Aug. 22 (Class Week 1A) Begin Capsim Rehearsal Rounds

**Class Preparation:**
Purchase Textbook: Crafting & Executing Strategy, Thompson, Peteraf, Gamble & Strickland (18 ed.)

**Class Activities:**
Course introduction; Syllabus review; Capsim introduction; Team formation

**Handouts:**
- Syllabus
- Biodata Form
- Team Assignments
- Capsim Guide (Library Course Reserve-LCR): MAN4720 Hornyak
- Case Analysis Guide (LCR–MAN4720 Hornyak)
- Syllabus Understanding & Team Contract
- Capsim Manual
- Wall Street Journal

**Turn In:** Completed Biodata Form

**NOTE:** It is imperative to prepare prior to next class for the Capsim and to review financial analysis material from previous courses (FIN 3403). Bring a calculator to every future MAN4720 class. All MAN4720 classes assume you have read and studied materials prior to this class period. You should also meet with your team before class to discuss the Capsim simulation and work with the various screens and decision variables.

**Homework:**
1. **Register** at Capsim website and do rehearsal rounds to become familiar with Capsim screens.
2. **Read** Team member guide and Capsim guide (LCR).
3. **Due Sept. 12:** Go through the WSJ you picked up in class on Aug. 22, and find an article that can highlight & support our MAN 4720 – Business Policy & Formulation class.
   1) Summarize the article on why and how it is a great example of what we will be studying this semester. Try to keep the summary’s length to one page & double-spaced.
   2) Don’t forget to document your work. Be professional with this turn-in.
   3) Make a copy of the article and attach it to the summary.

Aug. 24 (Class Week 1B)

**Class Preparation:**
Formulate team contracts **due Aug. 31** in class.
Importance of team contract and how it affects grade.
Intro to Capsim.
Financial Analysis discussion

**Class Activities:**
Guest Speaker - discussing strategic examples.
Pre-Quiz (F1)
Financial Analysis Homework (F1)
TRANSMIT – Capsim REHEARSAL Decisions must be completed on CAPSIM.COM Before 12 Noon on Friday, Sept. 2

NOTE: All future Capsim decisions are due on MONDAY’S by 1 A.M.

Aug. 29 (Class Week 2A)

Class Preparation:
Register at Capsim website and do rehearsal rounds to become familiar with Capsim screens.
Read: Ch, 1 (TPGS) - What is Strategy and Why it is Important?

Class Activities:
Capsim & Syllabus Quiz 1 (CAP1) - General questions on Capsim Simulation Manual (Pg 1-6) and syllabus
Lecture: TPGS Chap 1 - What is Strategy & Why it is Important?

Turn In:
Remaining team member information and forms.

Homework:
Continue rehearsal rounds; Complete by noon Friday Sept. 2.

Aug. 31 (Class Week 2B)

Class Preparation:
Capsim Practice Round 1 due before 1:00 a.m. CST, Sept. 5
Read: Ch. 2 (TPGS) – The Process of Crafting & Executing Strategy
Review: Case Analysis Guide (LCR) and read Case 1 - Mystic Monk Coffee

Class Activities:
Discuss: Capsim, Case Analysis Guide, and Case 1 – Mystic Monk Coffee (MMC)
Lecture: Ch. 2 (TPGS)– Leading the Process of Crafting & Executing Strategy
Case Quiz 1 (CQ1)

Case 1: MYSTIC MONK COFFEE (TPGS)).
Case Preparation Questions: Prepare to discuss answers to all questions.
1. Has Father Daniel Mary established a future direction for the Carmelite Monks of Wyoming? What is his vision for the monastery? What is his vision for Mystic Monk Coffee (MMC)? What is the mission of the Carmelite Monks of Wyoming?
2. Does it appear that Father Daniel Mary has set definite objectives and performance targets for achieving his vision?
3. What is Father Prior’s strategy for achieving his vision? What competitive advantage might MMC’s strategy produce?
4. Is MMC’s strategy a money-maker? What is MMC’s business model? What is your assessment of MMC’s customer value proposition? It’s profit formula?
5. Does the strategy qualify as a winning strategy? Why or why not?

