

Strategic negotiation skills in commercial management:
Study on the relevance of negotiation efficiency in the face
of crises

Independent College Dublin

Master of Arts in Dispute Resolution

**Strategic negotiation skills in commercial management:
Study on the relevance of negotiation efficiency in the face
of crises**

**Marcelly Nogueira de Souza
51702843**

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Independent College Dublin

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Student Number(s):

51702843

Student Name(s):

Marcelly Nogueira de Souza

(In the same
order as student
numbers above)

Lecturer's Name(s):

Klaus Walter

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I dedicate this work to all international students who
come to Dublin aiming for a better future.

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Abstract

Negotiating is part of everyday life in both private and professional life. Therefore, being well prepared to negotiate should be the goal. This work aims to understand the importance of negotiation in the performance of companies and how the practice affects periods of crisis. In this sense, a literature review was carried out to identify types of negotiations and their stages and strategies. Besides, the importance of negotiation in the performance of companies was also discussed along with conflict management and crisis. This work was based on a series of renowned works and authors, aiming to highlight the most relevant aspects of negotiations' effectiveness.

The referred literature has exposed the value of being an efficient negotiator, both in private life and in business. After all, negotiation is a fact of life.

The present study is of a descriptive, exploratory, and correlational nature, based on a quantitative type methodology.

Based on this conceptual framework, a questionnaire was drawn up and answered by 121 professional negotiators in Dublin. The analysis of the results allowed for the inference that there is a strong positive influence of negotiation in the face of crises. And that negotiation is vital in the performance of companies.

Keywords: "Negotiation, Performance, Conflict, Crisis."

Chapter 1 – Introduction

1.1 Introduction

Human beings, organizations, companies, societies, and other forms understood as collective have a system of needs and interests that is sought to be met through different processes. Among these, negotiation is one of the most efficient processes to achieve organizational goals and obtain satisfaction for the required purposes.

According to Druckman (2000), continuous changes occur in the scenario of the current globalized world bringing the increase of objectives and challenges to companies that are inserted in this context. Rapid decision-making and conflict resolution via negotiation are becoming increasingly important within this context and in our daily lives.

Negotiation is related to the manager's activities, occupying more part of their time and permeating the entire organizational structure.

Nowadays, decision making is more crucial than ever for organizations. Thereby, avoiding conflict, maintaining relations with its different stakeholders, and forming stable and sustainable connections over the long term often needs negotiation. This situation leads young negotiators or less experienced negotiators to see themselves forced to optimize their negotiating skills and know-how, in order to avoid the various barriers to business effectiveness that they will encounter over time.

In the corporate environment, the capacity of negotiators has increasingly been considered a decisive element of success. (Ury & Fisher, 2011)

Hence, negotiation is an exchange process where the parties, with autonomy and decision power, seek a satisfactory agreement, even if at first they have misaligned interests. (Acuff, 2008)

Negotiation, therefore, plays a central role in everybody's lives and the activities of companies. Then, it will not be difficult to understand that administrators, managers, directors, in short, all those who have to negotiate in their day-to-day lives, endure the pressure of everyday improvement. (Kim, Diekmann, & Tenbrunsel, 2003)

When thinking about negotiation, it is almost always referred to as the organisational sphere or still for diplomatic relations. However, people are called upon to negotiate in practically all the areas of life, sometimes without realising it, sometimes deliberately. People are forced to negotiate as they do not have complete control over events in which they participate.

Fisher et al. (2007) affirm that people negotiate every day, often without realizing it. Bearing in mind, the different roles that individuals play in society, conflict is present in these daily relationships. On a personal level, often in an informal way, negotiation is present in the relationship with children, spouses, neighbours, friends, and teachers.

Unquestionably, the act of negotiating is a reality in everyone's daily life, although sometimes negotiations occur unconsciously. The negotiation context in its existence is the same in personal negotiations as in complex negotiations at the organizational level.

The ability to negotiate is essential for effective interactions between managers and their employees in more diverse situations. Therefore, competence in this activity contributes to the success of the organization as a whole.

When applied to negotiation, the discipline of continuous improvement can develop the effectiveness of an organization and, over time, increase its profitability.

For Thompson (2007), when two or more parties have common interests, but are from opposite sides, a conflict situation is characterized, which can be resolved by means of a negotiation process.

Bearing in mind that negotiation is an essential factor for the success of organisations, it is important to highlight that negotiation is present in all departments of a company, from the simplest sectors to the most complex. In this context, organisations that do not address the issue in question as core competencies have a lot to lose.

The negotiation process is, therefore, an important instrument in the solution of two fundamental social activities due to their frequency and relevance, which are conflict and transactions.

Conflicts have existed since the beginning of humanity, they are part of human beings' evolutionary process, and are necessary for the development and growth of any family, social, political, and organisational system. It is possible to think of numerous alternatives for individuals and groups to deal with conflicts. These can be ignored, silenced, or remedied and made an auxiliary element in society or the organisation's evolution. (Nascimento & Sayed, 2002)

In contrast, globalization causes consequences that are often felt beyond the borders of its own origin. In the case of organizations, these, unfortunately, are more likely to experience some type of major crisis. (RACHERLA & HU, 2009)

For John Birch (1993), a crisis is an unpredictable event, which, potentially, causes significant damage to an organization or company and, of course, to its employees, products, financial conditions, services, and reputation. While Otto Lerbinger defines crisis as an event that brings or has the potential to bring to the organization a future break in its profitability, its growth, and possibly its very existence.

When they are not well managed, crises can have severe consequences for the ones involved, such as bankruptcy, unemployment, violence, among others. Faced with this scenario, crisis management has attracted the attention of companies that seek to put it into practice in an attempt to avoid crises or minimize their effects.

From a more challenging point of view, crises are understood as something essential to the undisciplined tendencies of a society in which relations of convenience exist. Critical theorists point out that a crisis develops from contradictory structural manifestations provided by capitalist development. The capitalist mode of production, to achieve its objectives, inevitably leads to the expansion of productive forces through an increase in the labour force, its division, changes in regulations, technological innovations and so on. (Clark, 1994)

According to the Institute for Crisis Management, a crisis is “a significant business break that stimulates great media coverage. The result of the scrutiny carried out by the public will affect normal operations of the organization, which may have a political, legal, financial or government in business performance.” (ICM, 2021)

For a long time, the concept of conflict management has been witnessed in the business world and executives, administrators, and managers are working to decrease the impact of conflicts on their businesses.

Organisations have realised that conflict prevention and positive conflict management are determinants for the development and efficiency of businesses, insofar as they enable the preservation of valuable internal and external relationships, considerable cost savings, time savings, and more satisfying, durable and creative solutions to conflicts of interest. (Lipsky, Seeber, & Avgar, 2015)

The Program on Negotiation Harvard Law School (2021) indicates that managers invest a considerable amount of time negotiating and handling disputes or conflicts. It mentions that, until very recently, the curriculum of business schools did not contain elements related to the theme of negotiations. However, in the last two decades, this theme has acquired relevance with the academic community and significantly increased the number of specialized publications on the subject.

As a consequence, to meet the conflicting demands generated in the workplace, executives often spend time and energy that could be applied more efficiently to their other tasks.

Crises are an integral part of management and business. It is not only for the conflicts and problems that happen in the organizations, but also situations that threaten the image of the company, causing financial losses, in addition to relationship strain. As a result, crisis management requires organization, alignment of actions, and a lot of planning.

According to Lockwood, conflicts in organizations are born inside and outside the limits of companies, and the individuals who are part of them frequently change the relationships around them and, 'around them which creates the conditions for the emergence of conflicts.

Good negotiation skills are required for managers to conduct conflict management, reduce the chances of conflict, and resolve emerging problems in real-time. (Program on Negotiation Harvard Law School, 2021)

1.1 Research Question

Given the above, the research question that arises is: Does negotiation, and its techniques, help organizations in situations of crisis and conflict?

1.2 Objectives

In order to answer the research question, an objective was elaborated on this work which is to identify the influence of negotiation, as a form of dispute resolution, on business performance, and how the practice can affect crisis management.

