

Summer 2026 Quad II

Instructor name: Prof Steve Suhrheinrich	Phone: m) 619.316.1202 E-mail: ssuhrhei@pointloma.edu
Meeting days and times: Asynchronous Meeting location: Virtual	Office location: FSB 132 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 capstone course focuses on a thorough understanding of the analytical techniques and skills necessary to identify, develop, and implement successful business strategies. Utilizing an intensive case-study approach, students demonstrate an understanding of the main elements of the strategic management process, including a semester-long detailed strategic plan analysis of an existing corporation. In addition, the course integrates knowledge and skills students have mastered in previous courses.

COURSE LEARNING OUTCOMES

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

1. Analyze and evaluate the strategies of an organization by integrating appropriate insights from the core business disciplines (PLO 1, 2 & 3).
2. Formulate a strategy for an organization considering strategic options, assessment of alternatives, and emerging market conditions (PLO 2 & 3).
3. Present the results of a strategic evaluation in a professional and concise manner (PLO 6).
4. Construct strategies and structures that reflect ethical principles, company values, and socially responsible management practices (PLO 5).
5. Collaborate effectively in a team to analyze current challenges in business (PLO 7).

COURSE MODALITY DEFINITIONS

Although this is an online, asynchronous course, you will be required to meet virtually with team members and once with the instructor at times of your choosing.

1. Online Courses: These are courses with class meetings where all instruction and interaction are fully online.

- a. Synchronous Courses: At least one class meeting takes place at a designated time.
 - b. Asynchronous Courses: All class meetings are asynchronous.
2. Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

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 8 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Business Strategy Game Value Pack. Your instructor will provide a link and registration code that you'll use to access the textbook, simulation, and assigned cases.

INCOMPLETES AND LATE ASSIGNMENTS

All assignments must be submitted via Canvas on or before the required due date and time, in the specified format. Email submissions will not be accepted. Grade reductions will be applied for late assignments, as communicated in Canvas. If you anticipate that an assignment will be late, please contact me as soon as possible.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions for or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

In addition, on the MV campus there is a prayer chapel on the third floor. It is open for use as a space set apart for quiet reflection and prayer.

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.

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.

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

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.

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 [Graduate 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 assure 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.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face MBA/MAOL Courses:

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.

MBA/MAOL Courses that are online or hybrid:

Synchronous Attendance/Participation Definition

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class regardless of the date of the student’s enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

USE OF TECHNOLOGY

In order to be successful in the online or hybrid environment, 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, a microphone, or webcam 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**. No requests for early examinations or alternative days will be approved.

ASSESSMENT AND GRADING

Assignment	Points	% of Total
The Business Strategy Game (Group & Individual)	300	30%
Executive Strategy Dossier & Board Presentation (Individual)	350	35%
Case Study Work (4)	200	20%
Chapter Quizzes (Individual)	100	10%
Strategic Orientation Consultation (Individual)	50	5%
Total	1000	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 ASSIGNMENTS

- The Business Strategy Game (300 pts):** You will work in teams to manage a global athletic footwear company competing in a dynamic marketplace. Together, you'll make strategic decisions in operations, marketing, finance, and CSR across multiple simulated years. Your decisions will be benchmarked against those of competitors on performance metrics such as earnings per share, return on equity, stock price, and image rating.
 - Overall Company Performance (150 pts):** The majority of your BSG grade is based on how well your company performs in the simulation. Success will be measured using the BSG's balanced scorecard, which includes profitability, stock performance, brand image, and financial health.
 - Comprehensive Learning Assurance Exam (50 pts):** At the conclusion of the Business Strategy Game (BSG), each student will complete an individual 40-question, open-book exam assessing mastery of the simulation. The exam evaluates your ability to interpret industry and competitive intelligence reports, apply core strategy concepts, and make sound managerial decisions. Because the simulation is team-based, this rigorous individual assessment ensures personal accountability and verifies your depth of strategic understanding.
 - Participation (50 pts):** This is based on the effort you put into the BSG, including time spent in the game, game activity, and peer reviews.

