



# THE OHIO STATE UNIVERSITY

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## AEDE 4106 STRATEGIC MANAGEMENT COURSE

### OUTLINE AND SCHEDULE

12:45 PM – 2:05 T/TH

Agricultural Administration Building 108

Spring 2024

**INSTRUCTOR:** Dr. Anna W. Parkman  
Pronouns: (she/her/hers) [What are pronouns?](#)  
Honorific: Dr. Parkman

**OFFICE:** 332 Agricultural Administration Building

**MAILBOX:** AEDE Administrative Office Room 250 Ag Admin

**HOURS:** T, TH 2:30-4:00 PM and MWF by appointment

**PHONE:** (614) 292-9746 (office)

**E-MAIL:** parkman.6@osu.edu (preferred contact method)

**TA:** Zheng Hou

### Class Structure

Strategic Management 4106 is delivered in a combination of class lectures, discussion of contemporary business approaches utilized across the agribusiness sectors and an industry simulation. During the first weeks of the semester, the class will consist of lectures, teamwork, and an industry/company analysis. The lecture, discussion and industry analysis allow the students to develop an understanding of how learned concepts are informed and applied from a practical standpoint. This portion of the semester is basically dedicated to reading, research, understanding, and analysis. In contrast, during the second half of the semester, students will utilize a sophisticated simulation to experiment and apply the concepts of industry competition in a simulated production setting. This section is truly dedicated to team building, strategy formulation, and coordination across functional areas to execute a business strategy. The results of these actions will be seen immediately as the competition rounds take place twice a week for a total of four weeks.

My goal in this course is to help you to assess your learning gaps and address them so that you graduate confident in your abilities to integrate and apply fundamental skills of managerial economics, management, marketing, finance, and operations in your agribusiness career going forward.

### How this Course Works:

This course is 100% in person.

### Technology Skills

Basic computer and web-browsing skills. Ability to navigate Carmen Canvas.

### REQUIRED READINGS & MATERIALS:

Rothaermal, Strategic Management, 5<sup>th</sup> Ed. McGraw-Hill.

Access this eBook through the Carmen Books reader link in the course navigation.

The textbook for this course is being provided via Carmen Books. Through Carmen Books, students obtain publisher materials electronically through Carmen Canvas, saving them up to 80% per title. The fee for this material is included as part of tuition and is listed as *Carmen Books fee* on your Statement of Account. Unless you chose to opt-out of the program, you do NOT need to purchase any materials for this course at the bookstore. For more information on the program or information on how to opt out, [please visit the CarmenBooks website](#).

TopHat: I will be using TopHat to take attendance each day and on occasion to document engagement using polling and for quizzing (non-graded). Once you have registered in **Strategic Management SP24** in TopHat using our **Join Code of 603122** you will be able to document your attendance and participation. When you come into the classroom you will see the TopHat code for attendance that day on the screen or the chalkboard in the front of the room. You will use your phone or tablet to enter the code into TopHat. When you do that, your attendance will be recorded. I will check the number of students present in the room against the TopHat attendance record to assure accuracy. Sharing the code for attendance is not permitted. When polling or answering quiz questions, your answers will be recorded in TopHat and will demonstrate that you are in the room and actively participating. If you do not have your phone or tablet with you, just sign in with me at the start of class and when polled record your answers to submit to me at the end of class.

### **Capsim Capstone 2.0 Simulation and Final Exam Package**

Strategic Management is the capstone course for your degree. Here you will not only learn about strategy and how it impacts business decision making in each of the functional areas of business through reading and discussion; you will also have the opportunity to learn by doing as you apply that content to a challenging simulation. The package includes the simulation prep materials, everything you need to compete in the simulation, a peer evaluation, and your final exam.

You will be using the Capsim Capstone 2.0 simulation package in this course to assess, further develop and to demonstrate your ability to integrate and apply fundamental business skills. Each student in this course will purchase a license to access and use the Capsim Capstone 2.0 Simulation and complete the final exam, available at [www.capsim.com](http://www.capsim.com). Registration enables you to access the simulation program, download the simulation manual and interface with the customer support. The package includes individual and team components required for completion of the course objectives. See section **Strategy Simulation** below for detailed instructions.

