

NEGOTIATION PROCESS - INTERPERSONAL COMMUNICATION

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Abstract

Negotiation is a concentrated form and interactive inter-human communication in which two or more parties to disagree aim to reach an agreement that solves a common problem or achieve a common goal. When you negotiate intelligently engage both sides in finding the real value of business.

Young people must develop their entrepreneurial skills and to recognize that for success in business is necessary to know how to address the type of negotiation partner in the undertaking - distributive bargaining, integrative bargaining, rational negotiation. This will allow achieving a high professional competence and the existing labor market flexibility, qualities needed in a modern and changing world. The purpose of any negotiations should not be to "win" negotiating any price, but to "win" the deal negotiated.

Negotiation helps everyone, defines responsibilities, clarifying ambiguities and search value.

Key words: commercial negotiations, competition, negotiation techniques

INTRODUCTION

In everyday life, home, office, street, especially in diplomacy and in the contemporary business world, negotiation and negotiators have become incredibly important, difficult to assess. For a modern company, a good negotiator brings in three hours, what other performers bring in several months. In business, if you have mastered the art of negotiation, you have an extra chance to win more and longer and keep a good relationship with your partner. When you negotiate well, you can guide, influence and manipulate the partner to make him cooperate.

MATERIAL AND METHODS

Understood as a process of interpersonal communication, business negotiation or **commercial negotiation** he performs a number of issues and characteristics, that customizes it.

First of all, it is an organized process. It is materialized in a series of initiatives, exchanges of messages, contacts and confrontations that occur between business partners, which are respecting rules and

usages, settled in a legal, cultural, political and economic environment.

The negotiations are conducted in a setting more or less formal, based on principles, procedures and rules more or less determined by the negotiators with are more or less qualified, and which have the ability to engage the firms that they represent.

The parties are required to comply the procedural and ethics requirements which are stipulated in the commercial code and business average.

Second, negotiation is a **competitive process** in which, starting from the basis of common interests, the parties want to reach an agreement which can provide and satisfy the interests and benefits.

However, the negotiations should lead to a consensus and not a victory of one party over the other.

In negotiation, despite the competitive aspect, there are partners rather than adversaries.

Thirdly, the negotiation is a process of interaction, adjustment and harmonization of interests of different parties so that beyond the competitive nature of the relationship

between the parties, the agreement will become mutually beneficial.

The commercial negotiation should not be approached as a zero sum game, where what one party wins, another loses.

All negotiating parties may have won and none lost.

In the fourth place, the negotiation is a process driven by a precise purpose, expressed by the conclusion of a concrete business.

The evaluation of the success is made by reference to its purpose, materialized in a contract more or less beneficial.

What it's matters, finally, are the results of the negotiation.

Referring us at the concept of the negotiation in a broad sense, seeing both as a process of communication, as well as a set of factors influence the conduct and general conditions, we distinguished four categories of items, together with dependence relations between them.

Thus, the overall framework of the negotiations can be structured and analyzed through the following distinct categories of items:

- *the general influence factors*, which pre-exist in the negotiation process.

They refer to the partner's culture, the personality of the negotiators and the negotiating power of the parties.

- *the negotiation's conditions*, concerning the external environment and all the history preceding the negotiation itself, and everything that happens and is decided during its deployment.

Negotiation conditions are relating to: subject at the negotiation, time available and the agenda, the negotiating mandate, space and venue, team and number of participants, number of negotiating parties, the audience, microclimate, the psychic, etc. position at the negotiating table.

- *the negotiation process itself*, concerning the successive rounds of contacts, exchanges of messages, arguments, persuasion, concessions and agreement, as well as the negotiation strategies and tactics used by the negotiators.

- *the results of the negotiations*, materialized in mutual agreement between the negotiating parties.

As long as the negotiation is worn with deliberate and conscious participation of the parties, which seek together a solution to a common problem, the approach involves a particular ethics and principledness.

In one or more subsequent rounds, the final settlement is built, as "a satisfactory compromise" to all the parties.

So the negotiation works according the principle of mutual benefit.

The law is law and most people respect the principle and beyond to avoid unwanted consequences.

The trade agreements morality, where the law does not occur, remains often a matter of principle, of ethics.

The principle of legality and morality are not just about business ethics, but also about ethical concerns and interpersonal communication.

The negotiation is a skill, an innate gift, but also a skill acquired by experience, training and learning. To negotiate well is a skill. (Schaffzin N.R, "Negotiate Smart")

Being a negotiator is an "elite" business, in diplomacy, in politics.

Business negotiation is a particular form of negotiation, centered on the existence of a product or service on the one side and a need to satisfy, on the other side. The agreement is commercial and can materialize in an act of commerce, a convention, a command, a contract of sale - purchase, a partnership, a leasing etc.. or just change some clauses of price levels, conditions or quality of delivery, transport, etc..

To consider the type of negotiation, to know and evaluate it means already to provide broadly the behavior that your partner will take and prepare your own behavior to meet him. In this way, the risk of rupture, a risk of misunderstanding or an agreement disadvantageous decreases. The negotiation process is manifested as a series of steps, not necessarily linear, which shows the role of the negotiator between conflicting and cooperating elements. Orientation given by negotiating process may be predominantly cooperative / integrative or predominantly confrontational / distribution.

