

Description of Assignments

Case Study Analysis Assignment

One of the best ways to learn about how businesses work is to review actual business situations. To this end, almost every week, we will exam multiple business cases which will highlight specific real-world issues. Our goal will be to learn from these cases so we can help to avoid the pitfalls they present and/or repeat the success portrayed. The objectives of this assignment are as follows:

- To relate concepts that we study to real life situations
- To improve analytic and problem-solving skills
- To build effective listening, group communication and facilitation skills
- To develop a list of best practices that can be used when employed in real world organizations

Specifically, each of you will be assigned to a team with two other students. Throughout the quarter, you will be responsible for leading one case study. I will assign the case study and the facilitation date. When your team is not leading the case study, you will be expected to read the case studies being presented, do the pre-work assigned, and actively participate in the discussion.

The class before you lead your case study, you are to provide all of us with three or four questions about your case to get us thinking about and analyzing it. These questions should address the central theme(s)/issue(s) of the case.

When leading a case discussion, each of the members of your team will be expected to contribute equally to preparing and delivering your 30-minute discussion. Your case analysis is to do the following:

- Provide a brief case summary (3-5 minutes)
- Identify key issues and problems (10-15 minutes)
 - Be sure to cite the evidence leading you to identify your issue(s)
- Give key recommendations or best practices based on concepts covered in class (10-15 minutes)

Your grade will be based upon your ability to clearly and effectively analyze your case. Further, you should demonstrate effective facilitation and listening skills.

CONFIDENTIAL Group Member Self-Evaluation Your name: _____

Your case study name: _____

TOTAL GROUP PROCESS

1. What was the greatest strength to this group?

2. What was the greatest weakness to this group?

INDIVIDUAL GROUP MEMBERS

OVERALL: List three ways in which you had an IMPACT (positive/negative) on this group.

1-

2-

3-

Place your group members' names as well as your name in the spaces provided. Consider each criteria and make the best judgement you can based on your group experience. Give a score from **0 to 3** points for each criteria (3 represents "excellence"). Be sure to fill in some overall comments at the bottom.

Group Member's Names	Attendance	Participation	Cooperation	Quality	Completion	Total

Attendance: Came to meetings and notified other members when unable to attend.

Participation Level: Actively listened and contributed to discussions and showed commitment

Cooperation: Willingly worked together to accomplish group objectives.

Quality of Input: Brought resourceful, appropriate, and creative materials and ideas.

Completion of Tasks: Completed tasks on schedule, followed through and was reliable.

Performance Review and Action Plan

One of the most difficult and bungled communication events in organizations is the performance review. Most businesses have a formal or informal process for providing employees with feedback on their performance, creating corrective action plans, and setting goals for their future behavior. Often, performance reviews are required for or tied to incentives, such as raises, stock grants, and promotions.

The performance review is an excellent opportunity to help employees grow and improve, while simultaneously fostering a supportive relationship with peers and managers as well as creating more productive and satisfied employees.

For this assignment, you are to use what we have learned in class about whole messages and providing constructive feedback to author a performance review. Please refer to the sample provided. You are to type your performance review on the form that you download from our class web site.

You will be authoring a performance review and setting goals for your current or most recent manager/boss. For the portions of the form that are historical (e.g., position responsibilities, past performance, etc.), you are to be truthful and accurate. For the parts of the form dealing with the future (e.g., goals and measures), you may make these up; however, this information should be consistent and appropriate for the person you are reviewing.

<u>Employee Name:</u> LAST, FIRST MI	<u>Manager Name:</u> LAST, FIRST MI
<u>Job Title:</u> TITLE	<u>Department Name:</u> DEPARTMENT
<u>Review Date:</u> (mm/dd/yy)	
<u>Review Period:</u> From: (mm/dd/yy)	To: (mm/dd/yy)

This performance review is to document how effectively you have performed over the stated period of time. You and your manager should discuss, evaluate and summarize your performance based upon your job responsibilities, results, and performance competencies. You should also clarify expectations, set specific objectives, and create a plan to help you maintain or increase your effectiveness.

JOB RESPONSIBILITIES: (Summarize job responsibilities and performance measures.)

RESULTS: (List specific objectives and results achieved during the review period.)

PERFORMANCE COMPETENCIES: (For each performance competency, describe strengths and areas for development.)

Leadership: Demonstrates ability to lead by example and to influence others.

