

BIG GAME 1: TOWN OF TAMRACK

Lewicki, p. 579, distributed in class

You are part of a group unable to function if you are not present. In deference for your colleagues, make every effort to be present at this session.

PROCESS *(Meet during class time and perform the negotiations described below.)*

- ☑ To the extent possible, form large groups of 5 to 6 players. Within each large group, form teams of 3 to represent the Town of Tamarack and teams of 3 to represent the mining company (if you have only 5 in the group, then the mining company should have only 2 representatives). However you decide which role to take, do it expeditiously (it should take no longer than 10 minutes to organize).
- ☑ Before negotiations, take 10-15 minutes to read the materials carefully and prepare, recording your reasons for your choices (for example, establish your reservation price and list your reasons for it). Think of strategies (and keep notes for your reasons). Remember: the first 2 pages are shared by all ("Public Background Information"); role instructions are confidential, not to be disclosed lightly to the other side.
- ☑ Strategize: all City of Tamarack reps should get together on one side of the room, while mining company reps should get together on the other side of the room, to discuss the strategies for up to 30 minutes.
- ☑ Find a space that allows for negotiations without interference from the other groups.
- ☑ Begin negotiations. Throughout the process, pay attention to trust, character of the interactions (whether competitive or cooperative), the basis for decision making (the interplay of power, threats, bluff, problem solving, etc.). Keep notes with your observations of process, and of the participants' behavior.
- ☑ You can take breaks when needed (for example to revise the team's strategy).
- ☑ Record your perception of the opponents' strategy and reservation price, and changes in them as negotiations unfold. Record changes in your team's reservation price and strategy as more information becomes available.
- ☑ Record the settlement.
- ☑ Keep notes for all the points you will need to discuss in the presentation. You may or may not come to an agreement: either outcome is acceptable, as long as you will be able to analyze the reasons for it.
- ☑ Prepare a group presentation.

If you begin at 6:00 (adjust for starting time):

6:00 6:10	6:15 6:25	6:30 7:00	7:10 8:10	8:15 8:30
ORGANIZE	READ	STRATEGIZE	BEGIN PLAY	RECORD AGREEMENT
Form groups & teams Pick group recorder	Take notes Think	Discuss plans with others in same role	Negotiate a settlement	(if there is one) Discuss presentation (see below)

PRESENTATION CONTENT

CLASS PRESENTATION

- prepare to present your work to the class
- coordinate so all members of your group tell their stories and there is no overlap
- try to make it as interesting as possible to your colleagues
- use of class concepts to explain what happened in your group; select and present in an interesting way some unique feature of the case or some lesson learned.

■ **STAKEHOLDER ANALYSIS:**

- state your initial understanding of the problems;
- analyze your situation: interests, goals, reservation prices, alternatives, power, strategy
- analyze your opponents' situation in similar terms ("put yourself in your partners' shoes" – look at issues from their angle, rather than give an opinion on what that angle "should" have been).

■ **PROCESS ANALYSIS:**

- describe the negotiation in terms of moves and outcome;
- review your original plans: did you follow them? Did you meet your objectives? Why or why not?
- what tactics did you employ and how effective were they? how did you create/distribute value?

■ **REFLECTIVE ANALYSIS:**

- evaluate the outcome for each party
- how completely/easily did you identify with your role? (were there times when you acted more as yourself than as how you think the real parties would?)
- if in this position again, what would you do differently? Why?
- what did you notice that would have helped people in the other roles be more effective in dealing with your role?

■ **WHAT HAVE WE LEARNED:**

- what characteristics of this situation were different from those of other situations you are familiar with?
- what characteristics were unique to this situation and would be unlikely to be found elsewhere?
- what do you think you have learned that could be taken to other bargaining situations?