NOTE: You may work as a team on case analysis. However, each team member must be able to do financial ratio analysis and be prepared to discuss financial results. Team members may discuss financial assessments with each other. Each class member must be prepared to discuss their answers to the Case Preparation Questions and Case Analysis results. Financial homework is turned in as a team effort. The team’s submitted financial analysis homework must be signed by each team members and all member should be able to discuss the results in class.

Turn In:
Signed syllabus understanding AND team contract.
Final deadline for all team name AND members sign-up.
TRANSMIT – Capsim Practice Decision 1 to CAPSIM.COM before 1 AM MONDAY, Sept. 5  NOTE: All future Capsim decisions are due on MONDAY’s By 1 A.M.

Sept. 5 (Class Week 3A)  Labor Day – Holiday

Class Preparation:
Capsim Practice Round 1 due before 1:00 a.m. CST, Sept. 5
Read/Study: Capsim Player's Manual; read thoroughly several times before class and memorize key points by Sept. 5

Sept. 7 (Class Week 3B)

Class Preparation:
Finish reading (TPGS) – Ch. 1 and 2

Class Activities:
Discuss: Capsim, Case Analysis Guide, and Case 2 – Ben & Jerry’s Homemade Ice Cream
Case Quiz 2 (CQ2)

Case 2: Ben & Jerry’s Homemade Ice Cream (LCR).
Case Preparation Questions: Prepare to discuss answers to all questions.
1. What is your assessment of the job Ben Cohen has done as the CEO of Ben & Jerry’s?
2. Is the company’s mission statement sound and well conceived? Are shareholders well served by such a strong emphasis on “caring capitalism?” Has the mission statement worked well for Ben & Jerry’s so far (1994)?
3. What is the company’s strategy? Is it evolving — what new features have been added?
4. Does the present strategy seem to fit industry & competitive conditions? Has it resulted in a competitive advantage for B&J’s? Has it produced good bottom-line performance?
5. Given the generous employee benefits package and the progressive HR practices, how do you account for so much dissatisfaction among employees?
6. What should Ben & Jerry’s do now? Changes? Actions?
7. What does your financial analysis for B&J indicate in 1994? Be specific; Analyze key ratios.

NOTE: You may work as a team on case analysis. However, each team member must be able to do financial ratio analysis and be prepared to discuss financial results. Team members may discuss financial assessments with each other. Each class member must be prepared to discuss their answers to the Case Preparation Questions and Case Analysis results. Financial homework is turned in as a team effort. The team’s submitted financial analysis homework must be signed by each team members and all members should be able to discuss the results in class.
TRANSMIT – Capsim Practice Decision 2 to CAPSIM.COM before 1 AM MONDAY, Sept. 12

Sept. 12 (Class Week 4A)

Class Preparation:
Read: Ch. 3 (TPGS) - External Environment

Class Activities:
Lecture: Ch. 3 Analyzing External Environment
Capsim Quiz 2 – Pages 1-24 (CAP2)

Turn Ins:
Wall Street Journal Strategic Discovery Summary Due

Sept. 14 (Class Week 4B)

Preparation
Case 3: Energy/Sports Drink Industry 2010 (TPGS)

Class Activities
Application Homework 1
Case Quiz 3 (CQ3)
Discuss Case 3 – Energy Sports Drink Industry 2010
Financial Analysis Homework (F2)

