

**SPRING 2025**

<b>Instructor title &amp; name:</b> Prof Steve Suhrheinrich	<b>Phone:</b> m) 619.316.1202 <b>E-mail:</b> ssuhrhei@pointloma.edu
<b>Meeting days and times:</b> <ul style="list-style-type: none"> <li>● Section 1: M/W 1:25-2:40 pm</li> <li>● Section 2: T/TH 9:30-10:45 am</li> <li>● Section 3: T/TH 11:00-12:15 pm</li> <li>● Section 4: M/W 3:00 - 4:15 pm</li> </ul> <b>Meeting location:</b> <ul style="list-style-type: none"> <li>● Sections 1 &amp; 4: FSB 105</li> <li>● Sections 2 &amp; 3: FSB 102</li> </ul>	<b>Office location:</b> FSB 132 <b>Office Hours:</b> Mondays, 12-1 pm; Wednesdays, 11 am-12 pm; and By Appointment <b>Final Exam:</b> <ul style="list-style-type: none"> <li>● Section 1: May 7, 1:30 - 4:00 pm</li> <li>● Section 2: May 8, 10:30 - 1:00 pm</li> <li>● Section 3: May 6, 10:30 - 1:00 pm</li> <li>● Section 4: May 5, 1:30 - 4:00 pm</li> </ul>

**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).

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## **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.
- HBR Business Essentials Simulation: Coffee Shop Inc. This simulation is not included in LomaBooks. You may access the Coursepack and pay the fee here: [Coursepack](#)

This course is part of our course material delivery program, **LomaBooks**. The bookstore will provide each student with a convenient package containing all required physical materials; all digitally delivered materials will be integrated into Canvas.

You should have received an email from the bookstore confirming the list of materials that will be provided for each of your courses and asking you to select how you would like to receive any printed components (in-store pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your materials.

For more information about **LomaBooks**, please go: [HERE](#)

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## **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.

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## **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.

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## **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](http://www.pointloma.edu/bias).

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### **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](mailto:writingcenter@pointloma.edu)

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### **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](http://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](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/title-ix](http://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](http://www.pointloma.edu/bias)

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### **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](#).

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### **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.

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### **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.

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### **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.

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### **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](mailto: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.

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### **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
Capstone Project (Group)	<u>380</u>	38%
<ul style="list-style-type: none"> <li>● Capstone Simulation (Capsim)</li> <li>● Capstone Strategy &amp; Mission Plan</li> <li>● Capstone SWOT Analysis</li> <li>● Capstone Simulation Training</li> <li>● After Action Reports</li> <li>● Capstone Peer Evaluations</li> <li>● Capstone Executive Presentation</li> </ul>	150 10 10 10 50 50 100	
Individual Assessments	<u>425</u>	42.5%
<ul style="list-style-type: none"> <li>● Exam 1</li> <li>● Exam 2</li> <li>● Exam 3</li> <li>● Chapter Quizzes &amp; Homework</li> <li>● HBR Simulation: Coffee Shop, Inc.</li> </ul>	100 100 100 100 25	
Class Session Work	<u>195</u>	19.5%
<ul style="list-style-type: none"> <li>● WSJ Case Analysis &amp; Discussion</li> <li>● Participation (3x27)</li> <li>● Other tbd</li> </ul>	100 81 14	
	<u>1000</u>	100%

#### 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

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## COURSE SCHEDULE AND ASSIGNMENTS

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1. Capstone Simulation (150 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. 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, SWOT, mission statement exercises, and after-action reports. See Canvas for details and rubrics.
2. Executive Debrief Presentation (100 pts): Each team will complete a final presentation reviewing their business decisions and outcomes for the full Capstonesimulation (simulated 8 years). This will be an executive-level briefing, and you will incorporate strategic management concepts. 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. Some days we may do reading questions in class. *Late reading questions will not be accepted to ensure fairness to all students.*
4. Exams (3X100 = 300 pts): There will be three exams, likely consisting of multiple-choice, fill in the blank, and scenario based problems.
5. HBR Business Essentials Simulation (25 points): In Coffee Shop Inc., students manage and grow their own coffee shop business in the face of a changing external environment and competitive landscape. The simulation takes students through three levels of play, with increasing levels of complexity and the introduction of new concepts as learners develop their skills.
6. WSJ 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 during class or in Canvas.
7. Class Participation (3x27 = 81 pts): On-time, regular attendance and participation in class activities and discussions are essential in this course. The participation grade will reflect this.
8. Extra Credit: There will be opportunities throughout the semester to earn extra credit up to 50 points.

