

FALL 2025

Instructor title & name: Prof Steve Suhrheinrich	Phone: m) 619.316.1202 E-mail: ssuhrhei@pointloma.edu
Meeting days and times: <ul style="list-style-type: none"> Section 1: T/TH 9:30-10:45 Section 2: T/TH 11:00-12:15 Section 3: T/TH 1:30-2:45 Meeting location: <ul style="list-style-type: none"> All Sections: FSB 102 	Office location: FSB 132 Office Hours: Schedule or by appointment Final Exam: <ul style="list-style-type: none"> Section 1: May 5, 10:30-1:00 Section 2: May 7, 10:30-1:00 Section 3: May 5, 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: <https://ww3.capsim.com/professor/portal/index.cfm?template=book>
- HBR Business Essentials Simulation: Coffee Shop Inc. This simulation is not included in LomaBooks, but will be provided by FSB.
- Highly encouraged, but optional: [Wall Street Journal Subscription](#)

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

Assignments are due on the listed date and time in Canvas. To balance flexibility with accountability, late submissions will incur a 5% deduction for each calendar day after the deadline. The minimum possible score on any late assignment is 50%, provided the work is submitted. Students are encouraged to submit work on time whenever possible and to communicate in advance if significant issues arise.

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

Your grade comes from four places: what you know individually, how you perform in the strategy simulation, how well prepared you are in class, and how well you analyze and communicate strategy. This course intentionally balances team performance with individual accountability to ensure grades fairly reflect both contribution and understanding.”

Assignments & Activities	Points	Percentages
Capstone Simulation (Team + Individual Accountability) <ul style="list-style-type: none">• Capstone Simulation• Strategic Coherence• Individual Training• Individual Practice• Peer Evaluation	<u>300</u> 200 40 10 15 35	30%
Individual Assessments <ul style="list-style-type: none">• Midterm 1• Midterm 2• Final Exam• Asynchronous Lectures & Homework• HBR Coffee Shop, Inc. Simulation	<u>450</u> 100 100 100 100 50	45%
In-Class Session Work <ul style="list-style-type: none">• In-Class Quizzes• WSJ Case Analysis	<u>150</u> 50 100	15%
Case Analysis & Presentation <ul style="list-style-type: none">• HBR Case Study Discussion and Presentation	<u>100</u> 100	10%

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 ASSIGNMENTS (See Canvas for assignment details and rubrics)

1. **Capstone Project – 300 points:** 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. This includes weekly decisions, submission of After Action Reports, and the final score in the competition.
 - b. **Strategic Coherence (40 points)** - In the later rounds of the Capstone Simulation, teams will be evaluated on the consistency and alignment of their strategic decisions across business functions. This assessment emphasizes each student’s ability to explain and defend the team’s strategy, articulate key trade-offs, and demonstrate understanding of how decisions in R&D, marketing, operations, finance, HR, and sustainability fit together over time. Evaluation is based on a structured, instructor-led discussion rather than written submission.
 - c. **Capstone Peer Evaluation (35 points)** – Evaluation by your teammates of your contributions and collaboration. All students must participate. This evaluation is used primarily to identify *outliers*, not micromanage contributions.
 - d. **Capstone Simulation Individual Training (10 points)** – Completion of online training modules for simulation familiarity.
 - e. **Capstone Simulation Individual Practice (15 points)** – Completion of three individual practice rounds before team play begins.
2. **Individual Assessments – 450 points:** These assignments assess your mastery of core concepts, both from the textbook and from simulation experiences.
 - a. **Exam 1 (100 points)** - Covers foundational concepts and course material up to this point in the semester.
 - b. **Exam 2 (100 points)** - Covers foundational concepts and course material up to this point in the semester.
 - c. **Final Exam (100 points)** – Comprehensive exam emphasizing application of strategic concepts, including Capsim learning.
 - d. **Chapter Lectures & Homework (100 points)** – Chapter reading and lecture questions, and other assignments to reinforce textbook material and course lectures.
 - e. **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. **Quizzes (50 points)** - Chapter-based quizzes will be completed in class individually and in groups.
 - b. **WSJ Case Analysis (100 points)** – Based on *Wall Street Journal* articles. Article discussions take place in class and are graded based on preparation and participation. Students who are not present do not receive credit for that session. To account for unavoidable conflicts, the lowest article discussion score will be dropped.
4. **HBR Case Study Discussion and Presentation - 100 points:** This is a group project. You will read and analyze a real world case study. The score will be based on a discussion with your instructor and your class presentation.

A note about rubrics: Rubric scores in this course reflect levels of strategic thinking and performance rather than simple percentage cutoffs. As a result, point ranges on rubrics represent qualitative differences in understanding, judgment, and application, not mathematical averages.

CLASS SCHEDULE:

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

Week	Date	Theme	Topic	Quiz	WSJ
1	T - 1/13	Introduction to the class and WBMTG	Intro		
	Th - 1/15		Why Business Matters to God		
2	T - 1/20	Mission + Strategy + Performance	Chapters 1 & 2 & 3		
	Th - 1/22		Chapters 1 & 2 & 3 // Capsim Individual		WSJ 1
3	T - 1/27	External Factors and Competitive Advantage	Strengthfinders		
	Th - 1/29		Chapter 4		
4	T - 2/3	External Factors and Competitive Advantage	BLS / Capsim Group Practice 1		
	Th - 2/5		Chapter 4	Quiz 1	WSJ 2
5	T - 2/10	Internal Analysis and Competitive Advantage	Capsim Group Practice 2		
	Th - 2/12		Chapter 5		
6	T - 2/17	Internal Analysis and Competitive Advantage	Round 1		
	Th - 2/19		Chapter 5	Quiz 2	WSJ 3
7	T - 2/24		Round 1 Debrief + Round 2		
	Th - 2/26		Exam 1		
8	T - 3/3	Resource-Based View	Round 2 Debrief + Round 3		
	Th - 3/5		Chapter 6	Quiz 3	
9	T - 3/10	NO CLASS	SPRING BREAK		
	Th - 3/12		SPRING BREAK		
10	T - 3/17	Applying Business Level Strategy & Industry & Company Lifecycle	Round 3 Debrief + Round 4		
	Th - 3/19		Chapters 6, 7 & 8		WSJ 4
11	T - 3/24	Applying Business Level Strategy & Industry & Company Lifecycle	Round 4 Debrief + Round 5	Quiz 4	
	Th - 3/26		Chapters 7 & 8		WSJ 5
12	T - 3/31	Special Topics - Growth	Round 6 / Chapters 9, 10, 11	Quiz 5	
	Th - 4/2		EASTER BREAK		
13	T - 4/7		Round 7 / Chapters 9, 10, 11		WSJ 6
	Th - 4/9		Exam 2		
14	T - 4/15	Special Topics - Competitive Dynamics	Round 8 / Chapter 12	Quiz 6	
	Th - 4/17		Case Preparations		
15	T - 4/22	Case Presentations	Case Presentations		
	Th - 4/24		Case Presentations		
16	T - 4/29		HBR Coffee Shop, Inc.		
	Th - 4/31		Class Debrief & Final Exam Prep		