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The following case is based on an actual event that demonstrates a nonpositional negotiating style. The case provides students with the opportunity to consider the types of conflict that occur within a project and how various negotiation techniques can be used to address these conflicts.

Case

Negotiation in Action—The Quad Sensor Project S. J. Mantel, Jr. Consulting Project

Dave Dogers, an experienced PM, was assigned the project of designing and setting up a production system for an industrial instrument. The instrument would undoubtedly be quite delicate, so the design and fabrication methods for the shipping container were included in the project. Production of containers capable of meeting the specifications in this case were outside the experience of the firm, but one engineer in the container group had worked with this type of package in a previous job. This engineer,

Jeff Gamm, was widely recognized as the top design engineer in the container group.

During the initial meetings on the project, which was organized as a weak matrix, Dogers asked Tab Baturi, manager of the Container Group, to assign Gamm to the project because of his unique background. Baturi said he thought they could work it out and estimated that the design, fabrication of prototypes, and testing would require about 4 weeks. The package design could not start until several shape parameters of the instrument had been set and allowable shock loadings for the internal mechanisms had been determined.

The R&D group it would require complete specifications actual design, to meet periodic track of the production container view would require a

Seven months Dogers, the senior casually remarked to do the package

"He is, what?" "Well," said

the design team the start of the saying that he informed. I don't to be pretty tired

Dogers who had given him asked, "How a

"I'm up had half a dozen (V.P. Marketing) ones. I'm behind the new container package problem and to put McCut seems bright.

"I see," said be a bit much Maybe I can g

"Be my g The nex

the problem. we're supposed set and tested order, we even material, and didn't wait for everything."

Baturi c priorities and designers and cluded: "Dave Sensor job, b ductive perso

The following effective (ha techniques c