Case Preparation Questions: Prepare to discuss answers to all questions.
1. What are the strategically relevant components of the global and U.S. beverage industry macro-environment? How do the economic characteristics of the alternative beverage segment of the industry differ from that of other beverage categories? Explain.
2. What is competition like in the alternative beverage industry? Which of the five competitive forces is strongest? Which is weakest? What competitive forces seem to have the greatest effect on industry attractiveness and the potential profitability of new entrants?
3. How is the market for energy drinks, sports drinks and vitamin-enhanced beverages changing? What are the underlying drivers of change and how might those forces individually or collectively make the industry more or less attractive?
4. What does your strategic group map of the energy drink, sports drink, and vitamin-enhanced beverage industry look like? Which strategic groups do you think are in the best positions? The worst positions?
5. What key factors determine the success of alternative beverage producers?
6. What recommendations would you make to Coca-Cola to improve its competitiveness in the global alternative beverage industry” to PepsiCo? To Red Bull GmbH?

NOTE: You may work as a team on case analysis. However, each team member must be able to do financial ratio analysis and be prepared to discuss financial results. Team members may discuss financial assessments with each other. Each class member must be prepared to discuss their answers to the Case Preparation Questions and Case Analysis results. Financial homework is turned in as a team effort. The team’s submitted financial analysis homework must be signed by each team members and all member should be able to discuss the results in class.

Application Homework 1 (relating to Chap 1/2): Find an example of an organization that ran into trouble when it fails to take into account the rights of a stakeholder group when making important decisions; Report and connect your example to the Harvard Business Review article given to you team. Team Self Select

Turn In:
Application Homework 1
Financial Analysis Homework (F2)
Sept. 19 (Class Week 5A)

Class Preparation:
Read Ch. 4 (TPGS) – Evaluating Company’s Resources, Capabilities

Class Activities:
Lecture: Ch. 4 - Evaluating Company’s Resources, Capabilities
Capsim Quiz 3 - pgs. 1 – 21, pgs. 28 - 35 (CAP3)

Turn Ins
Capsim Team Report 1 Due: Mission Statement & General Business Strategy Due Beginning of Class
Any Revised Team Contracts Due

Sept. 21 (Class Week 5B)

Class Preparation
Case 4 – Silver Ships (TPGS)
Financial Analysis Homework (F3)

Class Activities
Case discussion: Silver Ships (TPGS)
Application Homework 2
Case Quiz 4 (CQ4)

Case 4 – Silver Ships
Case Preparation Questions: Prepare answers to all questions.
1. What are the key elements of Silver Ships’ strategy? Which of the five generic strategies is the company pursuing?
2. Explain the competitive pressures facing the aluminum military and workboat industry. What can a five-forces analysis tell us about the nature and strength of the competitive pressures facing Silver Ships? Which of the five forces is the strongest?
3. What are the key success factors for competing in the aluminum boatbuilding industry?
4. What does a SWOT analysis reveal about Silver Ships’ attractiveness? How attractive is the company’s situation and position?
6. Base on your analysis of the aluminum boatbuilding industry and Silver Ships’ financial condition, what problems and issues should McCarty consider? Which of these met “front-burner” attention?
7. What specific actions would you recommend to McCarty to improve Silver Ships’ competitive and financial positions?

NOTE: You may work as a team on case analysis. However, each team member must be able to do financial ratio analysis and be prepared to discuss financial results. Team members may discuss financial assessments with each other. Each class member must be prepared to discuss their answers to the Case Preparation Questions and Case Analysis results. Financial homework is turned in as a team effort. The team’s submitted financial analysis homework must be signed by each team members and all member should be able to discuss the results in class.

