

BUSINESS NEGOTIATIONS AND BUSINESS MEETINGS: COMMUNICATION IN THE BARGAINING PROCESS

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Abstract. This article deals with the problems associated with lack of communication elements of the bargaining process, perception and usage. This article provides an overview of personal communication, communication in negotiations and business processes, a variety of definitions and their logical relations, the main features of these communication processes and essential properties. The article focuses on the bargaining process, mutual understanding in process of achieving common goal. The article discusses the most common errors in perception of bargaining process, and provides measures to prevent them. The bargaining process of communication highlights the emotional aspect of bargaining, the impact of verbal and nonverbal measures for harmonization. In order to prepare fully students for job in competitive conditions and develop their negotiating skills, the conclusions of the article are proposing to include in the programs of studies the widest variety of subjects, leading to deeper knowledge, assimilation and learning how to use appropriate negotiation and communication skills.

Keywords: negotiations, business meetings, communication, bargaining, self-presentation, impression management.

Jel classification: M21, M54

1. Introduction

The negotiation in business takes place constantly: making the purchase and sale agreement (contract), appointment and dismissal of employees, dealing with a variety of situations. Business meetings or negotiations can take place easily or with high voltage, may be able to easily negotiate or deal with special problems or a whole fail to agree. Communicating efficiently, understanding psychology of the other human or negotiating partner, and the interests of the organization he is representing, mostly determines success of business meetings and negotiations. To do this well, one needs to assimilate basics of communication, be able to read verbal and nonverbal communication signs, expressions, to have the created system for preparation to interview and negotiation to be able to provide and receive information to substantiate their positions, to respond to comments are neutralize them, to understand, to resist the manipulations and know how appropriately to complete the negotiations.

The problem. Underestimation of some elements of the communication in negotiation proc-

ess, the lack of communication knowledge and skills may become the key obstacle to effective negotiation results.

The object of investigation – communication bargaining process.

Research object – to disclose the key elements of the negotiating process of communication, enabling more effective business negotiations and business meetings.

Methods of analysis – a systematic, comparative, logical analysis and synthesis of literature.

2. Business negotiations and business meetings in system of communications

Business negotiations and business meetings – a complex multi-dimensional, multi-faceted process, in which are combined different and conflicting interests of the negotiating parties (Aguinis *et al.* 1998; Anderson, Bowman 1998; Bailenson, Beall 2006). It means that negotiating had to know how to find a compromise option which best could meet their goals and interests. For this purpose the negotiating parties must know how to seek alterna-

tive solutions, evaluate them, compare with each other, and select the best, acceptable for both sides (Bailenson *et al.* 2005; Bailenson *et al.* 2004; Bailenson *et al.* 2003; Bailenson *et al.* 2001). For this purpose they must manage the process of negotiating, prepare for the negotiations as a process of finding solutions, to be able to choose the most effective negotiating strategies and tactical marketing steps to plan the negotiation phases and stages (Barg 1994; Bucy 2000; Burgoon, Bacue 2003; Burgoon *et al.* 2000; Burgoon, Dunbar 2000). On the other hand, the negotiations – the process of participation and communication of participants. In this respect, the effectiveness of negotiation depends on how the parties understand each other, what information is available about each other and produces in the bargaining process, how they are able to understand each other's motives, how they are able to submit proposals, arguments, and to convince the other side.

The bargaining – potentially conflicting process. Therefore, the negotiator must have in its arsenal of measures to prevent the conflict escalating, and in case it has occurred – to go out of this situation, to resolve the conflict by focusing on the long-term relationship with a negotiating partner (Cherulnik *et al.* 2001; Choi *et al.* 2005; Driskell, Salas 2005; Dunbar, Burgoon 2005 a; Dunbar, Burgoon 2005 b).

In turn, business negotiations, business meetings – interaction of personalities. This interaction may take place in cooperation or in the fight. You can formulate the rules of game by yourself, or you can take the conditions given by other side (A good negotiator must know how to resist the influence and manipulation, to argue and defend their proposals, to resist the pressure, to make his opponent into a partner, in to move from fighting positions in negotiating situation into co-operation track).

Forms of communication and channels in this century is evolving very rapidly, and the economic and all other life crises requires to speed the development of new means of communication and technology. However, the value of alive business meetings and negotiations continues to be very important. The most important and crucial agreements for a long will take place at the meeting face to face. The interview is one of the best and most acceptable way to convince your interviewer in validity of yours position that he would agree with the opponent's position and could it to adopt or maintain (Peleckis *et al.* 2010; Peleckis *et al.* 2011 a; Peleckis *et al.* 2011 b; Peleckis, Mažeikienė 2009).

