First Class Assignments is published each term to inform students of assignments to be prepared before the first class meeting. These pre-assignments are mandatory for students enrolled in the class and strongly recommended for those who hope to add any of these courses during subsequent phases of registration.

## COURSES WITH A PRE-ASSIGNMENT:

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### 30000-05/06 - Nikolaev, Valeri

You are required to watch Week 1 video (on Canvas), submit online homework (on McGraw-Hill Connect), and submit the home portion of the first Case Study (on Canvas). See syllabus for additional details.

### 30116-01/02/81 - Chistensen, Hans

Read Chapter 13 (pp. 715-727) of Financial Reporting and Analysis by Revsine, Collins, Johnson, Mittelstaedt and Soffer (7th edition).

### 30118-01/02/85 - Erickson, Merle


### 30130-01/02/81 - Minnis, Michael

1. Please Read:

2. Please read and answer the questions for the case “A Shake Shack Shakedown.”
   - On Canvas you will find the following documents:
     - Case document for “A Shake Shack Shakedown”
     - 10-K for Shake Shack, Inc.
     - 10-K for McDonald’s Inc.
   - Download the materials (but there is no need to print the 10-K documents) and follow the instructions in the case.

### 31401-01 - Pure, Darryl

Attendance for the first class session is mandatory. Please read through the syllabus and check the Canvas course site for the complete reading assignment. There are a couple of short reading assignments in addition to an assignment regarding your expectations and learning goals for the course.

Both need to be completed by the start of the first class. Details will be emailed to the students by the instructor in addition to being posted on Canvas.
Attendance for the first class session is mandatory. Please read through the syllabus and check the Canvas course site for the complete reading list and assignments for the course. There are a couple of short reading assignments in addition to two written assignments regarding your expectations and learning goals for the course.

These readings and two assignments must be completed by and brought to the start of the first class. Details will be emailed to the students by the instructor in addition to be posted on canvas.

Canvas: access the class site at https://canvas.uchicago.edu. Class documents will be posted here during the quarter.

Syllabus: Read this carefully, first. It lists the sections of the textbook that we will cover, by approximate class session. You may want to start reading the text before class. It also lists the problems in the textbook’s Study Guide that I recommend for this course. Start working practice problems soon, so that you stay caught up.

Math Prep: review the textbook’s Mathematical Appendix, pp. 739-754. This will give you a good sense of the level of math required for this course.

Reading: read Chapter 1, and assigned pages of Chapter 2 listed in the syllabus.

The assignment for the first class meeting of Business 33911/Economics 30600 is to read and be prepared to discuss "Moral Hazard and Observability" by Bengt Holmström. This paper is available through JSTOR:
http://links.jstor.org/sici?sici=0361-915X%28197921%2910%3C74%3AMHAO%3E2.0.CO%3B2-Q.

For the first class meeting, students should prepare the Yale University Investments Office case in the Canvas course site. Students (including those who are attempting to register for the course) should use the detailed questions given in the course packet to organize their thoughts and put together a one- or two-page memorandum that summarizes their analysis. If you are not registered, but are trying to get into the course, please attend. You cannot add / take the course if you do not attend the first week.

There are two other important things you should know about class. First, we start on time. I expect students to be in the classroom when the class begins. Second, I do not allow food in class. Liquids are fine, but food is not.

First Class Assignment - 34101-01/02
For the first class meeting, I will expect you to prepare both the Yale University Investments Office case and the ZipFit case in the Canvas course site. For each case, students (including those who are attempting to register for the course) should use the detailed questions given in the course packet to organize their thoughts and put together a two-page memorandum that summarizes their analysis. If you are not registered, but are trying to get into the course, please attend. You cannot add / take the course if you do not attend the first week.

There are two other important things you should know about class. First, we start on time. I expect students to be in the classroom when the class begins. Second, I do not allow food in class. Liquids are fine, but food is not.

Attendance in the first class is mandatory. If you want to try to add the class, you must attend the first class session.
The assignments below are to be completed before the first class session of 34102-81.

