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SUCCESSFUL NEGOTIATION IN ENGLISH
ZAVRŠNI RAD

Požega, 2021. godine.

VELEUČILIŠTE U POŽEGI

DRUŠTVENI ODJEL

PREDDIPLOMSKI STRUČNI STUDIJ RAČUNOVODSTVO

SUCCESSFUL NEGOTIATION IN ENGLISH
ZAVRŠNI RAD

IZ KOLEGIJA ENGLESKI JEZIK III

MENTOR: Vesna Vulić prof., v. pred.

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SAŽETAK

Tema završnog rada je uspješno pregovaranje u engleskom jeziku. Cilj rada je prikazati važnost pregovaranja u poslovnom okruženju te na koji je način povezano znanje engleskog jezika s uspješnim pregovorima. Prikazati će se važnost vještine pregovaranja, koje su osnove prilikom pregovaranja, moguće strategije te utjecaj pregovaranja na poslovanje. Svrha rada je objasniti procese i subprocese pregovaranja te na koji način se pregovori odvijaju u različitim kulturama. Drugo poglavlje bavi se osnovama pregovaranja, objašnjava koje su njihove karakteristike, strategije pregovaranja, što je to komunikacija i etika pregovaranja.

Treće poglavlje bavi se pregovaranjem između dviju strana i kako učinkovito pregovarati. Dio trećeg poglavlja obrađuje situacije u kojima pregovori nisu uspjeli.

Četvrto poglavlje će objasniti kako je engleski jezik postao drugi jezik većine stanovnika i kako se pregovarači trebaju odnositi u pregovorima prema drugim kulturama.

Ključne riječi: pregovaranje, vještine pregovaranja, strategije pregovaranja, engleski jezik, kultura

SUMMARY

The topic of the final paper is "Successful Negotiation in English". This paper aims to show the importance of negotiation in a business environment and how the knowledge of the English language can mean success in negotiations. The importance of negotiating skills, basics of negotiating, possible strategies, and the impact of negotiating is explained. Furthermore, the objective of this paper is to explain the processes and subprocesses of negotiating and how they differ in various cultures.

The second chapter explains the basics of negotiation, its characteristics, strategies that can be used, what is communication, as well as ethics in negotiation.

The third chapter deals with negotiations between two sides and how to negotiate effectively. Part of the third chapter covers situations in which the negotiations have failed.

The final chapter explains how the English language became the second language to most of the world's population and how the negotiators should deal with other cultures.

Keywords: negotiating, negotiating skills, strategies, English language, culture

CONTENTS

1. INTRODUCTION

The topic of this final paper is " Successfull negotiation in English". In the first chapters of the paper, the focus is on negotiation process and different strategies that can be used in negotiations. In addition to explaining the basics behind the negotiation process and the strategies involved in negotiations, the paper also deals with different cultures and their effect on negotiations.

Negotiation can easily be explained as a dialogue between two persons trying to reach an agreement that is beneficial to both sides. It usually involves one or more issues that are causing conflict between the two sides.

It is used in our everyday life and is strongly connected with business and management skills. Managers in a company need negotiation skills to maintain order and authority in their work environment. Firstly, managers need good negotiating skills to make a good deal for their company. Every business arrangement is a conflict between two sides and requires a solution. Secondly, to ensure that their company benefits the most in business deal managers are required to make a deal following their plan for the company's future.

Thirdly, to successfully conduct negotiations, both parties need a strategy they will follow to minimize the chance the other party has in creating a more beneficial deal. There are consequences if one does not have a plan that can harm the outcome of the negotiations. In addition, strategy will help the negotiator in conducting successful negotiations and improve his skills, further allowing him to perform better in his working environment.

2. BASICS OF NEGOTIATION

As previously mentioned, negotiation can be explained as a dialogue between two sides with a specific conflict. That conflict can be physical or verbal, connected with business or every day life, it can be a conflict between family members or strangers. Negotiation skills are necessary for our lives and are usable in every aspect of it. Most of the time, we are not even aware that we are negotiating.

According to Adnan et al. (2016: 54), "negotiators need to understand the negotiation process and other negotiators to increase their chances to close deals, avoid conflicts, establishing a relationship with other parties and gain profit".