The more communication tools we know, the more we are surprised (often – too late) that the

words do not always reach the target. In addition, the words which we say to our negotiators do not always mean the same things which mean for us. The more not everybody have talent in talking to ignite people's hearts and awaken thought. It's as if we know in theory how to strengthen the impressiveness of words, the effect of use of words and how to manage the body, gestures, facial expression, but what to do that business communication does not result in “a defective phone” and ultimately could achieve personal or organizational goals?

Many business executives and professionals the main condition of success in the bargaining process keeps the effective communication, business negotiations and business conversation skills.

Probably sometimes we experienced that in important meeting everything is valuable: words, gestures, facial expression, environment, clothing, posture. Totality of all these things, effectively controlled can create successfully (or unsuccessfully) our image.

The art of business negotiations and business meetings includes skills of different sciences: communication, rhetoric, psychology, ethics, management and economics. Connection of knowledge of these sciences enables better to open possibilities of communication and language options to reveal much more than sometimes we hear and observe the environment. For these purposes there is no need for significant discoveries. It's worth knowing the basic bargaining process and the impact of communication elements and to apply them.

Communication in general, and thus the communication of bargaining process, must be mutual. Bargaining is a process of communication with at least two parties are achieving for a mutually acceptable agreement. In business negotiations and business meetings takes part an impact of persons or groups to one another. That impact is carried out both in verbal and non-verbal ways. During negotiation everyone is trying to influence opponent's mind, to convince him that certain changes will help to achieve the overall objective and mutually beneficial agreement. The receiver of information decodes the received information, processes it and sends his own information. It is the feedback, which adjusts the understanding of the information sent. If the communication continues successfully, the decoding of information by sender and receiver becomes more consistent, that means they have found a common language. But not always happen so. Sometimes friendly advice or useful proposal can be interpreted as a criticism, or a joke that could offend, a note can be converted into reproach. This perception depends on

the factors of personality – emotional experiences, moods and values.

Communication in the bargaining process according to the style, situation, and conditions may be: 1) one-sided: the speaker gives to the audience information and does not seek the feedback, 2) two-sided: the free exchange of ideas. This communication takes the most time, but is very effective and 3) one-way communication with feedback: a speaker provides information and asks how it was understood.

Communication according to the intention of information transfer process can be targeted and untargeted, according to performance - effective and ineffective.

Communication according to the level of effectiveness in bargaining process can be broken down as follows:

level 1 – the most effective – direct (ongoing face to face), when the exchange of information is going through direct contact, using verbal (spoken) and nonverbal symbols. The instantaneous feedback which arises immediately directly ensures effective communication.

level 2 – is less effective when the partners of communication are separated in space and relative in time (taking place by phone, email, Skype system, etc.).

level 3 – the least effective is indirect (complex) a written communication (postal services), where the partners are separated in time and space and there is no instant feedback, or even worse – sometimes achieves the recipient too late; the recipient responds, but the situation has been already changed, so you can say – that it is using a spoon in the afternoon.

3. The errors of perception in bargaining process

The main errors of perception in the process of bargaining are divided into:

- 1) part of information is omitted;
- 2) for some details is given too much weight;
- 3) incorrectly is interpreted relationships between perceived element;
- 4) incorrect assumptions about people are made, based on the earlier experience and false assumption that some of the traits must be always connected to the other.

To avoid the errors of perception in the bargaining process, you must:

a) be flexible, be able to change the opinion about the person after learning something new. This would help to avoid the halo effect – when part of the obtained information about a man begins to dominate and influence the final outcome.

For example, if you notice a very attractive feature of a person, we tend to overlook his shortcomings and we are looking for other attractive features, in order to create a more positive image about that person. And in contrast, if we notice something repellent, we are looking for more confirmation that the person is generally negative. Getting more flexibility in assessing would help to avoid an effect of stereotypes;

b) closely monitor and track the details, to give attention for both: verbal and non-verbal messages, and for the circumstances under which the interaction is going. You need constantly to check the information received and compare it with what we see, with the existing view, focusing on controversial issues, many of which are in the process of communication. So we can avoid false illusion of coherence (called False Consistency), when we unreasonably hope that the other person's behavior will be consistent: his one behavior would not be against another, that in similar situations, he always will do the same and so on. Therefore, if once we hear from somebody the blunt phrase: "I have enough of this nonsense", yet you don't think that this man - arrogant ribald, although at that time he was just joking;