1. **"I imagine a world" statement**
   - Your first assignment is to come up with an "I imagine a world..." statement. You will give your statement as part of your self-introduction during the first class.
   - Follow this format: I imagine a world in which [problem is solved]. For example, "I imagine a world in which every American can pay for their own healthcare without needing insurance or government assistance." Sometimes students think that these must be big problems like world peace or ending hunger. That is not necessary at all. Your problem could be quite ordinary. This exercise is designed to give you a chance to explore or do a deep dive into a problem, a sector, a category. Choose something that interests you. That people are starting companies around.
   - Write a short blog post to accompany this statement (≤ 250 words). The written piece will be posted in the blog by the beginning of Week 1. The post will begin with the "I imagine a world..." statement. After that explain why you care about this.
   - Why are we beginning the class with this assignment? Entrepreneurship begins with imagination. Someone recognizes a problem or opportunity. Imagining a different reality than currently exists is the first step towards coming up with a solution. In some cases, this is the beginning of a startup business.
   - The problem you choose will become the basis for your individual blog posts. So, choose a topic that interests you enough to spend 10 weeks thinking about.

2. **Case: Golfgamez (A): Funding a Digital Startup**

Read and familiarize yourself with the facts of the case. Be prepared to answer the question: Should MacTavish keep his banking job, focus 100% on the startup, or do both?

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**34103-01/81/85**  
**Lyman, Lindsey**

**Due via e-mail by Wed, Sept 26**

Please send me an e-mail with the following:
- A brief bio highlighting your background and any entrepreneurial experience
- Why you are taking the class / what you hope to get out of the next 10 weeks

**Due at the beginning of Class 1 (individual – not group assignment):**

1. Think about an idea for a product or service that you would like to bring to market. Write-up a short description of the concept to be handed in the first day of class. This is not a graded exercise but I will collect them. I highly suggest reading the cautionary piece [http://crashdev.com/2014/10/more-bad-startup-ideas/](http://crashdev.com/2014/10/more-bad-startup-ideas/) before thinking about your new business idea. This article is not intended to limit or judge your ideas (you should be as creative and visionary as possible at this stage), but rather to put you in a mindset of being different, which is a theme we will revisit throughout the class.

2. Read the Greg Thompson mini-case (posted on Canvas)

**OPTIONAL**

The majority of your work in this class will be team-based, working on a new venture idea. Everyone will need to be on a team of at least 4 but no more than 5 students (strictly enforced). We will use the break time during class 1 to finalize teams, however I strongly suggest that you begin networking prior to class. If you are passionate about an idea that you want to work on, it will be beneficial to you to start recruiting a team prior to class 1. Everyone will need to be on a team by the end of class 1.

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**34704-81**  
**Pagliari, Joseph**

Please give some initial consideration to a particular investment theme/strategy that you will informally and crudely present to the class. Your presentation need only include: a) your rationale (or investment thesis) and b) how you propose to execute the strategy via the public real estate market.
### Marriott Corporation Discussion

**Review Cost of Capital**

**Review Valuation Methodologies**

**Case:**

**Canvas – Week 1 Link:**

**Reading:** *(except for BD and HZ readings, all readings may be found on CHALK – Week 1 Link)*

**Required Reading:**
See “Review of WACC” powerpoint slides to refresh your memory on computation of WACC

“UBS Gets Tough on Its Investment Bank In a Retreat From ‘Universal’ Concept” by Carrick Mollenkamp and Katharina Bart, Wall Street Journal, August 13, 2008. “Professor Born’s Valuation Cheat Sheet” by Laura Born (we will not utilize the APV methodology in this class so you may skip those parts)

*There are several other helpful, but not required, readings on the class topics.*

**Case due:** Marriott Corporation Case. Write Up due.

### Objective

Week 1 introduces the building blocks of marketing strategy: the three Cs (Customer, Company, and Competition), STP (Segmentation-Targeting-Positioning), and the four Ps (Product, Price, Place, and Promotion).

This week will also introduce the first C – the customer. In our analysis of this C, we will focus on how to segment a market, select a target segment, and develop a positioning platform for the chosen target.

**Readings (Introduction)**

**Readings (Customer Analysis: Segmentation)**
These articles are relatively short and demonstrate different layers of complexity of the segmentation process.
- Urban, *Note on Consumer Segmentation*
- Yankelovich and Meer, *Rediscovering Market Segmentation*
- Haley, *Benefit Segmentation*
By Class 1 – Saturday, September 28th:
Purchase the required text. Read the Course Description & Course Schedule documents found on Canvas. Do the following required readings and group tasks:

- **Required Readings:**
  - Read the following (on Canvas except Textbook):
    - Textbook: Chapter 2 and Chapter 5, pgs. 130-140.
    - The Voice of the Customer (from the PDMA ToolBook).
    - What’s Next? After Stage-Gate (Research-Technology Management).

