



REVIEW OF INTERNATIONAL BUSINESS NEGOTIATIONS RESEARCH: CURRENT ACHIEVEMENTS AND DIRECTIONS OF FURTHER RESEARCH

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Abstract. The main objective of the study is to conduct a review of research in international business negotiations and provide the direction of development. For this purpose in the article is made qualitative analysis of the scientific literature. The paper analyzes the results of existing studies in the field of international business negotiations and mutual correlation of these works. It also provides insights for further research in the field of international business negotiations. Since business performance is based on the negotiation strategy. Therefore, the analysis of the global scientific literature is carried out through the prism of the negotiation strategy - through the main negotiating power forming elements: preparation for negotiations, communication terms, ethics, emotion management, time management, expectation management. This work will reveal more systematic approach to international business negotiation as a whole, this will enable to highlight the achievements of scientists in the field of science and weaknesses, Which in future could guide researchers in international business negotiations further research.

Keywords: international negotiations, strategy of negotiations, negotiation research, negotiation power.

JEL classification: M16, M50.

1. Introduction

This paper analyzes the results of existing studies in the field of international business negotiations and the correlation between these works. It also provides insights for further research in the field of international business negotiations. This work will reveal a systematic approach to international business negotiations as a whole and will enable to highlight the achievements and weaknesses of the scientific researchers in this field, to which scientists can direct further researches of international business negotiations.

Relevance. In developing negotiation strategy of international business is important to understand and evaluate the key elements of its determinants. Knowing that the negotiating power of the negotiations strategy formulation is needed a better understanding of the key elements, shaping the negotiating power. This is especially important in international negotiations, where are negotiating the different cultures and appear a number of hardly compatible issues. The object of research - to examine trends of international business negotiations.

The objective - to make comparative analysis of the world scientific literature surveys in international business negotiations and to identify areas for deeper research. Research methods - a systematic, comparative, logical analysis and synthesis of the

scientific literature. Starting point for business negotiations - strategy of negotiations. Therefore, the research of world scientific literature is examined through the prism of the negotiating strategy - through the core elements of negotiating power: preparation for negotiations, communication conditions, ethics, emotion management, time management, expectation management (Figure 1). In Fig.1 are presented the elements of formation the powers of negotiation from which depends negotiation strategy and tactics.

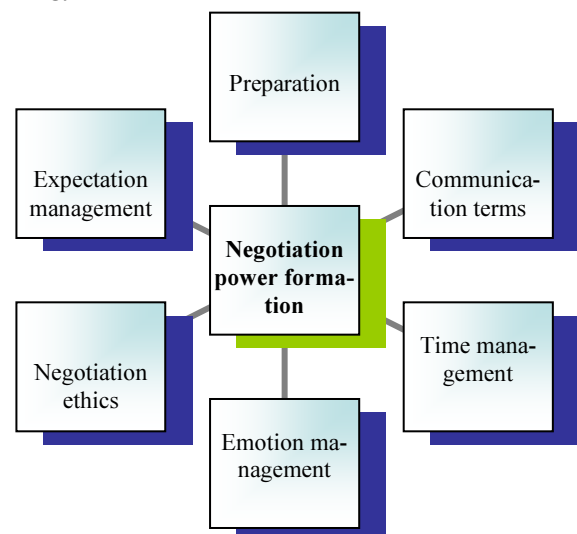


Fig. 1. Elements of formation negotiation power (source: compiled by author)

2. Qualitative analysis of the literature

2.1. Preparation

Preparation, as the element of formation negotiation power is most frequently mentioned in scientific literature. Preparation involves learning, knowledge and competencies, ambitious exodus, various compromises predictions. It is very important to know own resources and the other side of negotiation, to know your limits and strengthes. This can be achieved by looking at the situation from outside and finding solutions that are acceptable for both sides. Preparation also includes the search of objective criteria and setting priority parameters for the other side. Equally important are the anticipation of different bargaining situations and preparation of relevant responses in order to achieve smoother interaction and better performance. Therefore, in this part of the article we will review the scientific literature, which deals with preparation for international negotiations. Research in this field mainly examines e-support of negotiations, cross-cultural differences in cross-cultural context, the use of negotiation strategies by taking into account the behavior of the other side of the negotiation.

