

Spring 2022

<b>Meeting days:</b> Monday/Wednesday	<b>Instructor name:</b> Julia Dare, PhD
<b>Meeting times:</b> 10:55am-12:10pm Sec 1; 1:25pm-2:40pm Sec 2; 3pm-4:15pm Sec 3	<b>Phone:</b> 619-849-2397 (leave messages via email)
<b>Meeting location:</b> FSB 101	<b>E-mail:</b> jdare1@pointloma.edu
<b>Final Exam:</b> Exam Week Sec 1 - M 10:30 - 11:45am Sec 2 - W 1:30 - 2:45pm Sec 3 - M 1:30 - 2:45pm	<b>Office location and hours:</b> 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 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 (PLO 1, 2 & F1).
3. Develop and execute effective business strategies (PLO 2).
4. Evaluate the purpose of business in society from an ethical perspective (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).

## REQUIRED TEXTS, TOOLS, AND RECOMMENDED STUDY RESOURCES

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Textbook: Hitt, Michael A., R. Duane Ireland, and Robert E. Hoskisson (H.I.H). *Strategic Management: Competitiveness and Globalization*, 12th edition.

Coursepack: All assigned cases and articles for the course are available from Harvard Business Publishing online:  
<https://hbsp.harvard.edu/import/897203>  
You will need to set up an account to purchase this coursepack by our first class, 1/12/22.

Capsim Inbox: <https://commerce.cashnet.com/FSB>

## ASSESSMENT AND GRADING

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Course grades will be determined by students' performance on the following 10 course components. Your course grade consists of 55% individual work (components 1 - 7) and 45% group work (components 8 - 10).

1. Course Participation ( <i>individual contributions to class &amp; your group</i> )	15%
2. Quizzes	10%
3. Exam	15%
4. Assessment of Strategy Article	5%
5. Individual Case Analysis	5%
6. Capsim Inbox Simulation	2.5%
7. Teamwork Assessments	2.5%
8. Group Case Presentation	15%
9. Group Case Challenge	10%
10. Group Consulting (Capstone) Project	20%
<b>Total</b>	<b>100%</b>

## COURSE ASSIGNMENTS

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**1. Course Participation (15%).** Class attendance is not the same as class contribution. I expect you to attend and be well prepared for each class, having read the required material ahead of time. I also expect you to play an active role in class discussion. If all class members prepare for and actively participate in each class discussion, we will learn more from each other and enjoy the course. Those who make consistent, meaningful contributions to class discussions will receive higher course participation grades than those who don't. I will keep track of class contribution, so if you have any questions about how you are doing on this, please ask me.

**2. Quizzes (10%).** Multiple choice and true/false quizzes will be given during the semester on foundational textbook concepts the day chapter(s) are due. If you miss class on the day of a quiz, you may not make it up.

**3. Exam (15%).** An exam will be given consisting of multiple choice and true/false questions. It will be based on cases, articles, videos, and chapters. It will test your knowledge of the concepts in the course by asking you to apply what you've learned in answering questions. It will not focus on definitions and memorization.

**4. Assessment of Strategy Article (5%).** You are to select one article from Forbes, the Wall Street Journal, or another business publication discussing an issue related to corporate strategy. The article must relate some aspect of our course (e.g., competitive rivalry, alliances, corporate social responsibility, etc) to the focal company. *Articles focused on a political issue are unacceptable.* You will write 2-3 pages summarizing the article and your assessment of the opportunity or challenge facing the company. I will ask for articles to be orally presented during each class when time permits. At the beginning of the semester, you will sign-up for the date you'll submit and be prepared to present your article in class. You will turn in your write-up and a copy of the article on your scheduled date. To receive full credit, you must complete all requirements of the assignment, including a sound rationale for your assessment.