Planning and Process Orientation: Develops and implements plans and processes.

Teamwork: Works well with others. Develops productive relationships across functions and departments, as well as with external stakeholders.

Results Orientation: Produces accurate, thorough and timely results.

Customer Relationships: Delivers on customer commitments. Builds relationships with internal and external customers.

Other: (Describe any other relevant competencies.)

PERFORMANCE SUMMARY: (Summarize the employee's overall performance considering job responsibilities, results, and performance competencies.)

PERFORMANCE RESULTS: (Indicate below a performance rating based on the employee's sustained performance relative to others doing similar work.)

Needs Development –
Usually meets expectations.

Accomplished –
Consistently meets and may
often exceed expectations.

Exceptional – Consistently
far exceeds expectations.

GOALS AND OBJECTIVES FOR THE NEXT REVIEW PERIOD: (Define goals and objectives for the coming year that will provide the basis for the next performance.)

Objective	Performance Measure	Date/Qtr to Complete

DEVELOPMENT GOALS FOR THE NEXT REVIEW PERIOD: (Describe those areas in which the employee can be more effective and/or continue to develop.)

The employee and I have prepared and discussed this performance review. I believe it fairly reflects this employee's work performance for the review period.

Manager's Signature _____ **Date** _____

My signature indicates that my Manager and I discussed this performance summary.

Employee's Signature _____ **Date** _____

I acknowledge the performance summary and employee comments (if any) as documented.

Next Level Manager's Signature _____ **Date** _____

Employee Name:

L., Maureen

Manager Name:

Abrahams, Matthew

Job Title:

Education Logistics Manager

Department Name:

Education

Review Date:

September _21 2000

Review Period:

From: (10/01/1999)

To: (09/30/00)

This performance review is to document how effectively you have performed over the stated period of time. You and your manager should discuss, evaluate and summarize your performance based upon your job responsibilities, results, and performance competencies. You should also clarify expectations, set specific objectives, and create a plan to help you maintain or increase your effectiveness.

JOB RESPONSIBILITIES: (Summarize job responsibilities and performance measures.)

Position Objective: Establish, monitor, and improve the processes involved in registering, billing, and running XYZ Education classes.

Scope: Global

Responsibilities:

- Hire, ramp and manage Logistics personnel
- Manage the daily volume of class registrations
- Maintain up-to-date course offering information on the Education web site
- Work with accounting to ensure all revenue and billing is timely and accurate
- Ensure that all classrooms are set up for teaches
- Coordinate manual reproduction and ordering
- Deploy Learning Management System for registration
- Manage training rooms systems set up and refreshing
- Assist in coordinating New Training Room build outs

I acknowledge that many of these tasks were not part of your original job description when you hired on. I appreciate your flexibility in accepting new responsibilities as the growth and changes of XYZ dictated.

RESULTS: (List specific objectives and results achieved during the review period.)

- ✓ Hired and Trained 4 Logistics personnel and facilitated the transfer of two additional people from other teams within XYZ.
- ✓ Developed Operations, Billing and Registration policies and
- ✓ Unified all registration processes among XYZ, Trading Dynamics, and TRADEX
- ✓ Managed Web Content for XYZ Education Web Site
- ✓ Managed Global Schedule and all Resources including rooms and Instructors
- ✓ Ramped up our Logistics operations outside the US
- ✓ Negotiated with XYZ Education Providers for facilities and instructors
- ✓ Served as Process Architect and Project Manager for the Docent LMS deployment
- ✓ Established print vendor relationship and manual ordering process
- ✓ Worked closely with Marketing to organize XYZ Education deliveries at the Miami AdCo

Each of the results documented above has played a critical part of XYZ Education's ability to grow. The people and processes for which you are responsible have enabled us to become global, scalable, consistent and repeatable.

PERFORMANCE COMPETENCIES: (For each performance competency, describe strengths and areas for development.)

Leadership: Demonstrates ability to lead by example and to influence others.

You are a very skilled and compassionate leader who makes effective decisions. You are highly sensitive to the needs and aspirations of the people you lead. You instill great confidence and have acquired many admirers because of your leading by example. Your ability to influence decisions and action is admirable.

Here are some things that your direct reports wrote:

“Always provides leadership when presented with obstacles.”

“She makes an effort to provide guidance for those she leads.”

“She makes decisions quickly and with thought.”