In the scientific literature, the preparation process of the negotiations so far was investigated by Lewicki *et al.* (2001), Rivers *et al.* (2003), Christopher (2005), The Sloan Brothers (2013); Goldwich (2009), Mandel (2012), Fords (2012), Foster (2003) Evaluation of Children and others. (2007) Suvanto (2013), Lynch (2003) Pathways (2013), Novak and Hall (2001), Fisher and Shapiro (2005); Delrojo (2007) Kosecka *et al.* (2012), Escape (2004); Easypola (2008), Dawson (2010); Iragorri (2003) and others. In examining the preparation for negotiations the researches observed strategy on negotiation, adaptation types of negotiation behavior and uses of specific negotiating tactics. Among the researchers that examine negotiation strategies (Herbst *et al.* 2011, Mint-Wimsatt and Graham 2004; Ganesan 1993), thought-Wimsatt and Graham (2004) are dominating the use of a few general negotiation strategies in the context of the four cultures (America, China, Japan and Korea). Analysis of research about the types of behavior in negotiations (Brooks and Rose 2004; Dabholkar *et al.* 1994, Herbst *et al.* 2011, Hill and Watkins 2007) stated that the authors distinguish competitive behavior and cooperating behavior depending on the orientation to profits of negotiation parties. Dabholkar *et al.* (1994) presents the differences between competing and cooperating behaviors, depending from each party of negotiations orientation to profits, the duration of the business relationship, according to

which the type of behavior is being determined. In studies dealing with tactics (Reid *et al.* 2002; Reid, Pullins and Plank 2002; Herbst *et al.* 2011), Reid *et al.* (2002) are presented results, illustrating the use of aggressive tactics by dealers. The authors found that the dealers commonly used tactic, creating an atmosphere of "aggressive competition" (among potential buyers), followed by the "time pressure" (as a mean to get a discount from the seller), "the threat to apply elsewhere" (another tool to simulate the competition). Reid *et al.* (2002) analyzed the different communication tactics in different buying situations. The authors found that more complicated the purchase situation is, the more the negotiating parties are trying to get more information to reduce uncertainties. However, the bargaining situation becomes more complex less information the negotiating parties are trying to give to another side. In several studies, the authors examined the electronic support systems that can help in pre-negotiation phase (Herbst *et al.* 2011). Good preparation for negotiations has extensive influence on the outcome (Keeney and Raiffe 2001). It should be noted that researches of an electronic negotiations support systems carried out in 1970 and 1980 can not deal with the technical challenges of these days (Herbst *et al.* 2011).

Intercultural context of negotiations can be an important in process of preparing for the international business negotiations. Intercultural context of negotiations can be conditioned by the legal environment, organizational values, and cultural values. It is necessary to take into account the following variables, because otherwise it would be difficult to understand the objectives, strategies, tactics, and relationship of the other side of the negotiations. However, negotiations between representatives of different cultures and international context of the negotiations have been insufficiently tested.

Specialized literature of intercultural dimensions have studied Hofstede and his colleagues (2010), Hall and Hall (1994), Tsang (2011), House *et al.* (2004), Javidan and House (2001); Ashkanasy *et al.* (2004), Gelfand *et al.* (2004) and Healy *et al.* (2004) and Javidan (2004), Emrich *et al.* (2004) and den Hartog (2004) and Schwartz (2006), Trompenaars (1997), Smith *et al.* (1996), Steenkamp (2001) Pruskus (2010, 2004), and others. In an overview of the literature we noticed that a lot of studies are conducted about the cross-cultural differences and the use of of various tactics in negotiations.

During the negotiations can occur the numerous misunderstandings among the parties of the same culture. In the case of cross-cultural negotia-

tions it is necessary to know the basic elements of the incompatibility of the negotiating parties. In further research it is appropriate to investigate in more detail the differences of preparation for negotiations among different and nearby cultural representatives. It should also be appropriate to investigate the integration of online search engines into negotiation support systems.