2.1. Characteristics of negotiating situation

Every negotiating situation has the same characteristics that can be explained and studied. All authors who wrote about negotiating situations made extensive theories about the characteristics that bind them. Narry, Saunders & Lewicki (2006: 6) explain six characteristics of negotiating situations.
According to them:"
- there are always two or more sides to negotiations,
  - we consider it a negotiation only if there are more than two parties
- there is a conflict of wishes or needs between the sides
  - what one side wants does not have to match with the other sides
- both sides negotiate by their own free will
  - we negotiate because we expect a better deal
- when we negotiate, we expect the process of giving and taking
  - both sides need to loosen their demands for the negotiation to succeed
- both sides need to accept negotiations
  - negotiations are used when both sides want to reach an agreement
- successful negotiations include controlling tangibles and intangibles
  - tangibles are, for example, the price or the terms of the agreement
  - intangibles include the need to win, the need to have a good reputation"

2.2. Conflict

Conflict can be defined as harsh disagreement or conflict of interest, ideas, or more which includes perceived divergence of interests or belief that current desires of all sides cannot be simultaneously realized (Pruitt & Rubin, 1986 : 4).

Conflict arises by the interaction of interdependent people who regard that their goals are incompatible and impede each other to accomplish those goals (Hocker & Wilmot, 1985).

According to Barry, Saunders & Lewicki (2006; 25), several levels of conflict can be distinguished:
- "Intrapersonal conflict
  - These types of conflicts are developing inside the individual. The source of these conflicts can be ideas, thoughts, emotions, values.
- Interpersonal conflict
  - This type of conflict is between the individuals. This is usually a conflict between family members, friends, strangers.
- Intragroup conflict
  - A third significant level of conflict deals with the conflict between members of the group. It can affect the way the group deals with the ability to make decisions or work productively.
- Intergroup conflict
  - Lastly, it is the conflict between different groups of people. This type of conflict is complicated due to the size of the groups. Mainly it involves different organizations, families, nations, or ethnics groups."

All these types of conflicts are something we are experiencing every day, and for most of them we are not even aware of. This shows us that conflicts are integral part of our lives. The next chapter will be dealing with the different strategies that can help us in the negotiation process.

2.3. Negotiation strategies

For the negotiation to proceed according to our wishes, it is preferable to have a plan or a strategy for the upcoming process. To achieve success and reach the goals we set for ourselves, we need to prepare for the upcoming process. In order to do that, we need to be informed about the deal we are trying to negotiate, for example, what does the other side want to achieve in this deal, what are the advantages and disadvantages it will give them, how will it affect us, how much we are willing to relent in our negotiations.

There are four basic strategies that we can employ in our negotiations that will help us in making a deal that is the most beneficial for us. These are best explained by using a buyer as an example. The first strategy, as explained by Barry, Saunders & Lewicki (2006), requires the buyer to fight for their side of the deal until the seller reaches the point of resistance. That way, we secure for us the best deal and the most extensive range of the settlement. Using this strategy, we can offer extreme propositions and only give small concessions. This will influence the seller and his perception of possible settlements.

The second strategy Barry, Saunders & Lewicki (2006) describe in their book revolves around changing the sellers' point of resistance by directly affecting their belief in the value of their side of the deal.

Thirdly, Barry, Saunders & Lewicki (2006) talk about negative ranges of the settlement and the need to convince the seller to lower their point of resistance to achieve the positive range of settlement. If the seller does not want to relent and change his or her point of view, we need to lower our viewpoint. This may seem unfavourable for us but will ultimately bring us in a position where both sides will reach an agreement.

Lastly, Barry, Saunders & Lewicki (2006) present a strategy that revolves around trying to convince the other side that our proposition is the best deal for both sides. If the other side of the negotiations feels that they have achieved the best possible outcome, they are more likely to accept the proposition we have for them.

2.4. Communication

Following this information, we can conclude that communication is vital in establishing successful negotiations. Furthermore, Putnam & Poole (1987: 293) say that "the process of formation and resolving said conflict is happening through communication. More precisely, communication is tightly connected with our goal setting and changing of said goals, by defining and determining the theme of the conflict."

Generally speaking, two types of communication can be observed in our everyday lives and during negotiations. We talk about verbal and nonverbal communication, and both are critical factors in successfully conducting negotiations. Moreover, the way the negotiators speak is also essential as well as the vocabulary they use in negotiations.

Bradac, Bush & Gibbons (1992: 54) state that five linguistic dimensions can be a threat to negotiations:
1) "Usage of polarized language, in which negotiators use positive words to describe their position and negative words to describe the other side of the negotiation
2) Expression of verbal directness, whether it is high and it tries to involve or occupy the other side, for example, this is how we will agree, or whether it is low and it is trying to keep distance, for instance, it is the way it is
3) Language intensity, where high intensity transfers strong emotions, and low intensity transfers weak emotions
4) The degree of lexical diversity, which means that the better is a person in a specific language, can be a sign of good coping skills and competence
5) The degree of language style can also be a sign of power in which the lower power a person has pointed to hesitation and subordination".