Areas for improvement:

- Confidence! You are a phenomenal, compassionate person and an excellent leader. You need to know that from deep down inside. Insecurity can breed lack of confidence.
-
- Do not ease up on whiners

“Sometimes (she) does give in if one of us whines enough.”

- Do not be afraid to push back or assert you ideas.

Planning and Process Orientation: Develops and implements plans and processes.

You have been a lifesaver in terms of creating and implementing well-thought out plans and processes. Your role by its very nature is heavily process oriented. When you first took over, we did not have many, if any, processes. Today, we have several global and effective ones.

I appreciate your ability to always be willing to amend or alter the processes as demands change. This has been made very clear in your efforts to drive Accounting and Docent.

Areas for improvement:

- Better communication of the process to an audience outside the Logistics and Education teams

Teamwork: Works well with others. Develops productive relationships across functions and departments, as well as with external stakeholders.

Absolutely! Your team, your management peers, and people external to Education all comment to me that you are an amazing team player. Not only do you assume responsibility when working with others, but you also seek feedback.

Areas for improvement:

- Again, confidence is key. When working with others, you score extremely high marks for niceness, ability, follow through, but I feel the confidence that you portray could be stronger.

Results Orientation: Produces accurate, thorough and timely results.

For things over which you have full control (unlike Docent), you deliver very reliably and predictably. The deliverables that I request of you are always presented on time and done thoroughly.

Comments from your team:

“Maureen is great on follow up either through voicemail or email.”

“She is never one who gives up.”

“With all of the information she receives on a daily basis, she produces very accurate, thorough and timely results.”

Areas for improvement:

- Although I think this is improving, I think you need to delegate tasks more completely. I get the sense that you are still involved too much in all of the results that your team produces. This will not be scalable as we grow.

Customer Relationships: Delivers on customer commitments. Builds relationships with internal and external customers.

No issue here at all. Your skillfulness and talent with all of the constituencies that you service is unparalleled at XYZ.

Other: (Describe any other relevant competencies.)

Employee Relationships: Delivers on commitments to his or her employees. Provides timely feedback, guidance, support and direction. Is available and accessible.

Your employees really like and respect you.

Some comments:

“She definitely prioritizes her team.”

“(She) does a good job of following up on her commitments to me.”

Areas for improvement:

- A few of your team noted that at times you direct them to do things and you speak too quickly for them to understand everything. Perhaps, asking them to review what you want them to do could help.
- Also, some folks commented that they don’t always understand the bigger picture into which the task you asked them to perform fits. Although it is time consuming, please try to “paint the whole picture” for them.

PERFORMANCE SUMMARY: (Summarize the employee's overall performance considering job responsibilities, results, and performance competencies.)

Maureen, you are a pleasure to work with. I truly appreciate your commitment, talents, and dedication not only to your team but to what is right for the customer/partner. I know that your role is filled with ambiguity, change, and over bearing demands, but you handle this with grace and skill. I look forward to working with you as you embark on your new role.

In terms of areas for improvements, I think they boil down to confidence and clarity. Confidence in yourself to know that you are competent and good at what you do. And, clarity in what and how you communicate to some of your people. Finally, I have two personal requests: (1) Please stop worrying if I am displeased with your performance. I will let you know...trust me. (2) I need for you not to work so much. It is not healthy nor balanced, and I fear burn out for you. We will need to work together to find a middle ground where we can balance your drive for service and perfection with the realities of the ever-changing XYZ experience.

PERFORMANCE RESULTS: (Indicate below a performance rating based on the employee’s sustained performance relative to others doing similar work.)

- Needs Development** – Usually meets expectations. **Accomplished** – Consistently meets and may often exceed expectations. **Exceptional** – Consistently far exceeds expectations.

GOALS AND OBJECTIVES FOR THE NEXT REVIEW PERIOD: (Define goals and objectives for the coming year that will provide the basis for the next performance.)

Objective	Performance Measure	Date/Qtr to Complete
Drive the Development Plans for Instructors	50% of instructors have development plans by end of Q1	
Focus on Furthering Technical Skills and CrossTraining on Product Lines	At least one technical training class offered by end of Q2	

Sundar

Sundar is a very talented engineer. He is able to quickly and accurately solve problems that others struggle with. He gets along nicely with his peers and people like him. However, Sundar is a big guy. He stands six feet eight inches tall and weighs 225 pounds. He also speaks in an assertive, confident tone.

