

SPRING 2024

Meeting days: Thursday	Instructor title and name: Dr. Julia Dare
Meeting times: 5:30PM-8:15PM	Phone: 619-849-2397 (please email messages)
Meeting location: Mission Valley Campus	E-mail: jdare1@pointloma.edu
Final Exam: N/A	Office location and hours: By appointment
Additional info: In person class; not offered online	

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

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).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

REQUIRED: Gamble, Peteraf & Thompson. Essentials of Strategic Management: The Quest for Competitive Advantage, 8th edition, 2024, McGraw-Hill Education. ISBN: 978-1264124336 / 1264124333

ASSESSMENT AND GRADING

To successfully pass the course, students should attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time. Your course grade consists of 58% individual work and 42% group work as follows out of 1000 points.

A. Prerequisite Course Leveling Module (Individual)	50
B. Chapter Quizzes (6) (Individual)	120
C. Case Analysis (4) & Case Presentation (1) (Group)	160
D. Article Assessment - Flawed Business Strategy (Individual)	100
E. Company Strategy Analysis & Presentation (Group)	260
F. Company Strategy Analysis: Investor Assignment (Individual)	30
G. Independent Industry Predictions Paper (Individual)	110
H. Participation (Individual)	170

The following represents the general grading policy for this class.

93 – 100%	A	73 – 76.9%	C
90 – 92.9%	A-	70 – 72.9%	C-
87 – 89.9%	B+	67 – 69.9%	D+
83 – 86.9%	B	63 – 66.9%	D
80 – 82.9%	B-	60 – 62.9%	D-
77 – 79.9%	C+	0 – 59.9%	F

A. Foundations of Business Integration and Strategic Management Pre-Requisite Leveling Module (50 points)

You are required to take the Foundations of Business Integration and Strategic Management course pre-requisite leveling module. The time to complete the module is estimated at 6 to 9 hours, depending on your previous exposure to the subject.

An MBA program staff member has sent registration and completion instructions to your PLNU e-mail. If you have not received these instructions, please notify the professor immediately to avoid late completion penalties. To successfully complete the module, you must earn a minimum score of 80% on the module post-test. You are allowed to attempt the post-test twice. If you have not achieved a passing score (80%) after two attempts, you will be required to purchase a new module for \$39.00, and continue attempts until a passing score is achieved at the same URL:

<https://micro.peregrineacademics.com/pointloma>

The password for the retake module is: **PLNUPAY-1001**

If you take any modules that are not assigned to you for this course, you will be billed for each module at \$39 each.

This module is worth 5% of your total course grade. Extra credit is available if you complete the module early. Similarly, earned credit will be reduced according to the timeline given in the table below:

Date	% Grade Earned	Incentive
12/31	7%	Early Reward
1/7	6%	Early Reward
1/14	5%	Full Credit
1/21	3%	Late Penalty

Note: If the course pre-requisite module has not been completed with a score of 80% or higher by **1/14**, the student will be dropped from the class. Students may receive only a partial refund in accordance with the PLNU refund policy outlined in the catalog.

The percentage earned on the leveling module post-test will be translated into points in conjunction with the extra credit and late penalty percentages as specified in the table below:

SAMPLE TABLE

Based off 5% of course being equivalent to 50 points – adjust as needed based on actual points, etc. It is up to the faculty member as to how many points equates to 5% of the total course grade; however, this must represent 5% of the total grade.

Post-test Percentage	Points Earned if completed by 12/31	Points Earned if completed by 1/7	Points Earned if completed by 1/14	Points Earned if completed by 1/21
95.00-100	70	60	50	30
90.00-94.99	63	54	45	27
85.00-89.99	56	48	40	24
80.00-84.99	49	42	35	21
<80.00	0	0	0	0

B. Chapter Quizzes (120 points)

Reading the textbook chapters prior to class discussions is critical for your understanding of the concepts and engagement in class discussion. To assess your comprehension, six (6) multiple choice Chapter Quizzes will be given. You may submit one extra credit assignment (to be announced by the instructor) to earn 20 points to replace a missed quiz or strengthen your scores. **Quizzes are closed notes/book/device & may only be taken via Canvas on Honorlock and must be submitted BEFORE class begins.** You must use a device that supports this testing environment, specifically a **compatible laptop/computer using an updated Chrome browser.**

C. Case Analysis (160 points)

Case Study Summaries for each assigned case are to be prepared based upon questions provided by the instructor. The specific case assignments and focus questions are posted on Canvas. Each summary is due before class begins on the date the case is assigned (see the course schedule). Case Study Summaries are 3-4 pages in length, excluding cover page (APA format). Late case summaries will not be accepted as we will discuss all cases in class the day they are due. Case Study Summaries will be completed in groups as instructed and approved by the instructor. A thorough reading and analysis of each case is required to prepare the Case Study Summaries and to prepare you for your required contribution to case discussions that will occur for each case during class.

Your group is assigned a case to act as consultants, leading the in class discussion on the scheduled dates.