**5. Individual Case Analysis (5%).** Each student will prepare a 2 - 3 page summary of the problems and possible solutions to those problems for a case *NOT assigned to your group to present or to challenge.* Your essay will be submitted to Canvas *BEFORE* the beginning of class on the assigned date. Late case summaries will not be accepted as all cases will be discussed in class the day Individual Case Analyses are due. You should ask key questions and pose well reasoned arguments during the case discussion/presentation in class. To receive credit, you must complete all requirements. You will sign-up for the case you'll analyze.

**6. Capsim Inbox Simulation (2.5%).** Each student will complete the General Management simulation independently. We will discuss your experience, skills measured, and performance development. The purpose of the simulation is to refine your acumen in managing a business. The simulation assesses five key skills: organizing, leading, problem solving, communicating, and initiating.

Students are presented a variety of scenarios that span different business functions (e.g., accounting, marketing, operations, human resources, etc.). The narrative of CapsimInbox General Management places students in the role of a manager at a medium-sized company called UbiquiToolS. The fictitious

company sells technology applications related to the “Internet-of-things.” Students manage a team of 12 individuals, including sales and operations staff.

**7. Teamwork Assessment (2.5%).** Each student will complete the teamwork assessment posted on Canvas in the first half of the semester and in the second half. This assessment should heighten overall performance of both individuals and groups and serve as a peer evaluation of contributions to the group. To receive full credit, you must complete all requirements.

**8. Team Case Presentation (15%).** Early in the semester, the class will break up into several groups. Your classmates within your group will be your team for all assignments during the semester. Each group will lead a complete case analysis presentation to the class. You may divide the task among team members, but all of you shall make equal contributions to the presentations. Specifically, each member should have a role in presenting the visual materials and answering questions. You will assume the role of senior management of the company, in business attire.

Content of your presentations will consist of an environment and industry analysis, company analysis, tradeoff analysis, and robust and viable strategic recommendations for the company supported by convincing evidence and logic for those recommendations. Your recommendations will be based on the strategic problems facing the managers at the time of the case (i.e., not today), your analysis of BOTH non-financial and financial/quantitative data (e.g., using graphs and charts), a qualitative and financial tradeoff analysis of alternative courses of action, and your assessment of the preferred course. You should not rehash facts from the case, but use them to justify your position. You should conduct outside research to fill key information gaps and crunch numbers using the data from exhibits. *Ensure that you’ve clearly addressed the case focus questions posted on Canvas within your analysis.*

Your group presentations will be evaluated based on your slide deck, oral presentation, and answers to questions. *Each case presentation is 40 - 45 minutes, with 10 - 15 Q&A, for a total of 50 minutes - 1 hour class time.* A copy of your visual materials should be printed out and handed to me before the start of class and submitted electronically to Canvas.

**9. Team Case Challenge (10%).** When a group is presenting its case analysis, I expect everyone in the class to be prepared to ask questions. One group will be designated as a Challenge Team. This group will prepare questions and answers to pose to the Presenting Team, assuming the role of company shareholders. You will need a strong understanding of strategic case issues to engage in a meaningful dialogue with the presenting team.

As the challenge team, you will generate a list of about 10 questions that you intend to ask the Presenting Team, as well as your answers to those questions. Please highlight those questions you asked during the class and note any unplanned questions that you asked. This assignment must be submitted to Canvas after class by midnight. All students have the opportunity to ask questions during any and all case presentations, as this will count towards your course participation grade.

**10. Group Consulting (Capstone) Project (20%).** Your team will prepare a complete strategic analysis of a central strategic issue facing a local company and its industry, as well as its future prospects and your proposed plan. The selection of companies for strategic analysis will be discussed in class. Your team may engage any local company or non-profit you choose after pitching the pro bono work and confirming participation in the project. **Teams that secure Company partners earn 10 extra credit points**

**on their final GCP grade!** Alternatively, your team will be assigned an organization. All team members must equally participate in the live project presentation, assuming the role of management consultants to the company, in business attire. The first half of the project consists of an environment and industry analysis. The second half consists of a competitive and company analysis, trade-off analysis, and your recommendations.