Sundar's physical presence, strong communication style and reputation for being right intimidates his fellow employees. In many meetings, Sundar's peers will not share their ideas for fear of being corrected or challenged (in a friendly way). Others simply do not work hard when Sundar is on their team because they know he will end up doing it his way and he will do it better than they could have. Remember, no one dislikes Sundar, and the company very much wants him as an employee.

As Sundar's manager, you are to come up with the following:

- (1) Come up with three adjectives (descriptive words) that describe the behavior that needs to be changed.
- (2) Write one sentence that defines the desired behavior that you would prefer to see.
- (3) Author a whole message that accurately summarizes the problem and provides clear, actionable steps he can take to address the issue. Do NOT simply restate the information provided above.
- (4) Create an action plan with measurements to ensure that he knows if he is succeeding in achieving your goals for him

Veronica

Veronica has been at the company for three years. She is in sales. She is very knowledgeable about the company's products and is great with customers. Several of her clients have gone out of their way to contact management to let them know how caring she is. For the past two years, she has been the top grossing sales person for the company bringing in twice as much revenue as the next top sales person.

Within the company, Veronica is known as a loose canon. She will make commitments to customers without speaking with those at the company who need to fulfill the commitments. She does not like to work on teams because she likes to keep all of her commissions to herself. She is defiant toward her management when she thinks she or her customers are getting a bad deal. Remember, Veronica is necessary at the company. Without the revenue she brings in, the company would be in a bad way.

As Veronica's new manager, you are to come up with the following:

- (1) Come up with three adjectives (descriptive words) that describe the behavior that needs to be changed.
- (2) Write one sentence that defines the desired behavior that you would prefer to see.
- (3) Author a whole message that accurately summarizes the problem and provides clear, actionable steps she can take to address the issue. Do NOT simply restate the information provided above.
- (4) Create an action plan with measurements to ensure that she knows if she is succeeding in achieving your goals for him

Hong

Hong writes technical documentation for your company. He is one of the first employees of the firm and knows everyone very well. He is a fast, accurately author whose publications are very helpful and have even won industry awards. Hong is always willing to lend a hand, and because he is so technical, he has actually caught some critical and potentially embarrassing mistakes in the product.

Hong likes to use humor and charm to make people comfortable. He has found this helpful when asking others for assistance or when providing feedback to others. However, many people feel uncomfortable with Hong's jokes. They are not blatantly offensive; they are simply not appropriate for the work environment. Further, Hong shares gossip and insider information from the early days of the company. This information also makes people uncomfortable. Remember, Hong is a valued employee and very helpful.

As Hong's manager, you are to come up with the following:

- (1) Come up with three adjectives (descriptive words) that describe the behavior that needs to be changed.
- (2) Write one sentence that defines the desired behavior that you would prefer to see.
- (3) Author a whole message that accurately summarizes the problem and provides clear, actionable steps he can take to address the issue. Do NOT simply restate the information provided above.
- (4) Create an action plan with measurements to ensure that he knows if he is succeeding in achieving your goals for him

Interview Assignment

For this assignment, we will be simulating a “real-world” interview. You will be partnered with another student in class and each of you will be interviewed by a guest interviewer. While you are being interviewed, your partner is to observe quietly while filling out a copy of the Interview Review Form shown below. You will then switch roles.

The guest interviewer will pretend to be a hiring manager for the company to which you are applying. The interviewer will have a copy of your resume. He or she is in charge of the interview, so please be respectful and courteous. The interviewers have been instructed to ask you questions that not only relate to the job to which you are applying, but also to ask questions regarding your abilities and future plans. Treat this as a real interview.

When you are not observing or being interviewed, you are to sit quietly and prepare or do other homework. Your conduct is also being evaluated before and after your interview.

You are to dress in professional, business attire. Gentlemen: Suits or slacks with a button down shirt would be appropriate. Ladies: Suits or nice slacks/skirts. Please dress for success!

Experts advise that successful interview candidates are:

Prepared – homework has been done on the company and the position

Honest – answer all questions truthfully and completely

Engaging – pay attention to the questions asked and provide interesting information

You are to come to class on the day of your interview with a typed, formal, proof-read resume that follows a standard resume format (sample resumes can be found online at: <http://www.bestsampleresume.com/>). The information contained in your resume should be accurate, impactful and specific to the job to which you are applying.

