May 10 (Class 1)

Class Preparation:
Read: What is Strategy? Read TGS Chapter 1
Case 9: Robin Hood (TGS, Case 20)
Read: Capsim – 2009 Team Member Guide
Register & Purchase Capsim

Class Activities:
Course Intro
Syllabus Review
Intro to Capstone Simulation (Capsim)
Lecture: Chapter 1: Strategic Management – What is Strategy?
Team & Seat Assignment

Case 9 – 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. Does Robin Hood need a new Mission?
2. Does Robin Hood need a new strategy?
3. Identify and rank order what you think the alternatives are open to Robin.
4. From your list of alternatives, identify your recommended course of action for Robin Hood and defend the choice.
5. Sketch out the implementation challenges facing Robin for your recommendations.

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

Turn In:
Completed Biodata Form
Teams with names
Pre-test financial analysis (F1)

NOTE: Today the class’ major objectives are to:
(1) Thoroughly prepare for the Capsim simulation, and
(2) Refresh doing financial analysis of firms.

It is imperative prior to next class to prepare for the Capsim and review financial analysis material from previous courses (FIN 3403). MAN4720 begins believing you have read, studied, and understand materials from previous classes. You must meet with your team before class to discuss the Capsim simulation and work through the various screens and decision variables. There WILL be quizzes on the Capsim and course syllabus throughout the semester.
TRANSMIT – Capsim REHEARSAL Decisions to CAPSIM.COM Before 6 PM Friday, May 13
NOTE: All future Capsim decisions are due Mon & Thurs By 1 A.M.

May 12 (Class 2)

Class Preparation:
Capsim Practice Round 1 (P1) due before 1:00 a.m. CST Monday May 16th.
Read: TGS Chapter 2 – Managerial Processes for Crafting and Executing Strategy
Read/Study: Capsim Team Member Guide 2010 (Read thoroughly several times before this class - memorize key points).
Register at Capsim website and practice making decisions; Be familiar with Capsim screens
Review: Case Analysis Guide (LCR) and read Case 1

Class Activities:
Lecture: TGS Chapter 2 – Managerial Processes for Crafting and Executing Strategy
Capsim & Syllabus Quiz 1 (S1) - General questions on Capsim Simulation Manual (Pg 1-7) and MAN4720 Syllabus
Case Quiz 1
Discuss: Capsim, Case Analysis Guide, and Case 1

Case 1: 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 a 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 assignment questions with each other, but any case question write-up must be prepared individually and turned in when assigned. Each class member must be prepared to discuss their answers of the Case Preparation Questions and Case Analysis Results.

Turn In:
Syllabus Understanding AND Team Contract
Final deadline for team name AND members sign-up
Final day to complete Capsim Rehearsal: 6:00 p.m. May 13.
TRANSMIT – Capsim Practice Decision 1 (P1) to CAPSIM.COM Before 1 AM MONDAY, May 16

May 17 (Class 3)

Class Preparation:
Read: TGS Chapter 3 – Analyzing Company’s External Environment
Read Case 2: Golf Equipment in 2008 (TGS)

Class Activities:
Lecture: Analyzing External Environment
Capsim Quiz 2 – Pages 1 - 24 (S2)
Application Homework 1
Case Quiz 1 (CQ1)
Discuss Case 2

Case 2: Competition in the Golf Equipment Industry in 2008 (TGS)
Case Preparation Questions: Prepare answers to all questions. The quiz will include one of these questions:

1. What are the defining characteristics of the golf equipment industry? What is the industry like?

2. What is competition like in the golf equipment industry? What competitive forces seem to have the greatest effect on industry attractiveness? What are the competitive weapons that rivals are using to try to outmaneuver one another in the marketplace? Is the pace of rivalry quickening and becoming more intense? Why or why not?

3. How is the golf equipment industry changing? What are the underlying drivers of change & how does it change the industry?

4. What does your strategic group map of the golf equipment industry look like? Which strategic groups do you think are in the best positions? Which are in the worst positions?

