

THE IMPORTANCE OF NEGOTIATION CAPABILITIES IN ACHIEVING ORGANIZATIONAL SUCCESS

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Abstract

Negotiation is an interactive process of interpersonal or two-group communication, which aims to reach a common understanding of a course of action, resolve a conflict, or gain an individual or collective advantage over the outcome of the dialogue.

The ability to negotiate effectively involves mastering the ability to influence and persuade the discussion partner. Negotiation is a necessary skill in many professional fields, such as marketing, sales and advertising, but also in everyday life. Each of us is faced with the situation of negotiating: it is not a question of whether we will be involved in a negotiation process, but how well we will manage. Fortunately, through practice this ability - the ability to influence and persuade - can be improved.

Because people are the ones who carry out the negotiations and because they also appreciate them through the subjectivism of their thinking, we believe that through negotiations we must understand a process in which all those involved can be winners. Any desire that involves satisfaction, as well as any need that must be satisfied - as long as they do not depend exclusively on the individual - turns into a "negotiation process", and the success of negotiation is different depending on human behavior, reactions and behaviors. individual.

Keywords: negociere, management, metodă, training.

Clasificare JEL : M40, M41

1. Introduction and context of the study

The first reflections on negotiation are found in the memoirs written by diplomats, political scientists. They tried to analyze their experience in this field. The first works of theoretical analysis dedicated to negotiation, have their origin in game theory, developed by J. Neumann and O. Morgenstern who proposed the analysis of the negotiation process through the perspective of game theory [1].

Currently, negotiation is researched and characterized by social psychology, sociology and management, which intersect. This notion is thus perceived in social psychology and management.

According to D. Auzieu - represents a set of contacts and maneuvers of kindness of two or more opponents or partners to establish a common basis for an exchange [2].

According to R. Roscovanu - it is a method of human intercommunication. She considers that negotiation belongs to the field of sociology and social psychology, more precisely to the segment that studies human behavior in different social situations and how people want to appear in front of their peers [3].

According to D. Chavin - a mixture of the universe of disagreements and the universe of confidences [4].

According to H. Touzart - a discussion procedure that is established between the opposing parties through official representatives, whose goal is to reach an agreement acceptable to all [4].

According to C. Dupont - an activity that puts face to face two or more actors who interact in search of an arrangement to put an end to divergences, create, maintain and develop a relationship [1].

Business negotiation management

In the opinion of Marco Polo (very good negotiator) the negotiation is as old as the market [1].

According to Ș.Pruteanu - any form of unarmed confrontation, through which two or more parties with contradictory but complementary interests and positions, aim to reach a mutually advantageous arrangement whose terms are not known at the beginning [5].

According to T.Georgescu and G.Coroian, a dynamic adjustment process through which two parties, each with its own objectives, discuss together in order to reach a mutually satisfactory agreement based on the common interest [6].

According to R. Ionescu - it is the only decision-making way in which the parties seek the mutual satisfaction of a large part of each other's interests, the final decision belonging exclusively to them [7].

The definition we have relied on in negotiation training is used by several world-renowned specialists - a process in which two or more parties interact to reach an acceptable position and overcome differences between them [1].

Tipuri de negociere

At the heart of any classification are certain principles, so we will follow this requirement to identify different forms of negotiations.

The proposed typology in social psychology [7]

- Depending on the intentions of the parties:

1. distributive (traditional) - is the one that oscillates only between winner / loser or victory / defeat.

2. integrative (principally or essentially [7]) - is qualified as a non-zero (variable) game, which means that both parties can be chosen with a win, maybe not equal in value, but satisfactory for each of the parties .

3. rational - is distinguished by the fact that the parties do not only aim to make or obtain concessions, accepted as mutually advantageous, but try to resolve substantive disputes from an objective position, which may not correspond to the positions initially found by these part.

Depending on the number of parties involved in the negotiation:

1) bilateral (involved two parties);

2) multilateral or multiparty (involved several parties).

Depending on the area of interest in which the negotiations are taking place:

1) business;

2) political.

Depending on the geographical location of the negotiating parties:

1) internal;

2) external (intercultural):

2a) international - carried out between governments and / or international organizations;

2b) diplomatic - have a political character.

Depending on the point of view of the subject in question, at the negotiating table:

1) social;

2) commercial.

