

# Developments in Business Simulation & Experiential Learning, Volume 11, 1984

## NETWORKING

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### ABSTRACT

This paper describes a classroom activity on "Networking." The exercise demonstrates the importance of developing a network of contacts to achieve (business) success. Practice is provided in the development of the social skills for establishing and maintaining a network of contacts. Although the activity was developed and tested with senior undergraduates in a small business course, it can be readily adapted for other groups.

### INTRODUCTION

This exercise is designed to improve the participants' interpersonal interactional skills and to increase their awareness of the functional value of networking. The specific focus is in seeking out and meeting new people who might become useful business contacts. It has been used with senior undergraduate students in a small business course. The exercise addresses a critical need generally not dealt with in business schools, i.e., the development of social skills for application within a business setting.

The task requires the participants to make the most effective use of their "spare time" during a business conference which they are supposedly attending. Specifically, they are to meet with and make a positive impression upon at least 5 people who may be helpful to them in their business activities. This occurs during two 20-minute "coffee breaks" at the conference which they are supposedly attending.

### INSTRUCTIONS TO PARTICIPANTS

#### The Situation

You have decided to attend a one-day conference of your city's (Gothem) Business Association. Although you have some interest in the various conference sessions, your main objective is to meet people who may be helpful to you in your business dealings. There will be two "coffee breaks" of 20 minutes each during the conference. At those times, you will have the opportunity to meet people. Unfortunately, as you have a critical luncheon appointment elsewhere today, you will not be able to attend the conference luncheon so you will have to achieve your objective of making useful new business contacts during the "coffee breaks." The "Conference Agenda" is in Exhibit 1.

A description of your position (e.g., a Business Owner) and an explanation of your concerns are attached.\*\* You

\*The authors wish to acknowledge some of the earlier work done by their students David Nathaniel, Louis Hoppenheim and Alex Rousseau.

\*\*All of the positions (or roles) are shown in Appendix I. Each participant is given one of these role descriptions.

will be given 5 minutes' time in which to review this description, decide who you want to meet, and what you are going to do. A list of the conference participants is also attached. A list of who will be "Attending Today's Meeting" is in Exhibit 2.

### EXHIBIT 1

#### THE GOTHEM BUSINESS ASSOCIATION CONFERENCE

##### Meeting Agenda

9:00 -	10: 20	Conference Session 1 Coffee
10:20 -	10:40	Break
10:40 -	12:00	Conference Session 2 Lunch
12:00 -	2:00	
2:00 -	3:20	Conference Session 3 Coffee
3:20 -	3:40	Break
3:40 -	5:00	Conference Session 4

### EXHIBIT 2

#### ATTENDING TODAY'S MEETING

1. Clothing Designer and Manufacturer
2. Tailor Shop Owner
3. Professional Photographer
4. Video Production and Rental Company Owner
5. Computer Hardware Manufacturer
6. Computer Software Manufacturer
7. Computer Retail Store Owner
8. Interior Decorator
9. Furniture Designer and Manufacturer
10. Florist Shop Owner
11. Catering Services Co-owner
12. Furniture Store Owner
13. Restaurant Owner
14. Courier Service Company Owner
15. Car and Truck Rental Company Owner
16. Bar Owner and Manager
17. Hardware Store Owner
18. Record Store Owner
19. Advertising Specialist
20. Marketing Research Specialist
21. Shoe Manufacturer
22. Accountant
23. Part-time Employment Agency Owner
24. Sport Shop Owner
25. Hairdressing Chain Owner
26. Modelling Agency
27. Printing Shop Owner
28. Mail Order Company Owner (Novelty Items)
29. Cable TV Station Owner and Operator
30. Automotive Repair Shop Owner
31. Food Supplies Company
32. Electronic Retail Store Owner
33. Lawyer
34. Sports Program Director - Gothem College

It is important to remember that you are not the only person attending this conference who wants to meet others. During the two scheduled "coffee breaks," a number of people may approach you. Give them as much attention

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as you would expect to get from someone you wanted to meet. For the purpose of this exercise, you are to proceed from the assumption that you do not know anyone at this conference. That is, although you may actually know a number of the participants, assume that you are meeting them for the first time. You should therefore display your namecard clearly on your clothing.