5. What key factors determine the success of companies competing in the golf equipment industry? Which companies seem to perform these factors the best? What is the overall competitive strength of the major golf equipment manufacturers?

6. Compare the financial results of the major golf equipment manufacturers? Which rivals seem to be coping best with the competitive forces prevailing in the industry? How do the growth rates of golf’s major equipment manufacturers compare? Have Callaway Golf Company and TaylorMade-Adidas Golf found growth easier to achieve in some product categories than others?

7. What recommendations would you make to Callaway Golf to improve the company’s competitive position in the industry and its financial and market performance? To Fortune Brands? To TaylorMade-Adidas Golf?

Application Homework 1 (relating to Chap 1): 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; and connect your example to the strategy reading you report on from the selected Harvard Business Review. Team Self Select.

Turn In:
Application Homework 1
F2- Use Callaway Golf financials
Capsim Team Contracts
Capsim Practice Round 1 due MONDAY, May 16, 1:00 a.m.
May 19 (Class 4)

Class Preparation:
Read: TGS Chapter 4 – Analyzing Company Resources & Competitive Position
Read Case 3
WSJ Article Write-up due May 24

Class Activities:
Lecture: TGS Chapter 3 – Analyzing Company Resources & Competitive Position
Case discussion: Giuseppe’s Original Sausage Co. (LCR)
Application Homework 2

Case 3 – Giuseppe Sausage Company (LCR)
Case Preparation Questions: Prepare answers to all questions.
1. What is Giuseppe Sausage Company’s strategy?
2. What is the nature & strength of the competitive forces confronting the Giuseppe in the Memphis area specialty sausage industry? Is the Memphis market area attractive from the standpoint of offering Giuseppe attractive profits?
3. What do you see as Giuseppe’s strengths & weaknesses?
4. What problems do you see at this company? Should Mr. Corone be pleased with the progress the company is making?
5. What must Giuseppe’s do to be successful in the specialty sausage industry?
6. What is your assessment of Giuseppe’s financial condition and performance? Is the company in good financial shape? Discuss why or why not?

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

Turn Ins:
Capsim Practice Round 2 due Thursday, May 19, 1:00 a.m.
Capsim Team Report 1: Mission & Gen. Business Approach Due Beginning of Class
Revised Team Contracts Due
May 24 (Class 5)

Class Preparation:
Read: TGS Chapter 5 – Crafting a Strategy: The Quest for Competitive Advantage
Read Case 4 Panera Bread (TSG)

Class Activities:
Lecture: TGS Chapter 4 – Crafting a Strategy: The Quest for Competitive Advantage
Capsim Quiz 3 (S3) – Read Pages 1 - 28
Case discussion: Panera Bread (TSG)
Application Homework 3

Case 4: Panera Bread (TSG)
Case Preparation Questions:
1) What is Panera Bread’s strategy? Which of the five generic competitive strategies most closely fits the approach Panera Bread is taking?
2) What does SWOT analysis of Panera Bread reveal about the overall attractiveness of its situation? Does the company have any core or distinctive competencies?
3) What is your appraisal of Panera Bread’s financial performance based on data in Exhibit 1, 2, & 8? How well is the company doing financially? Use financial ratios in Table 4.1 to complete an analysis of Panera Bread’s recent financial performance.
4) Based on Exhibit 9, which rival restaurant chains appear to be Panera’s closest rival?
5) What strategic issues and problems does Panera Bread management need to address?
6) What does Panera Bread need to do to strengthen its competitive position & business prospects vis-à-vis other rival restaurant chains?

For student-led-review: Due May 24: Go through the WSJ you picked up in class on May 10 and find an article that highlights and supports our MAN 4720 – Business Policy & Formulation class to date.
1) Summarize the article on why and how it is a great example of what we are studying this semester. Keep the summary’s length to one page & double-spaced.
2) Document your work.
3) Make a copy of the article and attach it to your summary.

