

# Galbraith & Co.

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# Galbraith & Company

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- 6-party coalition game
- 4 issues
- Each party cares primarily about one issue

# The Characters

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- Adams: CEO
- Baldwin: Young super-star, rival to Adams
- Chambers: Adams protégé
- Downs: Senior partner, headed for retirement
- Eagly: Generalist, mentor

# The Issues

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- Purchasing MQ
- Downs's rule exception
- Informatics account
- Eagly's seven consultants

# Galbraith: Interests

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<u>Issues:</u>	<u>Adams</u>	<u>Baldwin</u>	<u>Chambers</u>	<u>Downs</u>	<u>Eagly</u>
Purchase MQ	YES	YES (but bluff)	EITHER (for 7 people)	YES (n, for rule exception)	NO
Rule exception (for Downs)	NO	EITHER	EITHER	YES	EITHER
Eagly's 7 consultants			Chambers		Chambers (to block MQ)
Informatics account	Chambers, Baldwin (to get MQ)	<u>Baldwin</u>	Chambers		

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- 10 minute initial discussion
  - No motions or votes
- 30 minute break
- 20 minute meeting of the executive committee
  - Majority rules
  - Secret ballot
  - Every motion that is made must be voted on
  - Adams, as chair, determines the order of voting on motions
  - No caucusing

# The Debrief

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1. In groups that purchased MQ:
  - Ask Adams how it happened
1. In groups that did not purchase MQ:
  - Ask Eagly how it happened
2. Discuss the constellation of preferences
3. Given these preferences, what coalitions appear viable?
4. If Adams anticipates Eagly's coalition, what can he do?
5. If Eagly anticipates Adams's move, what can he do?

# Coalitions in Galbraith

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- If coalitions did not form then the likely vote will be 3 or 4 for purchase of MQ and Eagly against, with Downs' s exception being voted down, and with Baldwin getting the Informatics account
- If coalitions maximally effective then there should be three votes **against** the MQ purchase, Downs gets the rule exception, and Chambers gets a promise of 7 of Eagly' s people



# The Debrief

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7. Discuss the conditions under which coalitions form and are powerful
8. How can coalition formation be discouraged?
9. How can coalitions be strengthened?
10. Discuss the relationship between coalition formation and outcomes in class
11. The point of the exercise: understanding the complex constellation of interests in multi-party bargaining

# Take aways

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- Group decision making is often a form of negotiation through coalition-building
- Pre-meeting negotiations can be important
- Attend to personal relationships and agendas in intra-organizational negotiations