Starting from this general objective, the following specific objectives were evidenced:

- To evaluate negotiation as a method of conflict resolution;
- To verify the importance of negotiation in the performance of companies;
- To identify how negotiation can affect conflict management.

1.3 Reasons and importance of the study

The choice of the research topic on negotiation and crisis management is justified by the relevance that negotiation practices have in the corporate world. As one of the main managerial functions implies negotiation, can contribute in practical terms, offering knowledge to managers who enable better targeting also focused on the resolution of crises to ensure success in negotiation practices.

Therefore, the research contributes to understanding the importance of negotiation in the performance of companies and the improvement of business performance in crisis through negotiation practice.

The purpose is to bring through a bibliographic search and a brief study on the importance of the ability to negotiate for the management of organizational conflicts. Considering that the subject in question is of great relevance for the media, academia, and business, and understanding that in the current context, the negotiation process also collaborates in sustaining the relationships between the components of the companies which facilitates the achievement of the results desired by them.

In academic terms, there is little availability in the literature search of works that relate the two themes, negotiation and crisis. Therefore, this dissertation may contribute towards increasing knowledge on the topic.

1.4 Dissertation Structure

This dissertation is structured in five chapters, in addition to this first that presents an introduction. With the purpose explained above, this study begins with a critical review of the literature on concepts such as negotiation and conflict management.

Therefore, in this first chapter, a literature review is carried out. Negotiation is approached from the perspective of its concept, its classifications, models, phases, and strategies. In addition, its importance in the performance of companies and the link between negotiation and conflict management are brought up.

Subsequently, the research methodology used is included. The explanation given addresses the investigation process, the sources of information used, the philosophies supporting the investigation, and the underlying paradigms. The approaches, strategies, and research methods are also revealed and the time-space under analysis is defined. At the level of philosophy and paradigm, the use of ontology is evident, along with an inductive approach. The strategies followed include the survey.

In the collection and analysis of data, primary and secondary sources were awarded quantitative and qualitative data, considering that the analysis carried out for the literature was qualitative. Later, the concepts related to the sample selection are explained. The initial and final surveys are described in detail.

After a careful analysis of the different aspects, the conclusions reached are exposed. Finally, with the results of comparability, new conclusions are emerging. The work ends with the presentation of the concepts, conclusions and models now developed, and also with reference to future paths to be taken, born during the investigation.

Chapter 2 - Literature Review

2.1 Introduction

In order to evaluate the influence of negotiation on business performance and identify how the practice could affect crisis management, research was conducted through academic and professional papers and articles. This chapter aims to review the bibliography, making the conceptual and theoretical framework of the study.

In this sense, to contribute to the theoretical consolidation of the theme, the authors of this research theoretically identified a set of variables that determine the influence of negotiation, as a form of dispute resolution, on business performance.

Then, starting from this bibliographic research, a discussion was held in order to empirically analyse how the factors identified in the literature review could contribute to the results obtained in a negotiation.

2.2 Definition of Negotiation

“Negotiation is an interactive communication process by which two or more parties who lack identical interests attempt to coordinate their behaviour or allocate scarce resources in a way that will make them both better off than they could be if they were to act”. (Korobkin, 2002)

From the beginning of times to the present day, human beings exercise the habit of negotiating.

It can be a instinctive skill or something developed over time. When developed throughout life, it can happen by living everyday life and the consequent accumulated experience, or through specialised training with a professional's help.

According to Thompson and Nadler (2002), negotiation has a diversity of definitions such as:

- an interpersonal decision-making process, in which two or more people decide on the allocation of scarce resources;

- a joint effort in which negotiators are motivated to cooperate, aiming for an agreement but compete with each other, claiming the available resources. (Thompson & Nadler, *Negotiating via Information Technology: Theory and Application*, 2002)

In turn, Cohen (2000) says that negotiation is the game of life. Whenever you try to reconcile differences, manage conflicts, resolve disputes, and adjust relationships, the game of negotiation is being practised. He continues by saying that life is an ongoing process of trying to influence other people. Hence, whenever a person, aiming at a goal, communicates with another person to affect their behaviour or conduct, they participate in the negotiation game. (Cohen, 2000)

Therefore, negotiation is the use of information and power to influence someone to get what they want. Everyone negotiates at all times, whether at work, with the boss or subordinates, or at home with family.

Furthermore, the well-known diplomat and negotiator Henry Kissinger defined negotiation as “a process of combining conflicting positions into a common position, under a decision rule of unanimity”. (Kissinger, 1969 cited in (Alfredson & Cungu, 2008)

Negotiation is a situation in which different motivations lead the parties to cooperate in order to build an agreement while competing for the terms of the contract. (Schelling 1960 cited in Ceribeli and Merlo 2016)

“Negotiation is a management process involving the preparation for bargaining, the interaction of two or more parties in a bargaining situation, and the resolution or outcome of this interaction”. (Rinehart et al. 1988 cited in Atkin & Rinehart, 2006)

In this definition, the authors recall that negotiation involves the interests of diverse people and that the proposed ideas should be heard and accepted. Upon reaching an understanding on a particular subject, the result is the best for both sides.

Therefore, the professional negotiation reality led to the development of negotiation techniques and methods, transforming the simple natural habit of the human condition into an activity inherent to companies' administration. Negotiation techniques are varied; theories and thesis were developed to teach those involved the best way to take advantage of them and achieve their goals.

For Atkin and Rinehart (2006), the concept of negotiation is very broad. Although many people consider negotiation as a bargain, for the authors, the bargain is actually a stage in a negotiation

process, which also includes the stages prior to the negotiation, such as environmental assessment and planning, and the stages that occur after the negotiation.

On the other hand, Hillstrom and Hillstrom (2002) advocate that negotiation is a communication process between individuals aiming to reach a compromise or an agreement that generates satisfaction for all parties involved. Both parties wish to see their interests satisfied, maintaining the same manner. Thus, knowing how to listen, ask and present your ideas in a convincing way is vital. (Hillstrom & Hillstrom, 2002)

Moreover, this is a key factor for a good negotiation, as all interested parties must clarify their needs and objectives, both for the negotiator and the other interested parties.

Therefore communication is a factor of great importance for the success of the negotiation process. It is a mechanism related to the whole negotiation situation, and it concerns the messages and information exchanged during the event between all those involved. It is of great importance that the negotiator is also attentive to this variable in order to make a good negotiation.

Whether simple or complex, negotiation is about people, communication and influence a matter of trust and relationship. (Thompson 2008)

Presenting a view complementary to that of the aforementioned authors, Olivier (2005) explains that a negotiation is a process through which people, whether physical or legal, make efforts to develop possible alternatives that satisfy the requirements and needs of all the necessary and select the one that best meets these needs.

Unlike the others so far, this definition incorporates the idea of seeking alternatives to meet the interests involved in the concept of negotiation. Therefore, the purpose of the negotiation is to reach an agreement when both parties have common interests.

After all, negotiation is all about dealing with people, getting along with them, and persuading them.

Unfortunately, the majority of people have a fixed perception of negotiation. In other words, they believe that only one person can truly win in a negotiation. The other party's interests are completely opposed to their own interests in a sense. (Bazerman & Neale, 1983; Thompson & Hastie, 1990; Thompson & Hrebec, 1996), as a result, it regularly affects negotiators' perception, preventing them from capitalising on their mutual interests.

In global times, the principles of negotiation become appropriate anywhere in the world. These principles include the concept of bargaining, the valuation of a strategy, understanding the negotiation stages, and the precise understanding of what is necessary for closing a business. (Acuff, 2008)

For Fisher, Ury and Patton (2005), negotiation is a bilateral communication agreement process to reach a joint decision. (Ury & Fisher, 2011)

Negotiation is the process of seeking acceptance of ideas, purposes, and interests, aiming at the best possible result, in such a way that the parties involved end the negotiation aware that they have been heard, had opportunities to present all their arguments and that the final product is greater than the sum of individual contributions.