Your Task

There are at least 5 people attending this conference who might be helpful to you in your business activities. You want to meet them, exchange business cards with them and, in general, make a favorable impression upon them. You will have 5 minutes to determine who you want to meet and what you want to discuss.

You have only 10 business cards with you, so it is important not to hand out your cards in an indiscriminate manner.

At the end of the first 20-minute coffee break, there will be a 10-minute “recording” and “planning” period. During this time, you are to make a record of whom you have met; your impression of him/her; what the person said or did to create that impression; and what you have learned. This should be recorded on your Impressions Chart (see Exhibit 3). If you meet more people than you have space to record, draw up an additional Impressions Chart. You may also want to use this time period in order to plan for other people you want to meet during the second “coffee break.”

At the end of the second 20-minute “coffee break,” you will have another 10 minutes’ time during which to record information regarding those you met during the second “coffee break.”

The entire group will then discuss what occurred and what should have been learned from the exercise. You will also have the opportunity to find out what impression you made on others, and why.

INSTRUCTOR’S NOTES

Objectives

On completing this exercise, participants will be able to:

1. Identify the functional value of networking for their professional careers;
2. Assess their own interpersonal (social) skills in seeking out and meeting new “contacts”;
3. List their strengths, weaknesses and improvement strategies for creating an initial positive impression on someone new.

Suggested Schedule

Approximately two and one-half hours are required to complete the full exercise:

5 minutes: Introduction to this exercise

EXHIBIT 3  
IMPRESSIONS CHART

Individuals Met*	What This Individual Did or Said That Created Your Impression of Him/Her	What you Learned From this Individual Worth Noting for Future Reference
1. _____ <input type="checkbox"/> **	Strengths : _____ Weaknesses : _____ Suggestions : _____	_____ _____ _____
2. _____ <input type="checkbox"/>	Strengths : _____ Weaknesses : _____ Suggestions : _____	_____ _____ _____
3. _____ <input type="checkbox"/>	Strengths : _____ Weaknesses : _____ Suggestions : _____	_____ _____ _____
4. _____ <input type="checkbox"/>	Strengths : _____ Weaknesses : _____ Suggestions : _____	_____ _____ _____
5. _____ <input type="checkbox"/>	Strengths : _____ Weaknesses : _____ Suggestions : _____	_____ _____ _____

\*Use the occupation of the person met (e.g., Restaurant Owner), not to the actual name of the person.

\*\*Rate your impression of the individuals met in terms of how you feel about working with them. Use a scale from “Extremely Positive” (5); to “Positive” (4); to “Neutral” (3); to “Negative” (2); to “Extremely Negative” (1).

- 10 minutes: Presentation on the importance of networking
- 5 minutes: Preparation for “Coffee Break 1” meetings
- 20 minutes: “Coffee Break 1” meetings
- 10 minutes: Record meeting details on Summary Sheet and plan for “Coffee Break 2” meetings
- 20 minutes: “Coffee Break 2” meetings
- 10 minutes: Record meeting details on Summary Sheet
- 20 minutes: Review of what occurred and learnings from the exercise

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30 minutes: Review of the impressions made, and why  
20 minutes: Review of what caused positive versus  
neutral versus negative impressions  
150 minutes

### Group Size

Role descriptions are provided for 34 participants. Group size can vary from a minimum of 20 (by eliminating some of the roles) to a maximum of 50 (by adding or duplicating some of the roles).

### Physical Setting

A room large enough for participants to move around and “mix” freely. Sufficient chairs and tables should be arranged around the perimeter so that pairs can sit together during the “Review of Impressions Made and Why.” Facilities and space for providing coffee can enhance the success of this activity by simulating reality more closely and providing participants with something to “do” when the activity starts.

### Materials Needed

Each participant should receive an envelope containing the “Instructions to the Participants” (“The Situation,” “Your Task,” their position or role description (see Appendix I), a list of who will be “Attending Today’s Meeting” (Exhibit 2), and a Summary Sheet (Exhibit 3)), along with a stick-on type of name tag and 10 “business cards.” The “Conference Agenda” (Exhibit 1) can either be distributed or put on a blackboard or screen.

