

Fall 2023

Meeting days: Tuesday/Thursday	Instructor name: Dr. Julia Dare
Meeting times: 1:30pm-2:45pm Sec 1 3pm-4:15pm Sec 2	Phone: 619-849-2397 (leave messages via email)
Meeting location: FSB 101	E-mail: jdare1@pointloma.edu
Final Exam: Sec 1 - Tues, 12/12 1:30 - 2:45pm Sec 2 - Thur, 12/14 4:30 - 5:45pm	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 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

Textbook: Hitt, Michael A., R. Duane Ireland, and Robert E. Hoskisson (H.I.H). *Strategic Management: Competitiveness and Globalization*, 13th edition.

Coursepack: All assigned cases and articles for the course are available from Harvard Business Publishing online:

<https://hbsp.harvard.edu/import/1014592>

You will need to set up an account to purchase this coursepack by our first class.

ASSESSMENT AND GRADING

Course grades will be determined by students' performance on the following 10 course components. Your course grade consists of 50% individual work (components 1 - 7) and 50% group work (components 8 - 10).

1. Course Participation (as a student & as a team member)	20%
2. Quizzes (7)	7%
3. Exam	15%
4. Assessment of Strategy Article	5%
5. Capsim Inbox Simulation	3%
6. Teamwork Assessments (2)	3%
7. Team Case Summaries (3)	9%
8. Team Case Presentation	10%
9. Team Case Challenge	7%
10. Capstone Consulting Project-GCP	21%
Total	100%

COURSE ASSIGNMENTS

1. Course Participation - Class & Groupwork (20%). The success of the course will be impacted by the quality of your daily academic, professional, and personal participation throughout the course. Class participation will be based upon your contributions to discussions, including the case studies, textbook

readings and other assignments. It will also be based upon your contribution to your group, as evidenced by peer evaluations.

Positive contributions will improve your participation grade, while negative contributions will reduce it. Maintaining good character and professionalism, including respect, consideration, fairness, and honesty in interactions and discussions throughout the course will positively impact your grade, while treating others unfairly, showing disrespect, academic dishonesty, lack of consideration of differing views, or other displays of unprofessionalism or poor character will negatively impact your grade. Each member of the class is responsible for contributing to a vibrant, constructive environment that encourages optimal learning and performance. Finally, class participation will be based upon your attendance (including arriving late or leaving early). Please see the course syllabus for the class policy regarding attendance. Points for class participation will be awarded after the last class.

Teams perform extremely well when all members contribute their unique gifts & talents to assignments while maintaining a strong work ethic & mutual respect. In rare cases, if a member does not contribute & significantly burdens the team, the team may fire the person. The team must have attempted to encourage the person in writing to engage in the assignments, else withdraw from the team & work independently. At that point, the team will meet with me. In over a decade of teaching, only one person has been fired from a team. More often, after meeting, we develop a plan together & team performance excels!

2. Quizzes (7%). Multiple choice and true/false quizzes will be given during the semester on foundational textbook concepts the day chapter(s) are due (i.e, the Chapter 2 quiz will be given the day Chapter 2 is due). **Each chapter reading & quiz must be completed BEFORE class** to prepare for an engaging & interactive discussion beyond textbook material. To ensure fairness to all students, ***late quizzes will not be accepted.***

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 recent (within 6 weeks of your due date) 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. Submissions are electronically checked for plagiarism so be sure the work is your own and properly cited. I will ask for articles to be orally presented (**NOT read**) during each class when time permits. Presentations do not require (but may include) slides and should be about 5 minutes. You're assigned date is posted on Canvas in Modules. Be prepared to present your article in class, as well as turn in your write-up and a link to 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. Capsim Inbox Simulation (3%). 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.

6. Teamwork Assessments (3%). Each student will complete the teamwork assessments posted on Canvas in the first half of the semester and again in the second half. This assessment should heighten overall performance of both individuals and groups and serve as a peer evaluation of individual teammate contributions to the group. To receive full credit, you must complete all requirements.

7. Team Case Summaries (9%). Each team will prepare a 3 - 4 page summary for each case assigned, answering the focus questions on Canvas. Your summaries will be submitted to Canvas *BEFORE* the beginning of class on the assigned date. Late case summaries will earn 0 credit as all case analyses are discussed during class. Your group will be assigned 3 cases to summarize, each worth 3% of your grade. Each summary will prepare you to ask key questions and pose well reasoned arguments during the case discussion/presentation in class.

8. Team Case Presentation (10%). 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 (PESTEL) analysis, industry analysis, analysis of each key competitor, company analysis, tradeoff analysis of strategic alternatives, and a robust and viable strategic plan for the company supported by convincing evidence and logic for your 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. Integrate your answers to the case focus questions in your case analysis when valuable to defend and explain your arguments.

Your group presentations will be evaluated based on your slide deck and oral presentation using the rubric posted on Canvas. *Each case presentation is 35 - 40 minutes, & 10 minutes Q&A, for a total of 45 - 50 minutes.* An example case presentation is posted on Canvas.

9. Team Case Challenge (7%). 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 for 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 before class begins**. Be sure to review the posted rubric as it is the basis for your grade. 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. An example submission is on Canvas.

