

Spring 2025

Meeting days: Wednesday	Instructor title and name: Duane Hewett
Meeting times: 5:30pm – 8:15pm	Phone: (619) 846-0221, Call or text
Meeting location: Mission Valley, Room 315	E-mail: dhewett@pointloma.edu
Final Exam: N/A	Office location and hours: Before/after class, or 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 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

- Analyze and evaluate the strategies of an organization by integrating appropriate insights from the core business disciplines (PLO 1, 2 & 3).
- Formulate a strategy for an organization considering strategic options, assessment of alternatives, an emerging market conditions (PLO 2 & 3).

- Present the results of a strategic evaluation in a professional and concise manner (PLO 6).
- Construct strategies and structures that reflect ethical principles, company values, and socially responsible management practices (PLO 5).
- Collaborate effectively in a team to analyze current challenges in business (PLO 7).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

- Gamble, Peteraf & Thompson. *Essentials of Strategic Management: The Quest for Competitive Advantage*, 8th edition, 2024, McGraw-Hill Education. ISBN: 978-1264124336 / 1264124333
- Strategy Simulation Coursepack, 2025, Harvard Business Publishing
 - Link to HBP to obtain coursepack: [BUS6095 HBP Coursepack](#)
- Various online articles and videos.

ASSESSMENT AND GRADING

Assignment	Points	% of Total	Grade scale	
Case Study Analysis & Presentation	160	16%	A=94-100	C=72-75.9
Company Strategic Analysis (CSA) & Presentation	290	29%	A-=90-93.9	C-=70-71.9
Article Assessments	100	10%	B+=86-89.9	D+=66-69.9
Quizzes	120	12%	B=82-85.9	D=62-65.9
Exec Network Event	30	3%	B-=80-81.9	D-=60-61.9
Independent Industry Prediction Participation & Engagement	150	15%	C+=76-79.9	F=0-59.9
Total	1000	100%		

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted via Canvas on or before the required due date/time and in the required format. Email submissions will not be accepted. Grade reductions will be taken for late assignments; 10% per day for a maximum of 3 days. If you anticipate an assignment will be late, please contact me as soon as possible. Missed assignments will receive a zero grade. Incompletes will only be assigned in extremely unusual circumstances. A final grade of F constitutes failure of the class.

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.

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 or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

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

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, it is important that our language 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 using 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 other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias.

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 or as shown in the PLNU Spiritual Care section of this syllabus.

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

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- [The GPS Writing Center](#) offers:
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - [Research Help Guide](#) to help you start your research
 - The physical office is located on the third floor of the [Mission Valley Regional Center](#) off the student lounge
- [Academic Writing Resources Course](#): Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. [Watch a quick video run-through](#) and take time now to explore!
- Grammarly: Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- [Tutoring](#): Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

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 RECORDING NOTIFICATION

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 [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 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.

COURSE MODALITY DEFINITIONS

1. Online Courses: These are courses with class meetings where all instruction and interaction is fully online.
 - a. Synchronous Courses: At least one class meeting takes place at a designated time.
 - b. Asynchronous Courses: All class meetings are asynchronous.
2. Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face MBA/MAOL Courses:

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.

COURSE SCHEDULE AND ASSIGNMENTS

Week	Dates	Description	Category	Due Date	Points
1	01/12-18	Class Overview			
1	01/12-18	Academic Honesty Verification Statement	Quiz	Tue, 01/14	
2	01/19-25	Strategy Simulation			
3	01/26-01	Strategy, Business Models, and Competitive Advantage			
3	01/26-01	Quiz 1: Chap. 1	Quiz	Tue, 01/28	20
4	02/02-08	Strategic Management Decisions			
4	02/02-08	Company Strategic Analysis (CSA) Proposal	Company Strategic Analysis (CSA)	Sun, 02/09	10
5	02/09-15	Strategy Formulation & Execution			
5	02/09-15	Flawed Business Strategy Analysis & Presentation #1	Article Assessments	Wed, 02/12	0