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

Team Self Select

Turn In
Business Strategy
WSJ Write-up
Financial Analysis Panera Bread (F3)
TRANSMIT – Capsim Final Decision 1 (F1) to CAPSIM.COM Before 1 AM Thursday, May 26

May 26 (Class 6)
Class Preparation:
Read: Chapter 6 -- Supplementing Strategy
Read Case 5 Nucor Steel (TGS)

Class Activities:
Lecture: Chapter 6 Supplementing Strategy
Case Quiz 4
Case discussion: Nucor Steel
Application Homework 4

Application Homework 4 (Relating to Chapter 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

Case 5 Nucor Steel (TGS)
Case Preparation Questions:
1. What are the primary competitive forces impacting U.S. steel producers in general and the producers like Nucor that make new steel products via recycling scrap steel in particular? Please do a five-forces analysis to support your answer.
2. What driving forces do you see at work in this industry? Are they likely to impact the industry’s competitive structure favorably or unfavorably?
3. How attractive are the prospects for future profitability of U.S. steelmakers? Should Nucor consider expanding in this type of industry environment? Why or why not?
4. What type of strategy has Nucor followed? Which of the five generic strategies discussed in Chapter 5 is Nucor employing? Is there any reason to believe that Nucor has achieved a sustainable competitive advantage over many of its steel industry rivals? If so, what type of competitive advantage does Nucor enjoy?
5. What are the specific policies and operating practices that Nucor has employed to implement and execute its chosen strategy?
6. What specific factors account for why Nucor has been so successful over the past several decades? Do these factors have more to do with great strategy, great strategy execution, or great leadership?
7. What does a SWOT analysis reveal about Nucor’s situation? Does Nucor have any core or distinctive competencies?
8. What is your assessment of Nucor’s financial performance the past several years? How strong is the company’s financial condition?
9. What issues does Nucor management need to address?
10. What recommendations would you make to Dan DiMicco?

Turn In
Application Homework 4
Capsim Report 2 Due: Team Strategies and Objectives plus any revised Mission & Business Approach
Financial Analysis Nucor Steel (F4)
TRANSMIT – Capsim Final Decision Round 2 (F2) to CAPSIM.COM
Before 1 AM MONDAY, May 30

May 31 (Class 7)

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

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

Turn Ins:
Capsim Game Decision Round 2 Due Monday May 30; 1:00 a.m.
Preliminary Peer Evaluations
June 2 (Class 8)

Class Preparation:
Read: TGS Chapter 8 – Diversification (Pp. 238-256)
TGS Chapter 9 – Strategy, Ethics, & Social Responsibility (Pp. 297-321)
Read Case 6 - Unilever’s Path to Grow (LCR)

Class Activities:
Lecture: Diversification
Case Quiz 5
Case 6: Unilever’s Path to Growth discussion:
Application Homework 5

Case 6 – Unilever’s Path to Growth

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 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? Problems with its acquisition?
5. Assess the caliber of Unilever’s lineup of businesses and brands in 2003?

Class Activities:
Lecture: Diversification & Strategy, Ethics, & Social Responsibility
Case Quiz 5
Case 6: Unilever discussion:
Application Homework 5

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 their alliance is with and describe the purpose of the alliance. Summarize & connect your example to the strategy reading you report on from the selected Harvard Business Review. Team Self Select.

Turn In:
Application Homework 5
Case Quiz 5
Capsim Final Decision 3 (F3) Due Thursday June 2; 1:00 a.m.
TRANSMIT – Capsim Game Final Round 4 (F4) to CAPSIM.COM
Before 1 AM Monday, June 6

June 7 (Class 9)
Class Preparation:
Read: TGS Chapter 10 – Building a Capable Organization
Read Case 7 – Chain Saw Al Dunlap (LCR)

Class Activities:
Lecture: Building a Capable Organization
Case Quiz 6
Case 7: Chain Saw Al Dunlap
Application Homework 6

Case 7 Chain Saw Al Dunlap (LCR)
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 6: Find an example of a company whose vertical integration or
diversification strategy appears to have dissipated rather than created value, Identify why this
has happened and what the company should do to rectify the situation and summarize &
connect your example to the strategy reading you report on from the selected Harvard Business
Review. Team Self Select.

