

Fall 2020

Meeting days: Tuesday/Thursday	Instructor name: Carsten Hennings DBA
Meeting times: Section 1: 8:00 – 9:15 AM Section 2: 9:30 AM – 10:45 AM Section 3: 1:30 PM – 2:45 PM	Phone: (619) 849-2667
Meeting location: FSB 104	E-mail: chennin1@pointloma.edu
Final Exam: Exam Week – Exact times TBA	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).

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

REQUIRED TEXTS, TOOLS, AND RECOMMENDED STUDY RESOURCES

Required Text: West, G. P. (2020). *Strategic Management: Value Creation, Sustainability, and Performance* (6th ed.).

This text is bundled with the *CapSim* Capstone simulation and needs to be purchased from *CapSim*. Instructions for the purchase are found on the Canvas website.

Ghemawat, P, & Nueno, J.L. (2006) *Zara: Fast Fashion* (Harvard Business School Product 703497-PDF-ENG).

ASSESSMENT AND GRADING

Activities and Point Distribution

Activity	Initial Points
Simulations:	
• <i>Capstone</i> Team Performance (Team)	200
• <i>Capstone</i> Team Submissions	<u>100</u>
Subtotal	300
Exams and Quizzes:	
• Chapter Quizzes	100
• Final Exam	200
• <i>CompXM</i> Competency Exam (Individual)	<u>100</u>
Subtotal	400

Session Work and Participation:	
<ul style="list-style-type: none"> Weekly Cases and Personal Strategy Paper Participation 	200
	<u>100</u>
Subtotal	300
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.

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. No requests for early examinations or alternative days will be approved.

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	Dates	Readings	Topics
1	8/17 – 8/23	Chapters 1 & 3	Course Introduction Strategy and Purpose
2	8/24 – 8/30	Chapter 4	External Analysis
3	8/31 – 9/6	Chapter 5	Clifton Strengths Value Chain Analysis

4	9/7 – 9/13	Chapters 5 & 6	Value Chain Analysis (cont.) Resource-Based Analysis
5	9/14 – 9/20	Chapter 7	Business-Level Strategy Capstone Demo
6	9/21 – 9/27	Capstone Courier	Capstone Practice Week
7	9/28 – 10/4	Capstone Courier	Capstone Competition Rounds 1 & 2
8	10/5 – 10/11	Capstone Courier	Capstone Competition Rounds 3 & 4
9	10/12 – 10/18	Capstone Courier	Capstone Competition Rounds 5 & 6
10	10/19 – 10/25	Capstone Courier	Capstone Competition Rounds 7 & 8
11	10/26 – 11/1	Chapters 8 & 9	Industry Issues & International Strategy Competitive Dynamics
12	11/2 – 11/8	Chapters 10 & 11	Corporate Strategy Strategy & Structure
13	11/9 – 11/15	Chapter 12	Strategy Implementation
14	11/16 – 11/22	Why Business Matters to God Five Purposes for Your Life	Purpose Revisited
15	11/23 – 11/29	Course Review	Course Review and Thanksgiving Break
16	11/30 – 12/06	Exam Week	Final Exam

[CAPSTONE Simulation & CompXM](#)

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 five teams in a six-team industry which will compete against each other in the *Capstone* environment. *Capstone* 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 team-mates 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 – a team charter, a team strategic plan and 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 simulation has a team assessment tool which we will use. These assessments will affect the grades you receive on your teamwork for Capstone.

Capstone Grading

Capstone grading: Approximately 2000 undergraduate teams are running the *Capstone* 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.*
- j) **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.*
- k) **NOTE:** *your individual grade will be influenced by how your team evaluates your individual contributions using the peer evaluation tool in Capstone! 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!*

CompXM

The group simulation is followed by an **individual** simulation – the *CompXM* Competency Exam – which will test each individual's knowledge and ability to execute strategic concepts. **Be warned: If you are not deeply involved in your Capstone team's decisions, you will struggle on the individual CompXM simulation!** The *CompXM* Competency Exam will constitute part of your final exam for the course and is worth 100 points.

CompXM Grading: Your *CompXM* scores will be curved against the top scoring student in the class this semester. Thus, if the top *CompXM* score is 800 pts and your score is 630 points, you would receive $630/800 = 0.79 \times 200 = 158$ points.

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 which are not dedicated to *Capstone*, we will be discussing a case – online first and usually in class as well – based on a newspaper article. There is also a short Personal Strategy Paper due in the final week of term.

Participation

For weeks in which we are working on chapters from the textbook we will have two online activities which along with participation in our Zoom sessions will constitute the participation grade. The first is a team edit of a set of basic notes on the chapter material. The second is a gathering of data from the Zara case which we will be discussing in our weekly synchronous Zoom sessions. More details on the assignments will be posted on the course Canvas site.

Group Chapter Quizzes

For the non-capstone weeks of the course there will be a short online quiz testing that week's chapter contents and concepts.

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 the [Office of Spiritual Development](#)

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 using the below link to view which states allow online (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 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. Faculty should follow and students may appeal using the procedure in the university Catalog. See [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), 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 the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See Academic Policies in the Academic Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

This course will begin as a fully online course with synchronous class sessions. If the mode of delivery changes some of the following may also apply depending on which mode of delivery is currently in place:

Face-to-Face courses only:

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in 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 the appropriate grade for their work and participation. See Academic Policies in the Academic Catalog for additional detail.

Fully online 3-unit courses only:

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

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.

Hybrid 3-unit courses only:

At Point Loma Nazarene University, attendance is required at all scheduled classes. Hybrid format means some class meetings will be face-to-face and some will be online. Attendance in the face-to-face classes is to be for the entire time of the class. Arriving late or leaving early will be considered a partial absence. A day of attendance in an online class is determined as contributing a substantive note, assignment, discussion, or submission that adds value to the course as determined by the instructor. Three days of attendance are required each week.

Face-to-face Portion of the Hybrid course

In blended or hybrid courses, if a student misses one face-to-face class then the faculty member will send an email to the student and the Director of Student Success warning of attendance jeopardy. There are no exceptions to this policy.

If a student misses two face-to-face classes, the faculty member or Vice Provost for Academic Administration (VPAA) will initiate the student's de-enrollment from the course without further advanced notice to the student. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of "F" and there will be no refund of tuition for that course.

Online Portion of the Hybrid Course

If a student misses two online classes (fails to contribute to a discussion board) during the course, then the faculty member will send an email to the student and the Director of Student Success warning of attendance jeopardy. There are no exceptions to this policy.

If a student misses three online classes (fails to contribute to a discussion board by the due date) during the course, then the faculty member or Vice Provost for Academic Administration (VPAA) will initiate the student's de-enrollment from the course without further advanced notice to the student. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of "F" and there will be no refund of tuition for that course.

1 missed F2F class = warning

2 missed F2F classes = de-enrollment

2 missed online classes = warning

3 missed online classes = de-enrollment

USE OF TECHNOLOGY

In order to be successful in the online 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 compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

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