Even though these five dimensions can be seen as a threat to our negotiating skills, we must not forget nonverbal communication. Our success needs to observe how our bodies are positioned towards the other side and how we react to specific scenarios. Along with the way we speak, most of our first impressions are based on how we use our facial expressions, the way our body moves, the way we move our head, and the tone of our voice.

There are several ways we can affect our communication with another person just by the way we focus our eyes. For instance, Beebe (1980), Burgoon, Coker & Coker (1986) agree that it is

important to keep eye contact if we try to convince someone to do something while delivering the essential part related to the message.

Additionally, according to Kellerman, Lewis & Laird (1989) it is also essential to keep eye contact while on the receiving side of the message. This does not mean we need to stare into the person all the time, and it is desirable to remove our eye gaze from the other speaker's eyes, which will allow us to concentrate on the words that are being spoken.

Even though eye contact is essential, it is not the only thing we need to be aware of. Our body language is also crucial in showing that we are paying attention to what is being said. The way someone is standing or sitting can show us if they are paying attention. Illustrated by Barry, Saunders, & Lewicki (2006: 64), the body's position is a sign to the other person if we are listening to them. If our body is hunched over, if we turn our head to the other side or put our feet on the table, we show disrespect to the other side. On the contrary, if we have our arms crossed, nod our head, our forehead wrinkles, our eyebrows squeeze, etc., we are showing strong rejection and disagreement with the message being told to us.

The best way to express interest in conversation is to look the other person in the eyes and smile simply. Slight, simple contact or body movement can be encouraging to the other person and show them we are still listening to them. These small movements of our heads or hands can significantly impact the outcome of the conversation and the opinion of the person delivering the message.

2.5. Ethics of negotiations

There are also ethical problems to every negotiation that have to be considered and evaluated. Successful negotiators need to know how to conduct negotiations according to ethical behaviours and when to use them. Barry, Saunders, and Lewicki (2006: 235) describe ethics as "general social standards about what is right in a certain situation and what is wrong".
Following that, several ethical dubious methods can be identified according to Barry, Saunders, & Lewicki (2006: 249). Those are:

- "Traditional competitive guessing – hiding the endpoints, giving exaggerated initial offers
- Emotional manipulation – pretending to be angry, scared, disappointed
- False representation – giving false information or events when talking to others
- False representation when talking in front of a rival network – damaging the opponent's reputation
- Inappropriate collection of information – bribing, spying, infiltrating
- Bluffing – false threats or promises".

These are all methods that can be used during negotiations that are considered dubious and wrong. The reason some negotiators use these methods is that it gives them the feeling of power. Usually, the person who has more information is the one who wins the negotiations, and this leads to people trying to find new information by using any means necessary. Nevertheless, there are consequences in using these methods that have a high probability of being negative.

As a result, negotiators need to notice when the other side of the negotiation is using these dubious methods. There are several ways of responding to the usage of these dubious methods. The first and most efficient way is to confront the other negotiator on using these kinds of methods. This will force the other side to rethink its strategy. Secondly, force the other side to lie to us. Most people avoid lying to another person because of the fear of being discovered and answering for their lies. Lastly, it never hurts to try talking to the other side and make them rethink their strategy. It is the first tactic, but it involves persuasion and is all about making the other side think there is no better way of negotiating than telling the truth.

The problem that appears while using these methods is that negotiators will gain benefits in short-term negotiations but they will damage their reputation and lower their effectiveness in future negotiations.

Graph 1:Bribery

Source: *https://www.freepik.com/premium-vector/bribery-set-isometric-set-bribery-characters_4341987.htm*

These are some of the problems negotiators face when trying to arrange bussiness with another company. Even though it will benefit them in short term, it will cause problems if they are discovered. Needless to say, it is a crime punishable by law if they are caught.

3. NEGOTIATION BETWEEN TWO SIDES

As previously mentioned, conflict is inevitable in our lives and can take different forms, from fighting with a coworker to a disagreement in a family. Additionally, a lot of conflicts can create various problems for a company that can make the workplace feel toxic and influence the productivity of workers.

For this reason, managers need good negotiating skills to be able to resolve conflict that arises in the workplace. First of all, we need to be aware that negotiations can be resolved but sometimes our negotiations will reach a dead end. In that case, we need to be ready to learn from our mistakes, prepare ourselves better for future negotiations, and plan for similar situations.

