

FALL 2025

Instructor title & name: Prof Steve Suhrheinrich	Phone: m) 619.316.1202 E-mail: ssuhrhei@pointloma.edu
Meeting days and times: - Section 1: T/TH 11:00-12:15 - Section 2: T/TH 1:30-2:45 Meeting location: - Sections 1: FSB 102 - Sections 2: FSB 103	Office location: FSB 132 Office Hours: By Appointment Final Exam: - Section 1: Dec 18, 10:30 - 1:00 - Section 2: Dec 16, 1:30-4:00

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, 2 & F2).
2. Conduct an actionable business situation analysis (PLO1,2&F1).
3. Develop and execute effective business strategies (PLO2).
4. Evaluate the purpose of business in society from an ethical perspective (PLO4).
5. Demonstrate well-developed teamwork skills when making strategic decisions (PLO5).
6. Support Decision-making using effective written and verbal communication (PLO3).

REQUIRED TEXTS 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 simulation.
- If not using Loma Book, you will need to purchase the textbook and the simulation using this link:
- HBR Business Essentials Simulation: Coffee Shop Inc. This simulation is not included in LomaBooks. You may access the Coursepack and pay the fee here: [Coursepack](#)
- Optional: [Working Genius Assessment](#)

Lomabooks Instructions for Students:

This course is part of our course material delivery program, **LomaBooks**. The bookstore will provide each student with a convenient package containing all required physical materials; all digitally delivered materials will be integrated into Canvas.

You should have received an email from the bookstore confirming the list of materials that will be provided for each of your courses and asking you to select how you would like to receive any printed components (in-store pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your materials.

For more information about **LomaBooks**, please go: [HERE](#)

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 highly unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) in this course. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. Please use the following sources to guide your citations when using AI. [APA Style: How to Cite ChatGPT](#)

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.

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 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, 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.

- Appointment Calendar: <https://plnu.mywconline.com/>
- Website: <https://www.pointloma.edu/centers-institutes/loma-writing-center>
- Email: writingcenter@pointloma.edu

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.

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

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our students to encounter God and grow in their Christian faith. If you have questions, want to meet with the chaplain, or have prayer requests, contact your professor or the [Office of Spiritual Life and Formation](#).

PLNU COPYRIGHT POLICY

Please be aware PLNU strives to be a place where you grow as a whole person. To this end, we provide 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 [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

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 619-849-2486). 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. The EAC makes accommodations available to professors at the student's request.

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 special accommodations.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. 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 drop date or, after that date, receive an "F" grade.

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 [Traditional Undergraduate Records: Final Exam 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.

ASSESSMENT AND GRADING

Activities and Point Distribution

Assignments & Activities	Points	Percentages
Capstone Project • Capstone Simulation (Capsim) • Capstone Simulation Individual Practice • Capstone Strategy & Mission Plan • Capstone Simulation Individual Training • Capstone Peer Evaluations • After Action Reports • Executive Board Presentation	<u>400</u> 200 25 10 15 25 50 75	40%
Individual Assessments • Exam 1 • Final Exam • Chapter Quizzes & Homework • HBR Coffee Shop, Inc.	<u>450</u> 125 175 100 50	45%
Class Session Work • WSJ Case Analysis	<u>150</u> 150	15%
	<u>1000</u>	100%

Points to Grades Conversion

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

COURSE SCHEDULE AND ASSIGNMENTS (See Canvas for Rubrics)

