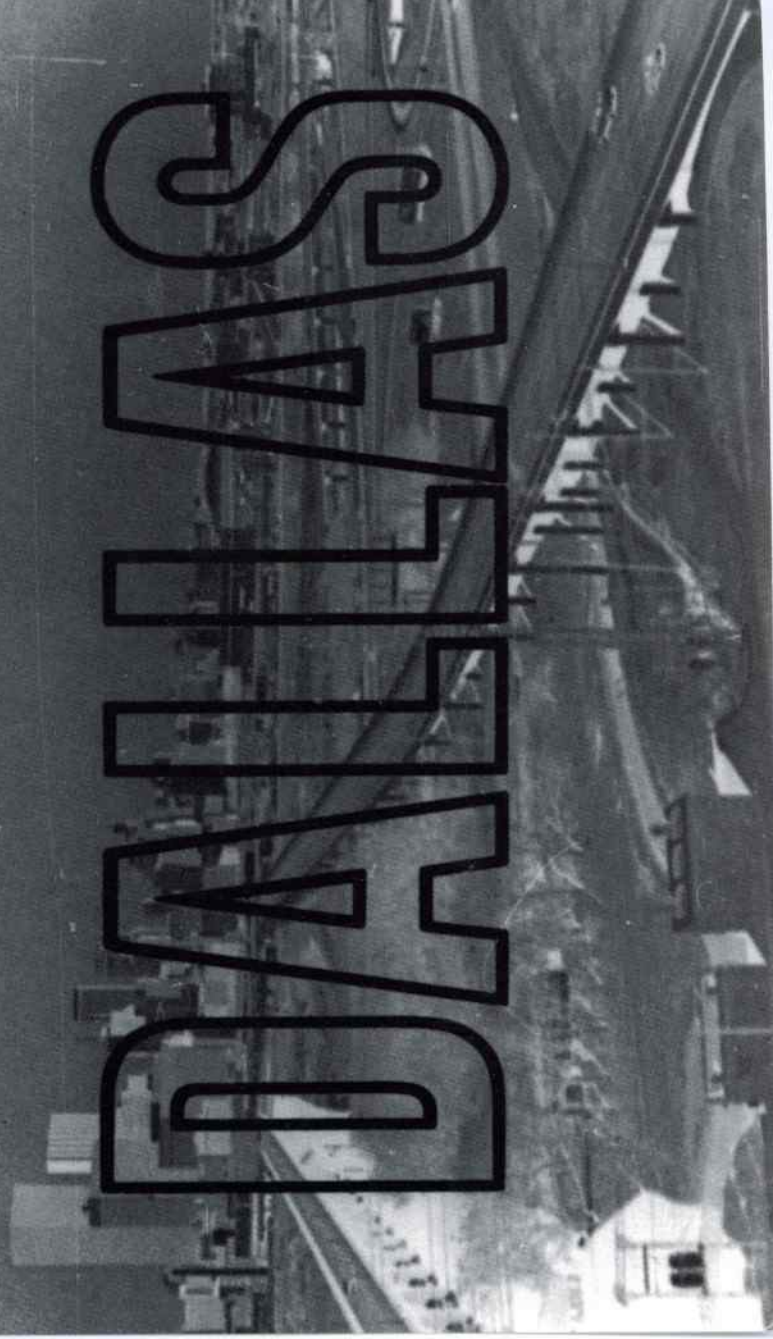


DALLAS



# The History of the **DALLAS**<sup>TM</sup> Corporations

## **EWING OIL**

John Ross "Jock" Ewing, Sr. founded Ewing Oil in 1930 and by 1950, built it into the largest independent oil company in Dallas with several hundred oil wells across the state, substantial holdings in natural gas wells, and millions of acres leased out for mineral and cotton rights. He stepped down from the presidency in 1977 and named his eldest son, John Ross "J.R." Ewing, Jr., as his successor. Despite eight years of the most explosive internal management problems in the history of the oil business, J.R. remains as president today. His rather flamboyant and aggressive business style of high-risk venture has brought a chaotic new prosperity to the corporation, and with it, more power than ever.