**A) Project Proposal (1%).** I will approve your group's proposed project after receiving a viable proposal. Before submitting, you must (1) secure the Company's agreement and (2) meet with the company as a team. The 1 - 2 page proposal will be submitted to Canvas and sent to the Company. Components will include:

1. The company name and names of all team members
2. A brief description of the central strategic issue(s) and proposed project scope
3. Multiple data sources acquired that facilitate qualitative and quantitative analysis
4. The local address, email, and phone number of your executive contact(s)

**B) Outline of Presentation (1%).** Your group will submit to Canvas an outline of your group's project presentation (see course schedule). Your team will receive feedback on your outline to help you structure a thorough strategy analysis that addresses each component of the assignment.

**C) GCP Team Reports (1%).** Prepare a 1-2 page report of your team's key learnings & challenges in the capstone project thus far. Your team will discuss these in class on the scheduled date.

**D) Presentation (10%).** 25 - 30 minute presentations will be given during final class sessions. Each presentation will be challenged with questions from the class and business executives. Q&A is 5 - 10 minutes, for a max of 35 minutes. The presentation should cover each key element of your analysis. It will not be sufficient to include appendices in your slides as an aspect of your analysis, but not discuss them in your oral presentation. A set of at least 5 backup slides must be developed to answer key questions that might be posed.

An example of a final GCP presentation is posted on Canvas. A printed hardcopy of your group's project presentation is due in class on your presentation date and an electronic copy is due on Canvas the first day of presentations. You will also provide a copy to the Company in advance of your in class presentation. You will notify the company executives of the date, time, and place of your final presentation to confirm their attendance.

**D) Executive Summary (7%).** An executive summary of the main strategic issues, central industry and competitive factors, disruptive forces, and your group's well reasoned recommended strategy, justified with financial analysis, is due on Canvas and to the Company by the last day of class. Following your GCP final presentation and questions/discussion from the Company, your group will incorporate additional research, strengthen your analysis, and refine your recommendations. Based on this final refinement stage, your group will write the 5 - 7 page executive summary.

**Group Consulting Project Challenges.** Each of you will be assigned to challenge a specific GCP, which is a required part of your participation grade. Prior to the presentation, you will acquire an understanding of the firm you will be challenging, including recent press. You will assume the role of any stakeholder in the company that you choose (shareholder, customer, etc). You will submit all questions you asked the presenting team, as well as your evaluation of the group's performance no later than 5pm the day after class. All students have the opportunity to ask questions during any and all presentations. For credit, you must turn in the questions you asked the presenting team and evaluation (see Canvas for details).

**Team Formation.** At the beginning of the semester, I will make time available for teams to form and meet. Your group will submit your team member names to Canvas by the due date. Groups will remain intact for the Team Case Presentations, Team Case Challenges, and GCP to build on the unique talents of team members and strengthen the performance of your team. After completing a group assignment, you may request approval to complete remaining assignments on your own in written form. Likewise, your team may request that a non-performing member complete remaining assignments individually in written form. Any requests will be considered on a case by case basis and must demonstrate the necessity of independent work.

**Bausch & Lomb Case Essay.** After reading and analyzing the Bausch & Lomb (B&L) case, you will submit to Canvas your individual written answers to the posted focus questions before class. Please be clear and succinct in your answers. Your submission should be 4 pages in length. This assignment will impact your course participation grade and prepare you for the in-class debate/simulation.

NOTE: THE MOST FUNDAMENTAL PRINCIPLE OF MY TEACHING PHILOSOPHY IS FAIRNESS. PLEASE DON'T ASK ME FOR SOMETHING THAT MAY BE UNFAIR TO YOUR CLASSMATES.