c) you need to know how to postpone a decision, you must take care not to make the final decision as long as possible, you need to collect more and more broad-based information about it and consider how you must respond to it;

d) you must spend time to gather additional information that will help to create a more objective opinion;

e) not to give up to the impression of the first (basic) and finish effects. Many studies have shown that we memorize better the first and last words and actions of people than the middle and that we trust them more in making decisions about people. For example: if one talks ended in failure, it does not necessarily mean that all other negotiations with this person, be such as not worth than to start with. Although we remember more unpleasant criticism of negotiating partner expressed at the end of negotiations than the voiced compliments at the beginning of the meeting (effect of finish), the other negotiations should start from scratch – sometimes the favorable outcome of the negotiations can be achieved only after getting rid of past experience, despite to the words expressed in the former meetings, but having in mind the knowledge of other speakers.... Time and circumstances are changing the situation and the negotiation partner's goals and interests, so in another place and at another time after getting rid of the negative experience of previous negotiations, better prepared and more knowing negotiating partner

as an individual, we can find a better coincidence of points of interests and try to achieve the bilateral win;

f) trying to empathize – to look at the situation through the eyes of another person, to understand his position. In fact, as long as we were not entering into a situation of long-term unemployed, robed leader, single who is lacking communication, seriously ill patients, unjustly convicted, we can not understand always accurately the reactions and intense emotions of these people's. For example: your opponent can irritate you with his pedantry during negotiations, his insights into the details, his careful, even suspicious gaze, when he is hearing any more recent thing.

But that does not mean that they have run out of patience to prove to him the details and to base on facts – it may be that this man has been just surrounded by unreliable partners, perhaps he has experienced fraud-related losses or for a long period of time have worked in an environment where only have been searched for his weaknesses and tried to take advantage of.

Efforts are needed to find not one but several different explanations as to why a person did one thing in one way, but not in the other way, to pay attention also to the internal factors (for example, person might be angry because he was pulled out a tooth today, and in the evening will be a long meeting of shareholders in which he can get an offer to leave the office, or perhaps he is absolutely not ready for these negotiations, or even he have not read information which he got), and to the external factors (maybe a car had broken down, nobody can take his children from the nursery, or it is too hot for him), which can determine his behavior.

4. The emotional aspect of the bargaining

The emotional aspect of communication can not be forgotten for any minute in business negotiations and business meetings. The question arises why emotions in the bargaining process are important? As practice shows that the emotional issues often spoil everything, on the contrary, positively accelerates and facilitates co-operation (Ekman 1997; Hecht *et al.* 1999; Izard 1997; Manusov 1999; Parkinson *et al.* 2005; Riggio 2005).

There are two responses to other person and his problems: cognitive (information, thinking) and emotional. In some cases, we need someone who can provide required information, to advise wisely by analyzing the problem, to find objective items, showing how they had fallen into the quagmire of information. In other cases, we need more emotional support, understanding, compassion,

and a hearing. Emotional support is called empathy – that is empathy to another person's emotional state and experience what other people are feeling.

There are three phases of empathy:

1) understanding, sense of another person's emotional state. It is important not only to be able but also willing to go into another person's feelings. In particular, in negotiations, in business meetings you need to try understand what the other person is going through – only in this way you can find out what is most important to him, what are the weaknesses of the negotiating partner's side, which of them can be influenced and can help, for example: to eliminate the reasons of insecurity, hostility, or mistrust during the negotiations;

2) going through another person's sense. It would seem that empathic persons welcome and take care of the other person more than themselves. Not only mothers are pleased of their child's success and take care of their failure more than children themselves. In every negotiation it is very useful to consider in voice what other participants of the negotiations are receiving from each others, to think as if for them, of course, not forgetting about own interests;

3) transmission of a sense in the various forms of expression. Demonstration of understanding – a necessary condition for creating the trust in any business relationship, not to mention a personal relationship.

Empathy is condition of business communication in some cases, not only condition of familiar communication, is acquired property but not inherent characteristic. The opposite of it would be self-centeredness – it is such drowning in the own problems and troubles, that even there is no time to note that other people also have problems, desires and interests (Bucy 2000, Parkinson *et al.* 2005). Self-centeredness can be dangerous in negotiations: if we shall try to achieve our goals only (of course, they must never be forgotten – why then we are negotiating?), and if it can be noticed by the other side of the negotiations, so the result of negotiation can't be achieved.