Remember your resume is a tool with one specific purpose: to win an interview. A resume is an advertisement: That is, a resume says “**if you buy this product, you will get these specific, direct benefits.**” A resume uses direct, action verbs and adjectives in active voice. It is also pleasing to the eye and concise (read: one page).

Interview Review Form

Interviewee name:

	Very Strong		Acceptable		Needs Work
Professional • Dress • Attitude Comment:	5	4	3	2	1
Answers • Insightful • Answered questions posed Comment:	5	4	3	2	1
Engaging • Engaging/interesting Comment:	5	4	3	2	1
Communication • Well-spoken • Good eye contact • Organized answers Comment:	5	4	3	2	1

SAMPLE INTERVIEW QUESTIONS

WARM-UP QUESTIONS

1. Briefly, would you summarize your work history and education for me?
2. What are you looking for in a job?

HISTORY

3. What special aspects of your experience have prepared you for this job?
4. Can you describe for me one or two of your most important accomplishments?
5. How much supervision do you require to be successful?
6. Describe for me one or two of the biggest disappointments in your history?
7. What is important to you in a company? What things do you look for in an organization?

JOB PERFORMANCE

8. Everyone has strengths and weaknesses. What are your strong points for this job?
9. What would you say are areas needing improvement?
10. How did your supervisor on your most recent job evaluate your job performance? What were some of the good points & bad points of that rating?
11. When you have been told, or discovered for yourself, a problem in your performance, what have you typically done? Can you give me an example?
12. Do you prefer working alone or in groups?
13. What kind of people do you find it most difficult to work with? Why?
14. Can you give me an example of your ability to manage or supervise others?
15. What are some things you would like to avoid in a job? Why?
16. In your life, what kind of pressures do you encounter?
17. What would you say is the most important thing you are looking for in a job?

EDUCATION

18. What special aspects of your education or training have prepared you for this job?
19. What courses in school have been of most help in doing your job?

CAREER- GOALS

20. What is your long-term employment or career objective?
21. What kind of job do you see yourself holding five years from now?
22. What do you feel you need to develop in terms of skill & knowledge in order to be ready for that opportunity?
23. How does this job fit in with your overall career goals?
24. Who or what in your life would you say influenced you most with your career objectives?
25. Can you pinpoint any specific things in your past experience that affected your present career objectives?
26. What would you most like to accomplish if you had this job?
27. What might make you leave this job?

SELF-ASSESSMENT

28. What kind of things do you feel most confident in doing?
29. Can you describe for me a difficult obstacle you have had to overcome? How did you handle it? How do you feel this experience affected your personality or ability?
30. How would you describe yourself as a person?
31. What do you think are the most important characteristics & abilities a person must possess to become successful? How do you rate yourself in these areas?
32. Do you consider yourself a self-starter? If so, explain why (and give examples)
33. What do you consider to be your greatest achievements to date? Why?
34. What things give you the greatest satisfaction?
35. What things frustrate you the most? How do you usually cope with them?

CREATIVITY

36. In your work experience, what have you done that you consider truly creative?
37. Can you think of a problem you have encountered when the old solutions didn't work and when you came up with new solutions?
38. Of your creative accomplishments big or small, at work or home, what gave you the most satisfaction?
39. What kind of problems have people recently called on you to solve? Tell me what you have devised.

DECISIVENESS

40. Do you consider yourself to be thoughtful, analytical or do you usually make up your mind fast? Give an example.
41. What was your most difficult decision in the last six months? What made it difficult?
42. The last time you did not know what decision to make, what did you do?
43. How do you go about making an important decision affecting your career?
44. What was the last major problem that you were confronted with? What action did you take on it?

RANGE OF INTERESTS

45. What organizations do you belong to?
46. Tell me specifically what you do in the civic activities in which you participate.

WORK STANDARDS

47. What are your standards of success?
48. How would you define doing a good job? On what basis was your definition determined?

LEADERSHIP

49. To what type of leadership do you best respond?
50. How do you get people who do not want to work together to establish a common approach to a problem?
51. How would you describe your basic leadership style? Give specific examples of how you practice this?
52. Do you feel you work more effectively on a one to one basis or in a group situation?

ORAL PRESENTATION SKILLS

53. Have you ever done any public or group speaking? Recently? Why? How did it go?
54. Have you made any individual presentations recently? How did you prepare?