This requires greater analytical depth beyond answering the focus questions. In addition to identifying and analyzing the key issues, your group will pose insightful questions to the class based on your independent study acting as business consultants. In leading the class discussion, encourage different ideas and analytical thought so that the class develops and tests multiple strategies through a robust, challenging discussion. At the end of the class discussion, your group will be responsible for announcing and defending your recommended strategy. Time for each case presentation is 25 - 35 minutes, which includes class discussion/Q&A.

Each of your group's 4 case summaries are weighted 3% of your course grade (12% total). The assigned case presentations is worth 4% of your course grade (evaluated using the posted rubric). Your participation in your assigned stakeholder role (when not presenting) in case study discussions will impact your Participation grade.

D. Article Assessment - Flawed Business Strategy (100 points).

You are to select one article from the Wall Street Journal, Forbes, or another major publication discussing some aspect of corporate strategy. The article must be current; articles more than 6 weeks old are off limits. You must find an article discussing a business strategy which you believe is flawed. The article must relate some aspect of our course (e.g., competitive rivalry, alliances, ethics, etc.) to the focal company. To perform an assessment and prepare for questions you will need to conduct & interpret additional research on historical (longitudinal) stock performance relative to the overall market & rivals, international forces, etc. You will prepare a presentation summarizing the article, a well developed analysis of the issue facing the company including why the company's current strategy is flawed & why you believe the company is pursuing the strategy, as well as your proposed solution. I will ask for a few articles to be orally summarized and assessed during each class. Presentations should run 9 - 10 minutes, plus Q&A if time permits. At the beginning of the semester, you will be assigned a date to present your article. You will turn in your slides (including a set of back-up slides) and a copy of the article on your scheduled dates. Remember, all presentations are in business dress.

E. Company Strategy Analysis & Presentation (260 points)

Each group will select a publicly traded company to study and analyze their central strategic issues throughout the course, culminating in a final project presentation in class. Firms in industries that are in transition or firms that are undergoing major strategic changes are potentially the most interesting.

4 Part Analysis (140 points). Your group will conduct a comprehensive analysis of the (1) company history and overview, (2) external environment (environment, industry, competition) (3) market and value creation, and (4) financial analysis. Each of the 4 parts must be submitted to Canvas on the due date listed in the course schedule and is 3.5% of your course grade (14% total).

Presentation (110 points). After developing and refining the 4 part analysis, a tradeoff analysis of 2 - 3 mutually exclusive strategic alternatives (i.e., choosing one bars the company from choosing the others), a robust and viable strategic proposal for the company (supported by convincing evidence and logic), and execution plan will complete your final presentation. Your final strategy will be based on the strategic problems facing the managers, your analysis of both non-financial and financial/quantitative data (using graphs and charts), a tradeoff analysis of alternative courses of action, and your assessment of the preferred course. A significant set of backup slides are essential to your final presentation (details to be provided in class). Presentations are scheduled in one of the final class sessions. Each team will have 30 - 35 minutes to present, including Q&A. All team members must be present to earn credit and dressed in business attire. Further instructions, as well as the due date/time for each part will be posted on Canvas.

Project Proposal (10 points). Your project proposal must be turned in by the due date; however, you have a better chance of approval by turning it in sooner, as companies will be on a first-come, first-served basis. I will approve your group's selected company after receiving a suitable project proposal.

The proposal will include:

1. Names of all team members;
2. A brief description (250 - 500 words) of the central strategic issue you will study, covering the industry and company; and
3. Multiple data sources you've identified to facilitate qualitative and quantitative analysis, including one or more sources from the library research workshop.

F. Company Strategy Analysis: Investor Assignment (30 points)

Each of you will be assigned to challenge a specific CSA, in the role of an investor. Prior to the presentation, you will acquire a foundational understanding of the company you will be challenging, including a review of relevant industry and company news. You will prepare a set of questions you would like the management team to address in making your investment decision. At the end of the CSA presentation, you will write up your investment decision with sound rationale (see example below). You will announce your decision to the management team. By 5pm the day after class, you will submit all questions you prepared and asked the presenting team, your evaluation of the group's performance (see Canvas for details), and an explanation of your decision to buy or sell the company's stock based on the group's comprehensive analysis and proposed strategy/execution plan.

Investors will be evaluated on the depth and relevance of your questions asked during the presentation, the insightfulness of your evaluation, and the soundness of your rationale to buy/sell the company's stock.

All students have the opportunity to ask questions during any and all presentations. Further instructions, as well as the due date/time will be posted via Canvas.

Investment Rationale Example: Decision to Sell

1. The stock, which was as high as \$50 this year, took a big drop to as low as \$34. The decline came after the company cut its sales and profit forecast for this year, citing the risk of falling sales in Russia due to mounting tensions with the West over Ukraine. Nearly 10% of revenue is earned in Russia.
2. Management estimates that its sales will grow at a "mid-single-digit" rate, down from a "high-single-digit" rate.
3. The company operates in a highly competitive market. For the first time, it has dropped to the #3 spot in the US, behind Nike and Under Armour. Management will attempt to boost its marketing spending to regain market share, but the effect is uncertain & can easily be copied. No long-term strategy is planned.