## **BARNES-WENTWORTH OIL**

Founded in 1932 by Wade Luce, the corporation was known as Luce Oil until his retirement in 1982. Luce sold it to Rebecca Wentworth, the staggeringly wealthy widow of industrialist Herbert, and she installed her son, Clifford Barnes, as Chief Executive Officer. Upon her death in 1983, he became sole owner. A relative newcomer to the oil business, Barnes took the assets of the previously conservative corporation to gamble heavily in high-risk drilling ventures; the ventures paid off, flinging the moderately-sized Barnes-Wentworth up into the ranks of the four biggest Dallas corporations.

## WESTAR OIL

Until the early 1980's, Westar Oil was the eighth largest oil company in the world. Jeremy Wendall, Chief Executive Officer since 1960, had built the conglomerate through a ruthless powerplay game of acquisition, earning the reputation of having "eaten more of the Texas Independents than ribs served at the Ewing Barbecue." However, in the 1980s, the Ewing, Barnes - Wentworth, and Stonehurst corporations fiercely resisted his takeover bids and, in fact, began battling Westar on the corporate field. The three powerful independents succeeded in changing Westar's status in Dallas from predator to competitor.

## STONEHURST OIL

Founded in 1929 by wildcatter Martin Hurst, the corporation was known as Hurst Oil until his death in 1970, when Hurst's only heir, Marilee Hurst Stone, named her husband, Seth Stone, Chief Executive Officer and renamed the corporation. In 1980, after speculating heavily in off-shore drilling leases in Asia with Ewing Oil, Seth pushed Stonehurst into bankruptcy and committed suicide. Marilee herself stepped in as Chief Executive Officer and, following her father's philosophy of strategic acquisition and research and development, rebuilt Stonehurst into one of the largest and most influential corporations in Dallas.

### A special note of thanks:

Maruca Industries wishes to acknowledge the contribution of Laura VonWarmer, the official "Dallas"™ historian, for her valuable contribution in the creation of this game. Without her expertise, diligence and enthusiasm this game could never have been accomplished.

Official Rules of

# DALLAS™

## The Game of Empire Building Strategy

### INTRODUCTION

*(Please read completely before trying to play)*

You're the President of one of the four most powerful oil corporations in Dallas. Your goal: buy up valuable companies and merge them into a giant enterprise that might reach or surpass a billion dollars in value in ten years (ten turns of play.)

You begin with a single subsidiary company worth \$10 million. Each turn represents one year of real life. During your turn, you buy one or more new companies to add to your growing empire. Companies located next to one another are especially valuable because they make your empire grow quicker by adding more profits to your earnings. As your profits rise, the value of your corporate stock rises. During the game, you may sell your stock little by little to raise cash to buy bigger and bigger firms. The longer you can resist the urge to sell your stock, the more valuable it may become. By skillfully buying the right companies at the right time in the right way (using cash, stocks and/or borrowing money via "bonds"), you'll have the richest empire in Dallas at game's end and WIN.

### EQUIPMENT

The DALLAS playing board has four corporate Player Areas and 52 Company Spaces. Each corporate Player Area consists of a Stock Price Index and spaces to keep the player's Stock Block Certificates, Company Cards acquired, and Bonds borrowed. Each Company Space is identified by the name and symbol. Above the company's name is its value (to the left) and its yearly profits (to the right.) All numbers on the board are expressed in terms of millions of dollars. The colored border of each Company Space helps to identify its location on the board, but has no other function.

Between each pair of horizontally and vertically adjacent companies is a Bonus Profit, which is gained by the player owning both companies. Centered between each block of four companies that form a square is a Special Profit, enclosed within a circle, which is gained only by a player owning all four surrounding companies.

