

Fall 2025

Meeting days: Tuesday	Instructor name: Carsten Hennings DBA
Meeting times: 6:00-8:45pm	Phone: (619) 849-2667
Meeting location: Building 25, room 105	E-mail: chennin1@pointloma.edu
Final Exam: December 16, 2025	Office location and hours: Office hours by Appointment

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course serves as a capstone experience for business students. It seeks to integrate the diverse areas of business study through formal instruction, a competitive business simulation, case analysis and in-depth analysis of current problems facing businesses. Consideration is also given to the policy development process, corporate social responsibility, and the highest purposes of business.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Describe the key drivers of sustainable competitive advantage and economic profit. (PLO 1; PLO 2; PLO F1)
2. Conduct an actionable business situation analysis (PLO 1; PLO 2; PLO F2)

3. Develop and execute effective business strategies. (PLO 2)
4. Evaluate the purpose of business in society and articulate how their personal vision and sense of purpose relates to that greater purpose. (PLO 4)
5. Demonstrate well-developed teamwork skills when making strategic decisions (PLO 5).
6. Support decision-making using effective written and verbal communication (PLO 3).

REQUIRED TEXTS, TOOLS, AND RECOMMENDED STUDY RESOURCES

Required Text: West, G. P. (2024). *Strategic Management: Value Creation, Sustainability, and Performance* (8th ed.).

This text is bundled with the *Capsim* Capstone 2.0 simulation and needs to be purchased from *Capsim*. Instructions for the purchase are found on the Canvas website. The individual assessment will be purchased through Harvard Business Publishing.

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 16 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 120 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

ASSESSMENT AND GRADING

Activities and Point Distribution

Activity	Initial Points
Simulations:	
• <i>Capstone 2.0</i> Team Performance (Team)	200
• <i>Capstone 2.0</i> Team Submissions	<u>100</u>
Subtotal	300
Exams and Quizzes:	
• Peregrine Comprehensive Exit Exam	50
• Chapter Quizzes	60
• Final Exam	200
• Individual Strategy Exercise	<u>50</u>
Subtotal	360
Session Work and Participation:	
• Weekly Cases and Why Business Matters to God	175
• Lecture Video and Class Participation	<u>165</u>
Subtotal	340
Total Points	1000

Points will be converted to grades as follows

Points	Grade	Points	Grade
930-1000	A	730-769	C
900-929	A-	700-729	C-
870-899	B+	670-699	D+
830-869	B	630-669	D
800-829	B-	600-629	D-
770-799	C+	0-599	F

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in when they are due, including assignments posted in Canvas. In general, a grade of 0 will be assigned to any work submitted late (as indicated in Canvas) without prior arrangement. Incompletes will only be assigned under extremely unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

While I do recognize the usefulness of AI tools in many applications, this course is primarily dedicated to your reflection on and wrestling with the practice of Strategy – it is dedicated to your growth as a Strategist. As a result, unless indicated otherwise for a particular assignment, the use of Artificial Intelligence (AI) tools (e.g. ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) is not permitted, and use of these tools will be treated as breaches of academic integrity. If you have any doubts about using AI, please gain permission from the instructor.

COURSE SCHEDULE AND ASSIGNMENTS

The 'official' and up-to-date schedule of all activities will be on the Canvas website. Make sure to check this regularly.

Week	Week Start	Readings	Topics
1	Light Week	Chapter 1 & Course Syllabus	Course Introduction
2	9/9	Chapter 3	Vision, Mission, Values
3	9/16	Capstone Team Member Guide	Capstone Preparation
4	9/23	Chapter 4	Industry & Competitive Analysis
5	9/30	Chapter 4	Industry & Competitive Analysis (cont.) Capstone Practice Round I

6	10/7	Chapter 5	Value Chain Analysis Capstone Practice Round II
7	10/14	Chapter 6	Resource-Based Competitive Advantage Capstone Competition Round 1
8	10/21	Chapter 7	Business-Level Strategy Capstone Competition Round 2
9	10/28	No Reading Assigned	Capstone Competition Round 3
10	11/4	Chapters 8 & 11	Industry & International Issues Capstone Competition Round 4
11	11/11	Chapter 12	Competitive Dynamics Capstone Competition Round 5
12	11/18	Chapter 10	Corporate Strategy Capstone Competition Round 6
13	11/25	Thanksgiving Week	No Class
14	12/2	Chapter 13	Strategy and Structure Capstone Competition Round 7
15	12/9	Why Business Matters to God	Purpose Revisited & Final Review Capstone Competition Round 8, Individual Exercise & Review
16	12/16	Exam Week	Final Exam

[CAPSTONE 2.0 Simulation](#)

While we will do background reading for our class sessions, simply **the best way to learn about strategy is to do it!** Accordingly, you will “learn by doing” as you learn to manage a simulated firm’s strategies and operations over two practice and eight competitive planning periods. You will be placed in one of six teams which will compete against each other in the *Capstone 2.0* environment. *Capstone 2.0* is the leading business strategy computer simulation and is used worldwide for undergraduate, MBA and executive level strategy training. Because of the simulation’s broad adoption and design, you will be able to benchmark your team’s performance not just against other teams in our class, but also against thousands of other teams across the U.S.