We can distinguish three basic types of negotiation:

- distributive negotiation (winner / loser or victory/defeat)

- integrative negotiation (winner / winner or victory / victory)
- sound negotiation, which emphasizes the objective and not subjective negotiating position

Distributive negotiation is the type either / or, choosing only between victory / defeat. It is one that takes the form of a transaction where one party is not possible to win without the other party to lose. Each partner's concession comes at the expense of the grantor and vice versa.

In this perspective, negotiation put the two opponents face to face with opposing interests and becomes a confrontation of forces in which one side must win. Any concession is a sign of weakness. Any successful attack is a sign of strength. The negotiating objective will be an agreement that will not take into account the partner's interests and it will be even better if the effects will hit hardest.

In such a negotiation, the outcome will be decisively determined by the balance of power between partners. The worst consequence of a such agreement is that the disadvantaged party will not be willing to comply. They will try to recover the handicap, or to revenge.

Negotiating tactics and techniques used in distributive negotiation are typical to resolve conflict situations. They are tough and tense. It is important to anticipate or discover early the aggressive tactics of the opponent's, to make them bounced off and lose there effectiveness.

Among the usual tactics can be mentioned:

- contre polemic waged by permanent and systematic deviation from the subject
- attack in force and intimidation
- rhetorical maneuvers based on concealment, the masking intentions, hiding the truth and the culprits opponent
- disqualification in bad faith by personal attacks and the fall in the mockery.

This type of negotiation is possible when the interest opposition is strong, and the imbalance of forces is significant.

Integrative negotiation (win / win) is that when the partner aspirations and interests are respected, even if they come from their own. It is based on mutual respect and the

tolerance for the different opinion and aspiration.

The advantages of this kind of negotiation are those that it achieve better, more sustainable solutions, the parties feel better and the relations between the parties increase. Both wins and both support the agreement;s solution.. Integrative negotiation create, save and strengthen long term business relationships.

This optical of the negotiation bypasses and avoid conflict situations. Climate negotiations is characterized by confidence and optimism, and the agreement, once achieved, can be respected.

Specific tactics are based on mutual concessions (shorter delivery terms for an immediate payment, for example).

Rational negotiation is the one where the parties do not have the only propose to do or to obtain concessions agreed by the negotiating positions of subjective, but to try to resolve disputes in an objective position fund other than the position of either of them. To do this, there must be clearly defined mutual interests in a total transparent sincerity, without the slightest recourse to conceal or suspicion.

It begins with the formulation of the problems to be solved, as answers to questions like: What's wrong? Where is evil? How is it manifested? What are the facts which are contrary to the situation?

It continues with a diagnosis of the situation, insisting on the causes that prevent problems.

Then it is searched for the theoretical solutions and it is agreed concerning the measures from which at least a few may be put into practice.

Rationality algorithm is then: defining problems, diagnosing causes and seeking solutions. Negotiator seeks to understand the stakes wagered by a partner, to know his feelings, motivations, and its concerns.

Disagreements which remain unresolved are settled by recourse to objective criteria such as scientific references, legal norms, moral rules or offices of a neutral arbitrator.

Diverse interests of participants in the negotiation and, often, conflict of interest, can not be solved only through the correct application of principles for conducting

negotiations and appropriate communication of intentions, by formulating an argument that will produce the desired effect. The purpose of any negotiations should not be to "win" negotiating any price, but to "win" the deal negotiated.

So, negotiation is a focused and interactive form of communication, in which two or more parties that are in disagreement aim to reach a deal that solves a common problem or achieve a common goal. (Prutianu AND "Treaty of business communication and negotiation)

Negotiating to create, maintain or develop interpersonal and social relations in general as a business relationship, or diplomatic work, in particular. The fact that negotiations do not always follow the results show the direction of a deal. Often they are held to their side effects, such as gaining time, maintaining and improving their relationships, preventing deterioration of the situation in the conflict.

RESULTS AND DISCUSSION

Table 1. Comparative evaluation of different types of negotiation

Type of negotiation Features	Distributive Negotiation	Integrative negotiation	Rational negotiation
The Objectivl	A win now, win	Agreement and lasting relationship	To solve the problem
Participants	Enemies	Friends	People who resolves a dispute
Ambiance	Suspicion, contempt	Trust	Neutrality
Behavior	Aggressive, tough	Concession, understanding	Neutral, rational
Relațtion pressure/failure	Pressures, retaliates	Yield pressure	Yields to principles and not to pressure
Attitude of willingness	It is based on the conflict of wills	Avoid confrontation of wills	Beyond the control
Requirement	False minimum requirements	Meets minimum requirements	The highest exigencies
Attitude towards agreement	It takes unilateral advantages in the exchange agreement	Accept one-sided losses to obtain agreement	Search for mutually beneficial solutions
Attitude towards solutions	The best solution brings advantage, his position is only acceptable	They are good if they obtain the consent, it is important to reach the agreemen	Imagine solutions, the decision is taken after evaluation of possible solutions
Attitude toward people and dispute	Concessions are demanded as a condition of maintaining relationships, tough with people	Concessions in exchange relationships, caring for people and their dispute	People and the dispute are two separate issues

CONCLUSIONS

When you negotiate intelligently you engage both parties in finding the real value of that business.

Most people get stuck during the negotiation and are surprised when they leave the negotiating table unsatisfied.

It may happen that a particularly valuable for both sides may not be put in question or it can appear a problem that the people have forgotten to address. Intelligent negotiation leave anything unsolved.

The sooner you learn to recognize that the negotiation is part of each election, the sooner you will realize that almost everything is negotiable and you will be ever better.

Negotiation helps everyone, defines responsibilities, clarifying ambiguities and seek value.

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