Negotiation usually involves three essential aspects: Positions - what is easily seen; Interests - what the parties really want in the negotiation, and usually is not easily seen; Values - the reasons, beliefs and, in most cases, are not negotiable. (Ury & Fisher, 2011)

Each of these points guides what should be taken into account, considering that the interests involved should be focused on the problem and not on the people. Several possibilities for analysis should be created before a decision, maintaining objectivity when reaching a result.

When dealing with people, Calmon (2008) comments that it is necessary to consider the fact that human beings are endowed with emotions and that they often diverge from each other and they are not always able to express verbally what they are feeling and their perceptions. For the second point of interest, it is necessary to go beyond what people express to arrive at a satisfactory result that meets the expectations that have not been declared. The author considers an environment under pressure, and satisfactory solutions do not flow easily. And finally, for the criteria, the recommendation is to conclude the negotiation with fair solutions, having this as the only option for completing the process. Any solution that does not meet this criterion should be rejected.

Creativity has a vital role in a negotiation because it emphasises the importance of inventing practical solutions and finding the best alternatives for the parties. (The Business Professor, 2020)

Assertiveness is also a characteristic required in this process because being assertive means that a person can effectively express themselves, bringing coherence to their speech and acts. That is why learning how to say no, is essential as much as saying yes. Furthermore, the imbalance of assertiveness can reflect both passivity and aggressiveness, leading to harmful effects on personal and professional relationships. (Ury & Fisher, 2011)

There are different negotiation approaches, but it does not necessarily mean that a negotiator has to stick to the same direction in the whole process.

Cultural differences have relevance within a negotiation that influences the negotiation styles, which can be: direct, egalitarian, authoritarian, or blunt (Lebaron, 2003 cited in Zohar 2015). Each culture's conduct concerning the dimension of time may differ about aspects such as punctuality and compliance with schedules. (Zohar, 2015)

Uncertainty is a state present in every negotiation concerning interests, preferences, and so on. Thus, the unknown becomes a central element and, consequently, causes wild guesses, speculation, and even mistakes.

Taking this into account, William Ury (2011) describes the importance of being aware of your self-control, as it is the only thing that can be controlled in the negotiation process. In principle, every negotiation has its specific characteristics and singularities that make it individual in its essence. That is why there is no negotiation identical to another.

There are no rules for leading negotiations or for reaching successful results. Although there are variations in formal definitions of negotiation, theorists accept certain fundamental principles. The most important among them is the assumption that the negotiating parties agree on at least one essential aspect: they are convinced that their respective goals will be better assisted when entering into negotiations with the other party. (Zohar, 2015)

Zohar sought to emphasise the importance of strategy in the negotiation process. The negotiator has to adopt a particular posture in a negotiation depending on the other person's style.

The negotiating parties implicitly and initially conclude that by working together, they may be able to satisfy their individual goals or concerns more positively than by fulfilling their goals or concerns unilaterally. (Zohar, 2015)

2.1.1 Phases of negotiation

The act of negotiating can also be seen as a cycle. Different authors on this matter describe different stages of negotiation and name them differently as well. However, most of the writers agree that the process could be subdivided into the following phases. (Khan & Baldini, 2018)

Planning phase: A moment for information gathering, negotiation planning, analysis of the relationship history, definition of desirable and necessary objectives, development of an action plan, establishment of the goals that must be achieved and those that the reality will allow. (Khan & Baldini, 2018)

Pre-negotiation phase: Consists of preparing the negotiator, in the sense that the professional has to seek information, surveying the other party's history to know what should or not be done in the course of the negotiation. This phase permits parties to gather information and thoughts regarding essential components of the future formal negotiation, as they also learn about their opponent's background. Parties will then have the opportunity to introduce themselves to each other, build some trust in the upcoming process, share information about the potential negotiable issues, and decide about the negotiation process' flow and location.

Negotiation phase: In this phase, parties come to the negotiation table and begin cooperating, defining their purpose, agreeing on the process, recognising concerns, identifying differences in interests and objectives regarding those issues, and proposing options for solutions to address those differences.

Contract-signing phase: In this step, parties will sit down together, with their legal specialists and counsellors to write down in detail signs of acceptance and closure of the deal through a contract.

Implementation and follow-up phase: As soon as the parties sign the contract, they immediately begin implementing the agreements. Usually, the parties involved will control what has been agreed on in terms of costs and conditions and will take steps to implement what has been negotiated. Besides, a comparison is made of what was forecast with what was done in the negotiation with an analysis of the concessions and their consequences.

Evaluation and feedback phase: Negotiating parties can look back at the whole procedure and its result, and reflect their performance, searching for areas to improve in future negotiations.

According to Falkowski, the first moment includes planning and preparing the negotiation; the second moment is the negotiation itself, which is characterised by the opening of the negotiation and the exploration. In that phase, the negotiator gets in contact with the conflicting parties. At this moment, a greater clarification about the situation is sought. Later, the closing or concretisation occurs. The last phase is the post-negotiation moment that involves the control and evaluation of the negotiation results. (Falkowski, 2013)

2.1.2 Approaches to Negotiation

It was found in the literature the distinction between two different types of negotiation, proposed initially by Walton and Mckersie (1965), in their study of the negotiation process collective. Thus, they proposed the distinction between Distributive Negotiation, also known as competitive, win-lose or transactional, and Integrative negotiation, which some authors also designate as collaborative, win-win or relational.

Schrumpf et al. (1994) define two negotiation strategies: collaborative/integrative and competitive/distributive.

2.1.2.1 Distributive Negotiation

Distributive negotiation refers to the way negotiators divide scarce resources among themselves involving frankly opposed conflicts of interest (Thompson et al., 2007). It almost always implies the gain of one party and the consequent loss of the other party happening in the negotiation process. Distributive negotiation presupposes the existence of a single business item or a fixed sum of goods or resources to be divided between the parties; what some authors call a fixed “cake”. Thus, the result necessarily leads to the gain of a part to the detriment of another or the equal division of resources.

Furthermore, in competitive negotiation the objectives of one of the parties are antagonistic to those of the other party, thus entering into direct confrontation. On the other hand, resources are scarce and fixed and each party is concerned only with removing the most of these resources as possible.

2.1.2.2 Integrative Negotiation

Pruitt and Rubin (1986 cited in Oliveira 2007) consider that in integrative negotiation there is a concern, not only for the interests of one party but also for the other, summarising only the exchange of concessions.

Through the discussion and exploration of win-win solution alternatives, all tactics and efforts made by the negotiators make the goals of both the parties not exclusive, because if one of the parties achieves its objectives, this does not imply that the other party is unable to achieve it.

Pruitt (1981) considers that four essential reasons can be pointed out for the advantages of integrative negotiation:

- When the wishes of the parties are very ambitious and there is a lot of resistance from both sides, it may not be possible to reach an agreement, that is, to resolve the conflict. In this case, the solution will only be possible if a way can be reached to reconcile the interests of the parties;
- Integrative agreements, in contrast to commitments, seem to become more stable for both parties;
- Integrative agreements facilitate the further strengthening of the relationship, as they are mutually rewarding;
- The use of this type of agreement cooperates for the well-being of the entire community to which the negotiators belong.

2.3 The importance of negotiation in companies' performance

Negotiating is an interpersonal process in decision making, necessary when goals are not achieved on their own. Thus, it is an essential management competence. For executives, leaders, and managers, negotiation skills become increasingly important. The main reasons why these skills are essential are the dynamic nature of business, the interdependence of employees in organisations, competition, the information age, and globalisation. (Thompson L. L., 2007)

When thinking about negotiation, it is almost always referred to as the organisational skill or even for diplomatic relations.

However, people are called upon to negotiate in practically all areas of life, sometimes without realising it, sometimes deliberately. People are forced to negotiate as they do not have complete control over events in which they participate.

Negotiations can play a vital role in organisations and with people in companies, as they are a vehicle for communication and management of stakeholders. (Alfredson & Cungu, 2008).

Furthermore, it can help understand the complex issues, factors, and human dynamics behind critical political situation.

According to Lewick, Saunders, and Barry (2015), negotiations can have several purposes, such as deciding on the sharing of limited resources or resolving a conflict involving multiple stakeholders.