The 52 Company Cards, one for each company, show the same information as printed on the Company Space, plus the location of its headquarters and its product or service. (This information enhances the imagery of the game but does not affect play.)



## EXAMPLE

Thurman Refinery's value is \$100 million, its yearly profits are \$8 million. The Bonus Profit for owning Thurman Refinery and Midland-Odesa Trust is \$4 million. The Special Profit for owning Midland-Odesa Trust, Oil Baron's Club, Olympia Oil and Thurman Refinery is \$6 million.



Other equipment includes Money; Stock Block Certificates for each corporation; Bonds which represent borrowed money; Financial Report Sheets, which are used to record yearly corporate profits, make secret bids, and determine final worth at game's end; and Markers which are used for indicating acquired companies and keeping track of each corporation's Stock Price.

Also included with your DALLAS game is a deck of 24 "Dallas Press Event" Cards and one die. Their use is described under the optional "Dallas Press Event Cards" rule. Place both the deck and the die aside if you are not using this rule.

## PRELIMINARIES

The Dallas Playing Board is placed "diamond-wise" on the table. Each player sits in front of a corner of the board and becomes known by the name of the corporation, Ewing Oil, Barnes-Wentworth Oil, Westar Oil, or Stonehurst Oil. Each player receives nine Stock Blocks and 12 Markers of his or her (henceforth referred to as their) corporate color, a Financial Report Sheet, a pencil, and one 10-million dollar bill.

Each player places one Marker in the first space (marked "10") of their Stock Price Index. Each player also writes the name of their corporation on their Report Sheet.

One player is appointed Treasurer. The Treasurer handles all transactions with the game's "Treasury," taking care to keep their own Money, Stock, and Bonds separated from the Treasury's supply. Before play starts, the Treasurer takes the deck of Company Cards and removes the ten Company Cards valued at \$10 million each. The Treasurer mixes these ten cards face down and then, proceeding clockwise from the player on their left, places one card faceup, on each player's "Companies" space. The card dealt to each player becomes that corporation's starting subsidiary company and it is free. The player marks the company's space on the board with one of their Markers and records its yearly profits on the "Current Profits" space in the first year's column of their Report Sheet.

The Treasurer finishes by dealing three more cards faceup, and each of these cards is placed on its company space on the board. These three cards are the initial companies for "Public Offering," and they comprise the game's "Pool." All remaining cards are shuffled together and the stack is placed facedown near the Treasury.

## THE PLAY

DALLAS is played in a series of ten rounds, with each complete round of play representing one year. The player who plays first on each round is the player to the left of the Treasurer. Play then proceeds clockwise around to the Treasurer. After the Treasurer has taken his turn, the round ends.

Briefly, at their turn, a player is permitted to: 1) Buy a company from their hand, or 2) Place one in public bidding from the Pool, or 3) "Pass" by drawing and then discarding two cards.

### A Player's Three Options

#### 1. Buying a Company from Their Hand

To buy a company on Private Offering, the player takes the desired Company Card from their hand and places it on their Companies Space faceup. The player then pays for the company (see "Paying" below) and places one of their markers on the company's space on the board. The player totals the amount of new profits gained and records it on their Report Sheet in the "New Profits" space of the current year's column. The player then completes their turn by drawing a new Company Card to refill their hand.

#### 2. Bidding for a Company from the Pool

To bid on a company on Public Offering, the player points to one of the faceup cards on the board and indicates that they are putting it up for auction. All players turn their Report Sheets over and enters the name (or an initial) for the company as well as a secret bid for it. All bids must be at least equal to the company's value, however, a player who does not wish to bid may simply write "X" to indicate no bid. The offering player must make a bid. All bids are written in terms of millions of dollars (thus a bid of \$15 indicates 15 million dollars.) When all players have entered a bid, the bids are revealed, beginning with the player to the left of the offering player. The highest bidder must buy the company. In the event of a tie, each player involved in the tie must secretly record a new and higher bid until there is no longer a tie.