#### **\*To Register for the Simulation in February:**

1. Go to [www.capsim.com](http://www.capsim.com), click the “Get Started” button on the right-hand side
2. Click the “Student Registration” button under Redefine Your Learning Experience
3. Read the welcome message and agree to the terms of usage
4. Click the “Continue with registration” button to move on to the next page
5. Enter the Simulation Industry ID number **given to you in class** and click the “Enter Industry ID” button
6. Enter all the required fields

7. Select the “Pay Online” button to make the payment of \$73.98 plus any applicable taxes

### **Course Description and Objectives**

The primary objective of this class is to acquire the analytical skills and the tool kit to formulate managerial strategies in a competitive environment. Such a competitive environment is constrained by the internal conditions of the firm such as products, resources and capabilities, and the external industry drivers and market dynamics as well as supply chains.

During the course of the semester, students aim to:

- ✓ Acquire a deeper understanding of decision making at three different levels: industry, firm, and projects.
- ✓ Acquire skills to formulate, implement and justify business strategies.
- ✓ Integrate and apply fundamental skills of managerial economics, management, marketing, finance, accounting and operations.
- ✓ Improve business communications skills and quantitative analytics software skills
- ✓ Improve team building skills

### **Preferred Communication:**

Email is my preferred communication method. Class wide communications will be via announcements in Carmen.

### **Assessment of Student Learning**

Team Project: Using content learned in the course students will work in teams to complete a food/agricultural company and industry analysis. Details for the assignment and library support will be available in Carmen.

### **Simulation Prep**

Prior to participating in the simulation, all students must complete the simulation prep. You do this in class with me and individually on your own. Failure to prepare prior to the start of the simulation practice rounds will result in a 15% deduction in points earned in the simulation at the end of the semester.

### **Capsim Capstone Simulation**

The Capstone Strategy Simulation has two components: 1) Individual Work and 2) Group Competition. Each student is required to work through the individual components prior to competing in the teams. Team grades are evaluated on competitive performance vis-à-vis other teams in the same industry and overall learning.

You will have an opportunity to suggest individuals you would like to work with during the simulation during the first few weeks of class. While these suggestions will be utilized to form

teams, adjustments may need to be made to ensure the appropriate team sizing. All decisions regarding team member groups are at the discretion of the instructor.

We will use both class time and outside of class time to prepare, run, manage and complete the simulation. The sim is web based, which allows your company to perform some analyses outside of class time. During the simulation, class time will be utilized for team discussion of results, competitive industry analysis, concepts review, and decision making as a team.

Team Component Capstone 2.0 Simulation: We will be using Capstone 2.0, a strategy simulation program ([www.capsim.com](http://www.capsim.com)). Early in the semester we will form teams of 3-4 students. Each student team will have a company with 5 plants to run, and strategic decisions to make. Your decisions and the decisions of other teams will be processed in 3 practice and 8 competition rounds to provide ongoing feedback on how your company is performing in the industry.

#### Individual Component Capstone Simulation

The individual component of the Capstone Package 2.0 consists of two parts. The first is a host of assignments that must be completed to assure you are prepared for each round. This section must be completed prior to the start of the practice rounds and during the competition rounds. The second component is the Final Exam which is a comprehensive outbox simulation exam.

Final Exam: The Comp-X Exam to be accessed via the Capstone Simulation site.

Company Performance over Capstone rounds: There will be 1 industry with 4 student teams and 2 AI teams competing in it. Team performance evaluation details and rules of engagement will be provided during the Capstone 2.0 review lecture (see calendar).

Plant Manager Reports (PMR) Students will take on the role of plant manager in the simulation. To help you conceptualize the role and to aid you in your performance as a team, you will be required to submit 4 Plant Manager Reports for the plant/product you are assigned. You will be introduced to the PMR in the simulation introduction and preparation class meeting. Most teams have found the PMR's so useful, they require them of each other prior to the start of their team meetings during the simulation. The PMR document can be found in the course files.

