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.

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**30000-82/83 McClure, Charles**

Grubhub is the first class assignment, due at the start of the class. You do not need to turn it in because it will not be graded; instead, it is meant to introduce you to financial statements. Please check Canvas for details and plan to bring a copy to class.

**30120-01/85 Maffett, Mark**

The assignment for the first class is as follows:

1. Read pages 2-14; 16-19 of Chapter 1 in Halsey & Hopkins (i.e., the custom e-book).
   a. You are **required** to purchase the e-book (it’s how you access the homework assignments). The cost has been pared-down to $45 (from $200+ for a hardcopy).
   b. The textbook package includes:
      i. Chapters 1, 2, and 5 from *Advanced Accounting* by Halsey & Hopkins
      ii. Access to myBusinessCourse.
   c. To purchase your eBook subscription, click on the following link:

2. Read Case 1 – Berkshire Hathaway—and be ready to discuss the following questions in class (you don’t need to hand anything in).
   i. How does BRK generate such large amounts of investable cash flows?
   ii. BRK explicitly advertises its interest in seeking major deals in its financial statements. Why is BRK so adamant in seeking potential investment opportunities?
   iii. What are some of the ways in which BRK can deploy its large amounts of cash? What information do BRK's financial statements provide about how this cash has been deployed?
   iv. How does Buffett’s investment philosophy square (or not) with Fama’s “efficient markets hypothesis?”
   v. Why might a company be more willing to sell itself to BRK than to some other investor?
   vi. If I were seeking to value BRK, where could I find information about its various subsidiaries and investment holdings? Is the information available sufficient to make an informed assessment?

3. Complete problem sets #11, #12, #15, #16, #18 and #31 from Chapter 1 in Halsey & Hopkins within MyBusinessCourse.com, due **April 9th at 1:00 p.m. CST**.

**31401-01/02 Pure, Darryl**

Readings and Assignments:
- *The Week at Inverness*” by Bradford and Aronson
- "Tgroup and the Nature of Experiential Learning” by Bradford and Huckabay
- "Five Levels of Communication” by Francisco
- [Harvard Business Review Article: Good Communication that Blocks Learning](https://hbr.org/1988/02/good-communication-that-blocks-learning)

Due:
- Assignment#1: Expectations
- Assignment#2: Learning Goals

**31402-01 Paris, Celia**

Before the first class of Leadership Practicum, students should complete the following assignments:
- Read Possible Selves – Ibarra (available on Canvas)
- Complete Hogan Assessments on-line (see email with instructions)
- View the Class Introduction Video (on Canvas)
### 31403-01/81 Davis, Harry / Tennant, Nancy

From the Canvas site, read through the syllabus and then complete the instructions for the first class session:

**Written Assignment:**
- In one page; Given your dreams and values, describe the person and leader you want to be.

**Required Reading:**
1. Harry Davis, “A Leadership Canvas” 2020
2. Harry Davis, “Multiple Selves and the Stage Page Metaphor” 2020

### 32100-01/81 Lu, Haihao

Read through the syllabus. Detailed instructions will be posted on canvas one week before the start of the class.

- Install R and Rstudio on your laptop.

### 33305-01/81/85 Bertrand, Marianne

- **a)** Do the readings for week 1 as outlined in the syllabus.

- **b)** Come to class ready to discuss the case “Uber: 21st Century Technology Confronts 20th Century Regulation.”

In particular, consider the following questions for class discussion:

1) What market failures, if any, exist in the taxi market that could justify its regulation?

2) What alternatives did Uber have to address regulatory issues when beginning service in new cities? What are the benefits and difficulties with each?

3) How do you expect the incumbent taxi operators to respond to the Uber’s entry into D.C.?

4) What should Uber do in the face of the proposed D.C. legislation?