Depending on how it is worn:

1) direct;

2) indirect (through intermediary);

3) in time [1].

This typology was also used in training.

We can thus follow the comparative evaluation of the types of negotiations, characterized by the optics of intentional and behavioral objectives.

Negotiation team and negotiation conditions

In the current conditions, as the volume of knowledge increases, its diversification and rapid circulation, it is more and more difficult for a single person to be able to ensure a deep knowledge of any field, of any possible aspect to be approached in a negotiation, related to business, and that is why lately the practice of negotiations in the negotiation team has expanded, which is formed according to the areas to be covered, namely:

- 1) commercial - price, commercial policy, delivery, transfer of risks and expenses;
- 2) technical - quality, specification, packaging, services;
- 3) legal - contract conditions, clauses, dispute resolution, arbitration;
- 4) financial - payment conditions, insurance, credit, guarantees;
- 5) logistics - conditions [1].

A negotiating team can be made up of a leader, permanent members and attracted specialists as various issues arise. When the number of participants is too large, there is a tendency to develop separate and uncoordinated discussions between specialists from both teams and even the members of the same team.

At the stage of preparation of the negotiations, it is practiced to specify the conditions of the negotiation, which involves:

- establishing the object of negotiation;
- defining the mandate of the negotiators;
- clarifying the composition of the teams;
- preparation of the file [1].

The object consists of all the obligations and rights that the parties assume. Negotiating the object of the contract means specifying the name, quantity, quality, characteristics and performance of the product, control procedures, packaging, brand, delivery conditions, transport, price and payment conditions, premiums or penalties provided at the stage of the transaction, review methods and termination of the contract [1].

The negotiating mandate is a written document that consists of instructions and is signed by the company's management (director) and represents the manner in which the negotiating team is to implement the mandate. It is different from the negotiation plan and contains:

- 1) the list of the negotiating team and its leader;
- 2) specifying the problems that the team must solve;
- 3) specifying the issues to be discussed and defining the object of the negotiation;
- 4) the compartments of the negotiation file concerning the partner, the product, the market, the price (minimum and maximum accepted), the modalities and conditions of payment, transport, delivery, premiums and penalties;
- 5) establishing the period for carrying out and finalizing the negotiations;
- 6) establishing the ways in which one can communicate [1].

Given its content, it is clear that the negotiating mandate is "secret".

Clarifying the composition of the teams involves several steps:

- choosing the team leader;
- selection of team members;
- defining the area of obligations and responsibilities of each [1].

The choice of the team leader is made taking into account the level of negotiations, the degree of responsibility and decision he can assume in correlation with the mandate received, the qualities of negotiator, abilities to organize and lead the team, compatibility with team members, his image through in terms of partners. Namely, the team leader selects the members of the negotiation team, prepares the negotiation plan (strategy, instrumentation, scenario options), directs the elaboration of the negotiation file, participates in the elaboration of the negotiation mandate. At the negotiating table he leads the negotiations, takes care to effectively involve each member of the team, maintains the psychological comfort and creative atmosphere in the team. The team leader is the one who usually signs the documents for finalizing the negotiation (contract, agreement, protocol)

and draws up the report on the negotiations.

The selection of team members is made taking into account the object and level of negotiations, preventive proposals in this regard made by partners, the need to ensure the areas [1].

5. Conclusions

- In order to increase the productivity of the organization, it is necessary for its employees to be largely skilled in negotiation. We resemble each other and, at the same time, we differ by our own experiences, some by what we know are successful, and others on the contrary;

- In the case of an enterprise, its success can grow to the extent that all its staff will be successful. Employees have the opportunity to share their experience and find their negative parts during training;

- The purpose of developing effective negotiation skills is not to know how to manipulate others, through what you know, but to develop the skills to create favorable conditions for yourself and those you negotiate with, which would allow them a psychological development and a discovering the constructive part of effective negotiation;

- A main moment in the process of forming effective negotiation skills is the imaginary realization of one's own behavior in different situations. In training, participants have this opportunity to focus on their own behavior.

- Concerned with this idea, and with the wishes of the organization and employees, we developed the given training, through which we trained employees in positive attitudes towards negotiation, we trained the ability to negotiate so that conflicts are defused and they become good negotiators.

- Employees have the opportunity to share their experience and find their negative parts during the training. In addition to this positive, they also know what different scientists say about this chapter.

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