Board Report: At the close of the 8 competition each team will write a final report to its board of directors (Dr. Parkman) evaluating their performance in the simulation, describing the impact of their decisions on customers, employees, the community, suppliers, the environment, and shareholders. Additionally, the teams will share what they did well and what they would do differently if they could go back and start again. Details for the assignment will be available in Carmen.

Peer Evaluation: During the final weeks of class, you are required to complete and submit an electronic peer evaluation. Each student will self-assess and evaluate each of her/his teammates. I take this input into consideration to distribute the points assigned to "peer-evaluation". A 'bad' review from all team members results in zero points.

Attendance & Class Participation: In this class attendance is extremely important and therefore required. Class meets in-person twice a week. The expectation is that you will be in class, engaged and actively participating. Attendance will be taken and is a required portion of your grade. If you are ill or face extenuating circumstances and need to miss class, please contact me via email. We can then discuss accommodation and make plans for you to catch up. Documentation may be required.

We will begin by developing an understanding of strategy and the integration of business unit information as a part of that process. While doing that, we will be working to get to know each other and understand team dynamics so that YOU can assess what makes a good team for you as we approach the simulation. You need to be in class to achieve these goals. When we prepare and compete in the simulation class time is spent debriefing rounds, understanding the industry, analyzing your company's position in it and making team decisions. You will be responsible for running a business; you need to be in class to demonstrate that you are contributing and meeting your commitment to your team in doing that.

*Should in-person classes be canceled due to a weather event, we will meet virtually via CarmenZoom during our regularly scheduled time. I may also move us to Zoom if at any point in-person classes are not cancelled but I deem it in our best interest to stay off the roads. I will share any updates via CarmenCanvas.*

Late Assignments: I do not accept late assignments unless there are extenuating circumstances. Please contact me if you need an extension prior to the due date so that we can determine if your situation fits into this category. Should a sudden emergency occur, contact me when you can and we will discuss documentation and procedures for late submission if granted.

Contact Methods & Response Time: I prefer that you talk with me after class or drop by my office if you have questions. I am also very willing to schedule virtual meetings using Zoom. I know that will not always work for some and my second preference is that you email me. In general I respond to emails within 24 hours during the work week. If you have not heard back from me within 48 hours, feel free to send me a 'gentle' reminder.

Grading: I do all of my own grading with the exception of the PMR assignments when our TA helps me grade so that we can provide feedback within 48 hours. In the capstone course that seems appropriate. I work to grade assignments as quickly as is humanly possible. I think one week is reasonable for most assignments but occasionally when the assignment is long, I will extend the grading period to two weeks. I will keep you informed if I need more time to grade.

## ***Assignments and Grading***

<b>Individual Points</b>		
Attendance & Participation	50	
Plant Manager Reports (4)	100	
Peer Evaluation of your Performance in Sim	25	
Final Exam	150	
<b>Group Points</b>		
Company Performance in the Simulation	150	
Board Report	100	
Company Analysis	100	
<b>Total Points</b>		675
<b>*All students must complete the final exam to pass the course</b>		

Final grades will be a weighted average of your performance and will be calculated to two decimal places. Letter grades will be assigned according to the OSU Standard Grading Scheme cutoffs:

<b>Symbol</b>	<b>%</b>	<b>Symbol</b>	<b>%</b>
A	93	C+	77
A-	90	C	73
B+	87	C-	70
B	83	D+	67
B-	80	D E	60
			59 or less