- **Quiz 1 (10 pts) & Quiz 2 (15 pts):** These online quizzes test your understanding of the simulation mechanics and rules. Completing them early and scoring well will give your team a strong foundation for effective competition.
- **Strategic Dashboard Checkpoints (25 pts):** Throughout the simulation, teams will complete brief Strategic Dashboard Checkpoints that summarize the strategy their company is pursuing in the Business Strategy Game. Using a small set of slides or visual summaries, teams will highlight their strategic positioning, key performance indicators, and one major risk or adjustment facing their strategy. These checkpoints encourage ongoing strategic analysis and help ensure teams are building the insights needed for the final Executive Strategy Dossier.
- **Executive Strategy Dossier & Board Presentation (350 pts):** This individual capstone assignment requires you to step into the role of CEO and deliver a board-ready strategic briefing based on your company's performance in the Business Strategy Game (BSG). Effective dossiers and board presentations will explicitly integrate insights from strategy, marketing, and finance, demonstrating how competitive positioning, customer value creation, and financial performance interact in shaping long-term strategic success. Your final submission should reflect the type of strategic briefing a senior leadership team might deliver to a board of directors or executive committee.
 - **Executive Strategy Dossier (150 pts):** Instead of writing an academic paper, you will create a professionally designed Executive Strategy Dossier. This is a visually structured, business-facing document that integrates strategy, marketing, and financial analysis to develop industry predictions and critical strategic recommendations, explicitly supported by relevant models/frameworks and appropriately cited sources. The Executive Strategy Dossier should be written in a board-ready format, prioritizing clarity, strategic insight, and visual communication over lengthy narrative explanation. Strong submissions will rely on concise analysis, data visualization, and clearly articulated strategic logic rather than extended prose.
 - **Board Presentation (150 pts):** You will also deliver a concise video presentation as if addressing your Board of Directors, demonstrating executive presence, clarity of thought, and disciplined strategic judgment. This assignment is designed to produce a portfolio-quality deliverable suitable for professional interviews and to demonstrate true mastery of strategic leadership—moving beyond narrative recap to integrated, evidence-based strategy.
 - **Executive Strategy Dossier Scaffolding Assignments (50 pts):** To help you prepare for the final Executive Strategy Dossier and Board Presentation, the course includes several short scaffolding assignments that guide you in developing the strategic insights you will ultimately present to the board. These activities will prompt you to identify key strategic inflection points, develop industry predictions, and begin organizing your company's strategic narrative for the Business Strategy Game. The scaffolding assignments are designed to help you build the insights and structure needed for a strong final Executive Strategy Dossier. Students who complete these checkpoints thoughtfully typically produce significantly stronger final analyses.
- **Case Study Work (200 pts):** Students will analyze three MBA-level business cases designed to strengthen their ability to diagnose strategic situations and evaluate strategic recommendations using insights from strategy, marketing, and finance. For each case, students will submit a short video reflection (under 3 minutes) and participate in the discussion by responding to classmates' ideas.
 - **Case Reflection Videos (100 pts):** For each case, students will post a video reflection (maximum 3 minutes) summarizing their analysis of the case. Reflections should identify the company's key strategic challenge, propose a recommended course of action, and briefly explain the strategic, marketing, and financial implications of that recommendation.

- **Case Discussion (100 pts):** Students will engage in the discussion by posting at least two substantive responses to classmates' reflections for each case. Responses should challenge assumptions, extend the analysis, or highlight strategic tradeoffs rather than simply agreeing with prior comments.
- **Chapter Quizzes (100 pts):** Short quizzes on the textbook chapters will reinforce key concepts and help prepare you for case discussions and simulation decisions. Chapter quizzes are designed to directly support effective decision-making in the Business Strategy Game. Students who engage meaningfully with these quizzes typically outperform in simulation outcomes.
- **Strategic Orientation Consultation (50 pts):** To support your success in this accelerated 8-week course, each student is required to schedule and attend a 10–15 minute individual Zoom consultation with the instructor during Weeks 1–2. This conversation is designed to clarify course expectations, discuss your professional background and strategic interests, and ensure alignment on workload and participation standards.

COURSE SCHEDULE

Week	Dates	Topics & Readings	Chapter Reading (Ind)	Ch Quiz (Ind)	Case Analysis (Ind)	BSG Sim (Group)	BSG Assignment	Online Discussion (Ind)	Dossier (Ind)
1	7/6-7/12	What Is Strategy? + Vision, Mission, Objectives	Ch 1 & 2	Ch quiz 1 & 2		Introduction to the Simulation	Review BSG Introductions	Introduction	
2	7/13-7/19	External Environment + Internal Resources	Ch 3 & 4	Ch quiz 3 & 4		Practice Rounds 1 & 2	Quiz 1	BSG Discussion	
3	7/20-26	Generic Competitive Strategies	Ch 5	Ch quiz 5	Case 1 - Reflection	Round 1		Case 1 Discussion	
4	7/27-8/2	Supplementing Competitive Strategy	Ch 6	Ch quiz 6	Case 2 - Reflection	Round 2	Quiz 2 // Dashboard Checkpoint 1: Strategy Positioning	Case 2 Discussion	
5	8/3-8/9	International Strategy	Ch 7	Ch quiz 7	Case 3 - Reflection	Round 3		Case 3 Discussion	Dossier Scaffold 1: Strategic Insight
6	8/10-8/16	Diversification Strategy	Ch 8	Ch quiz 8	Case 4 - Reflection	Rounds 4	Dashboard Checkpoint 2: Competitive Adjustment	Case 4 Discussion	Dossier Scaffold 2: Industry Predictions
7	8/17-8/23	Ethics, CSR, and Stakeholder Management	Ch 9	Ch quiz 9		Rounds 5 & 6	Dashboard Checkpoint 3: Strategic Lessons for the Board		Dossier Scaffold 3: Executive Outline
8	8/24-8/30	Strategy Execution & Organizational Design	Ch 10	Ch quiz 10			Peer reviews // BSG Learning Assurance Exam		Final Executive Strategy Dossier & Board Presentation