5	02/09-15	Submit CSA Pt. 1: Company Analysis & Overview	Company Strategic Analysis (CSA)	Sun, 02/16	35
6	02/16-22	External Environment			
6	02/16-22	Case Study #1 Summary: Costco (all groups)	Case Study Analysis	Wed, 02/19	30
6	02/16-22	Case Study #1 Presentation: Costco (Group 1)	Case Study Analysis	Wed, 02/19	20
6	02/16-22	Quiz 2: Chap. 2 & 3	Quiz	Wed, 02/19	20
7	02/23-01	Resources, Capabilities, and Competitiveness			
7	02/23-01	Flawed Business Strategy Analysis & Presentation #2	Article Assessments	Wed, 02/26	0
7	02/23-01	Company Strategic Analysis (CSA) Pt. 2: External Analysis	Company Strategic Analysis (CSA)	Sun, 03/02	35
8	03/02-08	Executive Networking Event			
8	03/02-08	ENE Executive Summary: Strategy Applications	Exec Network Event	Tue, 03/04	30
9	03/09-15	Spring Break			
9	03/09-15	Flawed Business Strategy Analysis & Presentation #3	Article Assessments	Wed, 03/12	0
10	03/16-22	Basic Competitive Strategies			
10	03/16-22	Quiz 3: Chap. 4 & 5	Quiz	Wed, 03/19	20
10	03/16-22	Case Study #2 Summary: Beyond Meat (all groups)	Case Study Analysis	Wed, 03/19	30
10	03/16-22	Case Study #2 Presentation: Beyond Meat (Group 2)	Case Study Analysis	Wed, 03/19	20
11	03/23-29	Strengthening Competitive Position			

11	03/23-29	Flawed Business Strategy Analysis & Presentation #4	Article Assessments	Wed, 03/26	0
11	03/23-29	Company Strategic Analysis (CSA) Pt. 3: Market & Value Creation Analysis	Company Strategic Analysis (CSA)	Sun, 03/30	35
12	03/30-05	Competing in International Markets			
12	03/30-05	Quiz 3: Chap. 6 & 7	Quiz	Wed, 04/02	20
12	03/30-05	Case Study #3 Summary: Tesla (all groups)	Case Study Analysis	Wed, 04/02	30
12	03/30-05	Case Study #3 Presentation: Tesla (Group 1)	Case Study Analysis	Wed, 04/02	20
13	04/06-12	Corporate Strategy			
13	04/06-12	Flawed Business Strategy Analysis & Presentation #5	Article Assessments	Wed, 04/09	0
13	04/06-12	Case Study #4 Summary: PepsiCo (all groups)	Case Study Analysis	Wed, 04/09	30
13	04/06-12	Case Study #3 Presentation: PepsiCo (Group 2)	Case Study Analysis	Wed, 04/09	20
14	04/13-19	Ethics, CSR, and Strategy			
14	04/13-19	Quiz 5: Chap. 8 & 9	Quiz	Wed, 04/16	20
14	04/13-19	Company Strategic Analysis (CSA) Pt. 4: Financial Analysis	Company Strategic Analysis (CSA)	Sun, 04/20	35
15	04/20-26	Strategy Execution			
15	04/20-26	Quiz 6: Chapter 10	Quiz	Wed, 04/23	20
16	04/27-03	Final CSA Presentations/ Course Wrap-up			
16	04/27-03	Company Strategic Analysis (CSA) Final Presentation	Company Strategic Analysis (CSA)	Wed, 04/30	110

16	04/27-03	Independent Industry Predictions	Independent Industry Prediction	Sat, 05/10	150
16	04/27-03	Flawed Business Strategy Analysis & Presentation #6	Article Assessments	Wed, 04/30	0
17	05/04-10	Final CSA Presentations/ Course Wrap-up			
17	05/04-10	Flawed Business Strategy Analysis & Presentation	Article Assessments	Wed, 05/07	100
17	05/04-10	Course Participation & Engagement	Participation & Engagement	Sun, 05/04	150
					1000