**COURSE SCHEDULE SPRING 2023 (TENTATIVE)**

Date	Class Content	Deliverables
January 09	Course Introduction Intro to Strategy	
January 11	Strategic Management & Leadership	
January 16	No Class Today	
January 18	Mission, Vision & Values (MVV) and Stakeholders	
January 23	External Environment & Team Project Work	
January 25	Internal Environment	<b>Sign up for the Capsim Capstone Simulation: See notes in Syllabus</b>
January 30	Grocery Retail Discussion & Team Check-in w/Parkman	
February 1	Competitive Advantage	
February 6	Teamwork Company Analysis	<b>MUST BE in the SIMULATION</b>
February 8	Business Strategy & Team Project Work	<b>Team Company Analysis Due Feb. 8<sup>th</sup> in Carmen 11:00 PM</b>
February 13	Intro to the Simulation Capsim Courier Plant Manager Reports (PMR)	Simulation Prep Begins
February 15	Work on and complete Simulation Training in Capstone2.0 through the Advance level. We will also have time to work on your PMR#1 in class.	<b>Plant Manager Report (PMR) #1 in Prep for Simulation Practice Round 1 due Saturday Feb 17<sup>th</sup> at 11PM</b>
February 20	Practice Round 1	Sim Prep Must Be Completed: prior to class February 20 <sup>th</sup> to participate in the Practice Rounds.
February 22	Practice Round 2	<b>PMR#2 in Prep for PR#3 Due Feb. 24<sup>th</sup> at 11PM</b>
February 27	Practice Round 3	
February 29	Debrief Practice Rounds Competition Round Plan	
March 5	Competition Round 1	
March 7	Competition Round 2	
March 11-15	<b>SPRING BREAK</b>	

March 19	Competition Round 3	
March 21	Competition Round 4	<b>PMR#3 Due March 23<sup>rd</sup> in prep for CR#5</b>
March 26	Competition Round 5	
March 28	Competition Break Team Strategizing	<b>PMR#4 Due March 30<sup>th</sup> in prep for CR#6</b>
April 2	Competition Round 6	
April 4	Competition Round 7	
April 9	Competition Round 8	
April 11	Debrief CR 8 Intro to the Board Report Intro to the Comp-X Final Exam	
April 16	Teamwork: Board Report	
April 18	Course Wrap Up Teamwork: Board Report	Final Opens at 2:00 PM Board Report Due April 18 <sup>th</sup> at 11:00 PM Peer Evaluation Due April 18 <sup>th</sup> at 11:00 PM
Final Exam April 25 <sup>th</sup>	Comp X- Final Closes on Thursday April 25 <sup>th</sup> at 3:45 PM	

(The instructor reserves the right to adjust the syllabus and course schedule as needed to facilitation student learning in the face of unexpected events or situations that warrant such changes)



## **Things you should know:**

### **Final Exam:**

You must complete the final exam yourself, without any external help or communication. Failure to take the final exam will result in failure of the course. You cannot opt out of the final.

### **Written assignments:**

Your written assignments should be your own original work. In formal assignments, you should follow APA or MLA style to cite the ideas and words of your research sources. For team assignments, the work should be the work of the team members. Only those who contribute to the assignment should be listed on the submitted document.

### **Reusing past work:**

In general, you are prohibited in university courses from turning in work from a past class to your current class, even if you modify it. If you want to build on past research or revisit a topic you've explored in previous courses, please discuss the situation with me.

#### **1. Academic Misconduct/Academic Integrity**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute Academic Misconduct.

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University, or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

#### **2. Disability Accommodations**

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's request process ([slds.osu.edu/covid-19-info/covid-related-accommodation-requests/](https://slds.osu.edu/covid-19-info/covid-related-accommodation-requests/)), managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable

accommodation, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodation so that they may be implemented in a timely fashion. SLDS contact information: [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu).

3. **Counseling and Consultation Services/Mental Health** (statement available at: <https://ccs.osu.edu/supporting-your-student/faculty-and-staff>)

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing.

If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting [ccs.osu.edu](http://ccs.osu.edu) or calling 614--292--5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614--292--5766 and 24 hour emergency help is also available 24/7 by dialing 988 to reach the Suicide and Crisis Lifeline.

For students in the College of Food, Agricultural, and Environmental Sciences, David Wirt, [wirt.9@osu.edu](mailto:wirt.9@osu.edu), is the CFAES embedded mental health counselor on the Columbus campus. To contact David, please call 614-292-5766. Students should mention their affiliation with CFAES if interested in speaking directly with David.

4. **Creating an environment free from harassment, discrimination, and sexual misconduct**

The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate based on age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault, relationship violence, stalking, and sexual exploitation.

