



THE OHIO STATE UNIVERSITY

**AEDE 4106 STRATEGIC MANAGEMENT
COURSE OUTLINE AND SCHEDULE
12:45 PM – 2:05 T/TH
AGRICULTURAL ADMINISTRATION , RM 108
AUTUMN 2018**

INSTRUCTOR: Dr. Anna W. Parkman
OFFICE: 332 Agricultural Administration Building
MAILBOX: AEDE Administrative Office Room 250 Ag Admin
HOURS: M, T,TH 2:30-4:00 PM and WF by appointment
PHONE: (614) 292-9746 (office)
E-MAIL: parkman.6@osu.edu

Teaching Associate

TA: Katy Bender
Email: bender.152@osu.edu
Office Location: 327 Agriculture Administration Building
Hours: TBA

Class Structure

Strategic Management 4106 is delivered in a combination of class lectures, discussion of contemporary business approaches and an industry simulation. During the weeks prior to the midterm exam, the class will consist of lectures and the discussion of relevant business cases. The lecture-business case setting allows the students to develop an understanding of how learned concepts are being applied from a practical standpoint. This portion of the semester is basically dedicated to reading, understanding, and analysis.

In contrast, during the weeks after the midterm, students will utilize the simulation to experiment and apply the concepts of industry competition in a real-life like 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 career going forward.

REQUIRED TEXTBOOK & MATERIALS:

You will access the text/connect links in the Carmen Course Shell. See email for directions

1. Text: Strategic Management 3rd edition, by Frank T. Rothaermel): ISBN: 9781260040708

2. Capstone Simulation Package

Strategic Management is the capstone course for our unit. 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 team simulation/competition with individual prep work and the individual simulation/assessment.

You will be using the Capsim Capstone 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 need to purchase a license to access and use the Capstone simulation and complete the Comp-XM, available at 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: AU18**

1. Go to www.capsim.com, click the “Sign Up” button on the right-hand side
2. Click the “Register Now” button under Student Registration
3. Read the welcome message and agree to the terms of usage
4. Click the “Continue with initial registration for this course” button to move on to the next page
5. Enter the Simulation ID number **C100148** and click the “Enter Industry ID” button
6. Enter all the required fields
7. Select the “Pay Online” button to make the payment of \$68.98 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 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 and operations.
- ✓ Improve business communications skills and quantitative analytics software skills
- ✓ Improve team building skills

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 assure 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. It 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 Simulation: We will be using Capstone, a strategy simulation program (www.capsim.com). Early in the semester we will form teams of 4-5 students. Each student team will have a company 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 consists of two parts. The first is a host of assignments that must be completed to assure you are prepared to be successful in the simulation as a team member. This section must be completed prior to the start of the practice rounds. The second component is the COMP-X Exam which is a less complex 4 round version of the simulation that you complete alone while answering board questions concerning your understanding of the integration of accounting, finance, marketing and operations in the strategic management of a business entity.

Simulation Preparation

Do not worry about being an expert in the simulation areas right away; there is a lot of information to take in here. To help you become familiar with the simulation and build your business skill set, I've constructed a learning plan. The assignments below are structured to start your training for the simulation. It will feel awkward at first but you will get more proficient as you progress through the simulation. You are welcome to start working through the assignments at any point you like. Due dates for completion of each step are in the syllabus.

To prepare for the simulation you will be required to:

1. Log into your Capsim account from the main homepage www.capsim.com
2. Click on the Capstone® logo
3. On the left menu, click on the “*Getting Started*” left menu option
4. To the right of the left menu, go through the following tabs:
 - a. View Introductory Lesson – Click play button to start the video. There is a quiz at the end that you must also take. **10 minutes.**
 - b. Complete the Rehearsal Tutorial – The rehearsal gets you comfortable with navigating through the simulation. Please follow instructions on left-hand menu bar. **1 hour**
 - c. Complete the Situation Analysis – The Situation Analysis will help your company understand current market conditions and how they will change. **90 minutes**

Simulation Support

Please contact the Capsim Management Simulations Inc. if you have any problems with the simulation, technical or business related. Send your questions by clicking the “Help & Support” and “Support Tickets” link from the top menu of your www.capsim.com account. You can also send an email directly to support@capsim.com. Please allow 12-hour response time. Additionally, you can speak to a live person during office hours (below are USA, Central Time Zones):

Days	Time
Monday – Friday	8:00 am – 8:00 pm CST
Saturday	E-Mail Only
Sunday	E-Mail Only

The toll-free number is (877) 477-8787 (USA and Canada only). The Capsim support group helps with specific questions but you must do the work. Support will not provide you with help on what decisions to make.

