

THE ROLE OF THE NEGOTIATION IN MANAGEMENT AND THE RESULTS OF AN ORGANIZATION. THE FORMATION OF THE TEAM OF NEGOTIATION, FEATURES, GUIDANCE

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ABSTRACT:

In the management of economic, the negotiation process, as in any field of major importance micro and macroeconomic binder of the existence of the organization of the functions of management, with customers and with the results of the (the effects) that are obtained in the developments, in time. The latter, balances times maximizes the position, the financial power, the image, not only of the organization, as well as of the contribution by the value added tax, along with other organizations from an economic branch, at improving the standard of living, through the indicator "national heritage" (GDP). With regard to the negotiation process, relevant, are features and principles, worthy to be known and followed closely, depending on the subject to negotiation: price, quality, quantity, etc., as the organization is dynamic, the environment is dynamic and exposed several changes, techniques and applied quadrants are varied. The negotiation of the managerial, carried out in a professional manner, will be carried out on the basis of the knowledge that takes place, face-to-face, negotiating partner, starts with a series of elements in respect of the subject matter of the negotiated, which it shall communicate to the other, that there is a type of styles of negotiating as psychological aspects and those of communication are extremely relevant, practical. Must be knows what is not the negotiation, by what steps it is important to pass, what other options can be discerned when the end of the process is a failure. The formation of the team of special negotiating body, it is also a stage-pillar, the finalisation of the positive terminal of the negotiation process, depending on this. The article also contains an example of the necessary capabilities to those who are selected for a negotiation process.

KEYWORDS: *negotiation, management, negotiating team, economic effects*

JEL CLASSIFICATION: *M1, M19*

1. INTRODUCTION

Because they are the ones who are involved in negotiations and they appreciate them through the subjectivity of thinking, we consider that, through negotiation should be reached at that, all those involved, may be winners. Any wish that may be shown by satisfaction, as well as any necessity, (as long as they do not depend exclusively on the individual), is transformed into a "negotiation process", and the success or, is different depending on the human behavior, the reactions and individual behavior.

The affirmation and the increasing importance of negotiations, is due to economic factors and social policies, as follows:

- the negotiations are used to a large extent, efforts to give answers to the complex problems arising from the need for objective of deepening cooperation between organizations and between the countries;

- diversification of the international division of labor, the increase in the number of business partners, located in the geographical areas as stretched out and the most diversified;
- the choice of a higher number of concrete techniques of the contract and scroll to trade foreign affairs;
- hardening the competition in the conditions under which, in a large part of the market, the offer exceeds demand of goods;
- in the existence of differences and limitations, as regards the equipping with the resources of the countries of the world, access to resources deficit, as possible, through a collaboration of mutually beneficial, on the basis of the negotiation.

2. MANAGEMENT AND NEGOTIATION

Negotiation is in essence, a process of communication between the partners, which can have different points of view on the reality of what is their own alike. Starting from this, an area of concern is the exchange of information and mutual influencing, which lead to acquire a common understanding of the issues. Any negotiation shall be carried out, in order to reach a result, even if it is more or less satisfactory. The negotiation involves steps to be performed.