5. Verbal communication in the bargaining process

Human communication takes place in different forms which are verbal and nonverbal. Many researchers believe that the verbal channel is used for transmission of information, while the nonverbal – defines interpersonal relations, and even sometimes perform the function of an oral report.

Verbal communication – is interactions, informational behavior by using symbols of speech

between two or more people for expression of ideas.

Verbal communication takes part when negotiation is going with the help of spoken and written language symbols. In theory, a business conversation is, or at least should be, a set of deliberately chosen words with the help of which one or more interlocutors want to influence the other participants or their group, having the aim to replace the current situation or relationships, that is to create a new situation and relationships. Nonverbal communication is going by the transferring information with the help of images. This can be the language of signs, the language of actions, gestures, appearance, and quality of voice, facial expression, and division of space and time allocation.

The main functions of verbal communication are:

- Information (transference of information, ideas, letters of intent);
- Campaigning (promotion, request);
- Emotional (feelings).

We need to ensure effective transference of information in verbal communication. The main types of verbal communication – language, writing and communication by electronic means, so – written and verbal means. Written communication takes place when the writing is used for the transmission of information. The writing – is convenient and for writer and for reader, because we can read and write as soon as wanted. In the case of business negotiations and business meetings the emphasis is on oral verbal communication in the view of objective and formal context. Further we shall discuss the importance of effective speaking, skills and possibilities of their development.

Speaking – this is particular improvisation. On the contrary to the writing, there may be surprises – unforeseen reactions of interviewer, environmental changes, and finally – even violent coughing attack, which can make to stop the meeting.

After all, not always it is possible to choose a convenient time for speaking, to suppose prepare for all possible topics and the ability to express thoughts. For these reasons, the sender is more controlling over his written message. Writer has more time for clear expression of thoughts and talker – can use and unclear terms.

During writing process collection of material is taking part, meditation on the problem is going, planning and later on everything is transcribed – there are the tasks for which speaker has no time. A great distance is maintained between the sender and the recipient in writing – the feedback may be delayed for hours or even can't exist. The big difference between speaking and writing is that talking does not leave any traces – records. For this

reason in a formal communication the greater reliance is on written information. For example: it is recommended to choose a written communication methods and tools in times when rumor is gliding and misleading information is spreading.

However, verbal communication can be much more effective seeking to influence other people's opinions and to reach an agreement – because the speaker and listener are interacting directly, the speaker gets immediate feedback and can adjust his message to the situation. Meanwhile, a person, for example after writing a letter, may find himself in a situation where much is too late already.

According to the process of negotiating the content of communication can be distinguished into 5 main verbal ways of communication:

1) an interpretative communication - we say for the interviewer what does it mean one or another phenomenon, or this and another situation, according our opinion.

2) in case of the maintenance communication we seek to show for others that we wish good and are trying to help.

3) researching communication – it is striving to get more information about the interviewer, the listener, the negotiating partners.

4) mutual understanding – it is such communication when we are trying to understand better what other people say or feel.

5) communication of evaluation means that we are trying to evaluate the speaking of any person, thing, phenomenon, situation and assigning them to a specific category: we say that is it good or bad, right or wrong, appropriate or inappropriate.

Verbal communication – the main component of business communication and an important part of the business itself: the higher promotion we would like to achieve in an organization and higher scores we desire to achieve, the more we must know about communicating. Namely through verbal communication we can disclose the professional expertise, to create an image and to overcome the competition. The same can be said about effectiveness of business negotiations or business meetings.

We can easily understand each other when we speak in the same language. Otherwise it can be said that we are talking in understandable words (codes) of that language. People can't communicate with each other if these codes are not understandable for them. If one person talks and other person can't understand him completely the language he is listening, so of course they can't communicate. However, misunderstandings can occur by communication in the same language also. The same words often have different values,

so people can understand them differently. An example might be the technical terms, slang. Some of the words are always normal and acceptable for somebody, and for others – only in a certain situation. Taking this into account and making communication more effective it is important to harmonize and standardize the values and meanings in verbal communication. It is important to be able to generate and keep the opponent's interest in bargaining process. For this purpose are appropriate: “proportional” talk strategy and tactical actions of “retreat”. Here, it should be taken into account the fact that our opponent is curious: he wants to find out, to know more. If we shall give him everything “on the plate” – we shall take out from him possibility to make his research for answers to his own questions. Attention of opponent will be awakening only then, when we shall let him to assert. On longer business negotiations or business meetings to arouse interest of the opponent can be achieved in engaging him repeatedly, then retreat a bit, seeking to maintain the necessary tension in the bargaining. This will help for your opponent to do the steps needed to identify the important things for him. It is important to maintain the dynamism of the conversation in bargaining process. For this purpose can serve the prominence of certain parts and elements. As pointed out by Stefan Spies, dynamism can be created by rotation of status: from to descend time to time, and allowing for others to participate more actively in chat, to collect required information and try to break moderation panel of opponent.