Attendance & Class Participation: In this class attendance is extremely important and therefore 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. The simulation is worth 150 points. Students absent during the simulation will be penalized. Two absences will result in a 10% penalty, 3 absences will result in a 20% penalty, and 4 or more will result in a 50% penalty.

Midterm Exam: will consist of T/F, short financial calculations, multiple choice questions, short essay and/or case analysis. It will include all material covered prior to mid-term break. **Final Exam:** The Comp-X Exam to be accessed via the Capstone Simulation site.

Company Performance over 8 Capstone rounds: There will be two industries. There will be only one winner per industry. This means only one team per industry could be granted the full 150 points, depending upon applicable financial results. Team performance evaluation details and rules of engagement will be provided during the Capstone review lecture (see calendar).

Stock Memo, Board Reports & Presentations: The stock memo is a team document that summarizes the impact of team decisions on your #1 stockholder (ME); the board reports include 1) Initial Strategy & Team Charter and 2) Final Strategy Report. A more detailed outline of requirements for each will be posted on CARMEN. Please refer to the class calendar for due dates. Each team will have an opportunity to present to the board (the class and instructor). Presentations are 15 minutes long and are primarily to explain the success or failure of the original strategy. Refer to the class calendar for presentation dates. Presentation outline requirements and format will also be posted on 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 team mates. I take this input into consideration to distribute the points assigned to "peer-evaluation". A "bad" review from all team members result in zero points.

OSU Code of Student Conduct and Policy on Academic Misconduct

- All students are expected to abide by the University's Code of Student Conduct (<http://studentaffairs.osu.edu/csc/>)
- Please refer to the OSU Website for details on Academic Misconduct (<http://oaa.osu.edu/coam.html>). Any violation of the University's policy will be dealt with according to University procedures

Disability Services:

The University strives to make all learning experiences as accessible as possible. 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. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Assignments and Grading

Individual Points		
Attendance & Participation	150	
Capsim Tutorial Completion	50	
Quiz	50	
Financials Assignment	100	
Mid-Term Exam	200	
Final Exam	200	
	750	
Group Points		
Company Performance in the Simulation	150	
Stock Memo, Reports & Presentation	75	
Peer Evaluation	25	
	250	
Total Points		1000

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:

Letter Grade and Percentages

Symbol	%	Symbol	%
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
AUTUMN 2018

Readings	Class Content	Deliverables
August 21 Read Syllabus	Course Introduction Intro to Strategy	
August 23 Read Chapter 1	Strategic Management	
August 28 Read Chapter 2	Strategic Leadership	
August 30 Read Chapter 3	Internal Analysis	
September 4 Read Chapter 4	External Analysis	
September 6	External Analysis	
September 11	Quiz Chapters 1-4 Competitive Advantage Intro	Sign Up for Capstone Simulation
September 13 Read Chapter 5	Competitive Advantage	
September 18	Business Strategy: Differentiation Cost Leadership & Blue Ocean	
September 20 Read Chapter 6	Business Strategy: Differentiation Cost Leadership & Blue Ocean	Financial Worksheet Due Prior to Class
September 25	Business Strategy: Differentiation Cost Leadership & Blue Ocean	
September 27 Read Chapter 8	Corporate Strategy: Vertical Integration & Diversification	
October 2	Mid-Term Exam	Chapters 1-6, 8
October 4	Introduction to Capsim Capstone Simulation Team Building, Accountability, Charter Development	Sim Prep: View Introductory Lesson & complete quiz at the end. Begin the Rehearsal Tutorial & Situation Analysis
October 9	Practice Round 1	Initial Board Report of Team Strategy & Team Charter Due Prior to start of class
October 11	No Class Fall Break	
October 16	Debrief PR 1 Practice Round 2	
October 18	Debrief PR 2 Practice Round 3	Complete the Rehearsal Tutorial & Situation Analysis
October 23	Debrief PR 3 Competition Round (CR) 1	

October 25	Debrief CR 1 Competition Round 2	
October 30	Debrief CR 2 Competition Round 3	
November 1	Debrief CR 3 Competition Round 4	
November 6	Debrief CR 4 Competition Round 5	
November 8	Debrief CR 5 Competition Round 6	
November 13	Debrief CR 6 Competition Round 7	
November 15	Debrief CR 7 Competition Round 8	
November 20	Debrief CR 8 Teamwork: Stock Memo	Stock Memo Due Prior to Start of Class in Carmen
November 22	No Class Thanksgiving Holiday	
November 27	Team Work: Presentations	
November 29	Team Presentations	
December 4	Team Presentations	
December 6	Reading Day: No Class	
December 11	Final Exam Completion Day 2:00 – 3:45 PM	CompX-Exam must be completed no later than 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)