### 33403-01/81 Kashyap, Anil

For the first class, you should read the updated syllabus that is posted in Canvas and then download the case that is posted in Canvas and complete the questions at the back of the case. Be sure to follow the rules in the syllabus. If you are not registered, or are taking the class as part of the Take 3, you can also access the case and syllabus from my the teaching page on my website: [https://faculty.chicagobooth.edu/anil.kashyap/teaching.html](https://faculty.chicagobooth.edu/anil.kashyap/teaching.html)

In case you are not registered as of the first class, email your case write up to the TA by 7:30am the day of class. Once you have done that, he will email you back the notes for week 1 that will be posted in Canvas.

### 33923-50 Carlton, Dennis

Start reading the articles on antitrust in the first section of the reading list. Start with ch 19 of Carlton Perloff textbook.
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.

- Read Kevin Kelly's *The Case for Optimism*
- Read *Reimagining Capitalism: Towards a Theory of Change*
- Imagine a world in which [x-problem-is-solved]. 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.
  - 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.
    - **Follow this template for your post**
    - Title: "I imagine a solution to x problem"
    - Problem. What is the problem? Who does it affect? Estimate number of people affected by the problem. Estimate the financial opportunity.
    - Solution.
      - **How would you solve this problem?**
        - For the purposes of this post, imagine that money is not the constraint.

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.

**34102-81 Schrager, James**

Read Pre-Class Module on Canvas; Attendance in first class session is mandatory.

**34106-01/85 Meadow, Scott**

In advance of the first class, you have three pre-class assignments:

1. Form teams & indicate your case preferences for the group presentation (group submission).
2. Complete a write-up on the Staples case (group submission).
3. Provide a short biographical introduction of yourself (individual submission - please use the "Self Introduction/Bio" assignment section to upload)

Please see below for detailed instructions:

**1. Form Teams & Pick Preferred Cases:** Groups must have four-to-five people per group from the same registered section. Please have one member of your team note your group and top case preferences (for your group project) at the form found here: [https://forms.gle/9YxFJk1pTRdcQTh6A](https://forms.gle/9YxFJk1pTRdcQTh6A)

Note that receiving one of your preferred cases is not guaranteed, and case assignments will be prioritized by form submission order.

If you do not have a group by the end of Week 1 (September 30th, 2021) one will be assigned to you. If you do not have a group, you are still expected to complete the entire Week 1 assignments and submit individually.

*Continued on next page.*
2. **Write-up on Staples:** As a group, read the Staples case material and submit a two-page, double-spaced write up describing the structure of the industry Staples would operate in and a reasoned analysis of whether Staples is an attractive investment. Support your position with facts from the case and your own outside analysis, and be prepared to discuss these in the first class. Factors you'll want to consider are industry size, the industry's projected annual growth rate (CAGR) at the time of the case, competition, customer(s), barriers to entry, suppliers, and substitutes. This assignment should be submitted through the Canvas site. One submission per group is expected. If you do not have a group formed by the beginning of class, you are still expected to submit individually.

3. **An introduction of yourself:** Please use the "Self Introduction/Bio" assignment section to upload

Lastly, please read the syllabus. Reading this will help you understand the expectations and flow of the class for week 1 and the remainder of the quarter. A week-by-week schedule of the course is also included. If you have any clarifying questions, please email any of the TA’s.

### 34206-01 Rapp, Alyssa

Before the first class session, read the required book, “Leadership and Life Hacks.”

### 34702-82 Heltzer, Jason

**Part I: Bio**

Write up a short bio on yourself and your PE/VC interests (not to exceed 500 words). The bio should include (i) work history, (ii) internship and/or SPITC project, including a 1-2 sentence description of the firm, (iii) work interests after graduation, (iv) link to your host firm, and (v) LinkedIn link, and (vi) something unique about yourself that others might be surprised to know (either personal or business).

Add your bio to this Google Slides deck using the template and example therein. This deck is a great way to get to know your classmates and some prior students have saved this deck and referred to it years later! There is always a lot of expertise amongst the students, so don’t be bashful reaching out to one another for diligence on deals you diligence in your internship and beyond.