Then again it should be useful to make a slight rise to a higher status and try to provoke, criticize, or interest a negotiating partner in your offer. Our body can help to create dynamism also, if we shall give for our opponent we will give possibility to express him, but after all we shall take it back again (Spies 2006).

6. Nonverbal communication in the bargaining process

93 per cent of human exposure is determined by body language and voice (Spies, 2006). As pointed out by Stefan Spies, “thoughts are managing signals of body rather than external stimuli, so only the inner sense helps to reveal itself in the work and in personal life” (Spies 2006). On the other hand, body position and posture of human functioning influence emotional state with his surrounding world, so it is of great importance in their mutual relations. Body posture not only creates a certain impression about us for interviewer or the audience observing us, but acts to self-understanding, setting of our own goals and choice

of behavior strategy. The acquaintance is often initiated through body language (synchronization of body position, migration, and handshake). The business acquaintance can be established through non-verbal language also! It is the ability to feel the interviewer, and even to predict its next movement (Aguinis *et al.* 1998). Have you noticed that people talk on the phone with gestures even when they do not see the other person? For instance they explain how to find the way? Or explaining how it looks a triangular shape – as draw by hand a triangle in the air! Can you imagine what would you do in the case of talking with your tied arms? After all it helps to emphasize, to highlight what we are talking in words about.

Of course, it would be very useful to know and recognize your individual body language caused by the situation.

Most gestures of the non-verbal behavior are developed and their values are dependent on culture. In the entire world, some of the basic communication gestures are the same. When people are happy, they smile, some sad - become morose, when become rage - look angry. However, even not in the entire world mean “yes” or confirmation (in order to ascertain it is enough to go to Bulgaria), although it seems that the nodding of the head is an innate gesture, as it is used by blind and deaf people.

Head shaking implies the denial, also is almost universal, and, perhaps, this gesture had emerged in early childhood. Some of the gestures came even from the primitive communities of the past: for instance smile in original sense meant the threat (see, in what situations animals were “smiling”...), but today, it usually means satisfaction or goodwill.

Nonverbal signs of different nations are different. The same gesture in one nation can have a special meaning, while in the other it could not mean anything, or express an entirely different thing. Sometimes it's difficult to say whether the gesture is genetically determined or culturally acquired.

Non-verbal communication (nonverbal or body language) – it is the form of the body's communication, expressed in unconscious or conscious gestures and postures. Non-verbal language helps in these cases when the words do not provide sufficient effect. The gesture can be soul acting signal, which can not be transferred in words (for instance a silent farewell with the patient, looking to the eyes, squeezing his hand). Sometimes body language can speak louder than words. Silent signal can speak louder than words. Research has found that most of the information is transmitted in nonverbal signals.

The main reasons why the non-verbal communication always attracts special attention among scientists and in everyday life communicating are:

a) the non-verbal language is more universal (you may not know any other language or in general do not speak, but with the help of body language you can explain that you are hungry, hurt, or even ask for directions), in addition, different cultures express basic emotions in the same facial expression;

b) non-verbal language is more convincing. We are talking in voice, but we are communicating by the whole body;

c) confirms what a partner have expressed in words, or – on the contrary it is harder to hidden nonverbal language, issuing the feelings, emotions, directly reflecting the physiological responses that can highlight what you want to hide in the chat, revealing the changes of emotional state of communication;

d) provide information about the emotional state of participants. It is the easiest way to transfer dissatisfaction, satisfaction, pain, sympathy or antipathy for each other. Children are perfectly capable to open themselves by body language before learning the verbal language;

e) shows the evolution of emotional state during communication;

f) is largely determined by the first impression – creates trust in business relationship, or otherwise, causes a lack of confidence. Non-verbal language confirms the words which a partner have expressed, or vice versa.

Thus, our inner attitude reflects in our body language always. Therefore, we have to work with them selves – we need to try being calmed, restrained, dignified, unstrained, and self-confident.