The business cards can be made by cutting 8 1/2 x 11 inch sheets of paper into 9 pieces: Into thirds, and then into thirds again, the other way. Large quantities of these business cards can readily be made by using a cutter. The name tags and business cards can be completed by participants either with the position only (e.g., Tailor Shop Owner) or with both name and position.

### Conducting the Session

An overview of the exercise should be provided at the outset. This is readily achieved by reviewing the “Gothem Business Association Conference Agenda,” which sets the stage for the exercise, and then explaining the time guidelines. This is shown in the section entitled “Suggested Timetable.”

It is recommended that the instructor discuss the importance of networking before the exercise begins. Examples of the “Old Boys’ Network” and the “women’s networking groups” could be discussed. It should be emphasized that simply meeting someone is not considered establishing a network. In this exercise, however, it is a beginning. Establishing a network (i.e., a group of people you can contact for information, advice, and/or “moral support”) must be done over an extended period of time. This point should be clarified both before and after the exercise.

During the exercise, the instructor should keep track of the time periods, announce when each segment is over, and ensure that the group moves efficiently from one phase to another. In addition, the instructor should circulate during the “coffee break” meetings in order to observe how the participants are progressing. The instructor may want to make notes during these “coffee breaks.” Notes of specific incidents or of exchanges may be particularly helpful during the review session which occurs after the “coffee break meetings.”

In addition to highlighting specific incidents, the instructor may want to ask any of the following questions during the review session:

- Did you find anyone who needed your services?
- Who did you find, and what did you learn?
- What was the nature of your interactions with:
  - potential customers?
  - potential suppliers?
  - potential employees?
- In what ways were your interactions with potential customers, suppliers, and employers different? What can we learn from this?
- How did you meet people? (Did they come to you? random meetings? Did you initiate the meetings?) How many of those you set out to meet did you actually meet?
- How did you feel in your role? (i.e., How did you feel about meeting people? about initiating contact? about being spoken to? about not being spoken to?)
- What does your comfort (or discomfort) when meeting people mean to you for your future plans? (i.e., What strengths or weaknesses does it highlight, and what action does this imply for you?)
- How helpful was it for you to plan who you wanted to meet?
- How do you feel about planning who to meet, and how and why you are going to meet people? How will you plan differently in the future?
- What do you feel are the major things you have learned from participating in this exercise?
- The objective of the review session is to identify learning points that will be useful to the participants. The above questions should help accomplish this objective.

The participants are often interested in learning whether they have met the right people. An “Answer Key” is provided in Appendix II. It shows the 5 people that each participant should have met. However, this list is not intended as the definitive answer key. That is, others could be identified whom it would have been reasonable to meet. The “Answer Key” should not become the main focus of the review session. It does, the major learning points of the exercise may be lost. Nonetheless, providing an “Answer Key” is favorably received.

The next phase of the exercise is to have the participants consider the impressions they made and what they did to cause them. This phase may be considered as separate from the rest of the exercise if there are time constraints; however, it is not desirable to do so. This phase consists of having the participants discuss the impressions they formed about one another, and why. To do this, ask the participants to pair up with someone they met during the “coffee breaks” and to seat themselves in the chairs at tables arranged around the room. This should only take a few minutes. Once they are paired and seated, explain that they will now give each other some feedback on the impression they created.

It is important at this time to provide specific guidelines on how to give constructive feedback. The following points have been particularly helpful in this regard:

1. Feedback should be intended to help the receiver.
2. Feedback should ideally be based upon a foundation of trust between the senders and the receivers.
3. Feedback should be primarily descriptive rather than evaluative.
4. Feedback should be specific rather than general, with clear and preferably recent examples.
5. Feedback should be given at a time when the receiver appears to be in a condition of readiness to accept it.

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6. Feedback should be checked with the receiver(s) to determine if it seems valid to the receiver(s).
7. Feedback should include only those things that the receiver might be capable of doing something about.
8. Feedback should not include more than the receiver can accommodate at any particular time.<sup>1</sup>

It is also useful to suggest that they start by describing something that the other person did particularly well. This will reduce the receiver's defensiveness to criticism.

Allow about 10 minutes for this first feedback session, then ask participants to find new partners and repeat this feedback phase. A third round of feedback with new pairs may also be useful if time permits.