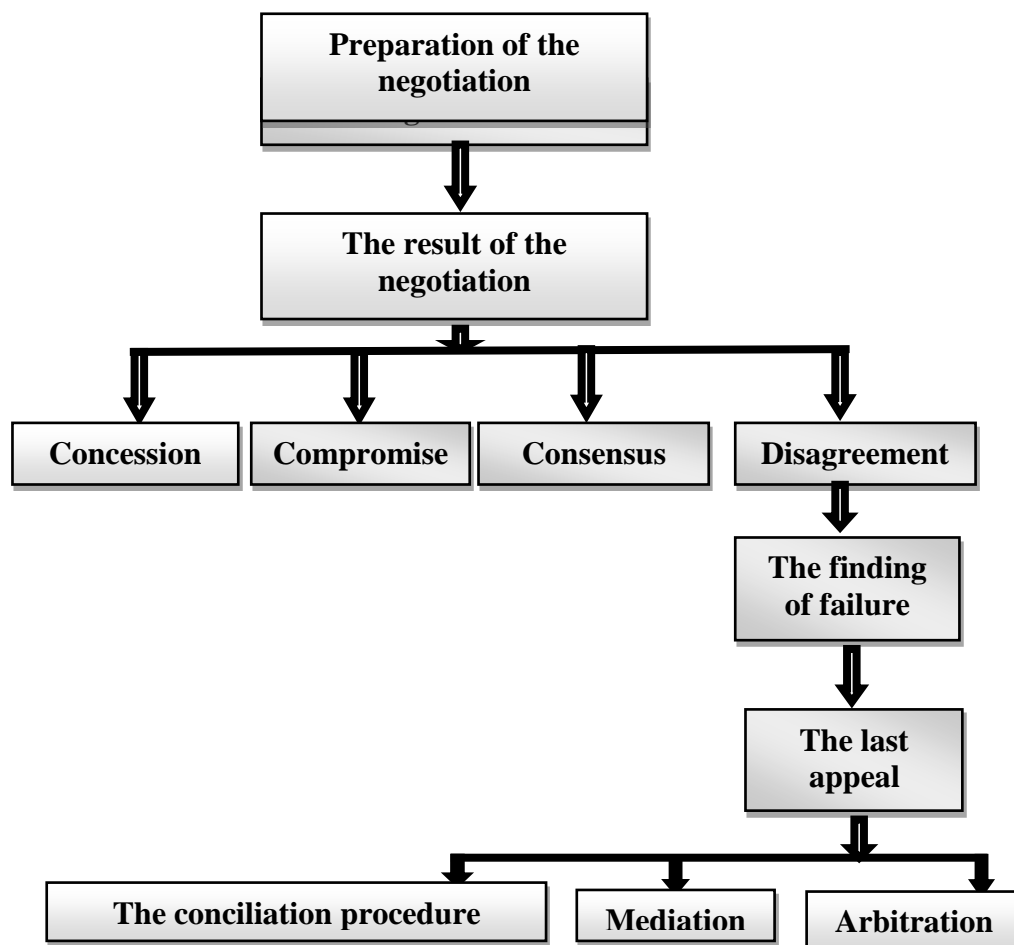


Figure 1. The steps of the process the negotiation

Source: adapted from Prutianu, Șt., (1998:170)

As regards the choice of a strategy for the negotiation, chief negotiator has several options:

- the choice of an integrative orientations or one distributive transactions;

- the choice between a orientation of the offensive and defensive one;
- the choice between a short negotiation and one with a duration of less than progress;
- a choice between a behavior of taxation and one to adapt;
- the choice between the possibility of enlarging the scope of negotiation and narrowing his, between a total agreement and one part or between one concluded immediately or after a certain period of time. (Potecea & Caraiani, 2010)

The exercise of their functions of management, within the framework of the organization is made and using the information of the subsystem, out of which the communication is the "hot" what him tied the first, the results of which are obtained by means of the people. The communication process, involves complex encoding / decoding with the help of which, the transmitter and receiver, use symbols in order to facilitate the understanding of the message, transmission and interpretation of the information (Hahn, 2014). The negotiation process, it is more and more, almost constantly present, in the management of the company and the Romanian communication is the art with which such a process, help in the carrying out of all the shares in managerial, organizational, in an environment with components, in a large and continuous alteration, elements with which the organization shall enter in a permanent contact. Of course, sometimes barriers in the process of communication, coding or decoding of the message to be transmitted: barriers to the language of expression, barriers to the reception, contextual barriers, joint venture, barriers related to the organizational structure, of specialization or related to the position in the structure. (Hahn, 2014). The more so they intervene in a negotiation process one more reason for that the team what constitutes for administration to be the subject of a selection is made, depending on the capacities of the concerned.

2.1. Strategies, tactics, techniques of negotiation

In order to achieve the objectives of the negotiations of the Organization, are necessary resources miscellaneous: human, financial, materials, the information society. As such, it is possible that between the availability of these resources and the constraints which they assumed their production to a period of time. Along the time the technological change have always forced changes of the means used in the confrontation between two or more parties negotiating. However, the nature of the conflict, the bases of strategic and tactical of solving them, have remained fundamentally the same.

Negotiation strategy adopted, depend on the market conjuncture, by the personality and morality dealers, as well as the relationship between the parties. The negotiation strategy, refers to the manner in which the chief negotiator imagines negotiation. Must be characterized by the dynamic and adapting to the events at the new facts that can be produced in the course of the negotiation. The development of the strategy the negotiation, depends on the diagnosis of the situation that precedes the negotiation, of possible options, the risks and constraints which they involve any field in which the intervener. In the light of these facts, it is prefigure the compromises, which can be made without affecting its own interests endeavoring to suppose, where will go your partner. The negotiation strategy determining the behavior adopted by the team of negotiation, by fixing the ambience in which the procedure will be conducted, how the dialog box, the form and content of the messages in the important moments, the use of techniques and the avoidance of others etc. (Caraiani & Potecea, 2010).