3.1. Managing conflict

Several aspects of conflict can be observed and influenced to prevent the conflict from happening. Firstly, managers need to be able to diagnose the source of the conflict. This will allow them to understand both sides of the negotiation table better and allow them to reach an agreement that will benefit both sides.

For example, Baldwin, Bommer & Rubin (2008: 54) state that several factors can cause conflict. These include:

1) "Informational factors – These can be explained as a difference in information both sides have. This will lead to both sides thinking they have the correct information that will lead to different understandings and eventually conflict.

2) Perceptual factors – This is best explained by people having different interpretations of the same thing. Coupled with different data that supports their point of view, they usually devalue information that says otherwise.

3) Role factors – They can become a problem when people feel their role within the company is threatened. It is usually a problem when interpersonal relationships are being involved; for example, a friend of ours becomes our boss

4) Environmental factors – They are usually a problem when a company has to operate on shortened resources. There is something in human biology that invokes conflict whenever a lack of any kind appears.

5) Personal factors – They are highly emotional and can be very hard to resolve. Furthermore, conflicts of this kind can quickly turn from who is factually correct to who is morally correct ".

Managers who find themselves in a situation where they have to resolve conflict need to consider these factors to resolve them successfully. In this situation, it is necessary to choose a valid conflict management technique. The best way to resolve these types of conflicts is through negotiations between the affected sides.

3.2. Effective negotiations

"Although every negotiation has unique features, effective interactions share the common elements of preparation, execution, and evaluation". (Baldwin, Bommer & Rubin, 2008: 307)

For this purpose, it is vital to be prepared for each negotiation and to do that; we need to recognize when a situation is negotiable or nonnegotiable. Firstly, we need to be sure if something can be negotiated before we even start the process. Secondly, if there is nothing gained for us, there is no point in starting negotiations. Lastly, if we push for negotiation in situations where there is no need, we can get ourselves in a situation where we have to negotiate everything.

Therefore, we need to be aware that to conduct successful negotiations; there need to be three outcomes, according to Baldwin, Bommer & Rubin (2008: 307):

- "All parties believe they have made a good deal
- The relationship is maintained or even improved
- Each negotiator's constituents are satisfied with the agreement
  The most successful negotiations are characterized by all three of these outcomes".

The three of them also speak about two types of negotiations that are win-lose or win-win negotiations. A win-lose negotiation means that someone has to lose in negotiations, and according to them, it usually means that we have to be ready to lose sometimes.

A win-win negotiation means that we strive to find an acceptable solution to the conflict and that both sides have a benefit.

3.3. Stages of effective negotiations

"As a way of attempting to resolve conflicts, negotiations are generally thought of as the most common and easily implemented remedy. Like any good tool, negotiations involve a series of steps that, when done properly, will help to increase the likelihood of success". (Baldwin, Bommer & Rubin, 2008: 309)

Every negotiation consists of a process that has to be completed in a specific order to achieve the maximum possibility of success. That process consists of a pattern that, if implemented correctly, will benefit us the most. The best way to explain that process is by using the graph below to better understand the procedure behind it.

Graph 2: Negotiation process
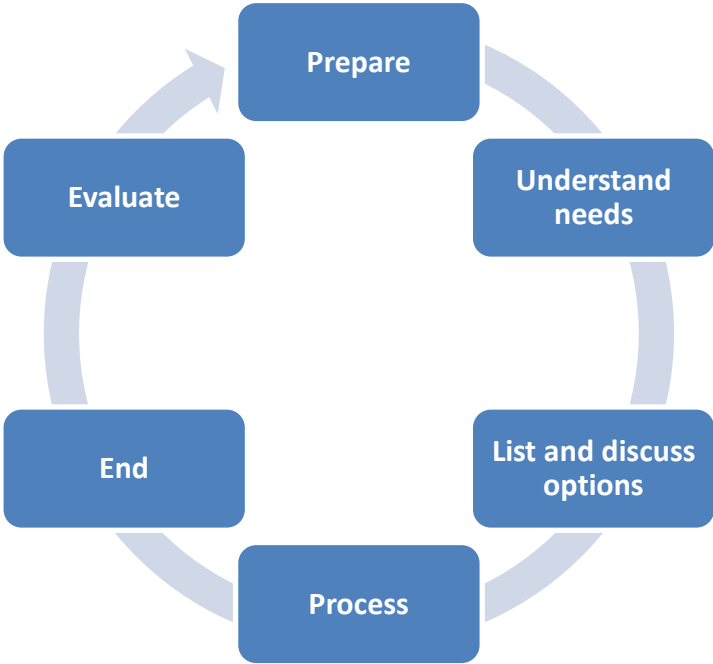
Source: Author

The first part of the negotiation process is to prepare for negotiations. That includes collecting as much information as possible, identifying issues and defining them. As described by Baldwin, Bommer & Rubin (2008: 310), we need to seek out people we know who have had conducted similar negotiations, talk to our constituents, talk in advance to the other parties, and research the parties we will be negotiating with. As a result, this will allow us to be better prepared for the upcoming negotiations.