WRITTEN COMMUNICATION SKILLS

55. Would you rather write a report or give a verbal report? Why?
56. What kind of writing have you done? For a group? For an individual?
57. What is the extent of your participation in major reports that have to be written?

STABILITY & MATURITY

58. Describe your most significant success & failure in the last two years.
59. What do you like to do best?
60. What do you like to do least?
61. What in your last review did your supervisor suggest needed improvement?
62. What have you done about it?

Meeting Planning Assignment

For this assignment, you are to prepare to run a meeting for Satellite Systems from Case Study #2 in your *Communications in Organizations* book. You are to pretend that you are Bill Curtis. You will be running a company-wide meeting the day following the events described in the case study. Your deliverable is a typed agenda with ground rules on it along with a completed Facilitation Pre-work Worksheet. You get to determine the topics covered in the meeting, but you should have no more than three to five topics that make sense given the case study. Feel free to make up names for other people who might lead one of the topics.

Your grade will be based on your ability to structure and organize a well-thought out meeting that follows the format in the example provided. Further, you must thoroughly and thoughtfully complete the Facilitation Pre-work Worksheet in a manner that is consistent with the case study.

Facilitation Pre-work Worksheet

Audience analysis	
• who is attending and why?	
• co-located or mediated?	
• power/status issues?	
• historical concerns?	
Meeting's purpose	
• social, advisory, and/or decision making?	
• what are the desired or expected outcomes?	
Meeting's position in a larger process or organization	
• relevance to other aspects of work being done?	
• to whom and what needs to be communicated after the meeting?	
Event design	
• location?	
• timing?	
• amenities?	
Decision making	
• decision time frame?	
• Consensus vs. majority vote	

Agenda Setting Worksheet

Create an agenda by filling in all of the information below.

Meeting title	
Meeting date	

Meeting location (office and room number)	
Meeting time (include AM/PM & time zone)	
Conference call # and/or URL info	
Objective	
Item 1 – topic, presenter, time limit	
Item 1 – topic, presenter, time limit	
Item 1 – topic, presenter, time limit	

Ground Rules Worksheet

List at least three appropriate ground rules for the following categories.

Behavioral ground rules	<ul style="list-style-type: none">•••
Procedural ground rules	<ul style="list-style-type: none">•••
Content ground rules	<ul style="list-style-type: none">•••

How will you document and post these rules?

How will the group enforce and support these rules?

Graduation Committee Meetings
November 28th, 2006

De Anza College, Room L 49 10:30 AM to 12:10 PM PST

Objective: Should public service be a requirement for college graduation?

I. Review ground rules

Hunter

II. Advantages

Chris 4-5 minutes

- Q1. Wouldn't it be a nice experience for the students?
- Q2. Don't you think it will benefit the students?
- Q3. Public service is said to be very fulfilling, do you feel the same way?

III. Consequences

Nick 4-5 minutes

- Q1. Does public service make too much work for students?
- Q2. Are there any negative aspects of public service?
- Q3. Is this a practical requirement for full-time working students?

IV. Decision

Hunter 2-3 minutes

- Q1. What can be agreed upon for this topic?
- Q2. What are some possible outcomes as a result of our decision?
- Q3. Will this decision be in the best interest of student education?

Ground rules for this meeting:

- This meeting will last for 12 to 15 minutes and no longer.
- All who are present in this meeting will be listened to and all will have a chance to express themselves.
- Speak one at a time; try to refrain from interrupting one another.
- Conflict and dissent are welcome under the condition of respect and courtesy.

Team Building Assignment

To demonstrate your understanding of climate and conflict in organizations, your assignment will be to create a team building activity that an organization could put its employees through. The goal is to foster camaraderie and get employees comfortable working with and relying on each other. You can create any kind of team building activity that you want, but it must be feasible and cost-effective (e.g., you can not send everyone to Hawaii).

Your deliverable is a typed document (it need not be long) that has information under the following headings:

- Goal of the activity and why it should establish a positive climate
- Summary of the activity
- Requirements and needed items for this activity (e.g., location, materials, etc.)
- Class concepts that this activity hopes to foster

Win-Win Negotiation

Working in pairs, pick one of the cases below, and work through the first three steps in the negotiating process. Be prepared to share and analyze your solution with the class.