Bearing in mind that negotiation is an essential factor for the success of organisations, it is essential to highlight that negotiation is present in all departments of a company, from the simplest sectors to the most complex. In this context, organisations that do not address the issue in question as core competencies have a lot to lose.

Negotiation is a valuable tool, for all professionals, in the current scenario of the world of organisations and business. All professionals negotiate several things, all the time, with their internal and external customers, leaders, and followers, dealing with things such as human resources, finances, deadlines, budgets, contracts, among so many others. Therefore, it is of fundamental importance to know how to approach every moment that involves a negotiation to obtain positive results. (Boff, 2011)

According to a study made by Russ Eft and Zenger American companies invest approximately \$40 to 60 billion yearly in training. Truly, when realizing the increasing importance of negotiation skills, negotiation courses has been a major program for corporate firms. (ElShenawy, 2010)

Negotiation training courses and programs are designed to teach trainees how to avoid irrationalities and behavioral biases and behave in a manner that maximizes outcome of all negotiation situations. (Lewicki, 1997 cited in ElShenawy,2010)

These courses and training programs previously mentioned, are mostly designed to teach professionals how to avoid irrationalities and behavioral prejudices and to behave in a way that maximizes the outcome of all negotiation situations.

More specifically, after training negotiators should gain “the ability to apply a concept, schema or skill learned in one situation to a relevant but different problem” (Rollof et al., 2003, p. 825). When this happens, negotiation training is considered effective.

ElShenawy (2010), in a study that carried out at two different times to the same group people, highlights the difference between the first and second moments in relation to improvement in negotiating skills, justifying it by the training that participants made. It also concludes that it is the

training that builds the experience of the negotiator and the longer you train, the greater the experience gained.

Negotiation is an essential skill for conflict resolution, provided that there is interest from the parties to resolve existing differences. That said, negotiation is seen as a process that people intuitively do on a daily basis.

The concept of strategic choice, which received wide consideration in alternative book co-authored by McKersie in 1986 (see Kochan, Katz, and McKersie 1986; see also Kochan, McKersie, and Cappelli 1984), is constructed on the idea that industrial relations actors make a series of choices or conclusions about how to involve with their counterparts.

Negotiations occur inside and outside organisations, and they can be used for essential issues like deciding on a new job or simple situations.

Companies have numerous goals to achieve, and for that, they need to find the best ways to achieve them. During this process, negotiation becomes essential for any company administrator.

After all, negotiation happens in all departments of a company. So it is not only the administrator who has to negotiate but the departmental managers as well. In short, all employees have to have a little bit of knowledge about negotiation. Since, for some employees, negotiation is a crucial factor for the position they occupy.

Another point that reveals the importance of negotiation is that negotiating is a fundamental competence to every leader and manager. Such a task is an essential part of business activity as pointed out by (Mintzberg, 1973) “Although it may even it is classified by many as a non-managerial job, it is a vital part of an administrator's role.”

According to (Weeks, 1992), negotiation is an ongoing process in a long-term relationship. An example of this is the constant negotiations that occur among employees and the high standard of an organisation, whether due to issues related to assignment, goals, or several other aspects involved in the daily business.

However, it is clear that many organisations, due to their managers' lack of expertise in the negotiation area, end up leading real confrontations with their collaborators, significantly reducing their efficiency and motivation.

As a result, many managers started to study negotiation as a way to increase their knowledge concerning the process. Learning new approaches and more effective tools to obtain better results in negotiations has become a plan to not compromise organisational performance.

Concomitantly, many academic studies have been developed in business negotiation to explore approaches and identify aspects related to the topic. (Martinelli, 2002)

In summary, Thompson (2005) lists four key reasons why negotiation assumes increasing importance for directors, leaders and managers in the business world:

The business's dynamic nature: mobility and flexibility are now factors imperative in the current labour market context. This dynamism leads people to negotiate and renegotiate during their lifetime and throughout their professional career. People have to create possibilities continually, integrate their interests with others, and recognise permanent competition within and between companies.

Interdependence: the growing interdependence of people within organisations, hierarchically and functionally, means that employees have to know how to integrate their interests and work together in the various units of business and functional areas. The increasing degree of specialisation and knowledge of the business world implies that people are more dependent on others to provide parts of a service or a complete service product. Managers need to know how to promote their interests and create added value for their organisations.

Competition: in an increasingly competitive market, we continue to watch the growing phenomenon of concentration. Large companies assert themselves as major players in the largest markets, achieving economies of scale and big profits. The remaining companies lose position, leaving many sometimes in fragile situations. The trend in the coming years will not be different from the current one, the big ones will become larger, and many small ones will risk disappearing. This reality means that companies must be experts in competitive environments, and knowing how to negotiate in this environment is essential to navigate it successfully.

Globalisation: cultural barriers, such as language, habits, and exchange, must be effectively surpassed by managers to develop their global negotiation skills. Communicating and negotiating with people of different nationalities, and communication styles is a primary challenge for managers.

Thus, organisations operating at an international level have undergone significant changes in relation to the aspects that characterise the new global market. The improvement of negotiation skills and

techniques in this context is gaining fundamental prominence, with the ability of the negotiator to influence people constructively becomes of vital importance. (Cichosz, 2017)

Innovation and creativity are important aspects for the organisation in a globalised context because it allows companies not only the possibility of guaranteeing the market but especially to gain competitive advantages regarding its competitors and its scenario.

2.4 Negotiation and conflict/crisis management

“Conflict refers to some form of friction, disagreement, or discord arising between individuals or within a group when the beliefs or actions of one or more group members are either resisted by or unacceptable to one or more members of another group. Conflict pertains to the opposing ideas and activities of different entities, thus resulting in an antagonistic state.” (Tschannen, 2001 apud Madalina, 2015)

Likewise, conflict is a daily phenomenon resulting from internal or external disagreements or disagreements between individuals, which results from a difference in ideas, values or feelings, behaviour cultural or personal or professional beliefs. Thus, a conflict situation is one in which people put themselves in antagonistic positions, with divergent perceptions and ideas.

Moreover, conflicts have existed since the beginning of humanity, are part of human beings' evolutionary process, and are necessary for the development and growth of any family, social, political, and organisational system. It is possible to think of numerous alternatives for individuals and groups to deal with conflicts. These can be ignored, silenced, or remedied and made an auxiliary element in society or organisation's evolution. (Nascimento & Sayed, 2002)

In contrast, globalization causes consequences that are often felt in addition to the borders of its own origin. In the case of organizations, these, unfortunately, are more likely to experience some type of major crisis. (RACHERLA & HU, 2009)

The word “crisis” had been used first in medicine to define the moment of evolution of a disease, later still within the scope of the medicine was used as an expression to define functional disorders or aggravation of a disease or sudden appearance of imbalances. (Callahan, 1994)

Subsequently, the word crisis was adopted by areas such as: politics, economics, sociology, administration, psychology, etc. How could it not be the term was also absorbed by the business community and organizations in a general form.

It exists when there is an incompatibility in the activities developed by certain people in relation to others' wishes. With this, negotiation becomes an important tool to resolve situations of conflict and crisis between individuals.

For John Birch, (1993) crisis is an unpredictable event, which, potentially, causes significant damage to an organization or company and, of course, to its employees, products, financial conditions, services and reputation. Otto Lerbinger defines crisis as an event that brings or has potential to bring to the organization a future break in its profitability, its growth and possibly its very existence. (Lerbinger, 1997)

Wilmot & Hocker (apud Northouse, 2012) define conflict as a struggle felt between interdependent people, groups, organisations, cultures or nations over differences felt in their beliefs, values, aspirations, expectations, desires for status, esteem or control. This definition emphasises four critical aspects of the conflict: struggle, interdependence, feelings and differences.

Following the aspects of the concept mentioned above, the conflict still contains an element affective. It is an emotional process that involves the awakening of feelings in both the parties, such as hostility, anger, sadness, rejection and abandonment.

Finally, the conflict involves differences between individuals that they consider, at least at first, to be incompatible.