This assignment is required but not graded.

**Part II: Readings/Videos**

All of the following readings are available on Canvas.

**Required Reading:**
- Helpful Hints for PE and VC Lab Interns from former Interns and Host firms, by Jason Heltzer, Chris McGowan and Ira Weiss

This course includes a multitude of resources for those that are less familiar with the venture capital and startup industries (or for those with experience who want to go deeper). The following are relevant for our first class. All background materials are optional. Where not linked, materials are available on Canvas. For an extensive and curated selection of suggested resources, visit the class resource page.

**Background Reading:**
- NVCA Yearbook 2021, Venture Capital 101, pgs 9-11
- VC Glossary
- ILPA Private Equity Principles

**Background Videos:**
- Industry Immersion Presentation, by Jason Heltzer and Chris McGowan
- Raising Capital for a startup, by Salman Khan
- Getting a seed round from a VC, by Salman Khan

**Background Documentary Movie:**
- Something Ventured (trailer). Educational for those without experience and inspirational for those with.
The first class assignment is available at [https://faculty.chicagobooth.edu/~media/faculty/lubos-pastor/teaching/h1.pdf](https://faculty.chicagobooth.edu/~media/faculty/lubos-pastor/teaching/h1.pdf). It will also be available on Canvas when we get closer to the beginning of the spring quarter. You can work on the assignment in groups of at most four students. I strongly recommend to form groups from the beginning, and it is fine to form groups across the three sections of the course. The assignment, which will be graded, is due on April 1 by 1:15pm (i.e., shortly before our first class). Please upload your solutions on Canvas.

Reading: HBS Case: “Dollarama Inc.”

Case Questions:

1. How is Dollarama doing? What is its business strategy going forward?
2. The first paragraph of the case indicates the Rossy family sold an 80% stake to Bain Capital Partners at a $1 billion valuation in a leveraged buyout. Though not mentioned in the case, the equity portion of the buyout was $467 million and Bain invested $374 million for its 80% stake. In December 2006, Bain Capital executed a debt-financed dividend where it received $150 million in distributions (not mentioned in case) and took out $45 million at the time of the IPO (also not mentioned in case). Based on the current stock price in December 2009, how well has Bain Capital done on its investment? Evaluate via an investment multiple (TVPI: total value to paid-in) and an IRR.
3. Based on a multiples analysis (do both revenue and EBITDA multiples analysis), what is the value of Dollarama at the end of 2009?
4. Using DCF analysis, what is the value of Dollarama’s existing stores as of February 1, 2010?
   a. Assume no further store openings
   b. 32% tax rate
   c. NWC includes accrued expenses
   d. Market risk premium of 5.6%
5. Using DCF analysis, what is the NPV of opening a single new store as of February 1, 2010?
   a. For convenience, use 5-year straight-line depreciation for the initial CAPX of opening a new store.
   b. Assume some level of maintenance CAPX starting in Year 6.
6. How much of Dollarama’s share price should be based on the opening of new stores versus the existing stores?

Visit the Canvas site for the course. Your first class assignment, to have prepared before your first class meeting, is detailed in the Home tab. Give yourself ample time to complete the Python tutorial and get your software environment set up.

Topic: Course Introduction

In week one we start with an overview of the content and mechanics of the course. Among other topics, we will define the domain of marketing and discuss a philosophy for managing the enterprise via this domain. We will also introduce an overall framework for marketing strategy and implementation. Throughout the remainder of the term, this framework will then serve as the principal unifying structure for the various topics covered in the course.

Preparation: Readings for Week 1

1. “Driving Growth: The Little Engine That Could” from [Counterintuitive Marketing](#); Clancy, Kevin and Krieg, Peter. This short reading begins to define the scope and philosophy of marketing.
2. “From Sales Obsession to Marketing Effectiveness;” Kotler, Philip. Introduces the role of marketing within an organization, presents criteria for evaluating its effectiveness, and also briefly touches on the scope and philosophy of marketing.
3. “Basic Quantitative Analysis for Marketing;” Dolan, Robert J. Covers accounting concepts relevant to marketing (fixed costs, variable costs, contribution, margin, etc.) and breakeven calculations.