To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential resources and supportive measures, contact the Office of Institutional Equity:

1. Online reporting form at [equity.osu.edu](http://equity.osu.edu),
2. Call 614-247-5838 or TTY 614-688-8605,
3. Or Email [equity@osu.edu](mailto:equity@osu.edu)

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Office of Institutional Equity to ensure the university can take appropriate action:

- All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.
- The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

5. **Diversity Statement**

The Ohio State University affirms the importance and value of diversity of people and ideas. We believe in creating equitable research opportunities for all students and to providing programs and curricula that allow our students to understand critical societal challenges from diverse perspectives and aspire to use research to promote sustainable solutions for all. We are committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person; fosters sensitivity, understanding, and mutual respect among all members; and encourages each individual to strive to reach their own potential. The Ohio State University does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, gender, sexual orientation, pregnancy, protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment.

To learn more about diversity, equity, and inclusion and for opportunities to get involved, please visit:

- <https://odi.osu.edu/>
- <https://odi.osu.edu/racial-justice-resources>
- <https://odi.osu.edu/focus-on-racial-justice>
- <https://cbssc.osu.edu/>

In addition, this course adheres to **The Principles of Community** adopted by the College of Food, Agricultural, and Environmental Sciences. These principles are located on the Carmen site for this course; and can also be found at <https://go.osu.edu/principlesofcommunity>. For additional information on Diversity, Equity, and Inclusion in CFAES, contact the CFAES Office for Diversity, Equity, and Inclusion (<https://equityandinclusion.cfaes.ohio-state.edu/>). If you have been a victim of or a witness to harassment or discrimination or a bias incident, you can report it online and anonymously (if you choose) at <https://equity.osu.edu/>.

### **Our inclusive environment allows for religious expression.**

It is Ohio State's policy to reasonably accommodate the sincerely held religious beliefs and practices of all students. The policy permits a student to be absent for up to three days each academic semester for reasons of faith or religious or spiritual belief.

Students planning to use religious beliefs or practices accommodations for course requirements must inform the instructor in writing no later than 14 days after the course begins. The instructor is then responsible for scheduling an alternative time and date for the course requirement, which may be before or after the original time and date of the course requirement. These alternative accommodations will remain confidential. It is the student's responsibility to ensure that all course assignments are completed.

### **Lyft Ride Smart**

[Lyft Ride Smart at Ohio State](#) offers eligible students discounted rides, inside the university-designated service area, from 7 p.m. to 7 a.m. Each month, 10,000 discounted rides will be made available on a first-come, first-served basis with the average cost expected to be \$2 or less. Prices may be impacted by distance, traffic, time of day, special events and prime time surcharges. To qualify for program discounts, users must select "shared ride" when booking in the Lyft app. When using ride sharing, remember to visually confirm vehicle info/descriptions in the company app and ask the driver to say who they are picking up.

### **Safe and Healthy Buckeyes**

Health and safety requirements: All students, faculty and staff are required to comply with and stay up to date on all university safety and health guidance (<https://safeandhealthy.osu.edu>). Non-compliance will result in a warning first, and disciplinary actions will be taken for repeated offenses.

**Land Acknowledgement Statement** (from the Multicultural Center; <https://mcc.osu.edu/about-us/land-acknowledgement>)

We would like to acknowledge the land that The Ohio State University occupies is the ancestral and contemporary territory of the Shawnee, Potawatomi, Delaware, Miami, Peoria, Seneca, Wyandotte, Ojibwe and Cherokee peoples. Specifically, the university resides on land ceded in the 1795 Treaty of Greenville and the forced removal of tribes

through the Indian Removal Act of 1830. As a land grant institution, we want to honor the resiliency of these tribal nations and recognize the historical contexts that have and continue to affect the Indigenous peoples of this land.

**Credit hours and work expectations:** This is a [3] credit-hour course. According to [Ohio State bylaws on instruction](https://go.osu.edu/credithours) (go.osu.edu/credithours), students should expect around [3] hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to [6] hours of homework (reading and assignment preparation, for example) to receive a grade of [C] average.

### Copyright for Instructional Materials

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.