The buying player places the Company Card in their Companies Space, pays for the company, marks its space on the board and records new profits. The offering player (regardless of who purchased the company), must draw a new card into their hand and then discard one card of their choice faceup, onto its space on the board, to refill the Pool.



Play now passes to the left as usual. Note that with the bidding option, it is possible to accumulate more than one company per round.

### 3. Passing

A player who does not wish to buy a company or bid for one may simply Pass. The player announces the intention and then draws two new cards, making a total of five cards in their hand. The player now discards any two cards faceup on the proper board spaces, adding to the number of companies in the Pool. The player's turn ends and play passes to the left. (Note: It is not advantageous to Pass too frequently.)

### PAYING:

There are three ways that a player can pay for each company his corporation purchases: by paying cash, by using their unsold Blocks of Stock, and by borrowing money in the form of a Bond.

### 1. Bonds

A player may borrow half of the company's printed value (not necessarily the player's bid, if the company has been auctioned) by asking the Treasurer to give their corporation a Bond of that denomination. For example, a \$20 million company can only be partially paid for with a \$10 million bond, or a \$50 million company can only be partially paid for with a \$25 million bond, etc. Note that \$10 million companies cannot be paid for with bonds because no \$5 million bonds exist. Furthermore, a player cannot use a bond to pay for a company unless a Bond of exact denomination exists in the Treasury. (A player is permitted to ask the Treasurer if a Bond of a particular denomination exists in the Treasury prior to making a bid or purchasing a company from their hand.)

Bonds must be retained on the player's Bond Space for the duration of the game and are repaid at game's end according to their Repayment Price, which is greater than their initial value. Bonds reduce the profits a player's corporation gains from the company so financed (see "Profits".) However, skillful use of Bonds in acquiring companies is important to a player's chance of success.

### 2. Stock

A player can finance any amount of the purchase price of a company by selling one or more of their remaining corporate Stock Blocks at the price indicated on their Stock Price Index.

The player gives the desired number of Stock Block Certificates to the Treasurer who places them in the Treasury for the remainder of the game. The value of the Stock Blocks is then deducted from the amount still owed for the company. If more Stock is sold than is owed for the company, the Treasurer refunds the player the difference in cash.

### 3. Money

A player may pay for a company by using cash, that is, the Money their corporation has on hand at the time. Or, if the player sells Stock and/or borrows with a Bond, the difference owed must be paid in cash.

### EXAMPLE

A player buys Thurman Refinery from their hand. Their corporate Stock is priced at \$40 million. The player pays for the company by selling two Stock Blocks for a total of \$80 million and adds \$20 million in cash to equal Thurman Refinery's \$100 million value.

In a later year, the same player buys Wentworth Industries from the Pool for \$280 million. The player's corporate Stock Price is now \$100 million. The player pays for Wentworth Industries by borrowing a \$125 million Bond (half of Wentworth Industries' printed value), selling one Stock Block for \$100 million, and adding \$55 million of their own cash.

**Penalty:** Should a player "buy" a company and then discover that their corporation cannot pay for it in full, the player places its card on the board in its Company Space and draws a new card to refill their hand if necessary. The player receives no profits at the end of the current round of play, regardless of what the player's total profits for the round are. (The player still totals their profits and carries them forward as next year's current profits.) The player must pay for a company their corporation purchases if at all possible, even if they must sell more Stock than the player anticipated.

### PROFITS

When a player buys a company, their corporation receives the company's yearly profits, as indicated in its Company Space, unless the player used a Bond to pay for part of it. In that case, the player only receives half of its yearly profits. Regardless of whether the player used a Bond or not, he or she also receives all Bonus and Special Profits to which their corporation is entitled if they also own one or more adjacent companies. To compute these added profits the player simply adds all the Bonus Profits that lie between each vertically and horizontally adjacent company their corporation presently owns and the firm they just acquired. If the newly acquired company completes a square block of four companies, surrounding a Special Profit, that Special Profit is also added. (Note how profits, once recorded on a player's corporate Report Sheet, are accumulated year by year. There is no need to recalculate previously gained profits from past years. A player need only compute newly gained profits on the current year.)