Application Homework 2 (Relating to Chapter 3): Find examples of an INDUSTRY that has become competitive in recent years identifying reasons for the increasing competitive pressures; Summarize & connect your example to the strategy reading you report on from the selected Harvard Business Review. Team Self Select

Turn Ins:
Revised Team Contracts Due
Financial Homework (F3)
TRANSMIT – Capsim Practice Decision 4 to CAPSIM.COM before 1 A.M. MONDAY, Sept. 26

Sept. 26 (Class Week 6A)

Class Preparation:
Read: Ch. 5 (TPGS) – Generic Strategy

Class Activities:
Lecture: Ch. 5 – Generic Strategy

Turn Ins:
Capsim Practice Round 4 due Monday, Sept. 26, 1:00 a.m.
Capsim Team Report 2 Due: Strategy and Objectives

Sept. 28 (Class Lesson 6B)

Class Preparation:
Case 5 – Blue Nile 2010 (TPGS)

Class Activities
Case Quiz 5 (CQ5)
Financial Analysis Homework (F4)
Discuss Case 5 – Blue Nile (2010)
Application Homework 3

Case 5 – Blue Nile 2010 (TPGS)
Case Preparation Questions: Prepare answers to all questions.
1. How strong are the competitive forces confronting Blue Nile and other online retail jewelers? Which one of the five competitive forces is the strongest? Do a five-forces analysis to support your answer.
2. What key factors will determine a company’s success in the online jewelry business in the next 3-5 years?
3. What is Blue Nile’s strategy? Which of the five generic competitive strategies discussed in Chapter 5 most closely fit the competitive approach that Blue Nile is taking? What type of competitive advantage is Blue Nile trying to achieve?
4. What do you like and dislike about Blue Nile’s business model?
5. What does a SWOT analysis of Blue Nile reveal about the overall attractiveness of its situation?
6. What is your appraisal of Blue Nile’s financial performance based on the date in case Exhibit 5? How well is the company doing financially? Is there evidence that Blue Nile’s strategy is working – what is the story of the number in case Exhibit 4? Use the financial ratios in Table 4.1 of Chapter 4 as a guide in doing the calculations needed to arrive at an analysis-based answer to your assessment of Blue Nile’s recent financial performance.
7. Does Blue Nile have adequate competitive strength to go head-to-head against its rivals? Do a weighted competitive strength assessment using the methodology presented in Table 4.4 on p. 123 of Chapter 4 to support your answer. Has Blue Nile built a sustainable competitive advantage in the online retail jewelry business? Why or why not?
8. What strategic issues and problems does Blue Nile management need to address?
9. What recommendations would you make to Blue Nile management to strengthen the company’s competitive position and future strategic and financial performance?

Application Homework 3 (Relating to Chapter 3): Find an example one company that has sustained its competitive advantage for more than ten years. Identify sources of its competitive advantage & describe why it has lasted so long; Summarize & connect your example to the strategy reading from your selected Harvard Business Review. Team Self Select

Turn Ins:
Application Homework 3
Financial Analysis Homework (4)
TRANSMIT – Capsim Final Decision Round 1 to CAPSIM.COM before 1 A.M., MONDAY, Oct. 3

**Oct. 3 (Class Week 7A)**

**Class Preparation:**
Read: Ch. 6 – (TPGS) Strengthening Competitive Positions
Review

**Class Activities:**
Lecture: Ch. 6 – Strengthening Competitive Positions
Review

**Turn Ins:**
Capsim Final Decision Round 1 Due Monday, Oct. 3, 1:00 a.m.
Capsim Report 3 Due: Industry & Company Analysis (I&CA)

**Oct. 5 (Class Week 7B)**

**Class Preparation:**
Case 5 – (TPGS) Apple Inc. in 2010

**Class Activities**
Case Quiz 6 (CQ6)
Financial Analysis Homework (F5)
Discuss Case 5 – Apple Inc. (2010)
Application Homework 4

**Application Homework 4 (Relating to Ch. 5):** Find an example of a company that is widely regarded as excellent. Identify the source of its excellence and relate it to the material discussed in Chapter 4. Pay attention to the role played by various functions in building excellence. Summarize & connect your example to the strategy reading you report on from the selected Harvard Business Review. **Team Self Select.**

**Turn Ins:**
Application Homework 4
Financial Analysis Homework (F5)
TRANSMIT – Capsim Final Decision Round 2 to CAPSIM.COM before 1 A.M., MONDAY, Oct. 10

Oct. 10 (Class Week 8A)

Class Preparation:
Study Chapters 1-6
Preliminary Capsim Peer Evaluations e-mailed back to instructor by class time.

