

FALL 2026

Instructor title & name: Prof Steve Suhrheinrich	Phone: m) 619.316.1202 E-mail: ssuhrhei@pointloma.edu
Meeting days and times: - 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: - All Sections: FSB 101	Office location: FSB 132 Office Hours: By appointment Final Exam: - Section 1: Dec 17, 10:30-1:00 - Section 2: Dec 15, 10:30-1:00 - Section 3: Dec 17, 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, Page. 2026. *Strategic Management: Value Creation, Sustainability, and Performance*, 9th edition. Riderwood Publishing. 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.

- Wall Street Journal subscription. Available through PLNU Library. [Wall Street Journal Subscription](#)

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 [LomaBooks](#) materials.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro, GrammarlyGo, Perplexity, etc.) to generate ideas, as a learning tool, or in some cases generate portions of work you will submit. I will specify in individual assignments what constitutes appropriate use of AI for that assignment. Please use this [Purdue resource](#) to guide your citations when using AI.

GENERAL COURSE CONCERNS

If you have a concern related to the content or structure of this course, please bring your concern(s) to me (the instructor) in a timely manner, so that we have the opportunity to discuss your thoughts and work together toward a solution.

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 via the [Nondiscrimination and Anti-harassment Policy](#).

LOMA WRITING CENTER

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.

Walk-ins are welcome, but we recommend making an appointment in advance. 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](#)
- [Website](#)
- [Email](#)

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](#). 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 or [consult the list of campus pastors](#).

If you (or someone you know) has experienced other forms of discrimination or bias, you can find more information on reporting and resources via the [Nondiscrimination and Anti-harassment Policy](#).

SPIRITUAL CARE

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

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 [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, by email or phone at 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 approved 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 approved accommodations in that particular course. Accommodations are not retroactive; as such, 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-related need should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. In accordance with ADA, accommodations cannot constitute a fundamental alteration to course outcomes; therefore, planning ahead is vital in establishing appropriate accommodations for equal access to this course. 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 eligibility 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

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.

PLNU ACADEMIC BEHAVIOR POLICY

Both faculty and students at Point Loma Nazarene University have the right to expect a safe and ordered environment for learning. Students are expected to take the initiative to learn and conduct themselves in a mature and civil manner in the classroom environment. Any student behavior that is disruptive or threatening is a serious affront to Point Loma Nazarene University as a learning community. Students who fail to adhere to these behavioral standards may be subject to disciplinary action, including removal from class or further university sanctions. For a full definition of disruptive behavior, response procedures, and the appeal process, please consult the Academic Behavior Policy in the University Catalog.

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

Student grades will be posted, for the previous week, in the Canvas grade book by midnight on Sunday of each week beginning in Week Two of this course. It is essential to read the comments posted in the grade book as they are intended to help students improve their work. Final grades will be posted within one week of the end of the class.

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) • Capstone Simulation • Individual Training • Individual Practice • Participation	<u>300</u> 200 10 15 75	30%
Individual Assessments • 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 • In-Class Quizzes • WSJ Case Analysis	<u>100</u> 50 50	10%
Case Analysis & Presentation • HBR Case Study Discussion and Presentation	<u>100</u> 150	15%

Points to Grades Conversion

A	93-100%	C	73-76%
A-	90-92%	C-	70-72%
B+	87-89%	D+	67-69%
B	83-86%	D	63-66%
B-	80-82%	D-	60-62%
C+	77-79%	F	0-59%

INCOMPLETES AND LATE ASSIGNMENTS

Submit all assignments by the due dates. Each day an assignment is late, you will lose 5% of possible points. If missing assignments result in the failure to meet learning outcomes, you may receive a letter grade reduction on the final grade in addition to the loss of points for missing work. Assignments will be considered late if posted after the due date and time using Pacific Standard Time. No assignments will be accepted after midnight on Sunday night, the last day of class. Exceptions for extenuating circumstances must be pre-approved by the instructor and the program director. Incompletes will only be assigned in extremely unusual circumstances.

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. **Peer Evaluation (50 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.
 - c. **Capstone Simulation Individual Training (10 points)** – Completion of online training modules for simulation familiarity.
 - d. **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 - 100 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 (50 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 – 9/1	Introduction to the class and WBMTG	Intro		
	Th - 9/3		Why Business Matters to God		
2	T – 9/8	Mission + Strategy + Performance	Chapters 1 & 2 & 3		
	Th - 9/10		Capsim Individual	Quiz1	
3	T – 9/15	External Factors and Competitive Advantage	Chapter 4		
	Th - 9/17		Chapter 4		WSJ 1
4	T – 9/22	External Factors and Competitive Advantage	StrengthFinder		
	Th - 9/24		Capsim Group Practice 1	Quiz 2	WSJ 2
5	T – 9/29	Internal Analysis and Competitive Advantage	BLS / Capsim Group Practice 2		
	Th - 10/1		Chapter 5		
6	T – 10/6	Internal Analysis and Competitive Advantage	Round 1		
	Th - 10/8		Chapter 5	Quiz 3	WSJ 3
7	T – 10/13		Round 2		
	Th - 10/15		Exam 1		
8	T – 10/20	FALL BREAK	Round 3		
	Th - 10/22				
9	T - 10/27	Applying Business Level Strategy & Industry & Company Lifecycle	Round 4		
	Th - 10/29		Chapters 6	Quiz 4	WSJ 4
10	T – 11/3	Applying Business Level Strategy & Industry & Company Lifecycle	Round 5		
	Th - 11/5		Chapters 7		WSJ 5
11	T – 11/10	Special Topics - Growth	Round 6	Quiz 5	
	Th - 11/12		Chapters 8 & 9		
12	T – 11/17	Round 7 & Exam	Round 7		WSJ 6
	Th - 11/19		Exam 2		
13	T – 11/24	Round 8	Round 8	Quiz 6	
	Th - 11/26	Thanksgiving Break	No Class		
14	T – 12/1	Case Presentations	Case Presentations		
	Th - 12/3		Case Presentations		
15	T – 12/8		HBR Coffee Shop, Inc.		
	Th - 12/10		Class Debrief & Final Exam Prep		