The next step of the process involves understanding the needs of the other parties. For negotiation to be successfully conducted, we need to share the information with other parties. Do not start the negotiation by stating your position on the subject but discussing the needs and interests.

Following that, listing and discussing possible options will allow you to have an excellent potential for controlling the upcoming negotiations. For example, Baldwin, Bommer, & Rubin (2008: 313) say that "if you can offer four or five possibilities that meet the needs of both parties, then you have great potential to control what the outcome looks like". However, we should be aware that the other side is looking for an agreement that will benefit them as well, so we need to be careful while proposing ideas.

With this in mind, we can start the negotiation process and consider some tactics to perform this task better. Baldwin, Bommer, & Rubin (2008: 314) talk about five different tactics:

1) "Looking for key information
   a. Understand the other parties needs and interests
   b. Do they have a deadline – people give more concessions the closer the deadline is
2) Making concessions
   a. People expect concessions to be made on both sides
3) Common forms of leverage
   a. Leverage will allow us to gain benefits by using small advantages
4) Leverage of legitimacy
   a. Make it look nonnegotiable
   b. Ask if it is nonnegotiable – we have not lost anything by asking
5) Leverage of timing
   a. Control the timing of when the negotiation will occur

b. Allows us to collect our thoughts and plan the next step

c. Allows us to consult other people

d. It puts pressure on the other parties".

Following this, we reach the end of the negotiation process. During the ending of the negotiation process, we need to keep in mind to keep multiple issues unresolved. This will allow us to make trade-offs and allow both parties to agree to the negotiated deal. If there is only one issue left, both sides will have problems reaching an agreement. After the process finishes, we want to have a certain level of documentation to cover the arranged deal. This can be a simple verbal agreement or a document signed on a piece of paper.

Lastly, the only part of the negotiation that is left is evaluation. This allows us to evaluate how the negotiation process went; it helps us learn from our mistakes, indicates the problems that have arisen during the negotiation, and helps us better prepare for the subsequent negotiations.

3.4. Dead-end of negotiations

Every negotiation has to come to a dead-end. While both parties want to reach an agreement, sometimes there will be a part of the conflict that will be hard or practically impossible to solve. In such situations, it is important to remain level-headed and remember what can lead to a dead-end in negotiations.

There are four dimensions of conflicts that can be differentiated according to Putnam & Wondolleck (2003, 45):
- "Division – degree in which conflict divides people, so they feel cornered
- Intensity – degree of involvement and emotionality
- Outspread – degree in which conflict permeates the social and private life of people
- Complexity – the number and complexity of problems, number of involved sides".

Furthermore, many problems appear because of the way people define themselves. "Question of identity is vital in very hard to solve negotiations. Identity is defined as a way people answer the question Who am I"? (Barry, Saunders & Lewicki, 2006, 132). Additionally, the three agree that the more significant the difference between two groups of people, the bigger the chance of negotiations cancelled.

Along with the different groups and identities, several mistakes can lead to a problem while negotiating. Sebenius (2001: 56) mentions six mistakes that negotiators can make that can lead to the dead-end in negotiations.

These include:

- "Ignoring the problems, the other side has

- Excessive focus on price

- Putting positions above interests

- Excessive focus on points of contact

- Ignoring the lowest acceptable value we are ready to give or BATNA (the Best Alternative To a Negotiated Agreement)

- Adjusting perception during negotiations".

These mistakes will always lead to problems while trying to negotiate an agreement between two sides. For this reason, negotiators need to be careful while conducting negotiations in order to avoid having to deal with these problems.

For all of these reasons, negotiators need to move the negotiations forward after reaching a dead-end. According to Mayer (2000: 56), the best way to do that is to change how both sides see the situation. This includes changing the perception of negotiators to see the conflict as a past and something that has been successfully resolved. Secondly, there needs to be a change in the way both sides feel about the dead-end that has occurred. This will lower the negative feelings that both sides have and allow them to disregard the conflict. Lastly, negotiators need to agree on how to stop heavy conflicts in the future and how to repair the damage caused.