Consequently, understanding conflict management is fundamental in every organisation as conflicts can happen anywhere in any situation. Therefore, companies need executives who can manage the circumstances and act accordingly. Resolving issues is not an easy task. The person resolving the issue must have neutral behaviour and must not be biased. (Choi JH & Maiti S, 2019)

The contemporary context has encouraged the use of extrajudicial mechanisms to deal of conflicts. The ADR (Alternative Dispute Resolution) is how they are called, and it is dispute resolution mechanisms characterised by informality, flexibility, confidentiality and autonomy. (SHAVELL, 1995)

Such methods enable constructive dialogue, the valorisation of singularities the parties, the identification of the relational context, the positive and collaborative treatment of conflict. These

methods commonly represent more efficient, less costly and more satisfactory for the resolution of the conflict in comparison to the Judiciary.

Thereby, special adherence to these methods has been observed in the business environment, which became more aware of the growing economic, relational and human cost of the conflict.

Organisations have realised that conflict prevention and positive conflict management are determinants for the development and efficiency of the business, insofar as they enable the preservation of valuable internal and external relationships, the considerable cost savings, time savings and more satisfying, creative solutions and durable to conflicts of interest. (Lipsky, Seeber, & Avgar, 2015)

Companies are a naturally complex and interpersonal environment, with multiple interrelationships arising from professional activity and personal and social affinities of each of its members. It is, therefore, a source inexhaustible conflict of the most varied species, including internal disagreements (e.g. conflicts between employees, between them and the organisation and corporate conflicts) and external (e.g., consumers, suppliers, strategic partners, competitors and the State).

In terms of company management, organizational crisis is all event or set of events that are capable of causing a significant instability and damage to an organization, bringing a commitment negative impact on its productive scale, on its sales, on the offer of its services, on the your image among your customers, consumers, partners and the general public. (FORNI, 2013).

The minute individuals work as a group, conflict is one of the possible consequences. Most executives devote a lot of their working time dealing with fallouts from people-related hitches. (Madalina, 2015)

As a consequence, to meet the conflicting demands generated in the workplace, executives often spend time and energy that could be applied more efficiently to their tasks.

Poor conflict management leads to an expanded distribution of improper energy to the workforce, miscommunication errors that must be corrected, leading to missed opportunities. (Madalina, 2015)

Organisations have become more aware of the increasing cost of conflict in economic, relational and human terms, and have sought to manage disputes more efficiently.

As conflicts always existed, negotiation becomes an important tool at a point and finally, conflict management came as that it cannot be eliminated at any stage and its give benefit to the organisations (Mas (Jehn, 1995)ters& Albright 2002 apud Tabassum, 2020)

If divergences can, on the one hand, represent a powerful competitive factor and development for organisations, if not properly managed, can result in friction, stress, frustration, loss of focus on company goals, unproductive tension, broken relationships, lack of communication, distrust in organisations and loss of loyalty. In other words, the same conflict that can be a source of creativity and changes can also bring chaos and even destroy a company.

Conflicts should not be avoided but managed (BRISTOT et al., 2017). Having In view of the inevitability of the occurrence of conflicts, their resolution is also inevitable and, when properly managed, can be beneficial to the work environment and professionals, bringing opportunities to improve interpersonal relationships and health work. Therefore, it is necessary to seek the source of the conflict, in order to create action strategies and resolve the situation in the best way possible, always taking into account all the people involved (BRISTOT et al., 2017).

In the other hand It is now universally accepted that the absence of conflict can lead to stagnation of the company.

Disagreements create opportunities for change, stimulate innovation and creativity by allowing people (i) to be forced to seek new approaches (ii) articulate and highlight their different points of view; (iii) use the different styles and experiences for the organisation; (iv) seek alternative solutions for a problem; (v) become closer to each other; (vi) improve your individual and collective performance and (vii) detect problems that need to be corrected. (Jehn, 1995 cited in Shalley & Gilson, 2004)

The growing internationalisation of relationships, the speed of social change and the technological advances multiply the challenges of organisations and add elements potentializers of conflict, such as unknown laws, different ideologies and governments, cultural divergences, intricate relational links and complex contractual objects. Such factors generate problems such as communication difficulties, misinterpretation of behaviors and laws and the breach of expectations.

Ceribeli and Merlo (2016) emphasise that good communication between those faced in conflict situations, is an essential element to ensure that there is an understanding of the problems of both traders. Moreover, highlights the importance that leaders develop negotiation skills, and that this can be understood as a fundamental competence so that they can carry out their teams and diminish the differences that occur, solving effectively to conflicts.

Due to its dual role, to obtain a high performance, a company requires the minimisation of “inputs” cost and a maximisation of revenues resulting from “outputs”, which requires effective negotiation with both suppliers and customers.

Furthermore, negotiation and conflict management is a significant characteristic of every field. Negotiation is a process by which people settle differences and issues between themselves. It is done to avoid and do agree to for any kind of dispute and arguments whereas conflict management is the strategies to rectify these observed differences in a positive way to settle down disputes and arguments between the people (Tabassum, 2020)

A fundamental step in resolving a conflict is the negotiation that can be defined as “the process by which two or more parties seek an agreement that is favorable to those involved.

On the other hand, conflict offers good opportunities to learn something about the culture, values, needs and interests of yourself, as well as the culture, values, needs and interests of others. (Girard& Koch, 1997)

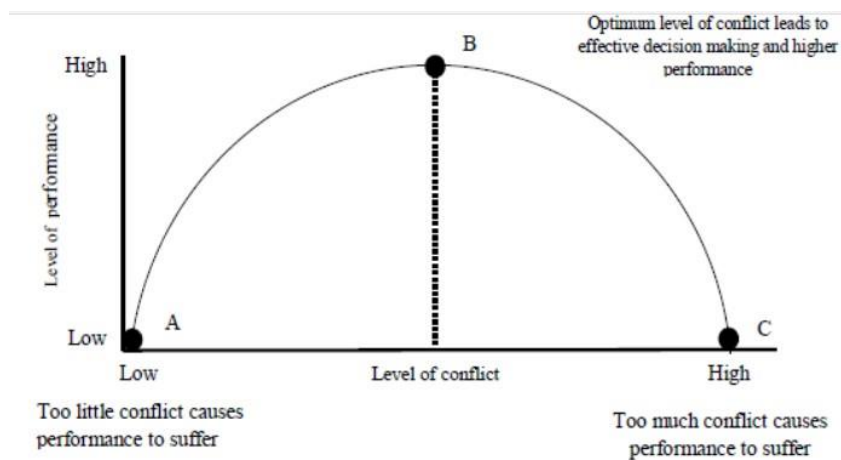


Figure 1 Relationship between organizational conflict and performance of organization. Source: Adapted from Brett et al. (1994)

As Brown (1983) points out, and is shown in Figure 1, the relationship between the amount of conflict and organizational results adopts an inverted “U” shape. In this sense, an excessively high amount of conflict implies the presence of negative results in the organization, in the same way that an excessively low level can generate an attitude of apathy, leading to the results achieved are they not be satisfactory either. An appropriate level is one in which the level of conflict prevents apathy by stimulating creativity, allowing the tensions to break down and promoting change.

2.5 Conclusion

To sum up, theorists in this section have portrayed negotiations as a way to find possibilities to get what you want from others, convincing based on arguments, questioning, presenting ideas, and using strategies that benefit discourse but also offering something that meets their needs. Furthermore, negotiation can also be classified as diplomatic events, mechanical reflexes of relative power, little relations between personality types or effective decision-making processes.

In conclusion, among the theoretical implications of the present literature review, exists an identification of elements that, if well worked in business negotiations, become critical success factors, collaborating to obtain win-win solutions, and contributing to the resolution of conflicts between managers and employees, at the same time that it favors the achievement of greater organisational effectiveness.

Chapter 3 – Research Methodology

3.1 Introduction

Research methodology refers to the study of methods and procedures. That is, the study of the ways to reach a specific end. The methodology consists of mediation in relation to logical and scientific methods. Thus research methodology can be considered the overall strategy to achieve the aim and objectives of the research. (Sutrisna, 2009)

Furthermore, outlining a research methodology supports readers to know the reason for the study, and what in fact are the research's goal. The type of research will dictate the proper methodologies that should reinforce the research data collection. (Opoku, Ahmed, & Aziz, 2016)

After carrying out the literary review, essential to frame and contextualise the theme under study, it is necessary to address the methodological phase, defence, and method phase.

