2005, Finlandia-talo, 3.-5.2.2005: **Staattisesta tilaus-toimituksetjusta jatkuvaan – Muuttuvan ympäristön haasteet**
- Logistiikan globaalit haasteet -Seminaari 17.11.2004, Valkea Talo, Helsinki: **RealGame – Reaalimaailman päätöksentekotilanteet ja prosessien johtaminen**
- Åbo Akademi, IAMSR, Post graduate Seminar, 29.10.2004: **The PhD Review Process / Design Science**
- Åbo Akademi, IAMSR, Post graduate Seminar, 29.10.2004: **Design Science - The Art of Constructivism**
- University of Vaasa, May 2004, **Tuotannon ohjaus, jatkokurssi**
- The Finnish Production Control Society. Tehokas ja joustava toimitusprosessi - tuotantostrategioista toiminnanohjausjärjestelmiin. Syysseminaari Naantalin kylpylässä 3.-4.12.2003: **Tavoitteena kannattava ja aikaperusteinen tuotanto** (with Olli-Pekka Hilmola)
- International Conference on Industrial Logistics, Vaasa, 16.-19.6.2003. Keynote: **Learning More, Better and Faster – Computer Based Simulation and Gaming of Production and Operations** (with Olli-Pekka Hilmola)
- University of Bergen, February 2002, **RealGame – design principles and argumentation**

Reviewing for the following peer reviewed academic journals

- (2010) **The DATA BASE for Advances in Information Systems**
- (2004-) **Computers and Education**
- (2004-) **Simulation & Gaming**
- (2008) **Telematics and Informatics**
- (2007-2008) **The Journal of Strategic Information Systems**
- (2006) **Information Sciences**
- (2005) **International Journal of Business Performance Management**

Acting as an Examiner

- 2009, Preliminary examiner of the doctoral dissertation of Juha Saranen (*Enhancing the Efficiency of Freight Transport by Using Simulation*), Lappeenranta university of Technology
- 2009, Examiner/Opponent of Thomas Duus Henriksen's Doctoral dissertation, Danish School of Education, University of Aarhus
- eMBA thesis examiner since 2006 in TSE

Visits

- **Research exchange**, Bentley University, Boston, Massachusetts, USA, January – May 2011.
- **ERASMUS teaching staff mobility teaching programme**, *Course Simulation in Education*, University of Regensburg, Germany, 25.3. – 23.4.2008