Also, be sure to carefully read the Course Syllabus. You are responsible for understanding and adhering to all policies and guidelines discussed in the Syllabus.
Before our first class, please prepare the following:

1. Read the syllabus and understand the course requirements.
2. Purchase the required books and check that you have access to the readings on Canvas.
3. **Read:**
   - Case: Keller: A Tale of Two Plants: NUMMI Teamwork Versus GM Bureaucracy
   Answer for yourself and bring your written notes to class. **You’ll need your notes for our case discussion (do not hand in):**
   - How did NUMMI try to turn an uncompetitive production plant around?
   - What changes in structure, labor practices and management philosophy did NUMMI implement in order to make them more competitive?
   - How did the different parts of the organizational system support each other?

4. **Read:**
   - Chapter 1 in Gladwell’s Outliers and Grant’s Think Again.
   **While reading, consider the following questions:**
   - Gladwell suggests that people’s circumstances may contribute to their special performance. How can you apply this insight to management?
   - Grant makes the case for using scientific thinking in your daily and professional life. Can you give an example of how “thinking again” (i.e., a critical evaluation of your assumption) led you change your mind or make a better decision?

**IMPORTANT:** Students who are interested in taking Advanced Negotiations are required to attend the first class.

The first week’s negotiation will occur in class, and I will provide the confidential information for the negotiation “Texoil” when you arrive.

All of this is discussed in more detail in the syllabus.

**First Class Assignment:** [http://boothnegotiations.com/an_class1.htm](http://boothnegotiations.com/an_class1.htm)

Our first class will include a case discussion. Please prepare for our discussion by reading the case and materials listed below. Next, provide a written answer to the following questions. Be sure to include concepts from the reading in your write-up. Please keep the number of words under 800, focusing on the quality of your response, rather than the quantity. Please put a word count total at the top of your assignment.

Your assignment is due **2 hours** prior to your section’s meeting time and should be uploaded to Canvas. **If you think there is any chance you will enroll in the class, be certain to complete this assignment.**

**Reading:**
- Pontikes, E.G. Note on “Strategy Identification."

**Case:**
- Zappos.com: Clothing, Customer Service and Company Culture

1. What is Zappos’ strategy in its early years (prior to starting to expand into fashion and considering the acquisition by Amazon)? Please use elements listed in the Pontikes reading to structure your answer.

2. Tony Hsieh attributes much of the company’s success to its excellent customer service. On a scale of 1 to 10, where 1= not important at all and 10=the most important factor, what is your assessment of how crucial excellent customer service was to Zappos’ success? Why?

3. Thinking more broadly, and regardless of your answer to the second question above, why do you think many companies that strive to provide great customer service ultimately fail to do so? (Feel free to draw on your own work experience in answering this.)
Read through the syllabus and complete the following:

1. Purchase *The Goal* and read through page 62 (optional reading).
2. Access the Canvas site for the course and review the materials for Session 1.
3. Read the articles “Deep Change,” “Competing on Capabilities,” and the caselet “Varsity Subs” (posted in Canvas).
4. If needed, read the “Basic Concepts in Probability” document (Canvas).

**42001-01/02 Leshno, Jacob**

**Readings:**

- Read over the syllabus
- Read/ review Cabral
  - 1st ed.: Ch. 1 (Micro Review: Ch. 2, Ch. 5 (pp. 69-75), Ch. 6 (pp. 85-91), Ch. 7 )
  - 2nd ed.: Ch. 1 (Micro Review: Ch. 2.1-2.2, Ch. 3.1-3.2, Ch. 4.1, Ch. 5.3, Ch. 8 )
- Read Porter: “Note on the Structural Analysis of Industries”
- Watch the movie Money Ball, or read the book. We will discuss this during the lecture.