## EXAMPLE

A player owns Midland-Odesa Trust and Colverton Ltd. The player now buys Thurman Refinery, paying for it with Stock and receives some cash as change. The player's new Profits are \$16 million (\$8 million for Thurman Refinery yearly profits, plus \$4 million Bonus Profit for owning Colverton Ltd.)

On a later turn, the player buys Wentworth Industries, using a Bond, and completes a square of four companies. The player's New Profits for the year total \$35 million (\$14 million for Wentworth Industries' yearly profits, cut in half; plus \$13 million in Bonus Profits; plus \$8 million in Special Profits for completing the square.)

## YEAR'S END

At the conclusion of each round of play, each player totals their Current and New Profits on their corporate Report Sheet. The treasurer then pays each player their total year's profits. If a player's profits increased sufficiently to warrant an increase in price, a player then adjusts their Stock Price Marker to reflect their new profits total.

## EXAMPLE

The Player purchases two companies during their present turn, increasing their total profits to 26 million dollars. Their corporate Stock Price rises from 40 to 60 as a result.

## WINNING THE GAME

The game ends at the conclusion of the tenth year. The Treasurer pays each player their final year's profits and collects all remaining Company Cards held in the hands of the players, returning them to the Treasury.

All players now turn their Report Sheets over and total their corporation's worth. They record the total of their Money, add the printed value of all of the companies they purchased, add the printed value of all unsold Blocks of Stock (price based on the final year's corporate profits), and subtract the Repayment Prices of all the Bonds they borrowed during the game.

The player with the wealthiest corporate empire wins the game (and the respect of the other players as the greatest corporate executive in DALLAS.)

## DALLAS PRESS EVENT CARDS

To add a greater sense of excitement - and competitiveness - to DALLAS, add the DALLAS PRESS EVENT deck and die into the play of the game.

To do so, have one player shuffle the Event deck and deal one card to each corporate player, including themselves, before the start of play. Place the remaining deck facedown near the board. (Players do not reveal the identity of their cards.)

A player may draw an additional card at the start of any turn where their Stock Price is at \$30 million or more.

A player can play ONE Event card at the start of, or during their turn, as indicated on the card. After use, place the card facedown at the bottom of the Event deck.

A player may play as many "defensive" cards as he or she can during opposing players' turns, to thwart attempts to cause their corporation harm. These cards are discarded in a similar manner after use.

Most Event cards require a change in Stock Price or Profits. When calculating such changes, please note that a player's Stock Price can never be forced off either extreme of its chart, and if a fraction results in the calculation of a profit, it should be rounded to the nearest million dollars in favor of the affected player's corporation.

## SPECIAL TWO-PLAYER RULES

Play is as usual except that at the end of each year, the Treasurer takes the top Company Card from the Draw Pile and places it faceup on the Companies Space of one of the unused corporate Player Areas. The treasurer then marks the company's space with one of the Markers of that unused corporation. Companies so marked are out of play.

## STRATEGY

Here are some basic strategy tips:

1. Don't grow too fast. Save as much Stock as possible for use late in the game when the value of the Stock will be higher.
2. Use Bonds early in the game, especially when buying a company that will yield several Bonus Profits. (Note that the Bonus Profits are not reduced when a Bond is used.)
3. Don't buy too many companies of low value because you are limited to acquiring a total of eleven companies during the game.
4. It is sometimes important to buy a company not because it will help you, but because it will hurt one or more of your opponents.
5. Remember that doing business with J.R. Ewing, Cliff Barnes, Jeremy Wendell and Marilee Stone is like trusting a pack of coyotes with a very young chicken.