The final phase of the exercise is to summarize what has been learned from the exchange of impressions. This is accomplished by reviewing, as a total group, the various things that people did (without naming them) which caused positive, as well as negative, impressions. The exchange of this information should prove helpful in generalizing and reinforcing the points made earlier. It may also help to sensitize some of the participants to what they might do to further their interpersonal interactional skills.

## Variations on Conducting This Exercise

To complete the exercise in less than two and one-half hours, only one "coffee break" can be used and the three "Review" sessions shown in the "Suggested Schedule" can be shortened. This can be accomplished successfully in groups of less than 25 participants. Alternatively, the feedback sessions in which participants "Review the impressions made and why" can be omitted. However, this might eliminate an opportunity for some important individual feedback and insight.

The "Conference" can be changed to a "Gothem Business Association Meeting on Networking" in which a guest speaker (i.e., someone other than the regular instructor) makes the presentation on the importance of networking for (business) success.

Role descriptions can be changed to more accurately reflect the career aspirations of participants.

## CONCLUSION

This exercise was conducted with a group of 35 senior undergraduates in a small business course during the winter of 1983. Evaluation was subjective, in that it consisted of the authors' observations and the students' comments. Nonetheless, it was deemed a success by both groups. The authors observed a high level of interaction during the activity and insightful comments during the ensuing discussions. Students not only felt that it was fun, but also that it presented an important skill area in a memorable way and that the opportunity to "practice" provided useful insights.

As a result of this experience, the authors feel that this exercise provides a framework for successfully introducing participants to the importance of effective social mixing in the development of professional networks. On completion, participants should realize more clearly how establishing effective networks can enhance success and how they can improve their abilities in this critical area.

<sup>1</sup> D. Hellriegel and J.W. Slocum. Organizational Behavior, 2nd edition, West Publishing, St. Paul, 1979, p. 259.

## APPENDIX I ROLE DESCRIPTIONS

### #1 Clothing Designer and Manufacturer

You are presently a senior buyer for a major department store in the field of professional clothing (nurses' uniforms, waitresses' uniforms, etc.) and men's wear. Being in the business for an ample time has made you aware of the profits that a clothing manufacturer can make. For this reason, you have decided to enter the business as a designer and manufacturer of professional and men's wear.

You are interested in setting up a new and exciting promotion campaign. You are not sure, but you want to adapt it to video-utilizing fashion models, sets, and so on. Your main objective at this meeting will be to learn more about the promotion business and to see whether your idea (promotion campaign) is feasible.

### #2 Tailor Shop Owner

You have been working for 5 years in a small tailor boutique. The owner, Mr. Max Zollinger, closed his shop six months ago, for personal reasons. Having had fairly substantial experience in helping with the management of a small boutique catering to an upper- middle-class clientele, you felt confident enough to re-open the store's doors under your own name 3 months ago. You feel that your business needs as much media exposure as it can get with its fairly limited funds. Furthermore, you feel that better profitability could be attained were you to diversify your product of fer- ing (i.e., sell more than just clothing).

### #3 Professional Photographer

You recently opened a small photography studio. You want business to survive and grow. You are presently seeking out anyone (or any company) that would need your services.

You have a degree in Fine Arts from Gothem University and you have acquired a wide range of photographic expertise. You feel comfortable shooting any subject matter (from persons to product catalogues). You are attending today's meeting with the hope of introducing your services to anyone with needs, or problems which you are capable of solving.

### #4 Video Production and Rental Company Owner

While a graduate student in Cinematography at Gothem University, you accumulated a large supply of video and recording equipment. In February, you established your own video production and rental company.

Two weeks ago, you reached an agreement with Columbia Records whereby you would produce and distribute their "video hits" to record stores across the country. You are now faced with the problem of how to distribute the tapes (salesmen, advertising, packaging, etc.). In addition to selling, you have to protect your interests with respect to copyrights and so on.

### #5 Computer Hardware Manufacturer

You are a graduate student of the International Institute of Electronics in Gothem. You have tried to find employment in your field of activity for the last 6 months but present economic conditions make it impossible for you to find anything. You have, therefore, decided to start a business of your own.

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You feel that the greatest business potential lies in designing and producing computer hardware (from graphics display units for broadcasting purposes to manufacturers' control units) and are thus presently concentrating on this field of activity.

