Jan. 5 (Class Week 1A)

Class Preparation:
Purchase Textbook: Crafting & Executing Strategy, Thompson, Strickland, & Gamble (17ed.)

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:
Purchase/register for Capsim and begin Capsim rehearsal.
Read Team member guide and Capsim guide (LCR).
Due Jan. 24: Go through the WSJ you picked up in class on Jan. 5, 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.

TRANSMIT – Capsim REHEARSAL Decisions must be completed on CAPSIM.COM Before 12 Noon on Friday, Jan. 21st
NOTE: All future Capsim decisions are due on MONDAY’s By 1 A.M.
Jan. 10 (Class Week 2A)

Class Preparation:
Read Chapter 1 (TGS); What is Strategy and Why it is Important?
Formulate team contracts due Jan. 19 in class.
Register at Capsim website and practice making decisions; Be familiar with Capsim screens.

Class Activities:
Capsim & Syllabus Quiz 1 (CAP1) - General questions on Capsim Simulation Manual (Pg 1-6) and syllabus.
Lecture: TSG Chap 1 - What is Strategy & Why it is Important?
Guest Speaker - discussing strategic examples.

Jan. 12 (Class Week 2B) Begin Capsim Rehearsal Rounds

Class Preparation:
1. Register at Capsim website; Meet with team to discuss meeting times; become familiar with Capsim screens & practice making decisions; everyone must participate in the simulation.
2. Read Capsim manual.
3. Case analysis guide (LCR).
4. Bring calculator to class.
5. Register at Capsim website and do rehearsal rounds to become familiar with Capsim screens.

Class Activities:
Importance of team contract and how it affects grade.
Intro to Capsim.
Financial Analysis discussion.
Pre-Quiz (F1)

Turn In:
Remaining team member information and forms.

Homework:
Continue rehearsal rounds; Complete by noon Friday Jan. 21st.

TRANSMIT – Capsim REHEARSAL Decisions must be completed on CAPSIM.COM Before 12 Noon on Friday, Jan. 21
NOTE: All future Capsim decisions are due on MONDAY’s By 1 A.M.
Jan. 19 (Class Week 3A)

Class Preparation:
Capsim Practice Round 1 due before 1:00 a.m. CST Jan. 24.
Read: TGS Ch. 1 and 2 – Leading the Process of Crafting & Executing Strategy
Read/Study: Capsim Player’s Manual: Read thoroughly several times before 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 B&J.

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

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 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.
Final day Capsim Rehearsal: 12:00 p.m. (noon) Jan. 21
Reminder: Capsim Practice Round 1 due before 1:00 a.m. CST Jan. 24

TRANSMIT – Capsim Practice Decision 1 to CAPSIM.COM Before 1 AM MONDAY, JAN. 24

Jan. 24 (Class Week 4A)
Class Preparation:
Read: TGS Ch. 3 – Analyzing Company’s External Environment
Read Case 2: Golf Equipment Industry in 2008 (TSG)
**Class Activities:**
Lecture: Analyzing External Environment
Capsim Quiz 2 – Pages 1 - 21 (CAP2)
Discuss Case 2

**Turn Ins:**
Wall Street Journal Strategic Discovery Summary Due

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**Jan. 26 (Class Week 4B) Preparation**
Case 2: Golf Equipment Industry (TSG)

**Class Activities**
Application Homework 1
Case Quiz 2 (CQ2)
Discuss Case 2
Financial Analysis Homework (F2)

**Case 2: Golf Equipment Industry in 2008 (TSG)**
*Case Preparation Questions: Prepare answers to all questions. The quiz involves elements 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 Taylor Made-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 Taylor Made-Adidas Golf?

**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 2 (F2); Any Revised Capsim Team Contracts

**TRANSMIT – Capsim Practice Decision 2 to CAPSIM.COM Before 1 A.M. MONDAY, JAN. 31**

**Jan 31 (Class Week 5A)**

**Class Preparation:**
TSG Ch. 4 – Analyzing a Company’s Resources & Competitive Position
Case 3 Panera Bread
**Class Activities:**
Lecture: TGS Ch. 4 – Analyzing a Company’s Resources & Competitive Position
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

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**Feb. 2 (Class Week 5B)**

**Class Preparation**
Case Panera Bread (TSG)
Financial Homework (F3)

**Class Activities**
Case discussion: Panera Bread
Application Homework 2
Case Quiz 3 (CQ3)

**Case 3 – Panera Bread (TSG)**

**Case Preparation Questions: Prepare answers to all 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 the information in 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?