2.2. Conditions of communication

In the international business communication can take place misunderstandings of different cultural symbols. Since the negotiation process is not possible without communication, therefore intercultural impact for international business negotiations is significant. Consequently, we shall review in more detail the research of communication conditions in the negotiations. The language barrier is the biggest problem in intercultural negotiations. Cross-cultural communication is relevant in the international trade negotiations and it is very important the understanding and evaluation of cultural, ethical, emotional, and other differences (Suvanto 2000). In order to form properly the own bargaining power it is appropriate to take into consideration the other negotiating side, to share information and to create a free flow of information. Efforts should be made to speak in other side language as can be different mutual understanding. Further we shall review the research of scientific literature, dealing with communication in negotiations. The research in this area mainly analyzes the use of e-mail and other interactive media in negotiations, touching intercultural aspect and language barriers. It also examines the possibility to use the bargaining power through electronic means in comparison with face-to-face negotiations.

Computer technology and networks have significantly affected the communication today (Birnholtz, Dixon, and Hancock 2012). Over the past 20 years, the biggest change in the electronic communication was the massive use of the mailing in business (Phillips and Reddie 2007) and in the private sector (Utz 2007). In an increasingly globalizing world email transcend time zones, cultures (Rosette, Brett, Barsness, and Lytle 2012) and facilitates communication in an internal and external environment of companies. The negotiation is one of the main tasks of communication both in business and in the private sector (Lewicki, Barry and Saunders 2010). Today, due to a number of international travel costs and staff time costs, an email is a great alternative for negotiating more economically and faster (Geiger and Parlamis 2014). The authors Cooper and Johnson (2014)

have studied the perception of self-worth, which was exposed by communication of negotiators through email and audio tools, and how that affects the perception of negotiations. Managers spend a fifth of their time resolving conflicts and negotiating (Schoop *et al.* 2003). They are negotiating through email, electronic assembly and electronic negotiations systems (Srnska and Koeszegi 2007). Gettinger *et al.* (2012) analyzed the information in various forms (tables, graphs, and diagrams) on the conduct of the negotiation and the outcome of the negotiations. The ways on how information is presented, how it affects decision-making of people are very important for the electronic negotiation support systems (Gettinger *et al.* 2012). The research results Gettinger *et al.* (2012) show that the graphical presentation of information helps to achieve cooperating behavior. Information on the preferences of other side encourages better performance, but reduces the post-negotiation satisfaction of negotiators (Gettinger *et al.* 2012). Geiger and Parlamis (2014) investigated the influence of e-mail negotiating to the outcome of negotiations. Specifically has been studied satisfaction on e-mail usage, clarity of letters, and priority for e-mail in the negotiations. Compared the negotiations that take place face-to-face with negotiations in which the computer is a medium of communication, the latter is considered presenting less confidence, less chance of further negotiations, is less suitable for cooperative solutions, less adequate to ensure the effectiveness of persuasion, and presenting difficulties to carry out an effective message (Morris, Nadler, Kurtzberg, and Thompson 2002; Naqu and Paulson 2003; Wilson 2003). Of course there are some studies where it is established that the computer talks gave better economic results than face-to-face (eg Citera, Beauregard, and Mitsuya 2005), other studies did not find such effects (Galín, Gross, and Gosalker 2007; Mennecke, Valacich and Wheeler 2000; Purdy, Nye, and Balakrishnan 2000). Also has been examined satisfaction with negotiations where communicating was by email (Purdy *et al.* 2000). Some authors have analyzed and how the emails influence the outcome of the negotiations: Citera *et al.* (2005); Moore *et al.* (1999); Naqu and Paulson (2003); Parlamis and Ames (2010). The analysis indicated that in further research should be investigated in more detail submission of the additional information to another side of the negotiations (Gettinger *et al.* 2012). Study of the authors indicates that information submission to the negotiators leads for greater cooperating treatment. In further research it should be done the investigation of the impact on different types of information and submissions impact on a dynamic decision

support in different decision-making stages (Gettinger *et al.* 2012). As well it should be investigation of mailing features, operating among the participants of negotiations having intercultural differences (Geiger and Parlamis 2014).

In future studies it should be examined the possibilities of the use of bargaining power through electronic means. The growing importance of cross-cultural business negotiations, which greatly depends on email communication have a significant impact to the cultural and linguistic interaction. Email is relevant aspect in the context of the present day globalization. The important aspects on the ethics of cross-cultural negotiations we are going to examine.