2.1.1. The negotiation of the distributive

The orientation of the "**win-loss**". Chief Negotiator who opt for this Guideline, has the objective to find, or even to impose a solution that would be favorable, without taking into

account the interests of the opposing party (sometimes they are even denied). Any concession, comes at the expense of the party which has made it. For this reason, the exploitation of the structure is the main instrument to make the opponent to surrender. In this context, the negotiation of the place at the moment the opponents of the face-to-face, but their interests are not only opposite sides. Any concession is regarded as a sign of weakness. For the followers of such attitudes, conflict is not one possible source of progress, but an obstacle that must be eliminated from the path which have elected it.

The orientation of the **"loss-win"**. Attitude of the loss-gain is considered to be a capitulation, shown in the form of a disposal or waiver. The people who adopt a reflection of type loss-win, he relieves feelings, which when reappear, is manifested in other forms such as his fits of rage, of psychical instability, cynicism etc. which can be used at any time in the negotiations with another supplier competitor, as evidence of the existence of a favorable variants.

The orientation of the **"loss-loss"**. When two people with orientation of the win-loss, are determined, wayward, selfish, have something to divided, the result of the leads to loss-loss. Both parties behave demanding, willy everything, from any action of the opposing party. Some people are so focused on the figure of the opponent, so the touchy its behavior that their only desire is to be injuring, even if they have to lose. The attitude of the loss-loss is based on the philosophy of the conflict, it is the philosophy of the war.

2.1.2. Integrating the negotiation

Orientation **"win-win"**. Win-Win is a state which aims that the benefit to be mutual (each). Understandings and the solutions adopted are mutually beneficial and mutually satisfactory. The parties involved are not satisfied from decisions taken and feel engaged in relation to the action plan. Such an orientation is based on cooperation and not on the competition, the success of a party, is not carried out by the price ill or exclusion of someone else.

Orientation **"win-win by nontransaction"**. Is considered sometimes, an orientation of the upper win-win. Nontransaction relate, in essence, to the case in which, in the absence of mutually satisfactory solutions, it is agreed by common accord would be completed until the business. Have not been created no expectations, nor did he have established the terms of the contract. The parties are engaged in a collaboration, since the values and objectives of their differences. The Approach win-win or nontransaction, is shown to be realistic at the beginning of a business relations.

The Orientation of the **"win"**. Those who adopt such a mentality, will not necessarily to lose the others; they do not pursue what happens with the other party, this is secondary, irrelevant, and is essential to reach their goal, get what aimed at. In the absence of rivalry and of the competition, the orientation of the gain is probably approach to the most common in the negotiations on a daily basis. The person with this mentality are thinking about to make their own interests and leave in the account of others, and ensure them theirs themselves.

2.1.3. Basic elements of the communication, influence in negotiating

Active listening. Is the process by which the aim is to understand what they express an interlocutor by the obedience, without the formulation of judgments which may lead to find the real meaning of what he said and even with hiding their own views. By listening to the active,

it may reach empathy, that the will to understand the other person, in an objective manner and exalting. Is the ability to listen to others without having to judge.

The framing. Consists in re expression what he said, in order to ensure the understanding of the message or. The framing of improves not only the quality of the understanding of the interlocutor but and the communication in the dialog of the negotiations. In fact, the framing of:

- allows you to check the direction of the information understood by the one who receives the message (if what he understood is correct);
- shows the issuer of the message, the interest for himself and for its problems;
- allows the detention of the pioneer of what has expressed the issuer of the message.

Argumentation and demonstration the argument, has a structure which includes:

- a statement;
- a proof, a sample;
- an advantage customized for interlocutor;
- a matter of control.

Techniques for combating of objections. Objection is very often perceived as a personal attack by the issuer of a message. However must be marked the type of objection to which they must be front, through the use of techniques for the appropriate response. The objections shall be broken down into:

- objections sincere; must be treated by a argumentation adapted;
- objections pretext; do not have a logical basis, the seller should continue the dialog to discover the actual objection.

Techniques for the presentation of the price. The seller is the responsibility of the initiative of presentation of price and must make it possible to purchase through the argument, to announce the price until it is concluded; argument to try the sale, without notice to the price. An exception to this situation is when the seller may to speak quickly about the prices (is the case where this constitutes an argument of sale in relation to the competition or when the seller should be to quickly identify the amount the customer can spend).

2.2. The orientation of the negotiation for the team of negotiators. Consequences.

The choice of a specific type of negotiation, is not a simple process because it depends on a number of factors, bound tightly each other, in the act of negotiation. The tactics of the other party involved in negotiating, which put you in the position of a partner or the adversary, must be discovered, if possible, even before the formal negotiation triggers.