## REMOTE CLASSES

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*Instruction for the week of January 10 - 14, 2022 will be provided in a remote modality.*

Class will be held via Zoom only on **Tuesday, January 11, and Wednesday, January 12.**

1. Show up to Zoom on time for your section via the Zoom page on Canvas or here:

11AM - Section 1

<https://pointloma.zoom.us/j/94704119457?pwd=Nk5Vd2pSN01YT1J3S3VMcDJCREs1QT09>

Meeting ID: 947 0411 9457

Passcode: Psalm91NIV

1:30PM - Section 2

<https://pointloma.zoom.us/j/91530349986?pwd=VGNxUVI3TE5tcHBFCzZpWTg4eUdzUT09>

Meeting ID: 915 3034 9986

Passcode: Psalm91NIV

3PM - Section 3

<https://pointloma.zoom.us/j/97412386143?pwd=TklwblBoeVhYOUppqa1RvM3NUL0d1QT09>

Meeting ID: 974 1238 6143

Passcode: Psalm91NIV

2. Turn on camera and make sure your camera is turned on for the entire length of the class.
  - a) If you need to have camera turned off an email MUST be sent to me prior to class otherwise I will consider this an unexcused absence.

- b) Excused reasons for intermittent camera being off: need to use the restroom, may need to protect roommate.
3. Participate with professor and peers by unmuting OR using the chat.
4. Make sure you are in a quiet space (when possible) free of distractions.
  - a) Students will not get participation points if they are driving in a car, at work etc.
  - b) You should reserve this class time just like you would if you were face to face.
5. Once PLNU returns to face-to-face learning, unless you have an EAC accommodation (i.e., Isolation/Quarantine, Concussion, Remote Accommodation), you may not participate via remote learning. (This is meant to support you as faculty for the transition to in-person learning.)
6. Please keep in mind that PLNU's absence policy states that you may not surpass 20% of our class sessions.

## FINAL EXAMINATION POLICY

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Successful completion of this class requires taking any final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

## USE OF TECHNOLOGY

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In order to be successful in your course, 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, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require 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.

Research has found that the use of laptops and phones in class can be distracting to other students (and also the professor). Laptops and phones should be off and away during class unless a specific activity calls for them. Please take this time as a technology break to “unplug” and be present.

## PLNU COPYRIGHT POLICY

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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

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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

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PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

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 and/or if they do not wish to utilize some or all of the elements of their AP in that course.

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.

## PLNU ATTENDANCE AND PARTICIPATION POLICY

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**If you know you will miss a class or be late to class – please communicate with me BEFORE missing the class so we can discuss any makeup work so you do not fall behind. Please come to class prepared so that you do not need to leave class mid-lesson.**

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 the appropriate grade for their work and participation.

## FORMATTING ASSIGNMENTS

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All papers must be written in APA style, format and references. Purdue provides a point of reference: [https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_style\\_introduction.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html)

## CLASSROOM ETIQUETTE

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Please be courteous to your fellow class members by taking care of bio-breaks before or after class. It is distracting to have people continuously leaving and entering the class during the case discussion, and shows disrespect to those who are speaking. If it becomes apparent that you often leave during the discussion, your participation grade will be negatively affected.

## RETENTION OF ASSIGNMENTS

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After 4 weeks, unclaimed assignments will be discarded and no longer available. Some copies of student work may be retained longer to assess course and learning objectives.