- **Required Group Tasks:**
  - By Tuesday, September 24th: Please form a team of 5 students, which is the ideal number. Then one person from the group should enter the following information into the online Google Sheet spreadsheet: 37200-85 Fall 2019 Class and Group List
    - List ALL Group project team member names (if you don’t have all names yet, enter the names that you do have).
    - Identify which team member will serve as the Research Lead for your quantitative concept testing survey:
      - This person ensures the quantitative survey meets the objectives and is properly set-up within Qualtrics. There are training videos available.
  - By Saturday morning, September 28th: Hold your first team meeting or phone conference to discuss ground rules, assign roles, and schedule weekly team meetings for the quarter. In addition, for your new product innovation project, discuss your desired focus or target: (a) category-market space, and/or (b) product/service/brand/company. See the “Student Project Charter Template” on Canvas to help guide your discussion. Bring your short list of potential projects for your group to Class #1.

- **Optional Readings** (on Canvas except Textbook):
  - Textbook: Chapter 1 (Strategic Elements of Product Development).
  - "Best vs. the Rest", PDMA Visions.
  - "9 Myths About the Voice of the Customer", PDMA Visions.

38001-01/02/81  McGill, Ann

Welcome to Managing in Organizations. This course is about people – how people think and how people behave – and it is intended to provide core concepts and basic knowledge necessary to manage people individually, in groups, and in organizations effectively.

Before the first class, please prepare the following:

1. Read the syllabus and familiarize yourself with the course requirements.
2. Purchase the required books.
3. Read and prepare for discussion:
   - Case: Keller: A Tale of Two Plants: NUMMI Teamwork versus GM Bureaucracy and the additional background reading by Langfitt
   - Discussion questions (take personal notes/not to be handed in)
     a) How did NUMMI try to turn an uncompetitive production plant around?
     b) What changes in structure, labor practices, and management philosophy did NUMMI management implement in order to increase its competitiveness?
     c) How did the different parts of the organizational system support each other?
4. Read:
   - Book: Gladwell: Outliers: Chapters 1 and 2
   - Discussion questions (take personal notes/not to be handed in)
     a) Gladwell suggest that people’s circumstances may to contribute to their special performance. What are some of the ways that you can apply this notion, which is well-supported by research, to management.
     b) What is the “10,000-Hour Rule?” What evidence and examples are provided for this rule? Do you know of other examples?
       a. Can you think of limitations to this rule, boundaries to its applicability?
1. Read the syllabus and be sure that you understand the course requirements.

2. Purchase the following textbooks:


   Also, read the 2013 article by Booth’s Harry Davis and Robin Hogarth, titled: "Rethinking management education: A view from Chicago." The framework it presents will help to set the context for the course and our introduction to action and insight skills.

   Two additional readings are related to action and insight skills and can be read either before or after our first class meeting. “When talk substitutes for action” by Pfeffer and Sutton and “Chapter 12: Are you an expert?” from the course text **Negotiating Rationally** by Bazerman and Neale.

   **NOTE:** Due to the nature of this course, all students considering and/or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors.


6. Access to Canvas site for the course and review the materials for Session 1.

7. Read the articles “Deep Change”, “Competing on Capabilities”, and the caselet “Varsity Subs” (Canvas).

8. If needed, read the “Basic Concepts in Probability” document (Canvas).

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**41100-03/82/85**

Check the Canvas course site and read through the syllabus.

**Complete “Homework 0” before the first class, do not turn in.**

This “homework” is intended as a self-test of your knowledge of the basic statistical concepts and calculations that are required for 41100 - Applied Regression Analysis. The problems will help you gauge your readiness for 41100. If this homework is at all challenging or the concepts unfamiliar, you should carefully consider your options.

The prerequisite is not strictly enforced by the registration system, but be warned that lecture material, assignments, and exams will assume you have this knowledge and additional help/tutoring on these topics will not be provided. This course moves quickly to more advanced material. This “homework” is not to be turned in and will not graded. You should complete it before the first class and decide if this course is right for you. Solutions are not available but you can post questions in the Discussions section on the Canvas course site (see Syllabus).

The problems are grouped into five loose sections, which overlap in material and are not in any particular order.
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<td>Please access the Canvas site and complete the tasks listed in the “Pre-Work” folder in the Course Documents area prior to the first class meeting. If you are not yet officially registered for the course and do not have access to the Canvas site for this course, please email the professor at <a href="mailto:stephen.morrissette@chicagobooth.edu">stephen.morrissette@chicagobooth.edu</a> to obtain access to the materials. The Canvas site will open approximately one week before class begins.</td>
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