3.5. Mediation

Even though negotiators can do everything in their power, there will inevitably be a negotiation that will fail. In such situation, negotiators need to mediate the situation and deal with the consequences of negotiations. Implying that every negotiation will result in a happy ending is nonsense. There are many examples of negotiations that broke down or left a bitter feelings for the parties involved. This is why the best option is to use a third party as a mediator who is specialized in resolving conflicts between people. In general mediators are used when there is no solution between two parties due to a lack of trust or discipline. This will allow both parties to feel a sense of fairness or justice and end the conflict.

Following this, mediators have to achieve a sense of trust between the parties. Illustrated by Baldwin, Bommer, & Rubin (2008: 65), mediators need to follow specific guidelines to achieve that. These include:

1) "Choosing a comfortable, neutral space
2) Scheduling short meetings and being involved for as short of time as possible
3) Listening with an open mind and not talking as much
4) Being respectful and expressing only positive opinions of the parties involved
5) Emphasizing the desire for help and not picking sides
6) Being a role model and building a solid reputation for staying on task and not doing what we say".

Baldwin, Bommer, & Rubin state that Kofi Annan said: "To be a good mediator, you must be a good listener… You have to listen to not only what is being said, but what is not said - which is often more important than what they say." (Baldwin, Bommer, & Rubin, 2008: 250).

In conclusion, mediators help conflicting parties reach an agreement that will allow both sides to feel satisfied with their part of the deal. Mediators' job includes establishing trust towards both parties and giving them security, fairness, and justice they need in order for a deal to be arranged. It is up to the mediator to help the parties resolve any issues they have during the negotiation, help them specify the terms of their agreement, state each person's role in the agreement, and congratulate the parties on the successful conclusion of the negotiated agreement.

4. ENGLISH LANGUAGE IN NEGOTIATIONS

This chapter will focus on using the English language in negotiations, pointing out the fact that the more skilful we are, the better the negotiation outcome will be. In the age of the Internet and globalization, the need for better communication between companies and nations became inevitable. Information spreads worldwide in a heartbeat and allows massive collection of data to travel everywhere in the world. This also means that companies from all over the world can conduct business with each other.

4.1. Globalization

Globalization is a process that includes interaction and sharing of information across the world between different nations, people, and companies. This allowed for a massive increase in trade deals across the world and the exchange of different ideas and beliefs of different groups of people. Advances in transportation in the 18th century enabled better connectivity and faster information sharing. This advance led to the industrial revolution, which in turn led to even better transportation. Around the beginning of the 19th century, more and more nations accepted international trade, which brought diplomacy and disputes between nations.

After the World War II, various nations tried to make agreements to secure their trade deals with other nations, which led to various organizations being formed; the most famous of them is the World Trade Organization (WTO). This allowed the trade to go more smoothly between nations and led to more people travelling to other countries. Furthermore, advances in the aviation industry in the 1980s and 1990s allowed more middle-class citizens to travel by plane. This, in turn, allowed more connectivity and faster information sharing.

The evolution of the Internet in the 1980s allowed more people to contact each other and changed the way we communicate with each other. It allowed us to send information across the world at record speeds and forced us to choose a language that will be universal for international communication.

4.2. English language through history

Globalization is essential in connecting us worldwide, but to understand why the English language is used the most in communication we have to go back in time. As it is known today, the British Empire or Great Britain was one of the most powerful nations from the 15th to the 21st century. The language they used was the English language. Moreover, having been one of the most powerful nations, it founded numerous colonies on different continents and expanded its influence worldwide.