You have decided that you would have to develop working contacts with people specializing in these related matters: (1) infringement of existing designs; (2) reliable supplies; (3) channels of distribution. Today's meeting may provide you with the right answers, so you decided to attend.

### #6 Computer Software Manufacturer

You are a graduate student in computer science at Gothem University. You are interested in starting up your own computer software company. You are not sure about how to incorporate, get copyrights, and basically how to start up the whole operation. Also, you would like to know more about distributing your products. You want to meet with those who can help you the most.

### #7 Computer Retail Store Owner

You have recently opened up a retail outlet in Gothem's downtown area. Sales, however, have not kept up with your expectations and you feel that this is mostly due to the ever-increasing competition. New computer stores keep opening. You feel that your strength lies in helping small businesses meet their needs, and that you have in stock statistical programs capable of analyzing and summarizing complex business problems.

### #8 Interior Decorator

You had helped friends decorate their apartments and they kept telling you that you have good taste. Therefore, last year you decided to go into business, but on an appointment-only basis. Business has been good due to many positive referrals, but you are now ready to increase your sales by expanding out of residential into commercial work. Thus, you want to meet others who may be able to use your services.

### #9 Furniture Designer and Manufacturer

You are a graduate student at Gothem University in the Faculty of Engineering and are presently employed at United Gothem Hardware (UGH). Even though it is not what you like, nor is it your goal, you are making a good living. You spend a great deal of time working with wood in your basement and would like to expand upon this skill. You have just started your own furniture design and production company and have made a few good sales. However, you are presently having problems delivering the larger pieces and also with seeking additional sales opportunities.

### #10 Florist Shop Owner

You are a graduate student with a Marketing degree from Gothem University. Two years ago, you opened a small flower and indoor plants boutique with the help of a friend. What was then a part-time occupation ("part-time" still meant working over 38 hours per week) has now become a full-time worry. Business was brisk and active the first year; was marginally profitable the second; and is now a losing proposition.

You feel that the root cause of this regression is diminishing interest from your target market (home owners and apartment dwellers). You think that the best outcome lies with your defining and exploiting new markets. You are also faced with supply problems (you cannot find a reliable source of Ultraviolet bulbs).

### #11 Catering Services Co-Owner

You are actively involved in the formation of a catering services company whose functions will consist of providing your customers with all they may need to run a party of any kind (wedding, birthday, special occasions, etc.). You want to meet as many people as you feel might benefit your efforts in facilitating the starting of your operations.

### #12 Furniture Store Owner

You are the owner of a store selling quality furniture. You are located in an exclusive shopping center and are aware of the fact that most of your customer traffic flow consists of above-average-income earners who are always on the look-out for original, non-run-of-the-mill furniture. Price is in many instances of little relevance. You also believe in the "power of advertising" and are firmly convinced of the benefits associated with an aggressive marketing stance. Finally, your delivery truck, obviously of great importance service-wise, is getting old and breakdown problems are becoming as frequent as they are aggravating.

### #13 Restaurant Owner

Two weeks ago, you and a friend decided to open up a restaurant in town. Your friend, a graduate of the famous Rena Rousseau School of French Cuisine, would be the chef while you would assume the managerial functions. You are now faced with the problems of furnishing and decorating your place. You will also need to recruit employees and have control systems for inventory and wages.

### #14 Courier Service Company Owner

You are an operator of a successful courier company. You provide extensive service to companies throughout the city. At this time, you are faced with a problem of deciding what to do with your fleet of vehicles. They are at a stage where they must either be restored or be replaced. You read an article about car leasing a couple of months ago and it caught your interest; something about the payments being deductible. In any case, something must be done.

### #15 Car and Truck Rental Company Owner

You recently became Downtown Division Manager of a car and truck rental company. Your company's financial situation is strong, yet your job requires that you constantly improve your division's performance. Having examined your sales history, you realize that until now most of your sales were achieved by simply waiting for the customer to pass your doorstep. You feel that a much more aggressive stance is required if you expect to continually increase the level of your sales. You are now on the lookout for new business opportunities. You have also learned that there is a high rate of vehicle failure plaguing your company, and feel that preventative measures should be established.

### #16 Bar Owner and Manager

You are a graduate student with an administration degree from Gothem University. You recently decided to open up your own bar and dance club in the downtown area. Your location has been chosen, although you have not yet signed your lease. In addition, you will be supplying the club with restaurant and entertainment equipment. One major problem on your mind at this time is finding Out what procedure to use in order to obtain a liquor licence.