Class Activities:
Exam 1 (Chapter 1, 2, 3, 4, 5, & 6)
Practice Round Capsim Game Decision Discussion

Turn Ins:
Capsim Final Decision Round 2 Due Monday, Oct. 10, 1:00 a.m.
Email Practice Peer Evaluations Due

Oct. 12 (Class Week 8B)

Class Activities
Post Exam Review

Homework
Capsim Interim Plan: Start combining revisions of the Capsim Plans. Due October 19
TRANSMIT – Capsim Game Decision Round 3 to CAPSIM.COM before 1 A.M., MONDAY, Oct. 17

Oct. 17 (Class Week 9A)

Class Preparation:
Read: Ch. 9 – (TPGS) Ethics, Social Responsibility & Environmental Sustainability

Class Activities:
Lecture: Ch. 9 – Ethics, Social Responsibility & Environmental Sustainability

Turn In:
Capsim Game Decision 3 Due Monday, Oct. 17 at 1:00 a.m.

Oct. 19 (Class Week 9B)

Class Preparation:
Case 7: Chain Saw Al Dunlap (LCR)

Class Activities
Discuss Case 7 – Chain Saw Al Dunlap
Case Quiz 7 (CQ7)
Application Homework 5

Case 7 – Chain Saw Al Dunlap (LCR)
Case Preparation Questions: Prepare answers to all questions.

1. What grade would you give Al Dunlap for the job turning around companies he headed prior to taking over Sunbeam? What were his strong, weak, or negative points?
2. If you had been on Sunbeam’s Board of Directors (BoD) in July 1996, would you have supported hiring Al Dunlap as Sunbeam’s new CEO? Why or why not?
3. What is your appraisal of Al Dunlap as a person? As a strategist for troubled companies? As a chief executive? Would you want to work at a company run by Al Dunlap?
4. What is your assessment of Dunlap’s turnaround strategy for Sunbeam?
5. What do you think about the three acquisitions the Dunlap engineered at Sunbeam? Will they prove to be good moves? Why?
6. Given the turn of events at the end of the case, what recommendations would you make to Al Dunlap? What recommendations would you make to Sunbeam’s BoD?

Application Homework 5: Do an internet search on strategic alliances. Identify at least two companies in different industries that are making significant use of strategic alliances as a core part of their strategy. Be sure to identify who the alliance is with, describe the alliance’s purpose, and what are the benefits gained; Summarize & connect your example to the strategy reading from the selected Harvard Business Review.

Team Self Select.

Turn In:
Application Homework 5.
TRANSMIT – Capsim Game Round Decision 4 to CAPSIM.COM before 1 A.M.

MONDAY, Oct. 24

**Oct. 24 (Class Week 10A)**

**Class Preparation:**
Read: Ch. 8 - (TPGS) Diversification

**Class Activities:**
Lecture: Ch. 8 (TPGS) Diversification

**Oct. 26 (Class Week 10B)**

**Class Preparation:**
Case 8: Unilever (LCR)

**Class Activities:**
Discuss: Case 8 - Unilever case discussion:
Application Homework 6
Case Quiz (CQ8)

**Case 8 – Unilever’s Path to Growth (LCR)**

*Case Preparation Questions: Prepare answers to all questions. The quiz will be on one of these questions.*

1. What are the chief elements of Unilever’s diversification strategy? What aspects do you like and don’t like?
2. Did Unilever pay too much to acquire SlimFast? Is there a reason to believe that SlimFast might be a better performer as part of Unilever than a standalone entity?
3. What is going on with SlimFast? Why are sales nose diving? What can be done to turn it around? Was this acquisition a mistake?
4. Did Unilever pay too much for Ben & Jerry’s? Is there any reason to believe B&J might be better performer apart and standalone from Unilever? Any problems with this acquisition?
5. Assess the caliber of Unilever’s lineup of businesses and brands in 2003?