If we will apply pressure in the business negotiations, opponent exerted the pressure will retreat – and we will not attain the desired effect.

All the means of verbal and nonverbal influence will be wasted if there will be the elements of lowest pressure and coercive. We can achieve good results only when in the focus will not be a transaction, but a person will represent it (Spies 2006; Krumhuber, Kappas 2005). You need to control your body – may be it is sending for opponent an easily visible signs about our desires for him. If he will feel that they he is “pushed into a corner” – your behavior can seem for opponent inappropriate and bothersome.

We must not forget that in bargaining process we have to give possibility for expression of opponent constantly: to remain silent and to listen to him carefully. However, if you choose not to remain silent while our body will be too active, will show signs of impatience or we shall come too

closer to the speaker and thus we shall prevent him from speaking – our negotiations or business meeting may not be sufficiently effective. The opponent may get the impression that we just assume to be silent, but actually are listening only of politeness and not paying enough attention to him.

If we want to understand what is speaking our opponent's body, we must monitor not only his movements and gestures, but also how they are changing. The changes of language of opponent's body captures the moments when his position is changing. Therefore, we must carefully monitor the bargaining process, when and why this is happening. The body of negotiating partner or of the opponent is like a litmus test which shows whether the actions we have chosen are effective or not. There is no need for constant monitoring of all the opponent's movements and expressions, as during negotiations, business meetings we need to think about the object of negotiations or the talks. However, the most important thing is to fix those moments when during the time of listening are changing reactions of opponent.

7. Conclusions

The importance of business meetings and negotiations continues to be very significant in development of virtual business communication measures and forms. The most important agreements take place at the meeting face to face and will be so for a long. Business conversation is one of the best and most acceptable ways to convince your interviewer in validity of our own position, that he would agree with the opponent's position and will adopt it or maintain.

Knowing how to communicate efficiently, to understand psychology of negotiation partner, and the interests of the organization he is representing is the reason of business meetings and negotiations success. To do this well, one needs to know the essence of communication, be able to read signs of verbal and nonverbal communication, expressions, to create system for preparation of negotiations, be able to provide and receive information, to argue their positions, to respond to comments, to neutralize them, to understand, to resist upon the manipulations and know how to complete the negotiations as appropriate.

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move from fighting positions in negotiating situation into co-operation track.

To avoid the errors of perception in the bargaining process, you must:

a) be flexible, be able to change the opinion about the person after learning something new. This would help to avoid the halo effect – when part of the obtained information about a man begins to dominate and influence the final outcome. For example, if you notice a very attractive feature of a person, we tend to overlook his shortcomings and we are looking for other attractive features, in order to create a more positive image about that person. And in contrast, if we notice something repellent, we are looking for more confirmation that the person is generally negative. Getting more flexibility in assessing would help to avoid an effect of stereotypes;

b) closely monitor and track the details, to give attention for both: verbal and non-verbal messages, and for the circumstances under which the interaction is going. You need constantly to check the information received and compare it with what we see, with the existing view, focusing on controversial issues, many of which are in the process of communication. So we can avoid false illusion of coherence (called False Consistency), when we unreasonably hope that the other person's behavior will be consistent: his one behavior would not be against another, that in similar situations, he always will do the same and so on. Therefore, if once we hear from somebody the blunt phrase: "I have enough of this nonsense", yet you don't think that this man - arrogant ribald, although at that time he was just joking.

c) you need to know how to postpone a decision, you must take care not to make the final decision as long as possible, you need to collect more and more broad-based information about it and consider how you must respond to it.

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come of the negotiations can be achieved only after getting rid of past experience, despite to the words expressed in the former meetings, but having in mind the knowledge of other speakers.... Time and circumstances are changing the situation and the negotiation partner's goals and interests, so in another place and at another time after getting rid of the negative experience of previous negotiations, better prepared and more knowing negotiating partner as an individual, we can find a better coincidence of points of interests and try to achieve the bilateral win.

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f) is largely determined by the first impression – creates trust in business relationship, or otherwise, causes a lack of confidence. Non-verbal language confirms the words which a partner have expressed, or vice versa.

It is important in negotiating process to maintain the dynamism of the conversation. For this purpose may serve prominence of certain parts or elements.

It is very important in bargaining process to fix those moments when listening to the reasoning or contrargumentation, the opponents' reactions are changing, which indicates whether our selected actions and sanctions are fair, effective, efficient or not.

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