At this stage of the work, the methodological procedures are presented and explained to develop the present study and meet its objectives.

In this way, the methodology adopted in the present research will comprise the conceptualisation of the study, the operationalisation of the variables, the hypotheses of investigation, the assigned data instruments used, the characterisation of the sample and procedures performed.

The research approach adopted is an important aspect to improve research rationality, according to Cresswell (2007).

The methodology of this study is conducted through The Research Onion Method developed by (Saunders, Lewis, & Thornhill, 2016). According to the research onion, the whole procedure is in the type of onion that comprises several layers. Its research philosophy, analysis approaches, analysis strategies, time horizons, and method of data collection form the different layers of the onion that represent the entire research method. The process involves peeling all the layers simultaneously to reach the centre, which may be is the fundamental question of the study.

The following paragraphs describe a detailed justification of the methodology and methods addressed.

3.2 Philosophy

The research point of view forms the outermost layer of the research onion. Individuals or organisations rely on their specific activities, memories, and expectations to derive common sense from the circumstances that occur in society. This logic is reviewed over some time with new experiences that, in conversions, lead to various interpretations. Therefore, it is essential to identify

and be familiar with factors that impact, control, and affect people's interpretations.

A research philosophy refers to the set of beliefs concerning the nature of the reality being investigated (Bryman, 2012). There are, in total, three philosophies in research development. Ontology is the philosophical field revolving around the study of the nature of knowledge. Meanwhile, epistemology is the philosophical field revolving around the study of knowledge and how to reach it (Rivas, 2015). The third one is axiology and refers to an analysis based on how values and opinions influence the collection and analysis of research.

Ontology debates the settlements that are made about the nature of reality, claims about what exists, what it looks like, what units make it up, and how these units interact with each other (Sutrisna, 2009). For (GRUBER, 1993), ontology is a specification of concepts in the context of knowledge sharing. In philosophy, the term ontology has its origin in Metaphysics. Appropriating the work of (Chauí, 2003) the word ontology is formed by two others: *onto* which means "the being" and *logic*, "study or knowledge". Thus, ontology means "study or knowledge of Being, beings or things as they are in themselves, real and true".

In ontology, there are two main philosophies: Relativism and Realism.

Realism (i.e. the physical sciences approach) is related to facts and data, search for causality and fundamental laws, reductionist, measurable, and objective reality.

When it comes to relativism (i.e. reality as a social construct), its nature is changing, and the focus is on meaning. It tries to understand what is happening, visualises the totality of the situation, develops ideas from data induction, uses multiple methods and establishes different points of view. Its truth is dependent on who establishes it, because science is driven by the researcher's interest, and the facts are creations of man.

The philosophy chosen for this research is Ontology because it deals with the nature of reality. The approach will be based on relativism because the conceptions of truth and moral values are not absolute but relative to the people or groups holding them. Besides, there will be the use of emic epistemology because the researcher is close to the research being studied.

3.3 Approach

The next layer of the research onion is an exploration approach. The design of the research project determines the choice of the research approach adopted. With that in mind deductive and inductive are the two approaches that can be conducted in a research. (Rivas, 2015)

The reasoning of the research, the role of the current body of information collected in the literature

review, and how researchers use data collection and following data analysis are actions that can be understood as research reasoning. (Sutrisna, 2009)

In the event that the research involves developing a theory and hypothesis, and defining a research strategy to test the hypothesis, then the approach will be classified as deductive. Alternatively, an inductive approach involves collecting data and developing a theory based on examining information. (Bryman, 2012)

In the inductive approach, it is essential to gather the data first and form some inside views about the information. Complementing the previous information, in an inductive approach, a theory follows data collection, or vice versa in the case of a deductive approach. (Sutrisna, 2009)

According to (Saunders, Lewis, & Thornhill, 2016) experts from the 20th century rebuked the deductive approach, declaring that the support for this procedure establishes cause-and-effect links between specific changes 'without taking human presentation into account (Saunders, Lewis, & Thornhill, 2016) suggest that the researcher is independent of what is being noticed precisely, which the deductive approach determines.

(Sutrisna, 2009) suggests that the deductive procedure is a theoretical testing practice that arises from an established theory or generalisation and tries to validate the idea in the circumstances for specific instances.

For the purpose of this research, an inductive approach was conducted, as this research is of a relativistic nature.

3.4 Strategies

Having identified the research approach, it is justified to define the strategies to follow along with it. Several strategies can be adopted in scientific research processes: Case Study, Survey, Ethnography, Experiment, Action Research, Grounded Theory, Archival Research. According to Saunders et al. (2016), no strategy is superior to the other. What matters is that its user makes it possible to answer the research questions and achieve its goals.

For (Yin, 2009) the decision for a strategy of research lies in three fundamental factors. The first concerns the type of research question asked. The second the extent that the investigator needs to control behavioural events, and thirdly the degree of focus on historical events as opposed to contemporaries.

The investigation strategy provides an approximate picture of how the study questions will be answered. It also identifies options for data collection and obstacles encountered throughout the analysis, such as limitations on access to information, time constraints, economic, and ethical issues.

Saunders et al. (2016) explain that the strategy is concerned with the general approach that was adopted, as the tactics involve details such as data collection methods (e.g. questionnaire, interview with published data) and analysis strategies.

The strategy adopted in the research is Survey, where there is a representative selection of a population.

In this case, a selection of interviewees represents the broad population. The choice of this strategy comes from the fact that it allows large data collection in an economical way and it is generally used to analyse contributing variables among different data.

For this research, the data were accumulated via an online questionnaire and were statistically analysed and represented by means of graphs.

To answer the investigation question, information was also collected by theories of an incident study and analysed qualitatively. Presenting the analysis in a structured way and articulating the inferences of the hypotheses and the analysis of records can only be created through terms (Saunders et al., 2016).

3.5 Choices

According to Saunders et al. (2016), in scientific research, there are two possible choices regarding the methods for collecting and analysing data, which are the mono-method and the mixed method.

The mono-method, as the term itself indicates, is the option (quantitative or qualitative) for a single technique for the collection and analysis of data. The mixed method is the option of using more than one technique for the collection and analysis of data. (Bryman, 2012)

This research will be performed using the mono-method, where quantitative research through questionnaires was carried out because it allows the explanation of the reality found and the inference about it since the interest is in understanding the subjective aspects that affect the object of study.

3.6 Time Horizon

According to Saunders et al. (2016), the time horizon in scientific research can be both longitudinal and cross-sectional and it depends on the research question.

The time horizon underlying this investigation is based 'observation of a phenomenon in a delimited moment in time. The information for the same period of time is called cross-sectional. In contrast, there is a longitudinal study whose support resides in the study of the same phenomenon at different points in time. (Bryman, 2012)

A longitudinal study is what allows a study to change and develop over a period of time. The cross-

sectional study, on the other hand, is what allows the study of a particular phenomenon at a given time, and that is why the ongoing research is characterised as cross-sectional.

3.7 Data Collection and Analysis

The last and final layer of Saunders' research onion consists of data collection and analysis.

Several elements are incorporated into the data analysis stage. The most obvious level can be understood as the application of statistical techniques to the data that were collected. (Bryman, 2012)

The analysis of the data is based on planning the data so that it is feasible to provide the answers to the proposed problem.

The methodology used was based on exploratory research, due to the reduced systematised knowledge on the topic. The tool used was the individual questionnaire.

Exploratory research, according to (Swedberg, 2018) consists of an attempt to discover something new, identifying the important variables to, in later studies, deepen and detail the theme. Generally, this method uses bibliographic research, surveys with professionals working in the area, direct observation of the phenomenon, and unstructured instruments for data collection.

The data were obtained from the collection of primary and secondary sources.

