

FALL 2024

Meeting days: Monday & Wednesday	Instructor title and name: Steve Suhrheinrich
Meeting times: <ul style="list-style-type: none"> Section 1: 1:25-2:40 pm Section 2: 3:00 - 4:15 pm 	Phone: m) 619.316.1202
Meeting location: FSB 101	E-mail: ssuhrhei@pointloma.edu
Final Exam: <ul style="list-style-type: none"> Section 1: December 18, 1:30 - 4:00 pm Section 2: December 16, 1:30 - 4:00 pm 	Office location and hours: FSB 132 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, 2 & F2).
2. Conduct An Actionable Business Situation Analysis (PLO1,2&F1).
3. Develop And Execute Effective Business Strategies (PLO2).
4. Evaluate the purpose of business in society from an ethical perspective (PLO4).
5. Demonstrate well-developed teamwork skills when making strategic decisions (PLO5).

6. Support Decision-making using effective written and verbal communication (PLO3).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

- Required Text: West, G. P. (2024). Strategic Management: Value Creation, Sustainability, and Performance (8th ed.). This text is bundled with the Capsim Capstone simulation.
- Capsim Inbox: You will register here: <https://ww2.capsim.com/login/>.

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 highly unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc) 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.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars, we are keenly aware of the power of language and believe in treating others with dignity. As such, our language must be equitable, inclusive, and prejudice-free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced a bias incident regarding language, you can find more information on reporting and resources at www.pointloma.edu/bias.

LOMA WRITING CENTER

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing

sources, revising, editing for grammar, polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

- Appointment Calendar: <https://plnu.mywconline.com/>
- Website: <https://www.pointloma.edu/centers-institutes/loma-writing-center>
- Email: writingcenter@pointloma.edu

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

If you have questions, want to meet with the chaplain, or have prayer requests, contact your professor or the [Office of Spiritual Life and Formation](#).

PLNU COPYRIGHT POLICY

Please be aware PLNU strives to be a place where you grow as a whole person. To this end, we provide Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU RECORDING NOTIFICATION

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. The EAC makes accommodations available to professors at the student's request.

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. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability 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. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any special accommodations.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive an "F" grade.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the [Traditional Undergraduate Records: Final Exam Schedules](#) site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

ASSESSMENT AND GRADING

Activities and Point Distribution

Assignments & Activities	Points	Percentages
Group Work	<u>425</u>	<u>42.5%</u>
• Capstone Simulation (Capsim)	225	22.5%
• Capsim Executive Presentation	200	20%
Individual Assessments	<u>475</u>	<u>47.5%</u>
• Chapter Reading Questions (10)	100	10%
• Exam 1	125	12.5%
• Exam 2	125	12.5%
• CAPSIM Inbox Exercise and Report	25	2.5%
• Weekly Cases (10)	100	10%
Class Session Work	<u>100</u>	<u>10%</u>
• Class Preparation & Participation	100	10%

Points to Grades Conversion

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

COURSE SCHEDULE AND ASSIGNMENTS

1. CAPSTONE Simulation (225 pts): While we will do background reading for our class sessions, 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 strategy and operations over two practices and eight competitive planning periods. Capstone is the leading business strategy computer simulation used worldwide for undergraduate, MBA, and executive-level strategy training. Because of the simulation’s broad adoption and design, you can benchmark your team’s performance against other teams in our class. You will receive points towards your final grade based on how well your team does and how your teammates evaluate your contribution to the team’s efforts. Your Capstone simulation team grade includes the simulation results, group evaluations, mission statement exercises, and after-action reports. See Canvas for details and rubrics.

2. Executive Debrief Presentation (200 pts): Each team will complete a final presentation reviewing their business decisions and outcomes for the full simulation (simulated 8 years). This will be an executive-level briefing, and you will incorporate strategic management concepts, including marketing, finance, and strategy. See Canvas for assignment instructions and rubric.
3. Chapter Reading Questions (10x10 = 100 pts): Chapter Reading Questions on foundational textbook concepts will be completed during the semester. Each chapter reading and question must be completed BEFORE class to prepare for an engaging and interactive discussion beyond textbook material. *Late reading questions will not be accepted to ensure fairness to all students.*
4. Exams (2X125 = 250 pts): There will be two exams, likely consisting of multiple-choice and written essay questions.
5. Capsim Inbox Simulation (25 pts): Students 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 understanding in managing a business. The simulation assesses five essential skills: organizing, leading, problem-solving, communicating, and initiating. See Canvas for access instructions.
6. Weekly Cases (10x10 = 100 pts): Students will be assigned articles to read or videos to watch and be asked to respond with critical takeaways or answers to specific questions posted in the assignment in Canvas.
7. Class Preparation and Participation (100 pts): On-time, regular attendance, pre-class preparation (videos, podcasts, reading), and participation in class activities and discussions are essential in this course, and the participation grade will reflect this.

CLASS SCHEDULE*

Week	Date	Class Topics	Assignments & Notes
1	W – 9/3	Class Introductions & Syllabus Review	Reading Reflection Ch 1 Introduction survey
2	M – 9/9	Need for Strategy, Ch 1	Clifton Strengths Theme Report Reading Reflection Ch 3
	W – 9/11	Overview of Capstone Project Team Selection & Stages of Team Development	
3	M – 9/16	Mission, Vision, Values, Ch 3	Reading Reflection Ch 4
	W – 9/18	Workshop: Cliften Team Strengths with Gayle Wiese	Strength Report
4	M – 9/23	Industry and Competitive Analysis, Ch 4	After Action Report Practice
	W – 9/25	Capstone Practice Round 1	Reading Reflection Ch 5 Weekly Case 1
5	M – 9/30	Value Chain Analysis, Ch 5	After Action Report Practice
	W – 10/2	Capstone Practice Round 2	Reading Reflection Ch 6 Weekly Case 2
6	M – 10/7	Resource-Based Competitive Advantage, Ch 6	After Action Report 1
	W – 10/9	Capstone Competition Round 1	Weekly Case 3
7	M – 10/14	Exam 1	After Action Report 2
	W – 10/16	Capstone Competition Round 2	Reading Reflection Ch 7
8	M – 10/21	Business-Level Strategy, Ch 7	After Action Report 3
	W – 10/23	Capstone Competition Round 3	Reading Reflection Ch 8 Weekly Case 4
9	M – 10/28	Industry & Lifecycle Stages, Ch 8	After Action Report 4
	W – 10/30	Capstone Competition Round 4	Reading Reflection Ch 10 Weekly Case 5
10	M – 11/4	Corporate Strategy, Ch 10	After Action Report 5
	W – 11/6	Capstone Competition Round 5	Reading Reflection Ch 12 Weekly Case 6
11	M – 11/11	Competitive Dynamics, Ch 12	Reading Reflection Ch 13
	W – 11/13	Capstone Competition Round 6	Weekly Case 7
12	M – 11/18	Strategy & Structure, Ch 13	Weekly Case 8
	W – 11/19	Capstone Competition Round 7	
13	M – 11/25	TBD	Weekly Case 9
	W – 11/27	Thanksgiving Break – No Class	
14	M – 12/2	Guest Speaker	Weekly Case 10
	W – 12/4	Capstone Competition Round 8	
15	M – 12/9	Exam 2	Capsim Inbox Simulation
	W – 12/11	Group Work for Final Presentations	
16	Exam Week	Executive Debrief Presentations	

**Instructor may modify the schedule during the semester. Students will be notified of any changes to the schedule.*