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### #17 Hardware Store Owner

You are the owner of a medium-size hardware store in Gotham. Although you can't complain about the business, you feel some things can be done to run the store more efficiently, thereby leading to higher profitability. In question are your inventory and employee controls, as well as your promotional techniques.

### #18 Record Store Owner

You are just about to open your own record store. You want to be as dynamic and creative as possible so as to outperform your competition. In order to do this, you will have to be as cost-efficient as possible, as well as have to offer new and exciting promotions to your customers.

### #19 Advertising Specialist

As a graduate in Marketing from Gotham University, you have decided to set up your own advertising agency, the location of which will be a high-prestige location, catering to a myriad of small boutique owners. You are seeking, and today's meeting is the reason for that, potential clients. You are also trying to locate new distribution channels for your output (ads, promotional pitches, etc.). Finally, you will need the services of someone (or some company) involved in the opinion-gathering field.

### #20 Marketing Research Specialist

You are a graduate student with a Marketing degree from Gotham University. Your specialty lies in marketing research. After analyzing your list of options, you have reached the conclusion that going into business for yourself would best meet your needs. You are going to need equipment and personnel. Most important is your future source of business, that is, the identification of future customers.

### #21 Shoe Manufacturer

You have been involved in your father's business for the last 2 years, working as a full-time production manager. Your father retired last year, and you have taken over the operation.

Your company manufactures shoes of all types, from formal to casual. You have noticed several deficiencies affecting the overall profitability of the business. First, you are having problems keeping stock of the proper quantities of each type of shoe. This has left you with shortages which are very costly and with surplus stock which necessitates extra warehousing and results in interest charges.

You are also interested in starting some kind of sales promotion to coincide with your personal selling efforts.

### #22 Accountant

You are a C.G.A. with several years of experience in accounting, particularly for smaller companies. You have recently opened up your own accounting and budgeting services company and are actively involved in finding new customers as present revenues are not sufficient to keep you afloat.

You are a firm advocate of the "image-maker-capacities", of marketing. Finally, you believe that great potential lies in offering your budgeting services to public institutions (i.e., schools).

### #23 Part-Time Employment Agency Owner

You recently started your own part-time employment agency. Operating from your home, your only assets are a micro-computer and a disk drive (recording device).

Essentially, you place an ad on school campuses for anyone interested in a part-time job. You then take a list of the applicant's background, tastes and characteristics, enter the information into the computer's memory for future access, and then advertise your services through business publications. When the match is made between what the customer requests and what the student has to offer, your agency handles the remaining details; is paid by the customer; deducts your 5 percent commission from the payment; and then sends it to the employee.

This system is bug-free (computer jargon for "trouble-free operation") and your business is gradually picking up from a not-so-exciting start 8 months ago. You are attending today's meeting in the hope of finding anyone who has a need for your services.

### #24 Sport Shop Owner

You are the owner of a sporting goods store. You have been in business for 8 months. Having graduated from Gotham University, you are proficient in most aspects of business management. Your store sells high-quality merchandise and most of your customers are "sports-nuts"!

One problem though: Your store is small (sales-wise) and you find it very hard to compete against the larger sport shops. Your store is located on a busy Street, yet customer traffic is low. One presentation out of 10 is translated into a sale of any kind. Though word-of-mouth referral is gradually bringing you more business, you are aware of the fact that it will be too little, too late, unless something drastic is done to get you more exposure. You also want to find new markets for your products. With everything else you are doing, you feel you already have too much to do to take care of the bookkeeping (something you had been in charge of until now).

### #25 Hairdressing Chain Owner

You have just established your own chain (3 outlets) of hairdressing boutiques. Your 3 locations have been selected, most your your equipment has been purchased. You are, however, at a loss to decide on what type of decor your customers will approve of. But you do know that a touch of warmth would enhance employee productivity. You also want to create a positive reputation for your chain by being the creator of new hairstyles for both men and women. You know that the best way of finding out what people like is by experimenting on willing subjects. Yet, you do not know where to find the young (18-25) people who would volunteer for the experiment, despite the fact that you are willing to pay them, if need be. Finally, you will want to find a way to keep track of which haircuts have already been tried.