Primary data is information gathered firsthand, directly from the source. This can be accomplished by using a variety of methods, for example, questionnaires and oral or written interviews. On the other hand, secondary data is obtained from other sources' work. (Rabianski, 2003)

For (Malhotra, 2004) primary data are those collected for different purposes of the problem. The source of the primary data in this research was the questionnaire.

It is emphasised that the use of this instrument allows the involvement of an extended population, collecting large amounts of data and obtaining fast responses and accurate information on a given topic. It also allows uniformity in the processing of collected data. (Malhotra, 2004)

Cervo et al. (1983) say that the questionnaire is the most used method to collect data, as it allows you to measure more accurately what you want. They also report that a questionnaire must be of an impersonal nature, ensuring uniformity in the data processing.

Regarding the procedures for collecting primary data, the questionnaires were submitted, via e-mail and LinkedIn to the respondents, during the months of March and April of 2021. For privacy reasons, respondents' names are hidden in the questionnaires attached.

The questionnaire consists of a mixture of open and closed-ended questions, conducted in Dublin, using a random sampling technique. It explores factors such as negotiation, negotiation techniques,

and crisis management.

Dealing with a diverse group of negotiators from Dublin, it is not possible to identify all the elements of this population. Therefore, regarding the sampling technique, the non-probabilistic type was adopted which is indicated in the scope of business investigations.

This sampling was chosen because it entails selecting elements based on assumptions about the population of interest, which serves as the selection criterion. While probability sampling is a process in which every member of the population has an equal probability of being included in the survey (Surbhi, 2017).

The purpose of making use of secondary data was to explore the current literature and examine the many facets of knowledge about the subject.

Secondary analysis of data is a method in which data collected in another study is used to answer new research questions or use different statistical techniques (Coyer & Gallo, 2005). Secondary information documented as e-books, journal articles or blog posts were used in this research to define the constructs of the first chapter.

Data were also used to explore the literature to define the study question. The main documents to compose the literature review were articles related to the topic, thesis, dissertations, books, newspapers, and specialised magazines.

In this research, the comparative method will also be explored, which is widely used in the social sciences as being a study of facts that brings a comparative in relation to their similarities and differences. While using this method, it will be possible to investigate the comparison objects of the research, which are: to evaluate negotiation as a method of conflict resolution; to verify the importance of negotiation in the performance of companies; to identify how negotiation can affect crisis management.

3.8 Research Limitation

During the course of this investigation, not everything went as planned, and some adjustments had to be carried out in the course of the research.

One of the limitations of the study has to do with the characteristics of the target population selected. This consists of several negotiators in Dublin who work for different companies. That caused the applied questionnaires to be widely dispersed.

So it was not possible to make a comparison of data between different companies. In view of this, the sample was analysed in its entirety, taking into account only the gender variable.

Furthermore, there is no assurance that the selected sample was represented accurately when dealing with non-probabilistic sampling. Therefore, it is improbable to analyse the conclusions regarding the

entire population, as anticipated.

Lastly, due to the COVID-19 pandemic interviewees were more stressed and busy, not willing to participate, causing some delays in the research project's timeline.

3.9 Ethical Guidelines

Research ethics is not restricted to the relationship between researcher and research subjects or participants. According to Gauthier (1987) cited in (Fiorentini & Lorenzato, 2009), ethics permeates the entire investigative process. It relates to the simple choice of the topic or sample or even the instruments for collecting information.

These options require the researcher to have a commitment to the truth and a deep respect for the subjects who trust in it.

The same happens with the phase of publication of the research since its results have social implications, both with regard to omission and the dissemination of it.

Thus, the ethical dimension is an intrinsic part of any research and refers to the relations of good coexistence, respect for the rights of others, and the well-being of all. The personal information and data were completely protected through informed consent.

Chapter 4 – Presentation of the data

4.1 Introduction

This chapter intends to expose the data collected objectively to present the importance of the negotiation process in organisations and how the practice can affect crisis management. In addition to identifying the influence of negotiation, as a form of dispute resolution, on business performance. This chapter refers to the presentation of the data collected from the respondents for primary data. The questionnaires were submitted via e-mail and LinkedIn to the respondents during the months of March and April of 2021.

The information collected was tabulated and grouped according to the results of different variables. With the data collected, the information obtained was separated according to the inquiries made. After systematic reading, taking into account the categories of analysis contained, the following information was pertinent to the present study.

4.2 Presentation of the data

One hundred and twenty-one participants showed their belief in this theme. Data for this research was collected through a questionnaire consisting of seventeen questions.

The results are presented in tables and graphs, with the objective of better visualisation, in addition to the descriptive presentation.

In the first part of the questionnaire, questions related to sex, age, and level of education characterised the participants. Through these answers, a first self-portrait of the respondents was obtained. In this way, the first five questions of the questionnaire were aimed at establishing a sociodemographic characterisation.

Likewise, in the sequence are the results of the research about conflict management and negotiation.

4.2.1 Question 1: Do you consent to participate in this research

1. Do you consent to participate in this research?

121 respostas

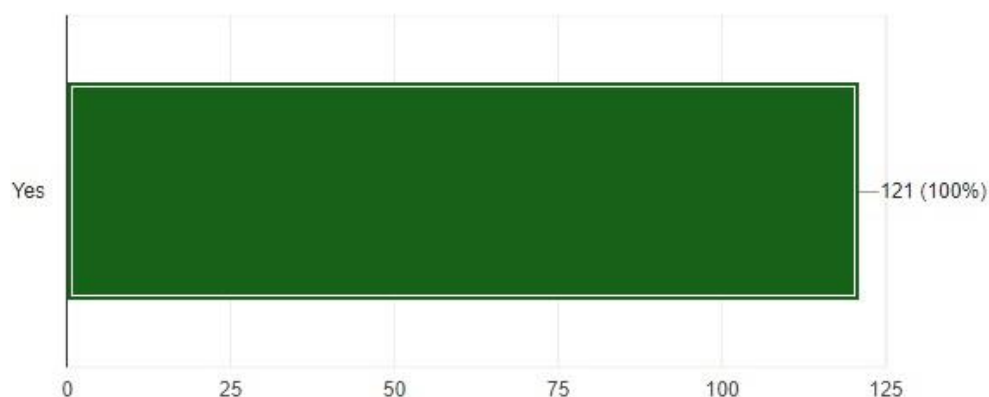


Chart nº 1 Informed Consent

Every research project involving human beings must include Informed Consent.

The objective of this question was to fulfil a fundamental ethical issue: to maintain the participants' privacy and anonymity, in addition to acquiring consent, and to maintain confidentiality, the voluntary nature of participation, and the right to refuse some or all of the issues.

4.2.2 Question 2: Gender. How do you identify?

2. Gender. How do you identify?

121 respostas



Chart nº 2 - Gender

According to the data obtained in this study, a slight majority of respondent professionals is female with 58.70%, while 41.30% of the candidates questioned were male.

This result shows the equality between the professional negotiators of the gender, female and male. In recent years, women have increasingly overcome 'taboos' imposed by society, occupying professional areas previously restricted to males. However, the search for valorisation seems to be still extensive, mainly concerning remuneration.

4.2.3 Question 3: What is the age bracket of most relevance to you?

3. What is the age bracket of most relevance to you?

121 respostas

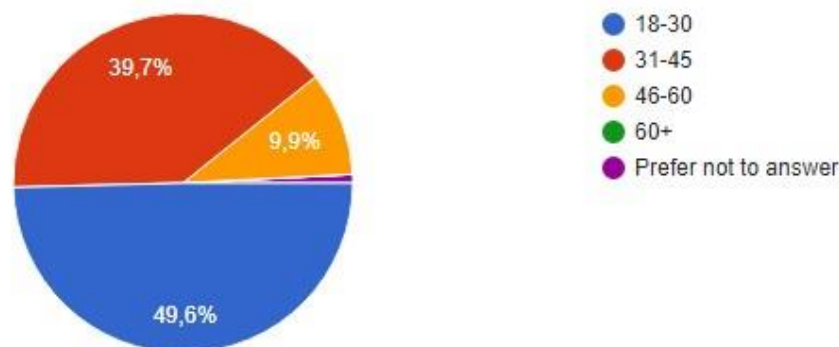


Chart nº 3 - Age

People in different age groups also behave differently in many ways. This question was asked in an attempt to identify whether they will behave more similarly.