2.3. The negotiation ethics

Ethics in these days involves traditions, habits, cultures, religions, and commercial interests, which interact with each other in harmony. Each side of the negotiations should comply with the ethical rules of the negotiations. Non-compliance can lead to failure. Of course the rules may vary depending on the cultures which are involved in the negotiations. Business ethics mainly is based on the behavior, which is good or bad, right or wrong, which affects the business context. Businesses are facing these problems when adequate solution must be adopted. In this chapter we shall review the investigations which examine the ethical aspects of the negotiations. Investigations in this area focus on dilemma of the compatibility between the profit motive and ethical behavior, on ethical differences of different cultures, on the benefits of ethical behavior, on trust issues and the use of unethical tactics.

Traditional opinion is prevailing in the business world that profits and ethics are incompatible (Ghosh *et al.* 2011). Some authors (Bryan, Hwang, and Lilien 2000) explored how business ethics and profits can be compatible in the management of companies. Some studies analyzed the negotiation process and issues related to ethics, morality and justice (Al-Khatib, Vollman, and Liu 2007; Buchan, Cross and Johnson 2004; Elahee and Brooks 2004). Elahee and Brooks (2004) conducted a study of ethics and morality, which analyzed the relationship between trust and morally questionable tactics of negotiations. The lower confidence in intercultural negotiations leads to use of a more ethically questionable tactics such as false promises, misleading position, the opponent's attack and gathering the inappropriate information (Herbst *et al.* 2011). In the moral sphere Al-Khatib *et al.* (2007) analyzed the effects of Machiavelzm in certain negotiating tactics. Study of 300 Chinese managers found out

that Machiavelist negotiators used ethically questionable tactics such as competitive bargaining and misleading information. These authors stated (Herbst *et al.* 2011) that the ideal negotiator should refuse to use ethically questionable tactics such as false promises and attack of opponent's network.

The author Georgescu (2012) analyzed the relationship of organizational culture with business ethics. The ethical dimension of the organization is closely related with organizational culture, which includes beliefs, values of the company. Knowledge of these things can help the new entrants to operate effectively in the internal and external business environment. Ethical organization (Georgescu 2012) is defined as follows: it produces high-quality products and provides quality services in achieving economic benefits, encourages development of human resources, is environmentally friendly and seeks to respect the community. The concept of organizational culture has four main components (Acar and Acar 2012): for culture is inherent commonality, organizational culture has visible and less visible levels, each member of the new organization is studying culture, the culture tends to change slowly. Preda (2006) studied the codes of ethics in organizations. According Taysir and Pazarcik (2013) in private enterprises manager has responsibility against their employers - the owners of the company. He has to operate according to the wishes of the owners, who usually earn as much money as possible. However, to achieve this they should follow the rules of society, law and ethical traditions. Galbreath (2008) and Singer (2009) propose to integrate social responsibility into the company's strategy and showed how companies can achieve this. Another study Ezzine and Olivero (2013) analyzed 120 French companies and have found that social-oriented business principles have increased the company's visibility in the market.

Further researches of ethics area should investigate on what is the influence of national institutions and culture context to leadership ethics and social responsibility (Tota and Shehu 2012). This problem is particularly difficult in the context of globalization when value systems are confronting and decision-making becomes more complex, and also creates the new ethical dilemmas (Tota and Shehu 2012).

The diverse behavior of participants in the negotiations may have a different effect on negotiators, and this may induce their different emotions, which can affect the process and results both negatively and positively. Therefore, the next section will review studies of emotion management in negotiations.

2.4. Management of emotions

Negotiating is the interaction between people, and emotions play an important role in them. It is necessary to argue and to persuade in negotiations, can not be made conclusions on the basis of own judgment. Sometimes it is necessary to press the other side in order it provide useful suggestions. It is necessary to manage the relationship, to build confidence, reassurance the other side. This principle is useful for long-term business relationships. However you need to accept and negative decisions, not to discount too often. By managing emotions there can be reduced differences by highlighting the existing commonalities. It is clear that creating the dependencies have a significant impact on the confidence of the other part of the negotiations. Of course, it is necessary to separate the people from the problem, leaving own ego, so dealing with issues will be more objective. Researches in this field mainly focus on knowledge of different options in emotions manipulation during bargaining, emotional rendering capabilities in electronic media, the influence of different emotions to the provision of discounts.