Turn In
Application Homework 6
Capsim Final Game Decision 4 DUE Monday, June 6, 1:00 a.m.
Capsim Report 3 Due: Industry and Company Analysis plus revised Mission, revised General
Business Strategy, revised Team Strategies and Objectives
June 9 (Class 10)

**Class Activities:**
Lecture: Chapter 11: Managing Internal Operations
Case Quiz 7
Case Discussion: Case 8 Rogers Chocolate (TSG)
Application Homework 7

**Class Preparation:**
Read: TGS Chapter 11 – Managing Internal Operations
Case: Rogers Chocolate
Case Quiz 7

**Case 8 – Rogers Chocolate (TSG)**

**Case Preparation Questions to answers to all questions.**
1. What is competition like in the premium chocolate 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?
2. How is the premium chocolate industry changing? What are the underlying drivers of change and how might those driving forces individually or collectively change competition in the industry?
3. What key factors determine success for producers of premium chocolates?
4. What does a SWOT analysis of Rogers’ Chocolates reveal about the prospects for company’s future success? What are its key resources strengths and competitive capabilities? Its resource weaknesses and competitive liabilities? Its external opportunities and threats?
5. How would you describe Rogers’ Chocolates’ competitive strategy? How is it positioned in the industry? What specific steps has management taken to implement this strategy? Do the company’s functional strategies and tactics appear to be consistent with its competitive strategy?
6. How well is Rogers’ Chocolates’ strategy working in terms of the financial performance it is delivering? What is your assessment of its level of profitability, its degree of liquidity, and the extent of its leverage?
7. Which of the strategic options available to Rogers’ Chocolates should be given the highest priority? Which of the growth options is the most attractive? Why?

**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 you report on from the selected Harvard Business Review. **Team Self Select**

**Turn Ins:**
Application Homework 7
Capsim Game Decision 5 Due Thursday, June 9, 1:00 a.m.
Financial Analysis Rogers Chocolate (F5)
TRANSMIT – Capsim Game Round Decision 6 to CAPSIM.COM Before 1 AM Monday, June 13

**June 14 (Class 11)**

**Class Preparation:**
Read: TGS: Chapter 12 – Corporate Culture & Leadership
Case 10: Individual Written Case Analysis: Costco in 2008 due June 16

**Class Activities:**
Lecture: Chapter 12 – Corporate Culture & Leadership
Case Quiz 8
Application Homework 8

**Application Homework 8:** Go to 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 you report on from the selected Harvard Business Review. **Team Self Select.**

**Turn In:**
Application Homework 8
Capsim Game Decision 7 Due Thursday June 16; 1:00 a.m.
Begin Consolidating Final Capsim Team Report (which finalizes your Capsim Plan Reports PLUS your TEAM’S LESSONS LEARNED REPORT) **DUE Noon Thursday, June 23**
TRANSMIT – Capsim Game Round Decision 7 to CAPSIM.COM Before 1 AM Monday, Thursday June 20

June 16 (Class 12)

Class Preparation:
Case: Costco in 2008

Class Activities:
Individual Case Write-up; Costco in 2008; Due 12:30 a.m. June 16
Review for Exam 2

Turn In:
Capsim Game Decision 7 Due Thursday June 16; 1:00 a.m.
Begin Consolidating Final Capsim Team Report (which finalizes your Capsim Plan Reports PLUS your TEAM’S LESSONS LEARNED REPORT) DUE Noon Thursday, June 23.

TRANSMIT – Capsim Game Round Decision 8 to CAPSIM.COM Before 1 AM Monday, Monday June 21

June 21 (Class 13)

Class Preparation:
Study Chapters 8, 9, 10, 11, & 12

Class Activities:
Exam 2 (Chapter 8, 9, 11, 12, & 13 – assigned pages)
Capsim Peers Evaluations will be forwarded to all students; Complete and E-mail back to Instructor ASAP

Grades Planned Submission by June 28, 2010 at 9:00 a.m.