Graph 3: Size of the British Empire
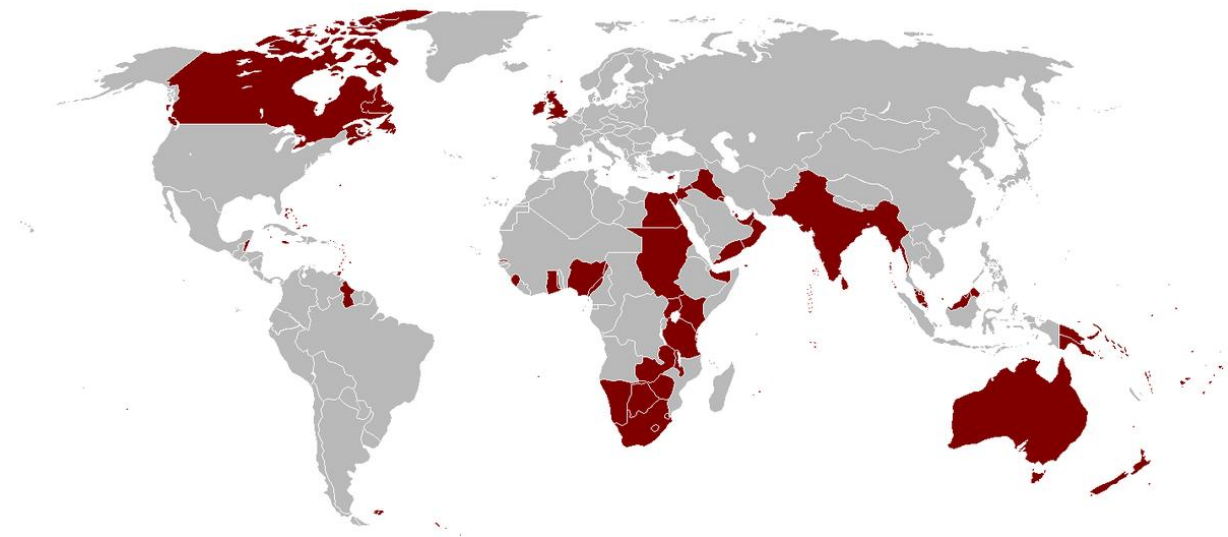
At the height of its power in the 1920s, the British empire was present all over the world. This is why the English language is spoken in 53 countries, and why it is the most common second language in the world.

With the evolution of transportation and trade, there was a need for a universal language that could be used everywhere in the world. The easiest way was to use English because it was widespread all over the world. Everywhere we go and try to speak with the natives, there is a high probability that they will speak the English language. This means that we can communicate with them without having to learn their native language.

4.3. Knowledge of the English language in negotiations

The English language is frequently used in our lives and therefore we should have at least the basic knowledge of it if we want to stay informed. However, the problem arises when we try to conduct business deals with other countries and our knowledge of the language is very poor. For example, let us say we are employees of the company and our managers decided to conduct business with a company from across the world. It is our job to contact the person in charge of a business deal for the other company. Having no previous experience in the English language, we will have a hard time trying to communicate with the other person. This means we are now obligated to use a translator, a person with knowledge of the English language, to communicate successfully. It means our company has to pay for the translator just because we do not know the language.

The second example is if we find ourselves in a similar situation but with a basic understanding of the English language. We can communicate with the other person without having any issues. Unless a situation arises where the other person uses words or phrases unfamiliar to us, there is no problem communicating. It can also be used as a dubious method. The other side can realize our lack of knowledge of English and use vocabulary we are not familiar with to negotiate a better deal for their company.

The third and the last example is if our knowledge of the English language is excellent. We can show the other side that we are educated, our knowledge can be a sign that we are very resourceful, that our company has high-quality workers which can bring a good reputation to our company.

It is the reason why we need to have good skills in different languages. It can mean a big difference in how other companies interact with us and ensure that we have a good reputation with them. High communication skills can show the other side that we are confident in speaking a different language. We are not afraid of tackling other challenges that our knowledge is excellent; it can significantly boost the other sides' opinion, contributing our company's better business deal.

4.4. International and intercultural negotiation

This subchapter will deal with the different cultural and national differences we need to be aware of during our negotiations. Numerous books have been written about intercultural differences. According to Barry, Saunders & Lewicki (2006: 403) culture is best explained as a system of common values and beliefs of a certain group of people. According to them, negotiation is a social process that is a part of a much wider context and the more cultures are involved the process becomes much more complicated.

International negotiation is specific because several factors can influence negotiations' environmental context, which is why international negotiations are much harder than when negotiating in one nation. Illustrated by Salacuse (1988: 24), these factors include:

- "Political and legal pluralism – different tax policies, different paperwork regarding work regulations, different laws
- International economy – insecurity in paying in different monetary currency, shifts in monetary values between different currency
- Foreign governments and bureaucracy – foreign ecological policies, involvement of government in trade deals in former communist countries
- Instability – lack of power, food, water, lack of political security, which involves coup d'etat
- Ideology – different ideology depending on where in the world we are
- Culture – different cultures interpret differently and behave differently".

For this reason, negotiators need to gather information about different cultural groups and nations to understand better how each group behaves and interprets different situations. Finally, the best way to conduct negotiations is by mutually adjusting to the situation at hand. Both sides invest time and effort into learning each other's cultural ideas and adjust accordingly. Both sides are not offended by each other's actions and decisions during the negotiation process, and everyone is satisfied.