G. Independent Industry Predictions Paper (110 points)

This assignment replaces the final exam in the course. Given each group's final Company Strategy Analysis, each team member will independently (1) summarize and justify the team's strategic recommendations; (2) make at least 4 predictions as to the outlook for the industry as a whole in the next 3 years (e.g., which firms will be the winners and losers and why, competitive moves/disruption, M&A/alliances, stock price predictions, etc.) based on strong evidence and analysis from marketing, finance, and strategy; and 3) identify & develop critical changes needed to the recommended strategy for the company in light of these predictions considering the challenges faced during the presentation and each of the 4 parts of the strategy analysis (again, based on strong evidence and analysis from marketing, finance, and strategy). Be concise and use APA format 6th edition. This 7 - 9 page written report is due via Canvas at the end of the semester.

H. Participation (170 points)

The success of the course will be impacted by the quality of your daily participation in and out of class. Participation will be based upon the depth and relevance of your contributions in class to discussions (including the case studies, lectures, and other assignments) and activities. It will also be based upon your contribution to your group, as evidenced by peer evaluations. Class attendance is required and any absences will lower your participation grade.

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned under extremely unusual circumstances.

FINAL EXAMINATION POLICY

The IIPP assignment replaces a final exam in evaluating the synthesis of theories, analysis, & application learned throughout the course.

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 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. To ensure fairness across the class, only students who need to use one or more of their accommodations should speak with the professor in the first 2 weeks of the course to confirm implementation.

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.

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.

All submitted work is reviewed electronically for plagiarism, including AI creation.

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.

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 [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 ATTENDANCE AND PARTICIPATION POLICY

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.

Asynchronous Attendance/Participation Definition

For any asynchronous class scheduled by the faculty member, a day of attendance 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 when asynchronous attendance days are required in a given week, if any.

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, desire to meet or share a prayer request please email mvchaplain@pointloma.edu.

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

COURSE SCHEDULE AND ASSIGNMENTS

Note: See Canvas for additional details and minor schedule changes (e.g., executive speaker dates)

Week	Meeting Dates	CH	Topic	Activities and Items Due
1	Jan 11 (Light Week - No Class)	-	Introduction & Course Preparation	- Read Syllabus - CSA: Research Public Company - Post Current Photo, Job, & Dream Job: Due 1/14
2	Jan 18	1	Strategy, Business Models, and Competitive Advantage	- Introductions - Chapter 1 Quiz - DUE: Group Formation
3	Jan 25	-	Strategic Management Decisions	- Research Workshop: Business Librarian - Management Simulation: Prepare for Your Role (as assigned) - DUE: CSA Proposal
4	Feb 1	2	Strategy Formulation & Execution	- Management Simulation: Discussion - DUE: CSA Part 1 - Company Overview & Analysis
5	Feb 8	3	Evaluating a Company's External Environment	- Chapter 2 & 3 Quiz - Case #1: Costco (Focus Question Case Summaries – All Groups; Case Presentation – Group 1)
6	Feb 15	4	Evaluating a Company's Resources, Capabilities & Competitiveness	- DUE: CSA Part 2 - External Environment - Executive Speaker
7	Feb 22	5	The Five Generic Competitive Strategies	- Chapter 4 & 5 Quiz - Case #2: Beyond Meat (Focus Question Case Summaries – All Groups; Case Presentation – Group 2)
8	Feb 29	6	Strengthening a Company's Competitive Position	- DUE: CSA Part 3 - Market & Value Creation - Game Theory: Game On! - Executive Speaker
-	Mar 7	-	SPRING BREAK!!	HAVE FUN & BE SAFE!!
9	Mar 14	7	Strategies for Competing in International Markets	- Chapter 6 & 7 Quiz - Case #3: Tesla (Focus Question Case Summaries – All Groups; Case Presentation – Group 3)
10	Mar 21	8, App A	Corporate Strategy: Diversification and the Multibusiness Company	- Case #4: Pepsi (Focus Question Case Summaries – All Groups; Case Presentation – Group 4)

11	Mar 28	-	EASTER	JESUS IS RISEN & COMING SOON! -Rev 22:12
12	Apr 4	-	Strategic Management	- Simulation/Group Work - DUE: Post CSA Project Proposals on Discussion Board
13	Apr 11	9	Ethics, CSR, Sustainability and Strategy	- Chapter 8 & 9 Quiz - DUE: CSA Part 4 - Financial Analysis
14	Apr 18	10	Superior Strategy Execution	- Chapter 10 Quiz
15	Apr 25	-	Final Presentations	- CSA Final Presentations - CSA Investor Assignment: Due 4/28
16	May 2	-	Course Wrap Up	- DUE: Team Evaluations - DUE 5/5: Independent Industry Predictions Paper