Over the past decades, interest in emotions increased, they examined emotions of individuals, their influence to the knowledge of others, feelings and behavior (Barry, Fulmer and Van Kleef 2004; Morris and Keltner 2000; Van Kleef *et al.* 2004a, 2004b). Emotions in negotiating before 1980 were poorly investigated. Cognitive approach explains how people decide on the events in their environment, and how emotions arise (Parrot 2004).

Liu (2009) investigated the effects of negotiators anger in negotiation strategies, and whether these effects were driven by national culture. Liu (2009) showed that (a) anger forced the negotiators to use more positional bargaining and led integrative proposals (b) anger led opponents to less use of positional bargaining, but also promoted the exchange of information about their preferences. Often negotiators do not reach a mutually beneficial agreement, because they think that the wishes of opponents contradicts them. Authors Chen and Weiss (2013) examined how verbal and non-verbal emotional expressions can reduce the self-serving attitude and promote co-operating behavior.

Authors Geiger and Parlama (2014) found that greater communication by e-mail experience and acceptability of such communication promotes more emotional communication, encourages the manipulation on e-mail information dissemination in dependence on the objectives.

Authors (Sinaceur *et al.* 2013) found that emotional instability and unpredictability can positively

affect the granting of concessions in the negotiations. Their research confirms the earlier findings (Russell 2009; Scherer 2009). It is also observed that emotional instability can have a negative impact on the negotiator's power (Overbeck *et al.* 2010).

Negotiation involves emotional communication (Sinaceur *et al.* 2013; Elfenbein 2007; Van Kleef, De Dreu and Manstead 2010). Other authors argue that emotions play a significant social role in conflicts and negotiations (Morris and Keltner 2000). Past studies have shown that negotiators who conveyed emotionally their anger, received greater concessions in the negotiations (Kopelman, Rosette, and Thompson 2006; Lelieveld, Van Dijk, Van Beest, Steinel, Van Kleef 2011; Lelieveld, Van Dijk, Van Beest, Van Kleef and 2012; Sinaceur *et al.* 2013, Overbeck, Neale, and Govan 2010; Sinaceur and Tiede 2006; Van Kleef, De Dreu and Manstead 2004; Van Kleef *et al.* 2010; Van Kleef and Côté 2007). Authors Overbeck *et al.* (2010) studied how emotions (anger and joy) influence the formation of power when negotiators have unequal power. Several authors argue that the use of anger can overbalance the other side of the negotiation (Sinaceur and Tiede 2006; Van Kleef, De Dreu and Manstead, 2004a, 2004b) but such. Using of anger may lead to worse results (and tied Sinaceur 2006). Other authors argue that joy encourages creative thinking (Lyubomirsky, King, and Die-ner 2005), but it is somewhat harmful, because anyone who shows joy gets fewer concessions (Van Kleef *et al.* 2004a).

Overbeck *et al.* (2010) suggests that in further research is appropriate to investigate the usability of anger in high power negotiators and whether it leads to better results when use of joy. In further research appropriate to investigate the different negotiators' responses to wide range of emotions (Chen and Weiss 2013): annoyance, frustration, irritability, fear, anxiety and so on. And how these emotions influence to the negotiations strategy selection.

2.5. Time management

The power comes from the negotiation process management. For a smooth negotiation, the talks should be structured. Time management is one of the most important elements of the negotiation power in negotiations because the management can directly influence the outcome of negotiations. Care should be taken that the other part could not give proposal the first - as in this case it can achieve the better results. It is necessary to make arrangements slowly, to give a time for conflict

analysis. There is also necessary to ensure that the rate of change of the negotiations would be appropriate to everyone participant in the negotiations, to take account of the fact that the other side of the negotiations may not be ready to move on to the next phase of the negotiations, when are not solved the original, urgent issues. In this area, the researchers analyze the impact of time pressure for negotiations, as well as delays in awkward situations, disclosure of the terms to the other side and consistency in the negotiation process.

The influence of time pressure examined these authors: Hunt (1990); Sebens (1998); Ghauri (2003). The latter examined the impact on the national and international context to behavior of negotiations. Several authors have examined the outcome of the negotiations under time pressure (Gillespie and Champagne 1998). Other authors have examined the time pressure to negotiation process (Mosterd and Rutte 2000; Stuhlmacher and Champagne 2000; Stuhlmacher, Gillespie, and Champagne 1998). There are studies which have investigated time pressure in the negotiations when one side had substantial financial resources, and the other smaller (Dreu 2003). It was observed that the time pressure leads to a lower preference and towards faster landing on the required conditions (Stuhlmacher, Gillespie, and Champagne 1998).