WEEK	DATE	TOPIC	PREPARATION FOR CLASS	NOTES & ASSIGNMENTS DUE
1	10-Jan	Overview and Introductions	Read Syllabus Scan all cases in Harvard coursepack (purchase online - see syllabus)	CLASSES DO NOT MEET <b>DUE: Post current photo, major, dream job, &amp; what you want to gain from course</b>
	11-Jan	Introductions & Syllabus		FIRST DAY OF CLASS (ZOOM) Class Introductions Discussion on Syllabus
	12-Jan	Strategy & Leadership	HIH: Chapters 1 & 12 Article: Michael Porter, "What is Strategy?" (HBS coursepack)	LAST ZOOM CLASS
2	17-Jan	MLK Holiday		CLASSES DO NOT MEET
	19-Jan	External Environment and Business Landscape	HIH: Chapter 2 Canvas: Preparing an Effective Case Analysis Canvas: Suggestions for Case Analysis	<b>DUE: Submit Team Members to Canvas</b> Q&A on Presenting & Challenging Cases
3	24-Jan	Market Research Workshop for Cases & Group Projects		<b>Meet in Library</b> <b>DUE: Submit request to engage a capstone GCP partner or be assigned one</b>
	26-Jan	<i>Exec Speaker:</i>		Discuss GCP Capstone
4	31-Jan	Industry & Firm Analysis	Video Case Assignment Posted on Canvas	Management Simulation - Video Case
	2-Feb	Industry & Firm Analysis	Video Case Wrap Up	<b>DUE: GCP Proposal</b>
5	7-Feb	Industry & Firm Analysis	Case: Delta Airlines	Present: Group 5 Challenge: Group 1
	9-Feb	Internal Environment	HIH: Chapters 3 & 4	
6	14-Feb	Firm Competencies	Case: Airbnb	Present: Group 3 Challenge: Group 4
	16-Feb	<i>Executive Speaker:</i>		<b>DUE: GCP Outline</b> <b>DUE: GCP Team Reports in Class</b>
7	21-Feb	Anticipating Competition and Cooperative Dynamics	HIH: Chapters 5 & 9	<b>DUE: 1st Teamwork Assessment</b> GCP Team Coaching Session 1
	23-Feb	Competitive Dynamics	Article: Game Theory & Business Strategy (HBS coursepack)	Game Simulation
8	28-Feb	Corporate Level Strategy & Acquisitions	HIH: Chapters 6 & 7	<b>DUE: Mid-course survey</b> GCP Team Coaching Session 2
	2-Mar	Alliance or Acquisition	Case: Merck	Present: Group 1 Challenge: Group 2 GCP Team Coaching Session 3
9	7-Mar	SPRING BREAK!		
	9-Mar	SPRING BREAK!		

10	14-Mar	<i>Executive Speaker:</i>		GCP Team Coaching Session 4 GCP Team Coaching Session 5
	16-Mar	International Business	HHH: Chapter 8	
	18-Mar	Required Comprehensive Exit Exam	Take MGT4088L Exam between 2 - 5pm (Sign up for 1 date only)	See Justine Stacy for instructions
	19-Mar	Required Comprehensive Exit Exam	Take MGT4088L Exam between 9am - 12pm (Sign up for 1 date only)	See Justine Stacy for instructions
11	21-Mar	International Business & Culture	Culture Exercise: Study Country Characteristics	Country Negotiations Activity
	23-Mar	International Markets	Case: Starbucks	Present: Group 4 Challenge: Group 3
12	28-Mar	<i>Site Visit/Executive Talk</i>		<b>DUE: Capsim Inbox Simulation</b>
	30-Mar	Governance & Corporate Social Responsibility (CSR)	HHH: Chapter 10	
13	4-Apr	Governance & CSR	Case: Uber	Present: Group 2 Challenge: Group 5
	6-Apr	Governance & CSR	Case: Bausch & Lomb (ENTIRE CLASS)	<b>DUE: B&amp;L Case Essay Management Simulation</b>
14	11-Apr	Exam Review Session	Read/Review Select Chapters, Cases, & Notes	B&L Case Wrap-up
	13-Apr	Group Project Presentations		<b>DUE: Hardcopy of GCP Presentations &amp; Backup Slides</b> Present: Company: Challenge: Present: Company Challenge:
15	18-Apr	EASTER BREAK<><		PRAISE THE RISEN LORD JESUS!
	20-Apr	Group Project Presentations		Present: Company Challenge: Present: Company Challenge:
16	25-Apr	Group Project Presentations		Present: Company Challenge: Present: Company Challenge:
	27-Apr	Course Wrap-up		<b>DUE: Extra Credit</b> <b>DUE: 2nd Teamwork Assessment</b> <b>DUE 5/1: GCP Exec Summary</b>