You will receive points towards your final grade based on how well your team does and on how your teammates evaluate your contribution to the team’s efforts. Your Capstone team grade is worth 200 pts.

You will also receive grades for several ‘process’ papers, in particular competition round debrief papers.

Teams

As a businessperson you will do the great bulk of your work as members of teams. The reason for this is simple: a group of motivated people can achieve much more than any individual can alone. Similarly, some of the tasks in this class are more successfully tackled when students work in (effective) teams. Finally, this is a last opportunity for you to reflect on how you can be more successful in dealing with the many challenges of working in teams.

Your Capstone 2.0 simulation has a team assessment tool which we will use. These assessments will affect the grades you receive on your teamwork for Capstone 2.0.

Capstone 2.0 Grading

Capstone 2.0 grading: Approximately 4000 undergraduate teams are running the Capstone 2.0 simulation this semester worldwide. Your team's final score will be based on your weighted ranking vis-à-vis national team performance standards, (possibly modified by your perceived efforts and learning), as follows:

- a) *If your team finishes the simulation at or above the 90th percentile in the nation: 200 pts.*
- b) *If your team finishes between the 80th and 89th percentile in the nation: 190 pts.*
- c) *If your team finishes between the 70th and 79th percentile in the nation: 180 pts.*
- d) *If your team finishes between the 60th and 69th percentile in the nation: 165 pts*
- e) *If your team finishes between the 50th and 59th percentile in the nation: 150 pts*
- f) *If your team finishes between the 40th and 49th percentile in the nation: 135 pts*
- g) *If your team finishes between the 30th and 39th percentile in the nation: 120 pts*
- h) *If your team finishes between the 20th and the 29th percentile in the nation: 100 pts*
- i) *If your team finishes below the 20th percentile in the nation: 80 pts.*

NOTE: low ranking teams which show SUBSTANTIAL progress in last couple of years may receive bonus points – instructor's option. Moreover, a STRONG Executive Briefing at the end of the simulation WILL earn bonus points – instructor's option.

NOTE: *your individual grade will be influenced by how your team evaluates your individual contributions using the peer evaluation tool in Capstone 2.0!* For example, in a recent class, a team had one member who failed to show up for meetings and contributed little to decisions. Although the team as a whole received 200 points, the non-contributing member ended up with 105 points! The moral: give your best effort and pull your weight!

Individual Strategy Exercise

As a final assessment of your individual strategic decision making skills, you will complete a short (a couple of hours) individual simulation exercise and a short reflection on the exercise.

Final Exam

The final will likely be a written essay exam – worth 200 points. I will likely post study questions in advance from which I will select questions for the written essay exam.

Session Work

For most weeks we will be discussing a case based on a newspaper article. There is also a short Video Assignment due near the end of term.

Participation

Regular attendance and participation in watching videos, joining class activities and discussions is essential in this course and will be reflected in the participation grade.

Chapter Quizzes

For most weeks there will be a short quiz testing that week's chapter contents and concepts.

Peregrine Comprehensive Exit Exam

Students are required to take the Peregrine Comprehensive Exam during the term.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced other forms of discrimination, you can find more information on reporting and resources at www.pointloma.edu/nondiscrimination.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate and Adult Undergraduate students to encounter God and grow in their Christian faith. We have onsite chaplains at our different campuses who may be available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with our chaplains, you can find them at the [Chaplain's Page](#) via myPLNU.

In addition, the Mission Valley and Balboa campuses have a prayer chapel for use as a space set apart for quiet reflection and prayer.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow distance education outside of California.

LOMA WRITING CENTER

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're in the process of working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing sources, revising, editing for grammar and polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- [The GPS Writing Center](#) offers:
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - [Research Help Guide](#) to help you start your research
 - The physical office is located on the third floor of the [Mission Valley Regional Center](#) off the student lounge

- **[Academic Writing Resources Course](#)**: Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. [Watch a quick video run-through](#) and take time now to explore!
- **[Grammarly](#)**: Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- **[Tutoring](#)**: Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU Recording Notification

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Adult Undergraduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2533). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. Professors are able to view a student's approved accommodations through Accommodate.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to ensure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix or as shown in the PLNU Spiritual Care section of this syllabus.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a

written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade. Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional detail.

USE OF TECHNOLOGY

In order to be successful in your course, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the [Class Schedules](#) site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.