Houba and Wen (2011) claimed that costly delays in the progress of negotiations can occur at a time when the agreement is reached. Kennan (1986) writes that often at the crucial moment resulting delays could offer benefits for delaying side, because the other side does not wanting to suffer a loss will tend to descend. Houba and Wen (2011) argue that the delay in the negotiations is particularly effective when there are known the deadlines for the other side of the negotiation. The delays were also investigated by authors as Fernandez and Glazer (1991) and Bolt (1995). They modeled the decision made by coalition to delay in a situation between the given proposal and response of the counterpart. Such simulations are also carried out by Houba (2011), and Slantchev (2003).

Moore (2004) writes that in order to understand the effects of time pressure on the negotiations it is important to know the different types of time pressure, because some of the negotiation covers time costs, also exists cost of delay and price of possible delays. It is shown that negotiating side having less time is less inclined to push another side (Moore 2004; Stuhlmacher, Gillespie, and Champagne 1998).

Lim and Murnighan (1994) showed that negotiating side having less time is less inclined to push another side (Moore 2004; Stuhlmacher, Gillespie, and Champagne 1998). Negotiating side

which has less time, reaches less benefits, because those who have less time and are demanding less. The higher the cost of their time, the less they want to descend faster (Moore 2004). Time pressure to negotiators produces less time to look for solutions that suit for both parties and increases the probability of deadlock (Moore 2004).

However, all the negotiating parties must find common agreement before the expiry of the time limits if they want to avoid the deadlock. Negotiators tend to procrastinate and to fight, especially when the potential value of the transaction is high and exceeds the cost of the delay (Moore 2004a). They tend to descend only when the delay or deadline encourages risk of occurrence the impasse (Ross and Wieland 1996). In negotiations the terms are symmetrical for both sides, because if one side goes, the other side can not to negotiate alone Moore (2004a).

In further researches is appropriate to investigate the relationship between the time pressure and the need for secrecy (Iborra 2008). It should also be investigated situations in the negotiations of a new acquaintance under time pressure and in negotiations, where participants were collaborating on many occasions. It should be also examined the time pressure understanding and response to the differences between different cultures (Iborra 2008).

In further research is appropriate to examine the following questions: when is the best time to disclose in the negotiations your deadlines (Moore 2004)? What behaviors or actions would help successfully to exploit the deadlines (Moore 2004)? Further studies should examine the specific reactions of the negotiators, when they are faced with time pressure (Dreu 2003). Also, we should know when the time pressure increases attentiveness of the negotiator somewhere to specific information (Dreu 2003). Further studies should examine the influence of the time pressure to dissemination of information and cooperating or self-serving behavior during the time pressures.

2.6. Management of expectations

Managing expectations can take part throughout the negotiating process and the other side of the negotiations must be satisfied with the result of the negotiations, otherwise their expectations will not be satisfied. They may be too high and they should be turning on realistic. Even after negotiations it is necessary to remove any discrepancies seeking further transactions and higher loyalty from other side of the negotiation. During forming the proposal must be taken into consideration that the conditions are equally important than the money as well, but

money can be presented by any other aspect also. Do not reveal your final terms, because the other negotiating side can use them for their capacity-building. Do not split the proposal in part - as you can get a higher profit margin. Of course, the negotiation must eventually be summarized and purified, as to form the final expectations. One should avoid a one-sided appeasement and respond to promotions as well. Scientists in this field are analyzing the knowledge of the other side of the negotiations, exchange of information, the management of expectations during the negotiation process, the reduction of uncertainty.