*Note: This class will draw heavily on material from your microeconomics class. If you are unsure of your command of that material, I strongly recommend that you spend some time reviewing it before we begin. Some chapters from the Cabral book that are helpful for review are noted on the syllabus.*

**CASE DISCUSSION QUESTIONS**

Cola Wars

1. Are Coke and Pepsi in an attractive industry? What about the CSD bottling industry? How did profits in each industry look like historically?
2. Perform a five forces analysis of Coke and Pepsi’s industry, treating the concentrate producers and bottlers as an integrated entity. Then think about how your five forces analysis would change if you treated the CPs and bottlers separately. In your analysis, try to come up with evidence for each of the following:
   - How intense is rivalry among firms in the industry? Why?
   - How much power do suppliers and customers have?
   - How large are barriers to entry?
   - How much competition is there from substitute goods?
3. Who has been winning the cola war?

How would you predict that the industry will evolve after 2000? What strategic moves would you recommend that Coke and Pepsi make to respond to these changes? (Analyze each firm’s problem separately.)

*** Because this is the first week, you do not need to turn in a memorandum. Make sure you are prepared for the discussion. ***
42001-03/04/81 McDevitt, Ryan

KETCHUP CONUNDRUM

1. According to the New Yorker article, retailers stock several varieties of many popular condiments, such as mustard and salsa. Ketchup, however, has one overwhelmingly dominant brand: Heinz. Using the VCC framework developed in class, evaluate the relative magnitudes of \((B - C)_{Heinz} vs. (B - C)_{Other Ketchup}\) compared to \((B - C)_{Ragu} vs. (B - C)_{Other Sauce}\), as well as how large the potential \(Q\) might be for each segment.

2. The WSJ article notes two potential selling points that Heinz is pitching to McDonald's: (1) our ketchup tastes better and (2) we have technology that can help you dispense the ketchup faster. Assume that (1) and (2) are true. Evaluate whether these would be good reasons for McDonald’s to use Heinz as its ketchup supplier. Would they be sufficient?

3. The WSJ article suggests that the balance of power between the ketchup industry (e.g., Heinz) and McDonald's favors the buyer. Consider the reasons why McDonald’s has substantial negotiating power over Heinz. Do you think that McDonald’s buyer power is less strong in international markets — why or why not?

4. Given your analysis regarding the value created by Heinz in question 1, explain why Heinz has failed to capture value from one of the largest ketchup buyers in the world, McDonald’s.

H&H BAIL BONDS

1. What factors determine H&H’s profits?

2. In H&H’s profit function, which costs are variable? Which are fixed?

3. What were H&H’s strategies to increase profits? How did these strategies affect its costs?

42116-01/02/81 Kamenica, Emir

Read the material indicated on the syllabus before the first class meeting.

42119-01/81 Grotto, Elena / Joy, Felicia

To be completed before class (total time estimated: 40 minutes)
From the Canvas course site:
- Complete the introductory survey
- Be prepared to discuss three news stories that highlight the culture of Fortune 500 companies or high-growth startups
- Read Larry Fink’s 2021 BlackRock Shareholder Letter
- Read the Edelman Trust Barometer 2021, The Belief-Driven Employee Report
- Read SHRM article: Understanding and Developing Organizational Culture

Optional (total time estimated: 30 minutes)
Read Management Science journal article:
- The Culture of Management and the Management of Culture – An Introduction

42127-81 Hilliard, Amy

- **Readings:** *Pivot for Success--Hone Your Vision, Shift Your Energy, Make Your Move* by Amy S. Hilliard (available on-line or at the bookstore)
- **Homework:** Provide a pre-course essay (no more than 3 pages) on key personal pivots made over your lives, not including coming to Booth. Include pivots that worked, and those that didn’t and why. Due before the first class, 3/29/22. We will briefly discuss these, as it will provide a way for the class to get to know each other.