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STRUCTURAL FEATURES AND PRINCIPLES OF NEGOTIATIONS

Abstract: *this article examines the relevance of the topic of business negotiations, their impact on our daily life. The article is also devoted to the study of the structural features of the negotiations, including the issue of independence of both parties. The author provides 5 basic principles of successful negotiation.*

Key words: negotiations, networking, business negotiations, principles of negotiations, structure of negotiations.

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СТРУКТУРНЫЕ ОСОБЕННОСТИ И ПРИНЦИПЫ ПЕРЕГОВОРОВ

Аннотация: *в данной статье рассматривается актуальность темы бизнес-переговоров, их влияние на нашу повседневную жизнь. Также статья посвящена изучению структурных особенностей переговоров, в том числе вопроса независимости обеих сторон. Автор статьи предоставляет 5 основных принципов успешного ведения переговоров.*

Ключевые слова: переговоры, нетворкинг, бизнес-переговоры, деловые переговоры, принципы переговоров, структура переговоров.

Today, interpersonal communications are of great importance in all spheres of human activity. However, business communication and the art of negotiation are

of particular importance for modern business people in economy, politics, and cooperation with representatives of other states, etc.

Negotiations are usually started when there is a mutual desire to find a mutually beneficial solution to the problem, to maintain business contacts and friendly relations, when there is no clear and precise regulation to solve the problems that arise, when for one reason or another a legal solution is not possible, when the parties realize that any unilateral actions become unacceptable or impossible.

To understand negotiation we need to understand the structure of the interdependencies between negotiators. Critical in what follows is that negotiation is about distributing and creating value. Value can be, first of all, positive or negative and negotiation can be about gains and rewards, about costs and losses, or about both. Second, value can be realized immediately or delayed and, third, it can be certain or probable at best. These latter two aspects - delay and uncertainty - are important aspects of the fuzziness of negotiation situations. Finally, it should be emphasized that value often is material and tangible, but this need not to be.

In negotiations between two persons A and B, B's dependence on A increases with the value of the benefits A can give B, and it decreases with B's access to alternative sources for those benefits. Power and power asymmetries influence negotiation processes and outcomes primarily through their effects on the setting of aspirations and goals, and on the depth and deliberateness of information search and processing.

When negotiation parties are groups rather than individuals, individuals experience mixed-motive interdependence within their in group, as well as with the out group. Bornstein (2003) provides examples of situations in which hostility toward the out group is perceived as cooperative, loyal behavior by members of one's in group. Vice versa, cooperative and conciliatory behavior toward an out group may be perceived, by one's in group members, as disloyal and cowardly behavior that jeopardizes the in group's fate. As a result of this, groups tend to be

more competitive and less cooperative with each other than individuals are in a interpersonal negotiation.

In many analyses of negotiation and game theory, it is assumed that negotiators are fully informed players who perceive the structure as it is. We reject this assumption because it is unrealistic. Parties to a negotiation do not have a full and accurate insight into the structure of the negotiation. The reason is that the brain has a fundamental capacity to confuse and mislead interaction partners. To prevent exploitation and foster personal gain, negotiators can use misrepresentation and deception. Because of the information dilemma, negotiators have a fundamental reason to doubt any information from their partner.

The conclusion that negotiation situations are, in the eyes of the negotiators themselves, rather fuzzy situations directs us away from the use of simple, clear-cut games in which individuals have full information about both their own and their partner's outcomes and evaluations thereof, and in which individuals and their partners face a limited set of decision alternatives [1].

Now we turn to a detailed review of the best principles that should be followed during negotiations:

1. Be Prepared.

- Find out as much information as possible about the person you are talking to, including his personal interests and hobbies.
- Talk with colleagues who already had negotiations with this person, identified his strengths and weaknesses.
- Based on the information gathered, develop a strategy, for example, you can first make an aggressive proposal, and then make concessions, so the interlocutor will agree with you anyway.

2. Get The Other Side To Commit First. Power negotiators realize that you're usually better off if you can get the other side to commit to a position first. There are several obvious reasons to adopt this approach:

- Their first offer might be much better than you hoped.

- It gives you information about your counterpart before you have to disclose anything.

- It enables you to bracket their proposal. If they present a price first, you can bracket them, so if you end up splitting the difference, you'll get what you want. If they can get you to commit first, they might bracket your proposal. Then if you end up splitting the difference, they get what they wanted [5].

3. Manage Your Emotions. Allow yourself and your counterpart to be honest with any strong emotions you feel during the negotiation process. Give ample time for them to honestly speak their mind. Emotions get in the way of looking at the problem for what it is. Taking turns to express your feelings without interrupting lets you listen better to what is being said and can prevent arguments from getting out of hand [3].

4. Give honest and sincere appreciation.

5. Talk in terms of the other person's interests. Everyone who was ever a guest of Theodore Roosevelt was astonished at the range and diversity of his knowledge. Whether his visitor was a cowboy or a Rough Rider, a New York politician or a diplomat, Roosevelt knew what to say. And how was it done? The answer was simple. Whenever Roosevelt expected a visitor, he sat up late the night before, reading up on the subject in which he knew his guest was particularly interested. For Roosevelt knew, as all leaders know that the royal road to a person's heart is to talk about the things he or she treasures most [2].

Therefore, we must recognize the tremendous power and significance of successful negotiations. This is not just a discussion of the problem and finding a common solution, it is an art that everyone who wants to win over people should own. It is very important to understand the structure of negotiations, how they move and what outcomes exist when choosing different tactics. The structure provides the basis for strategizing, defines the boundaries on negotiator goals, and gives insight into the range of agreement options that exist. It is also necessary to always keep in mind the principles of negotiations and not to forget about them. After all, the result of negotiations depends on our behavior and words.

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