Management of expectations in literature was deeply analyzed by these authors: Sloan Brothers (2013); Goldwich (2009); Brodow (2012); Foster (2003); Diržytė ir kt. (2007); Suvanto (2013); Lewicki *et al.* (2001); Lynch (2003); Pathways (2013); Delrojo (2007); Kosecka *et al.* (2012); ESCAP (2004); Dawson (2010); Iragorri (2003). Expectations were introduced by Alderson and Martin (1965). According to some authors expectations arise from the values and information (Mittilä and Järvelin 2001). Today, values and information are of research spotlight. Business mainly consists from the evaluation of the future today (valued expectations). According to Ojasalo (1999) the nature of expectations can be clear, uncertain, ambiguous, realistic or unrealistic. Customers having clear expectations have a clear conscious view of what they desire from the further cooperation. The clients who do not have clear expectations, actively do not think about any future cooperation aspects (Mittilä and Järvelin 2001). Clients with a clear expectation know when their expectations are met, and when are not, and unclear expectations are revealed when they were not met. In the case of uncertain expectations customers expect something but are not sure what is available. If these expectations are not met the client is not happy, but he does not know what is wrong. Realistic expectations reduce the unrealistic expectations (Ojasalo 1999). Information is very important in the process of managing expectations - as much information about the other side of the negotiations we have, better we understand the expectations. Information is essential for the development of future strategies for negotiation: identifying the current context of the negotiations, targets, negotiating history, expectations of the other part of negotiations and other. In order to establish a mutually beneficial transaction both sides of negotiation should pursue as smooth as possible the exchange of information. Of course, this may depend on the aspirations of the other side of the negotiations - whether she wants a long-term or short-term co-operation. This can

lead to fluency in information exchange. In order to achieve long-term cooperation all negotiating parties should be more open and cooperative as any distortion or concealment of information can disrupt the future transactions.

In the management of expectations is important to understand the context of the negotiations. In the international negotiations, doing so is not simple: concerning language, distance, culture and other barriers. In examining partners expectations we need to identify the sources of expectations, which influence the decisions of the other side of the negotiations and the perception of the transaction. Therefore, organizations often have customer information databases where is recorded their history. Such a database can reduce the preparation time for negotiations and after a change in the negotiating team remains as part of the information. The management of expectations is also an interaction model - how the other side of the negotiations tends to communicate and exchange information. It can depend from national culture, organizational culture and the experience of that negotiating side. Further investigation should explore in more detail the process of managing expectations among participants from different cultures.

3. Conclusions

1. In this article the author provides the opportunities to influence the process of negotiating strategy and structure on the basis of formation of negotiating power. The negotiating power structure contains key elements: preparation for negotiations, communication conditions, ethics, management of emotions, time management, managing expectations. According to these elements this article performed survey of researches, done till this day and problems solved, directions for further research.

2. In the intercultural negotiations are not easy to understand the most important elements in the negotiation with another culture. The review performed in this article should facilitate this task and help the scientific community to draw attention to the critical points in the process of negotiations.

3. Preparing for negotiations is one of the most important elements of the negotiating power in international negotiations. Research on the preparation for negotiations mainly deals with electronic negotiation support, cross-cultural differences, cross-cultural context, the use of negotiation strategies depending on the negotiation behavior.

4. In international business negotiations appear the barriers of language and understanding of symbols - so it is important to ensure that both sides of the negotiations would properly understand one another.

5. Researchers in international business negotiation communication mainly analyze the use of mail and other interactive media, cross-cultural aspects and language barriers in the negotiations. They also analyze the possibilities to exploit the bargaining power through email and the measures by comparing with face-to-face negotiations.

6. Studies of negotiation ethics focuses on profit achievement and ethical behavior compatibility dilemma, multicultural ethical differences, benefits of ethical behavior, trust of issues and the use of unethical tactics.

7. Over the past decades increased interest in the emotions, the researchers examined how emotions influence other people's knowledge, experience and behavior. This research is mainly focused on awareness of emotions to the other side of the negotiation, the different possibilities of manipulation of emotions during the negotiations, emotional rendering capabilities by email measures, influence of different emotions to concessions granting.

8. Time management is one of the most important elements of the negotiation power, because that can directly affect the outcome of the negotiations. In this area, the researchers analyze impact of time pressure on the negotiations, as well as delays in awkward situations, disclosure of the terms to the other side and the consistency of the negotiating process.

9. In the management of expectations is important to understand the context of the negotiations. In the international negotiations, doing so is not simple: concerning language, distance, culture and other barriers. Scientists of this field analyze knowledge, exchange of information, the management of expectations of another side of the negotiations in whole negotiation process and the reduction of uncertainty.

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