

BIG GAME 2: ELMWOOD HOSPITAL NEGOTIATIONS

Lewicki, p. 455-58, 612-622, distributed in class; due: 12/9/1999 (final paper)

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.)*

- Form a group of three roles. Write the roles on three pieces of paper (Hospital administration, Community coalition, and Mediator) and draw them out of a hat.
- 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).
- Within each group, decide who should play the several roles mentioned in the instructions. Then discuss how the group will handle internal differences and how the different roles will be played.
- Strategize: all Community/Hospital/Mediator reps should get together in different corners 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 particular attention to issues such as trust, character of the interactions (whether competitive or cooperative), the basis for decision making (the interplay of power, threats, bluff, problem solving, etc.). Also, pay attention to the intra-group dynamics. 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. Also record changes in your own reservation price and strategy as more information becomes available. Keep an eye on the intra-group interactions in the opponent team, and think about how they affect your team' decisions, trust, etc..
- Record the settlement.
- Keep good notes for all the points you will need to discuss in the paper. 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.
- Write the paper around your notes.



6:00	6:10	6:15	6:25	6:30	7:00	7:10	9:10	9:15	9:30
ORGANIZE		READ		STRATEGIZE		BEGIN PLAY		RECORD AGREEMENT	
Form groups & teams Pick group recorder		Take notes Think Pick intra-group roles		Discuss plans with others in same role (Hospital, Community, Mediator)		Negotiate a settlement Keep good notes		(if there is one) Write down key impressions	

CONTENT

- **INTRODUCTORY SECTION:** “road map” for the paper (tells the reader what to expect)
 - describe the paper layout, your role, and your main conclusions.
- **STAKEHOLDER ANALYSIS SECTION:**
 - state your initial understanding of the problems;
 - analyze your situation: interests, goals, reservation prices, alternatives, power, strategy;
 - analyze the opportunities and difficulties related to the different roles within your own group;
 - analyze your partners' situation in similar terms ("put yourself in your partners' shoes" -- attempt to see the problem from their angle, rather than give an opinion on what that angle "should" have been); if you are a mediator, do this for both parties; if you are a party, analyze the other and the mediator.
- **PROCESS ANALYSIS SECTION:**
 - describe the negotiation in terms of moves and outcome; how did you create/distribute value?
 - review your original plans: did you follow them? Did you meet your objectives? Why or why not?
 - what tactics did you employ within your own group and toward the other group? and how effective were they?
 - how was power used by the parties and the mediator?
 - did the mediator help or hinder? How? (If a party) What was the mediator's strategy? (If a mediator) What did the parties do to help or hinder the mediator's work?
- **REFLECTIVE ANALYSIS SECTION:**
 - evaluate the outcome for each party and for the mediator
 - how completely/easily did you identify with your role?
 - 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 are some strategies for dealing with your own group?
- **CONCLUSIONS SECTION:**
 - what do you think you have learned that could be taken to other bargaining situations? (Do not forget to include references to the mediator wherever appropriate.)

FORM

- Be concise and bring in information only when needed to support one of your arguments.
- Back your statements with your reasoning, carefully separate fact from opinion.
- Use conflict management concepts discussed in class wherever possible.
- Break your writing into sections and subsections (labeled to reflect the content relevant to your paper)
- Write no more than 8 typewritten pages.

CLASS PRESENTATION

- coordinate within your group so all members tell their stories and there is no overlap
- try to make it as interesting as possible to your colleagues

GRADING

- **form:** use of the proposed analytical structure, conciseness, clarity, attention to the difference between facts, beliefs and values and attribution to any sources used;
- **content:** logic and completeness of arguments, coverage of issues required, ability to derive some general insights from the specific case studied, contribution beyond insights offered in the case.
- **presentation:** use of class concepts to explain what happened in your group; clarity; ability to select and present in an interesting way some unique feature of the case or some lesson learned.