4.5. Idioms in negotiations

The greatest advantage a negotiator can possess in future negotiations is skillful knowledge of the language and idioms that can help them achieve their goals. Negotiations are difficult even for a native speaker and knowing common expressions will help you get the upper hand in negotiations. Definition of the idioms according to the Oxford dictionary is that they are "a group of words whose meaning is different from the meanings of the individual words." (Oxford dictionary, 2021: url)

Many idioms can be used in formal negotiations, and a few will be named in this thesis. Some of the most frequently used idioms are:

- Beating around the bush – talk about something without giving a direct answer
- Bend over backward – make every effort to achieve something
- Cave in to demands – submit under pressure
- Find common grounds – share similar interests
- A card up someone's sleeve – have a secret strategy for use when needed
- Put your foot down – use our authority over someone
- Sleep on the offer – postpone the decision until the following day so that one has additional time to consider it

The following tables contain a number of idioms that can be useful in a conversation.

Table 1 Different idioms in small talks

Small Talk	Meaning	Example
How's tricks?	How are things going?	How's things at work?
To feel under the weather	Feel ill	I feel a bit under the weather this week.
To be on the top of the world	Very excited and feeling good	I'm on top of the world. I just got promoted.
To ask someone over	Invite to your house	You should come over some time with your family.
To meet up	Arrange to meet	Let's meet up when we close this deal.
To see the sights	Tourism	Have you seen the sights since you arrived?

Source: Adapted from https://theartofbusinessenglish.com/idioms-for-negotiating/

Table 2 Different idioms while setting the agenda

Set the agenda	Meaning	Example
To get the ball rolling	Get started	Let's get the ball rolling.
To kick off	Begin	Who wants to kick things off?
To wrap things up	Finish	I hope to have the meeting wrapped up by 3pm.

Source: Adapted from https://theartofbusinessenglish.com/idioms-for-negotiating/

Table 3 Different idioms while stating interests

Stating interests	Meaning	Example
To be looking to…	Have as an objective	Our company is looking to diversify.
To take into consideration	Consider	An important thing to take into consideration is…
To be keen to…	Be eager or willing	Our company is keen to work with new talent.

Source: Adapted from https://theartofbusinessenglish.com/idioms-for-negotiating/

Finally, these idioms are only fractions of idioms used during negotiations. It is obvious that there are so many more idioms that are used and it is up to the negotiators to learn and use them. Knowledge of these idioms is usually acquired by experience and learning. The more experience one acquires during negotiations the more successful the next negotiations will be.

CONCLUSION

The negotiation process is something we as humans are exposed to every day. Most of us are not even aware of it, and we do not even think about it. We are doing this every day while trying to resolve a conflict between us and the other side of the negotiations.

Negotiation is a process that helps us resolve potential conflicts or conflicts that have already occurred. There are several different causes of conflicts and it is up to the negotiators to find all the possible information about them. This will give them the best chance of success in finding the solution and conducting successful negotiations.

Negotiation is a delicate thing that can be interrupted by small details or even by body language. As previously mentioned, negotiators need to be wary of their body language since it is a big part of the communication with the other side. Furthermore, language skills are also a big part of the negotiation process as they can help us look confident, talented, and hardworking.

Negotiators also need to be careful when negotiating with different international and intercultural groups. Every group of people interprets different situations and gestures differently. For this reason, negotiators also need to study the information they have gathered and respect the culture and their beliefs.

There are several ways negotiators can prepare themselves for the upcoming negotiations to improve the chance of success. However, that does not mean that every negotiation will succeed, and negotiators need to be prepared to evaluate every negotiation and notice their mistakes. They also need to be prepared for the inevitable failure of some of negotiations. These are all the signs of successful and respected negotiators, which differentiates them from average negotiators.

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LIST OF IMAGES

LIST OF TABLES

LIST OF ABBREVIATIONS

WTO – World Trade Organization

BATNA - the Best Alternative To a Negotiated Agreement

AUTHORSHIP STATEMENT

Ja, **BRUNO HAC**, pod punom moralnom, materijalnom i kaznenom odgovornošću, izjavljujem da sam isključivi autor završnog/diplomskog rada pod naslovom **Uspješno pregovaranje na engleskom jeziku** te da u navedenom radu nisu na nedozvoljen način korišteni dijelovi tuđih radova.

U Požegi, rujan 2021.
Bruno Hac

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