1. **Capstone Project – 350 points (35%):** This is the central experiential component of the course. While background reading will support our class discussions, the best way to learn strategy is to apply it. You will manage a simulated company over two practice rounds and eight competitive planning periods using the *Capstone* business strategy simulation — a leading global tool for undergraduate, MBA, and executive strategy training. Your grade will include performance in the simulation and several related deliverables:
 - a. **Capstone Simulation (200 points)** – Team results from the simulation, incorporating the Triple Bottom Line.
 - b. **Capstone Simulation Individual Practice (25 points)** – Completion of individual practice rounds before team play begins.
 - c. **Capstone Strategy & Mission Plan (10 points)** – Submission of a clear mission statement and strategic plan based on initial analysis.
 - d. **Capstone Simulation Individual Training (15 points)** – Completion of online training modules for simulation familiarity.
 - e. **After Action Reports (50 points)** – Post-round reflections analyzing decisions, results, and lessons learned.
 - f. **Capstone Peer Evaluations (25 points)** – Evaluation by your teammates of your contributions and collaboration.
 - g. **Capstone Executive Board Presentation (75 points)** – Final executive-level debrief, summarizing decisions, performance trends, and application of strategic management concepts over all simulation years.
2. **Individual Assessments – 500 points (50%):** These assignments assess your mastery of core concepts, both from the textbook and from simulation experiences.
 - a. **Exam 1 (125 points)** – Covers foundational concepts and early course material.
 - b. **Final Exam (175 points)** – Comprehensive exam emphasizing application of strategic concepts.
 - c. **Chapter Quizzes & Homework (100 points)** – Chapter reading questions and other assignments to reinforce textbook material and course lectures.
 - d. **HBR Coffee Shop, Inc. (50 points)** - Individual Simulation to reinforce your decision making as a strategic manager.
3. **Class Session Work (150 points):** This category rewards preparation, active participation, and applied learning in class.

- a. **WSJ Case Analysis (150 points)** – Based on assigned *Wall Street Journal* articles or videos. You will respond with critical takeaways, strategic implications, and answers to guiding questions. These will be completed in class.

CLASS SCHEDULE (Sections 1 & 2) *Last updated August 19, 2025*

Week	Date	Topic	Capsim (Due Sunday Night)	Quiz	WSJ
1	T – 9/2	Introduction and Syllabus Review			
	Th - 9/4	Why Business Matters to God	Individual Training		
2	T – 9/9	Introduction to Capsim	Individual PR 1 & 2		
	Th - 9/11	Ch 1 & 2		Quiz 1	
3	T – 9/16	Ch 7 Business Level Strategy	Individual PR 3 & 4	Quiz 2	
	Th - 9/18		Practice Round 1		WSJ 1
4	T – 9/23	Ch 4 Industry & Competitive Analysis		Quiz 3	
	Th - 9/25		Practice Round 2		WSJ 2
5	T – 9/30	Ch 4 Industry & Competitive Analysis		Quiz 4	
	Th - 10/2		Round 1		WSJ 3
6	T – 10/7	Ch 5 Value Chain Analysis		Quiz 5	
	Th - 10/9		Round 2		WSJ 4
7	T – 10/14	Ch 6 Resource Based Analysis		Quiz 6	
	Th - 10/16		Round 3		WSJ 5
8	T – 10/21	Exam 1			
	Th - 10/23	No Class			
9	T – 10/28	Ch 8 Industry Lifecycle		Quiz 7	
	Th - 10/30	Working Genius	Round 4		
10	T – 11/4	Ch 9 Managing Innovation		Quiz 8	
	Th - 11/6		Round 5		WSJ 6
11	T – 11/11	Ch 10 Corporate Strategy		Quiz 9	
	Th - 11/13		Round 6		WSJ 7
12	T – 11/18	Ch 12 Competitive Dynamics		Quiz 10	
	Th - 11/20		Round 7		WSJ 8
13	T – 11/25		Round 8		
	Th - 11/27	Thanksgiving - No Class			
14	T – 12/2	HBR Coffee Shop, Inc.			
	Th - 12/4	Capsim Debrief & Preparation for Presentation			
15	T – 12/9	Team Presentations			
	Th - 12/11	Team Presentations			
16		Final Exam			

**The instructor may modify the schedule during the semester. Students will be notified of any changes to the schedule.*