**Application Homework 6:** Find an example of a company whose vertical integration or diversification strategy appears to dissipated rather than created value. Identify why this has happened and what the company should do to rectify the situation; Summarize & connect your example to the strategy reading in your selected Harvard Business Review. **Team Self Select.**

**Turn In:**
Application Homework 6
TRANSMIT – Capsim Final Game Decision Round 5 to CAPSIM.COM before 1 A.M. MONDAY, Oct. 31

Oct. 31 (Class Week 11A)

Class Preparation:
Read: Ch. 10 – (TPGS) Building an Organization Capable of Good Strategy Execution

Class Activities:
Lecture: Ch 10 – Building an Organization Capable of Good Strategy Execution

Nov. 2 (Class Week 11B)

Class Preparation:
Case 9: Herman Miller, Inc. (TPGS)

Class Activities:
Application Homework 7
Discuss: Case 9 – Herman Miller, Inc.
Financial Analysis Homework (F6)
Case Quiz 9 (CQ9)

Case 9: Herman Miller, Inc. (TPGS)
Case Preparation Questions: Prepare answers to all questions.
1. Describe Herman Miller’s strategy. Is there evidence it has produced a competitive advantage and good financial performance? Explain.
2. How have the company’s values shaped its strategy and approach to strategy execution? Provide illustrations of how these values are reflected in company policies.
3. What is your evaluation of HMI’s financial performance? How does its performance compare to prior years? the competition?
4. Until 2003, HMI offered lifelong employment. How did this practice affect the company’s ability to staff the organization with managers and employees capable of executing the strategy? How did this practice build the organizational capabilities required for successful strategy execution?
5. Do non-monetary incentives facilitate strategy execution at HMI? Explain.
6. Describe the culture at HMI. Would you characterize HMI’s culture as healthy and largely supportive of good strategy execution? Explain.
7. What recommendations would you make to Herman Miller’s CEO Brian Walker to improve the company’s current financial performance? Does the company need to radically alter its strategy because of poor economic conditions? Would it improve its approach to implementing the strategy to reduce costs and improve efficiency? Explain.

APPLICATION HOMEWORK 7: Find an example of a company that has implemented a major change in its strategy and/or structure. Why did managers think that change was necessary? What kinds of change were implemented? Summarize & connect your example to the strategy reading from the selected Harvard Business Review. Team Self Select

Turn In:
Application Homework 7
Financial Analysis Homework (F6)
**Nov. 7 (Class Week 12A)**

**Class Preparation:**
Read: Ch. 11 – (TPGS) Managing Internal Operations

**Class Activities:**
Lecture: Ch. 11 – Managing Internal Operations:

**Homework:**
Strategic Plan & LLR Begin consolidating Capsim Final

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**Nov. 9 (Class Week 12B)**

**Class Preparation:**
Case 10: Good Hotel (TPGS)

**Class Activities:**
Application Homework 8
Discuss: Case 10 – Good Hotel
Financial Analysis Homework (F7)
Case Quiz 10 (CQ10)

**Case 10: Good Hotel (TPGS)**

**Case Preparation Questions: Prepare answers to all questions.**
1. What are the stand-out economic characteristics of the macro-environment of the U.S. hotel lodging industry?
2. How would you characterize Joie de Vivre’s strategy for its Good Hotel brand? Is the hotel’s commitment to social responsibility an important component of its competitive strategy? Explain.
3. Describe the key strategy implementation efforts at the Good hotel brand. Has management allocated sufficient resources to the strategy execution effort? Exercised strong leadership to propel strategy execution forward? Instituted policies and procedures that facilitate good strategy execution? Explain.
4. What is your assessment of the Good Hotel’s performance relative to its peers in the San Francisco market? What does a strategic group map for the industry disclosure about competitive position?
5. Have the Good Hotel’s strategy and its approach to executing the strategy produced good financial results?
6. Based on your analysis of the company’s situation, does it appear that the Good Hotel concept worked? Does the Good Hotel need Joie de Vivre or can it continue on its own?
7. What recommendations would you make to Pam Janusz concerning the hotel’s transition to the new ownership group? How should she prepare the hotel’s staff for the transition? Should she recommend that the Good Hotel concept be continued, expanded, or discontinued? Explain.