### #26 Modeling Agency

You recently decided to start your own modeling agency which would cater to the fashion industry. Because the industry is so competitive, it is imperative that you focus on being as aggressive as possible in recruiting, supplying, and managing in your business.

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### #27 Printing Shop Owner

You are the owner of Jack's Printing Service Co. Ltd. Your company has been in existence for 5 years. You presently offer the printing of all office stationery, catalogues, signs, as well as photocopying and reprinting. Most of your business has been from people coming in off the street. You feel that you've saturated that market and are looking for other ways to increase business. Preferably, you'd like to offer your services wholesale and get annual contracts with large firms and institutions (hospitals, universities, etc.). You are interested in meeting these potential customers and in learning how to generate additional business.

### #28 Mail Order Company Owner

You are involved in the mail order business. Your company offers small novelty items such as batteries, pens, flashlights, key chains, etc. You are facing several situations that you must take care of as soon as possible. First, you are having trouble keeping track of your inventory. At present, you have 3,000 different items in stock. In addition to this, you are contemplating producing a new catalogue for the next session.

### #29 Cable TV Station Owner and Operator

You recently acquired the facilities of a defunct cable TV station (privately-owned). You are concerned about a number of issues, such as the following: (1) What are the legal restrictions of selling advertising space? (2) Who (demographic, social and behavioural characteristics) previously watched your station? (3) How can you improve your informative coverage (news, etc.)?

### #30 Automotive Repair Shop Owner

You are a graduate of the General Motor School of auto mechanics. You own your own full service gasoline station. With the recent hard times, you find that the people who were once your customers have now become do-it-yourself auto mechanics, whenever they can. You need to search for other markets to fill this void and to try to establish servicing arrangements with them.

### #31 Food Supplies Company

Business has been going well, but all of a sudden you find yourself overstocked with merchandise. Before it begins to rot, you must get rid of it without (hopefully) incurring too much of a loss.

### #32 Electronic Retail Store Owner

You are the owner of an electronic retail store operating in the east end of Gothem. Today's meeting will provide you (so you hope!) with new potential markets. You also feel the need to advertise your products extensively for one of the few growing sectors of our plagued economy.

### #33 Lawyer

You have just passed your Bar Association's last exam. You have decided to open your own office and establish your own practice. You are now actively involved in the selection of your future office (you decided to do it on your own). You have had special training in patenting law and in international law and are thus capable of providing your customers with an expert's opinion on these matters. You are attending today's meeting with the aim of introducing yourself to potential clients and of securing the supplies required for the setting up and establishment of your office.

### #34 Sports Program Director - Gothem College

You have just been appointed sports program director in charge of teams' outfitting (football, soccer, volleyball, hockey and basketball). You are also given free reign over the financial side, but are not experienced in budgeting techniques. Major concerns of yours are the securing of the required supplies and equipment, and in finding an answer to an important question: How to give objective feedback to a team of talented players? You are also interested in getting free publicity for your teams by distributing free information to any interested parties.

#### APPENDIX II NETWORKING "ANSWER KEY"

In the course of today's meeting, you should have met with, and made a positive initial impression upon at least the following 5 people:

Participant Number	Should Have Met With:				
1	2	4	19	26	34
2	11	19	21	22	29
3	10	11	19	26	28
4	18	19	27	28	33
5	6	7	29	32	33
6	5	14	19	22	33
7	17	20	28	31	32
8	9	10	13	16	25
9	7	8	12	14	15
10	8	11	13	17	25
11	2	3	10	23	31
12	9	15	19	27	30
13	7	8	10	23	31
14	15	22	23	30	33
15	12	14	30	31	32
16	9	11	31	32	33
17	7	19	22	23	33
18	7	19	20	23	32
19	3	20	26	27	29
20	7	19	23	28	29
21	1	7	19	20	22
22	7	19	30	33	34
23	7	14	17	20	28
24	7	19	22	27	34
25	3	8	10	23	26
26	2	3	4	23	25
27	3	16	19	20	28
28	3	6	7	14	23
29	4	19	20	33	34
30	9	12	15	20	31
31	11	13	15	16	27
32	4	7	16	18	29
33	5	8	14	22	29
34	1	4	22	24	29