**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 3 to CAPSIM.COM Before 1 A.M.**
MONDAY, Feb. 7

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**Feb. 7 (Class Week 6A)**

**Class Preparation:**
TSG Ch. 5 – Crafting Generic Strategy
Case 4 Nucor

**Class Activities:**
Lecture: TSG Ch. 5 – Crafting Generic Strategy:
Case discussion: Nucor Steel (TSG)
Turn Ins:
Capsim Practice Round 3 due Monday, Feb. 7, 1:00 a.m.
Capsim Team Report 2: Strategy & Objectives Due Beginning of Class
Revised Team Contracts Due

Feb. 9 (Class Lesson 6B)

Class Activities
Case Quiz 4 (CQ4)
Financial Analysis (F4)
Discuss Case 4 Nucor Steel
Application Homework 3

Case 4 (Nucor Steel)

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?

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

TRANSMIT – Capsim Practice Decision 4 to CAPSIM.COM Before 1 A.M., MONDAY, FEB. 14

Feb. 14 (Class Week 7A)

Class Preparation:
Ch. 6 Supplementing the Chosen Strategy
Case 5: Costco

Class Activities:
Lecture: Ch. 6 Supplementing the Chosen Strategy (TSG)

Turn In
Capsim Report 3 Due: Industry Analysis and Company Analysis report (I & CA).
Feb. 16 (Class Week 7B)
Class Preparation
Read Case 5: Costco
Financial Homework (F5)

Class Activities:
Case Quiz 5
Discuss Case 5 Costco
Financial Homework (F5)
Application Homework 4

Case 5 (Costco)
Case Preparation Questions:
1. What is Costco’s business model? Is the company’s business model appealing? Why or why not?
2. What are the chief elements of Costco’s strategy? How good is the strategy?
3. Do you think Jim Sinegal is an effective CEO? What grades would you give him in leading the process of crafting and executing Costco’s strategy? What support can you offer for these grades? Refer to Figure 2.1 in Chapter 2 in developing your answers.
4. How well is Costco performing from a financial perspective? Do some number crunching using the data in case Exhibit 1 to support your answer. Use the financial ratios presented in Table 4.1 of Chapter 4 (pages 104-105) to help you diagnose Costco’s financial performance.
5. Based on the data in case Exhibits 1 and 4, is Costco’s financial performance superior to that at Sam’s Club and BJ’s Wholesale?
6. Does the data in case Exhibit 2 indicate that Costco’s expansion outside the U.S. is financially successful? Why or why not?
7. How well is Costco performing from a strategic perspective? Does Costco enjoy a competitive advantage over Sam’s Club? Over BJ’s Wholesale? If so, what is the nature of its competitive advantage? Does Costco have a winning strategy? Why or why not?
8. Are Costco’s prices too low? Why or why not?
9. Does Costco pay its employees too much? Does it make sense for Costco to compensate its employees so much better than the employees at Wal-Mart/Sam’s Club? Why or why not?
10. What recommendations would you make to Jim Sinegal regarding the actions that Costco management needs to take to sustain the company’s growth and improve its financial performance?

Application Homework 4 (Relating to Chapter 5): Find an example of a company that is widely regarded as excellent. Identify sources of its excellence and relate it to the material discussed in chapter 4. Pay attention to the role played by various business functions in building excellence. Summarize & connect your example to the strategy reading from the selected Harvard Business Review. Team Self Select.
Homework: Practice Peer Evaluation – e-mailed to students
Turn In: Application Homework 4

TRANSMIT – Capsim Final Decision Round 1 to CAPSIM.COM Before 1 A.M., MONDAY, FEB. 21

Feb. 21 (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 1 **Due Monday, Feb. 21, 1:00 a.m.**
Preliminary Peer Evaluations Due

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**Feb. 23 (Class Week 8B)**

**Class Activities**
Guest Speaker
Post Exam Review

**Homework**
Capsim Interim Plan: Start combining revisions of the Capsim Plans. **Due March 2**

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TRANSMIT – Capsim Game Decision Round 2 to CAPSIM.COM Before 1 A.M., MONDAY, Feb. 28

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**Feb. 28 (Class Week 9A)**

**Class Preparation:**
TSG Ch. 9 – Ethical Business Strategy & Environmental Sustainability

**Class Activities:**
Lecture: Ch. 9 – Ethical Business Strategy & Environmental Sustainability

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**March 2 (Class Week 9B)**

**Class Preparation:**
Case 6: Chain Saw Al Dunlap

Case 6- 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 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:
Capsim Game Decision 2 Due Monday, Feb. 28 at 1:00 a.m.
Application Homework 5.