**Application Homework 8:** Go to [www.google.com](http://www.google.com) and using the advanced search feature enter “best practices OR six sigma.” Browse through the results to identify and report on organizations that have gathered a set of best practices. Identify the practices, the benefits attained by these organizations, and do they parallel execution ideas from Chapter 12; Summarize & connect your example to the strategy reading from the selected Harvard Business Review. **Team Self Select**

**Turn In:**
Application Homework 8
Financial Analysis Homework (F7)
TRANSMIT – Capsim Game Round Decision 7 to CAPSIM.COM before 1 A.M. MONDAY, Nov. 14

Nov. 14 (Class Week 13A)

Class Preparation:
Read: Ch. 12 (TPGS) Corporate Culture & leadership

Class Activities:
Lecture: Ch. 12 – Corporate Culture & Leadership

Homework:
Begin consolidating Capsim Final Strategic Plan & LLR due noon, Monday, Dec. 5

Nov. 16 (Class Week 13B)

Class Preparation:
Case 11 – Starbucks 2010 (TPGS)

Class Activities:
Case discussion: Starbucks 2010

Turn In:
Written Individual Case Due at beginning of class, Case 11: Starbucks 2010.

TRANSMIT – Capsim Game Round Decision 8 to CAPSIM.COM before 1 A.M. MONDAY, Nov. 21

Nov. 21 (Class Week 14A)

Class Preparation:
Study Chapters 8-12

Class Activities:
Exam 2 (Chapter 8, 9, 10, 11, & 12)

REMINDER: Begin Consolidating Final Capsim Team Report (which finalizes your Capsim Plan Reports PLUS your TEAM’S LESSONS LEARNED REPORT) DUE Noon Dec. 5

Nov. 23 (Class Week 14B) Thanksgiving - Holiday
Nov. 28 (Class Week 15A)

Class Preparation:
Case 12 - Robin Hood (TPGS)

Class Activities:
Discuss: Case 12 – Robin Hood
Application Homework 9

Case 12 – Robin Hood
Case questions: The Robin Hood case is deceptively simple, but it is rich in illustrating the course concepts. Do your case analysis to the extent information is provided in the case, and now, answer these questions:
1. What problems does Robin have?
2. Does Robin Hood need a new mission? Why? Describe what the new one should be.
3. What strategic options does Robin Hood have? Is continuing with the present strategy an option or is the present strategy obsolete?
4. Why not try to end the campaign by killing the sheriff?
5. What are the pros & cons of accepting the offer of the barons to assist in securing King Richards release from prison?
6. Using the implementation model, sketch out the implementation challenges facing Robin for your recommendation.

Turn Ins:
Capsim Peers Evaluations will be forwarded to all students;
Complete and E-mail back to Instructor ASAP
Application Homework 9

REMINDER: Final Capsim Team Reports (which finalizes your Capsim Plan Reports PLUS your TEAM’S LESSONS LEARNED REPORT DUE Noon, Dec. 5

Nov. 30 (Class Week 15B)

Class Activities:
Top Capsim Team Report: Top Capsim Team Presents Their Strategy to Class
Why they were successful? What was the performed strategy?

Turn Ins:
Team Report 5: Final Strategic Plan/LLR due Monday, Dec. 5 before Noon

Grades Planned Submission by Tues. Dec. 13 at 9:00 a.m.