Negotiation Case #1:

Instructor (Person A): You are the instructor for a basic communication class in which all instructors have agreed to follow a master syllabus and timetable. You have an exam scheduled for Chapter 5, and, although students have indicated they don't feel they have mastered the material, you believe if they read and study, they will understand it. You will break your promise to the other instructors if your class falls behind.

Student (Person B): You have questions on Chapter 5 that haven't been answered in class. Although you've asked, you haven't fully understood the answers. You and at least half of the class would like the instructor to spend more time explaining the concepts and postpone the exam for one class period.

Negotiation Case #2

Husband (Person A): You think it's important to talk about your financial situation (which is a little shaky at the moment) with your wife. You often bring up the topic of money, but it seems you don't make any headway with figuring out how to improve your financial situation.

Wife (Person B): You don't like to think about finances, let alone talk about them. To you, it's really stressful. You have enough stress in your life right now without having to talk about finances. Yet your husband keeps bringing up the topic of money. You feel really frustrated, and you just want to ignore the entire topic.

Negotiation Case #3

Office Manager for a Construction Company (Person A): You have recently been diagnosed with cancer, so you have had to take off a number of sick days in the past month. Now you are facing a new series of treatments, and you have just been told you must take next Monday, Tuesday, and Wednesday off. This is an urgent treatment that must not be delayed. Meanwhile, you are still trying to complete a major project that you began before the cancer diagnosis. It's for an important client, and it's due by Monday. Adding to the confusion, your company has just purchased a new building, and all employees have been instructed that they must move themselves into their new offices by Wednesday.

Owner of the Construction Company (Person B): You depend on your office manager to keep your office running smoothly. She has always been capable and reliable, but suddenly she is calling in sick a lot and is working much more slowly than normal. You have agreed with your landlord that your current office will be completely cleared out by Thursday morning to avoid paying next month's rent. Yet it appears that your office manager hasn't even started to box up her items to move them. And, strangely, although her work is typically prompt and thorough, this morning when you asked whether her project for one of your top clients would be ready by Monday morning as she had promised, she broke into tears. Other than yourself, she is the only person in your firm who has been trained to do a project like this.

Win-Win Negotiation Worksheet

1. Identify the needs of each party:

Include both task needs (money, deadlines, etc.) and relational needs (respect, integrity, etc.). As you list each person's needs, focus on the end goal, not the specific means of establishing that goal.

Person A:

-Relational needs

-Task needs

Person B:

-Relational needs

-Task needs

2. Brainstorm a list of possible solutions. Before completing this step, look ahead in your text, and read the advice about brainstorming found in Chapter 8. Following those guidelines will help you think outside the box!

A.

B.

C.

D.

E.

3. Evaluate the alternate solutions, and select the solution (or combination of solutions) that you think would work best for all parties. Explain your choice. Check your mind set. You must cultivate a "problem-centered" attitude, not a "person-centered" attitude. Your overarching goal should be to find a solution that benefits all parties concerned (recall Utilitarian ethics from Chapter 1, which seeks the greatest good for the greatest number). If you're trying to get the "better deal" for yourself, your chances of reaching a win-win solution are low.

Project Proposal Assignment

Using your best persuasion ability, you are to type a grammatically correct project proposal that follows the template provided. You will see the cover page and table of contents in the pages that follow. For a complete sample plan, download one from the class website.

You are to come up with a complete proposal to alleviate (that is, fix) De Anza's parking problem. Your proposal must be feasible, but also creative. For budget numbers and timelines, create reasonable estimates. When you need De Anza personnel names and positions, please try to find them on the De Anza website.

Your grade will be based on the thoroughness of your provided solution and the accuracy of your proposal. Your degree of persuasiveness will also count.

<Project Name>
CONFIDENTIAL

PROJECT NAME:

Project Manager:

Executive Sponsor:

Line Manager

Involved Organizations:

Author:

Project Start Date:

Date Last Updated - Revision Number:

Please read this proposal carefully. After doing so, express your approval by signing and returning it to the project manager. Direct any questions or concerns about this proposal to the project manager. At the appropriate management levels, approval of this proposal is a commitment to provide the resources required (including funding), at the levels indicated, to see the project through to completion.

Required Signatures:

Signature

Date

_____	_____
_____	_____
_____	_____

Copies to:

_____	_____	_____
_____	_____	_____
_____	_____	_____

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