In the course of the negotiation process, it is more difficult to distinguish a part of integrating one distributive, because appearances can be similar for both. The attitudes of cooperation and fight, often have the same look, that of benevolence and positive comity. The nice words, the protests, soothing speeches, are both means of darkening the fight and to sleep the vigilance of the adversary.

In the process of negotiating caution must be manifested in full. The choice of the type of negotiation is made and depending on the personal commitment to a particular ethics. Of course, the hand of each individual can be felt in the coast or, in their own system of values. Can be solved the relations between the people in a spirit of open and cooperative, or on the contrary.

2.2.1. The team of negotiation. Formation, the necessary capabilities. An example of determining the type of the negotiator, within the framework of the Delta S.C. Engineering team

In the business world contemporary negotiation and Chief Negotiator, are of considerable importance. For the manufacturer, importer or distributor, a good negotiator can do in three hours, as well as make ten or a hundred performers in a few weeks or months. A weak negotiator, it can lose as much again. A margin of a few percent price on the term of the warranty, the conditions of the delivery and transport, to commission or interest remain anytime, negotiable.

The team of negotiators of the company DELTA ENGINEERING, is composed of three persons: the head of a department and two people, with higher education in the business field. Each of them have and experience in this field. It was used as a test for each of them, in order to be discerned the personality and the negotiation strategy that are characteristic to each. Test questions have been:

1. When you feel in the form the maximum?

- (a) in the morning - 2p;
- (b) in the afternoon and in the early hours of the series - 4p;
- (c) late in the evening - 6p.

2. Usually, the progress is:

- (a) fairly quickly, with long steps - 6p;
- (b) fairly quickly, with small increments - 4p;
- (c) less rapidly whilst holding the head up and looking at the others in front of him - the 7p;
- (d) less rapidly taking his head drooping - 2p;
- (e) very slowly - 1p.

3. When you interact with others:

- (a) hold arms crossed - 4p;
- (b) keep hands crossed - 2p;
- (c) keep one or both hands on hips or in his pockets - 6p;
- (d) touch or legs pointed to the person to whom you will address - 7p;
- (e) you touch the chin, you play with the striker or that you smooth away hair - 6p.

4. When you relax, you have a habit of stay:

- (a) in a crouch and feet placed politely near one another - 4p;
- (b) with legs crossed - 6p;
- (c) with his legs stretched out or straight - 2p;
- (d) with one leg under the other - 1p.

5. When someone makes you laugh, react so:

- (a) laugh powerful, appreciatively - 6p;
- (b) laugh, but not loud - 4p;
- (c) laugh loud - 3p;
- (d) grin easy - 5p.

6. When you go to a party or to a social meeting:

- (a) you make an entry noisy, in such a way that all the others to get you noticed - 6p;

- (b) you make an entry quiet, his eyes searching a well-known figure - 4p;
- (c) you make an entry as may be muted, trying to pass unnoticed - 2p.

7. Work at something important, you are very concentrated and someone you pause:

- (a) agree break - 6p;
- (b) you are irritated by the cut - 2p;
- (c) oscillated between the two extremes - 4p.

8. Which of the following colors do you like most:

- (a) red / orange - 6p;
- (b) black - 7p;
- (c) yellow / luminous blue - 5p;
- (d) green - 4p;
- (e) the dark blue violet / - 3p;
- (f) white - 2p;
- (g) brown / gray - 1p.

9. When you're night in the bed before going to sleep:

- (a) stay lying on his back - 7p;
- (b) lying there on his stomach, face down - 6p;
- (c) sit in one hand, twisted slightly - 4p;
- (d) you leaned his head on one of the arms - 2p;
- (e) you cover his head - 1p.

10. Often dream that:

- (a) you blow away and bathtubs - 4p;
- (b) fight - 2p;
- (c) you're looking for something or someone - 3p;
- (d) fly or float - 5 p;
- (e) do not usually dreams - 6 p;
- (f) your dreams are always pleasant - 1p.

Wrap:

Over 60 points: the leader of the conceited, centered on its own people. If you perceive that as the kind of person, which must treat with care. You are seen as pride, proud, pointing to yourself. You have a tendency to dominate the others. Not a few are those who you admire, wishing to be as strong as you, who did not grant the test of confidence, preferring to keep their distance from you.

Between 51 - 60 points: the leader of the born entertainer.