10. Group Consulting (Capstone) Project (21%). 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 project consists of an environment analysis, industry analysis, a competitive analysis, internal company analysis, trade-off analysis of strategic alternatives, and justifying your recommendations, including an execution plan. Your team will follow the requirements posted on the submission page on Canvas to ensure all required analyses are completed & presented.

A) Project Proposal (2%). 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, including one or more from the library research workshop.
4. The local address, email, and phone number of your executive contact(s)

B) Workplan (2%). Your group will submit to Canvas a summary of your group's project workplan including assigned parts, meeting dates with your business partner, scheduled team meetings, a complete detailed outline of all analytical frameworks and components comprising your final presentation, and your business partner's top 2 dates to attend your presentation (see course schedule).

C) 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. Be sure to review the posted rubric for the assignment that is the basis of your grade.

Examples of final capstone presentations are 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.

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 be "fired"/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.

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.

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. 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.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) 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.

USE OF TECHNOLOGY

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.

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 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

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 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

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 an "F" grade.

FORMATTING ASSIGNMENTS

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

CLASSROOM ETIQUETTE

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

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.

MGT 4088 - TENTATIVE SCHEDULE

WEEK	DATE	TOPIC	PREPARATION FOR CLASS	NOTES & ASSIGNMENTS DUE
1	28-Aug	Overview and Introductions	Read Syllabus Purchase Textbook & online Harvard coursepack (see syllabus)	CLASSES DO NOT MEET DUE: Post current photo, major, dream job, & what you want to gain from course
	29-Aug	Introductions & Syllabus		FIRST DAY OF CLASS Class Introductions Syllabus Review
	31-Aug	Market Research Workshop for Cases & Group Projects		Bring Laptop to Class DUE: Submit Team Members
2	5-Sep	Strategy & Leadership	HHH: Chapters 1 & 12 Article: Michael Porter, "What is Strategy?" (HBS case coursepack)	Quiz Ch 1 & 12
	7-Sep	Capstone Project & Case Analysis	Read GCP Capstone Project - Detailed Assignment (posted on Canvas) Review case presentation & case challenge	Discuss GCP Capstone Discuss Case Assignments DUE: Teams submit
3	12-Sep	External Environment and Business Landscape	HHH: Chapter 2 Canvas: Preparing an Effective Case Analysis Canvas: Suggestions for Case Analysis	Quiz Ch 2
	14-Sep	Industry & Firm Analysis	Video Case Assignment Posted on Canvas	Management Simulation - Video Case
4	19-Sep	Industry & Firm Analysis		Video Case Wrap Up
	21-Sep	Industry & Firm Analysis	Case: Cola Wars	DUE: Presentation - Group 5 DUE: Challenge - Group 1 DUE: Case Summary - Groups 2, 3, & 4
5	26-Sep	Internal Environment	HHH: Chapters 3 & 4	Quiz Ch 3 & 4 DUE: GCP Proposal
	28-Sep	Firm Competencies	Case: Airbnb	DUE: Presentation - Group 3 DUE: Challenge - Group 4 DUE: Case Summary - Groups 1, 2, & 5
6	3-Oct	Executive Speaker:		DUE: GCP Capstone Workplan
	5-Oct	Anticipating Competition and Cooperative Dynamics	HHH: Chapters 5 & 9	Quiz Ch 5 & 9 DUE: 1st Teamwork Assessment (evaluate team)
7	10-Oct	Competitive Dynamics	Article: Game Theory & Business Strategy (HBS coursepack)	Game Simulation
	12-Oct	Corporate Level Strategy & Acquisitions	HHH: Chapters 6 & 7	Quiz Ch 6 & 7
8	17-Oct	Alliance or Acquisition	Case: Disney	DUE: Presentation - Group 1 DUE: Challenge - Group 2 DUE: Case Summary - Groups 3, 4, & 5
	19-Oct	FALL BREAK!!		

9	24-Oct Workshop: Clifton Team Strengths, Gayle Wiese		Attendance of all team members is required DUE: Mid-course survey
	26-Oct International Business	HH: Chapter 8	Quiz Ch 8
10	31-Oct International Business & Culture	Culture Exercise: Study Country Characteristics	Country Culture Activity GCP Coaching - All Groups
	2-Nov International Markets	Case: Starbucks	DUE: Presentation - Group 4 DUE: Challenge - Group 3 DUE: Case Summary - Groups 1, 2, & 5
11	7-Nov Executive Speaker		DUE: Capsim Inbox Simulation
	9-Nov Governance & Corporate Social Responsibility (CSR)	HH: Chapter 10	Quiz Ch 10
12	14-Nov Governance & CSR	Case: Uber	DUE: Presentation - Group 2 DUE: Challenge - Group 5 DUE: Case Summary - Groups 1, 3, & 4
	16-Nov Governance & CSR	Case: Bausch & Lomb (All students)	Management Simulation - Bausch & Lomb Case
13	21-Nov Exam Review Session	Read/Review Select Chapters, Cases, & Notes	
	23-Nov	<i>THANKSGIVING BREAK!!</i>	
14	28-Nov Group Project Presentations		DUE: Hardcopy of ALL GCP Presentations & Backup Slides
	30-Nov Group Project Presentations		
15	5-Dec Group Project Presentations		
	7-Dec Course Wrap-up		DUE 12/10: GCP Exec Summary Teamwork Rubric Optional Extra Credit