**CLASS SCHEDULE FOR MONDAY & WEDNESDAY CLASSES (Sections 1 & 4)** Last updated January 7, 2025

Week	Date	Topic (See Modules in Canvas for corresponding chapter readings and assignments)
1	M 1/13	Introduction and Syllabus Review
	W 1/15	Why Business Matters to God
2	M 1/20	MLK DAY, No Class
	W 1/22	Ch 1 Need for Strategy; Ch 2 Strategy & Performance;
3	M 1/27	Ch 4 Industry & Competitive Analysis
	W 1/29	WSJ Case, Ch 4 Industry & Competitive Analysis
4	M 2/3	WSJ Case, Ch 7 Business Level Strategy
	W 2/5	Teams: Strengthfinders & Working Genius
5	M 2/10	<b>Exam 1</b> (Selected topics from chapters 1, 2, 4, 7)
	W 2/12	Ch 8 Industry Lifecycle; Ch 9 Managing Innovation
6	M 2/17	Capsim Overview & Strategy formation, Practice Round 1
	W 2/19	Practice Round 1 Debrief, Practice Round 2
7	M 2/24	WSJ Case, Debrief, Round 1
	W 2/26	Ch 5 Value Chain Analysis
8	M 3/3	WJS Case, Debrief, Round 2
	W 3/5	Ch 6 Resourced Based Analysis
9	SPRING BREAK, NO CLASS	
10	M 3/17	WSJ Case, Debrief, Round 3
	W 3/19	<b>Exam 2</b>
11	M 3/24	WSJ Case, Debrief, Round 4
	W 3/26	Ch 12 Competitive Dynamics
12	M 3/31	WSJ Case, Debrief, Round 5
	W 4/2	Ch 11 International Strategy
13	M 4/7	WSJ Case, Debrief, Round 6
	W 4/9	Ch 10 Corporate Strategy; Ch 13 Strategic and Structure
14	M 4/14	WSJ Case, Debrief, Round 7
	W 4/16	Ch 14 Implementation, Controls, Leadership, Ch 2 Performance
15	M 4/21	Easter Break, No Class
	W 4/23	<b>Exam 3</b>
16	M 4/28	HBR Business Essentials Simulation
	W 4/30	Capstone Simulation Final Debrief; Group Work

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

**CLASS SCHEDULE FOR TUESDAY & THURSDAY CLASSES (Sections 2 & 3)** Last updated January 7, 2025

Week	Date	Topic (See Modules in Canvas for corresponding chapter readings and assignments)
1	T 1/14	Introduction and Syllabus Review
	R 1/16	Why Business Matters to God
2	T 1/21	Ch 1 Need for Strategy; Ch 2. Strategy & Performance
	R 1/23	Ch 4 Industry & Competitive Analysis
3	T 1/28	WSJ Case, Ch 4 Industry & Competitive Analysis
	R 1/30	WSJ Case, Ch 7 Business Level Strategy
4	T 2/4	Teams: Strengthfinders & Working Genius
	R 2/6	Capsim Overview & Strategy formation
5	T 2/11	<b>Exam 1</b> (Selected topics from chapters 1, 2, 4, 7)
	R 2/13	Ch 8 Industry Lifecycle; Ch 9 Managing Innovation
6	T 2/18	Practice Round 1
	R 2/20	Practice Round 1 Debrief, Practice Round 2
7	T 2/25	WSJ Case, Debrief, Round 1
	R 2/27	Ch 5 Value Chain Analysis
8	T 3/4	WJS Case, Debrief, Round 2
	R 3/6	Ch 6 Resourced Based Analysis
9	SPRING BREAK, NO CLASS	
10	T 3/18	WSJ Case, Debrief, Round 3
	R 3/20	<b>Exam 2</b>
11	T 3/25	WSJ Case, Debrief, Round 4
	R 3/27	Ch 12 Competitive Dynamics
12	T 4/1	WSJ Case, Debrief, Round 5
	R 4/3	Ch 11 International Strategy
13	T 4/8	WSJ Case, Debrief, Round 6
	R 4/10	Ch 10 Corporate Strategy; Ch 13 Strategic and Structure
14	T 4/15	WSJ Case, Debrief, Round 7
	R 4/17	Easter Break, No Class (Asynchronous Ch14)
15	T 4/22	WSJ Case, Debrief, Round 8
	R 4/24	<b>Exam 3</b> (Selected topics from chapters 11, 10, 13, 14, 2)
16	T 4/29	HBR Business Essentials Simulation
	R 5/1	Capstone Simulation Final Debrief; Group Work

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