You perceive to be an interesting person, dynamic, but also the emotional state. You can fit easily among the leaders of the born thanks to your ability to take decisions quickly, even if not always the most suitable. At the same time you are brave, bold styling. Do you like the risk and adventure, as much as you like the news and challenges? You are the type of person who assumes the risk of an adventure. For this reason, many people feel well in your company.

Between 41 - 50 points: center of attention

You perceive to be a person energetic, sharp and full of life. You are also an agreeable person, funny, tableware, with the sense of practically well developed. Do you like to you stand in the

center of attention, but you long enough care? Others consider you're a good man, polite and understanding, willing to lift the morale of the surrounding and to help when you need it most.

Between 31 - 40 points: loyal friend

Are you a rational, circumspect, with practical sense. You are intelligent, you have many skills and talents, but you are modest and you do not choose to stand out in an ostentatious attitude.

Between 21 - 30 points: phlegmatically cautious

Are you a thorough and concerned by the details, excessively attentive to what makes. At the same time, you're responsible. You have your own pace of work (pretty slow) and you seem to permanently preoccupied by something specific. Those around you perceive it as a person, perseverance, very calculated; cautious, usually are gauging than on a question and then to you choose on her.

Under the age of 21 points: warrior shy

You are charged by the surrounding people, as being a person bashful, lacking in self-confidence. You are uncertain and take decisions with great difficulty, preferring to let someone else to assume. Do not like to do you associate with anyone and not to get involved in any.

After you have been given the answers, head of department (D), has obtained 55 points, placing the "natural leader". Colleagues and partners of the negotiations they perceive as being an interesting person but also the least impulsive movement. He is still perceived as a good leader, which take decisions quickly, efficiently; brave, bold, he likes the risks, news and challenges. The negotiation strategy feature is oriented toward the win.

A second person of the team of the special negotiating body (C), has obtained 33 points and fits in the category "loyal friend". He is a person of rational, practical sense. Very intelligent, has many skills and talents, but is modest, prefer not to stand out in an ostentatious attitude. Is perceived as being a person open with which may be start negotiations in a manner peaceful. The negotiation strategy feature, is the "win-win".

The third person (H), has obtained 25 points and fits in the category "phlegmatically cautious". A person is thorough and concerned by the details, excessively attentive to what makes. Not to be led by prompters and pulses, sometimes being accused by the lack of spontaneity. Has a cautious, weighs more than on a question. It is perceived by the negotiators as a person difficult to convince. The negotiation strategy feature, is the "gain-loss".

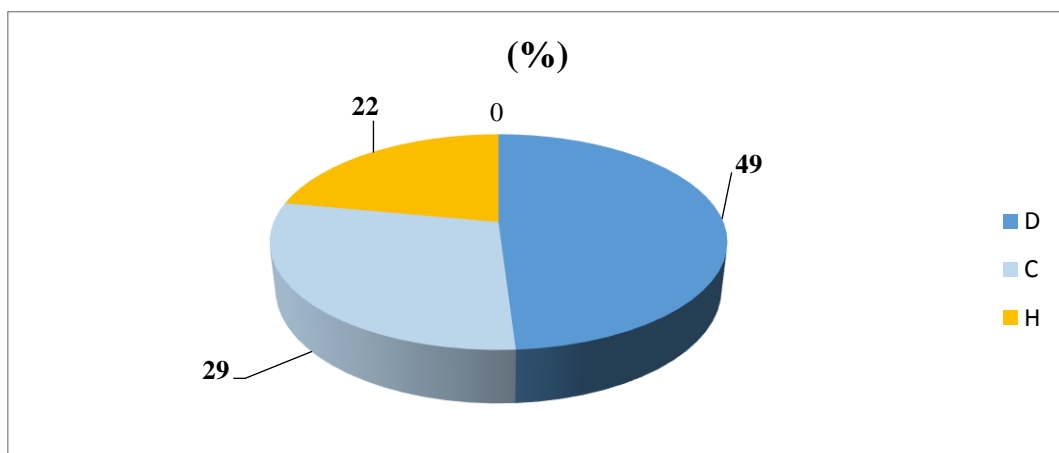


Figure 2. Test score of personality

Source: its own processing

4. CONCLUSIONS

Table 1. The personality of the dealers

Name	The strategy adopted	General information
D	Gain	- head of department, serious, sometimes impulsive; - good leader, to take a decision for the rapid and efficient; - brave, bold, he likes the risks and assume responsibilities; - the person optimistic, manages to stimulate the people around
C	Win-win	- the person rational, practical sense; - intelligent, modest; - loyal, devoted; - an open person.
H	Win-loss	- minutely, concerned about the details; - mating and responsible; - very calculated.

Source: Author's own processing

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