March 7 (Class Week 10A)

Class Preparation:
TSG Ch. 8- Diversification (Pp. 238 – 255)
Case 7 - Unilever's Path to Grow (LCR)

Class Activities:
Lecture: TSG Chapter 8 Diversification

March 9 (Class Week 10B)

Class Activities:
Case 7 – 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 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 4 to CAPSIM.COM Before 1 A.M. MONDAY, March 21

MARCH 14 – 18  SPRING BREAK

March 21 (Class Week 11A)

Class Preparation:
TGS Ch. 10 – Building an Organization Capable of Good Strategy Execution
Case: Roger’s Chocolates

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

March 23 (Class Week 11B)

Class Activities:
Application Homework 7
Discuss Case 8 – Roger's Chocolates
Financial Homework (F6)
Case Quiz 8 (CQ8)

Case 8 – Roger’s Chocolates
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 from the selected Harvard Business Review. Team Self Select

Turn In:
Application Homework 7
Financial Homework (F6)
TRANSMIT – Capsim Game Round Decision 5 to CAPSIM.COM Before 1 A.M. MONDAY, March 28

March 28 (Class Week 12A)

Class Preparation:
TGS Ch. 12 – Managing Internal Operations
Case 9 – Wal-Mart (TSG)

Class Activities:
Lecture: TGS Ch. 12 – Managing Internal Operations:

Homework:
Begin consolidating Capsim Final Strategic Plan & LLR

March 30 (Class Week 12B)

Class Activities
Case Wal-Mart
Case Quiz 9 (CQ9)
Application Homework 8
Financial Homework 7 (F7)
Case 9 – Wal-Mart

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

1. What impresses you about this company? What accounts for Wal-Mart’s success over the past 25+ years? Is it a great strategy, superb strategy implementation and execution, or great leadership? What aspects of Wal-Mart do you find unimpressive?

2. Which of the five generic strategies is Wal-Mart employing? What are the chief elements of its strategy?

3. Is Wal-Mart’s strategy working well? What does the information in case Exhibit 1 reveal about the company’s strategic and financial performance during 2000-2008? Please use the financial ratios presented in Table 4.1 of Chapter 4 to guide your calculations and reach conclusions about the caliber of Wal-Mart’s financial performance.

4. What policies, practices, support systems, and management approaches underlie Wal-Mart’s efforts to execute the company’s strategy?

5. What are its chief elements and characteristics of Wal-Mart’s culture? Why does the culture seem to be so much stronger in Bentonville than out in the stores?

6. What is your assessment of Lee Scott’s transformation initiatives? Are the initiatives “sincere” or just calculated to garner better PR for Wal-Mart? Are more transformational initiatives needed? Why or why not?

7. What issues do Lee Scott and Wal-Mart management need to address?

8. What recommendations would you make to Lee Scott?

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 from the selected Harvard Business Review.

Team Self Select

Turn In:
Application Homework 8
Financial Homework (F7)

TRANSMIT – Capsim Game Round Decision 6 to CAPSIM.COM Before 1 A.M. MONDAY, April 4

April 4 (Class Week 13A)

Class Preparation:
TGS Ch. 12 – Corporate Culture & Leadership
Case 10 – Dilemma at Devil's Den (TGS)

Class Activities:
Lecture: Ch. 12 – Corporate Culture & Leadership
Case discussion: Dilemma at Devil's Den (TGS)

Homework:
Begin consolidating Capsim Final Strategic Plan & LLR due noon, Monday, April 25

April 6 (Class Week 13B)

Class Preparation:
Case 11 – Whole Foods Market - Individual Case Write-up

Class Activities:
Case discussion: Whole Foods Market
**Turn In:**
Written Individual Case Due at beginning of class

**TRANSMIT – Capsim Game Round Decision 7 to CAPSIM.COM Before 1 A.M. MONDAY, April 11**

**April 11 (Class Week 14A)**

**Class Activities:**
Case 10 discussion: Dilemma’s at Devil's Den
Student-led Exam Review.
Application homework 9
Case Quiz 10 (CQ10)

**Case 10 – Dilemma at Devil’s Den (TGS)**

**Case questions for Dilemma at Devil’s Den**

1. What problems has Susan identified with the night shift operations of the Devil's Den? How well does the management team perform its strategy execution processes?

2. What is Susan dilemma? What seems to influence her perceptions and behavior? What influences the perception and behaviors of other Devil's Den employees.

3. What should Susan do about her dilemma?

**Application Homework 9:** Consult latest Fortune magazine containing “100 Best Companies to Work For” and identify at least 5 (preferably 10) incentives that organizations use to enhance performance and motivation that employees find desirable in their work; Summarize & connect your example to the strategy reading on from the selected Harvard Business Review. **Team Self Select**

**Turn In:**
Application Homework 9
REMINDER: Begin Consolidating Final Capsim Team Report (which finalizes your Capsim Plan Reports PLUS your TEAM'S LESSONS LEARNED REPORT) DUE Noon April 25.

April 13 (Class Week 14B)

Class Preparation:
Study Chapters 8-12

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

TRANSMIT – Capsim Game Round Decision 8 to CAPSIM.COM Before 1 A.M. MONDAY, April 18

April 18 (Class Week 15A)

Class Preparation:
Case 12 - Robin Hood

Class Activities:
Case discussion – Robin Hood

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

REMINDER: Final Capsim Team Reports (which finalizes your Capsim Plan Reports PLUS your TEAM'S LESSONS LEARNED REPORT) DUE Noon, Monday April 25
April 20  (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:**
Top Team presentation to class

Grades Planned Submission by Tues. May 3 at 9:00 a.m.