Concerning age group, the chart above showed an expressive number of 49.6% between 18-30, following professionals between 31-45 years old with 39.7% and a minority of 9.9% was classified in 46-60.

4.2.4 Question 4: Education Grade

4. Education Grade

121 respostas

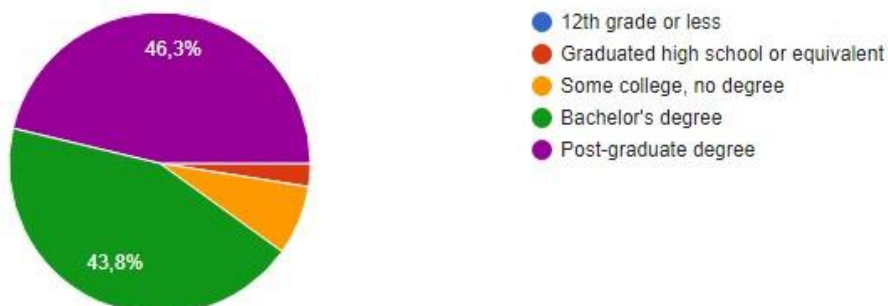


Chart nº 4 - Education Grade

Throughout the evolutionary process of capitalist societies, the importance given to education/training in the employability process has been intensified, asserting itself as a central variable in the functioning of labour markets.

The results revealed by the respondents (chart 4), in relation to the Degree of Education, show that a slight majority of 46.3% have postgraduate degrees. Similarly, 43.8% claim to have a bachelor's degree, while 7.4% have some college experience, but no degree and 2.5% graduated high school or equivalent.

4.2.5 Question 5: Length of professional experience

5. Length of professional experience

121 respostas

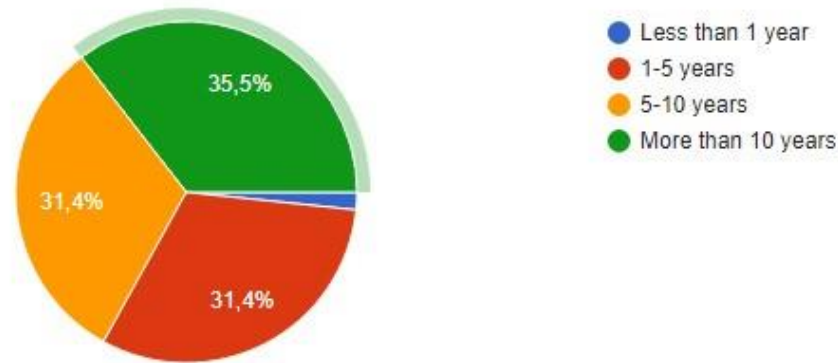


Chart nº 5 - Length of professional experience

Professional experience is seen by many as a positive factor in their professional trajectory. With work experience, there is a chance to gain valuable insights on the job and gain knowledge that you would not achieve just by taking a university course.

Taking into account chart number 5 that compiles the data collected on length of professional experience, it was found that 35.5% of respondents have more than ten years of experience. While a total of 31.4% also have between 1-5 years of experience and 5-10 year of experience. Consequently, a minority of 1.7 % of respondents said less than a year.

The results show, in a balanced way, that the interviewees have different lengths of professional experience in the market.

4.2.6 Question 6: Have you ever been on a course about negotiation or conflict management?

6. Have you ever been on a course about negotiation or conflict management?

121 respostas

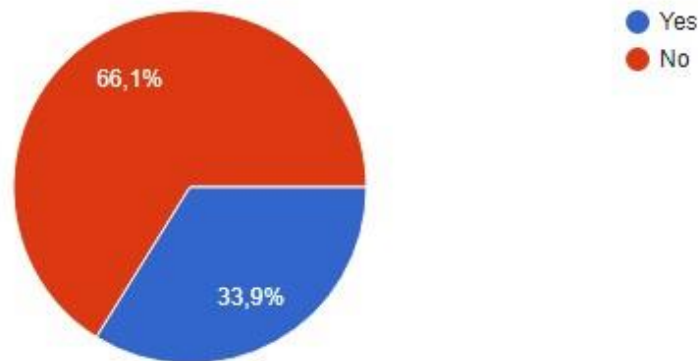


Chart nº 6 - Negotiation or conflict management course

The first question in the negotiation section was developed to assess whether or not the professionals interviewed understood the topics covered in the research. Besides, the purpose of this question was to identify how many individuals received negotiation training.

This element is vital in explaining if workers have the ability to predict the behaviour of individuals in competitive situations. For example, in a negotiation or conflict management course, it is possible to explore the objectives of the negotiation, learn about the characteristics of a good business, and understand how expectations drive behaviour.

The findings showed that 41 participants (33.9%) were in a negotiation and conflict management course, while 80 participants (66.1%) indicated that they had never been.

These data reveal that the minority of the interviewees and the companies they work for are aware of the importance of a course in both areas.

In addition, this importance was also revealed by the authors in chapter 2 of the literature review, as noted again in the excerpt below:

“Negotiations can play a vital role in organisations and people in companies, as they are a vehicle for stakeholder communication and management.” (Alfredson & Cungu, 2008).

4.2.7 Question 7: If your answer was yes, how did you describe the experience?

This open-ended question was asked in order to improve the scope of the topic covered. Of the 121 responses, some were selected for an in-depth analysis:

PARTICIPANT A	I think it is an interesting matter, because of the constant conflicts we face on a daily basis both in our professional and personal lives
PARTICIPANT B	Positive, interesting
PARTICIPANT C	It was a short term course teaching about the basics of negotiation
PARTICIPANT D	Corporate / compliance driven.
PARTICIPANT E	N/A

Table 1 – Question 7

The table above shows a selection of different answers about open question number 7 "If your answer was yes, how did you describe the experience?"

Most participants responded succinctly that the course was beneficial. Participant A however raised the importance of the course not only for the professional but also for his personal life

In contrast, participant E answered, "N /A" as well as a portion of other participants.

4.2.8 Question 8: Negotiation is present in our daily lives. Considering this affirmation, do you use formal techniques to conduct a negotiation?

8. Negotiation is present in our daily lives. Considering this affirmation, do you use formal techniques to conduct a negotiation?

121 respostas

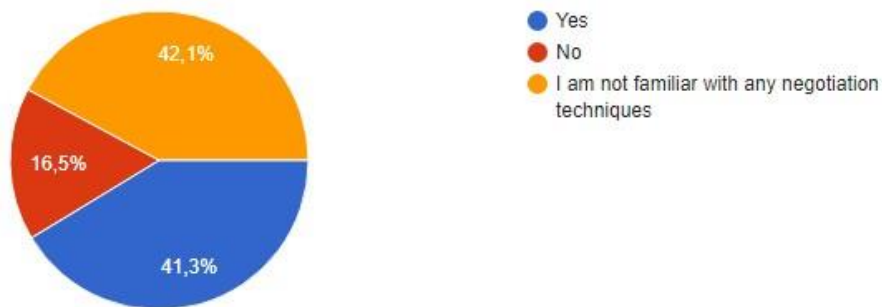


Chart nº 7 - Negotiation Formal Techniques

Negotiation is present on a daily basis. Even without realising it, people negotiate all the time. In this way, the professional who masters and has this skill ends up getting advantages and positive results. In other words, negotiation is an indispensable competence for professional development.

When professionals are trained in negotiation, they have a better understanding of it, and it is expected that they have developed negotiation skills to achieve a better outcome.

While asked if they use formal techniques to conduct a negotiation in chart 9, the majority 42.1% answered that they are not familiar with any negotiation techniques against 41.3% which answered yes. The others 16.5% said that they did not use negotiation formal techniques.

4.2.9 Question 9: Thinking specifically about the act of negotiating, do you consider that your life experience contributes to the exercise of your profession?

9. Thinking specifically about the act of negotiating, do you consider that your life experience contributes to the exercise of your profession?

121 respostas

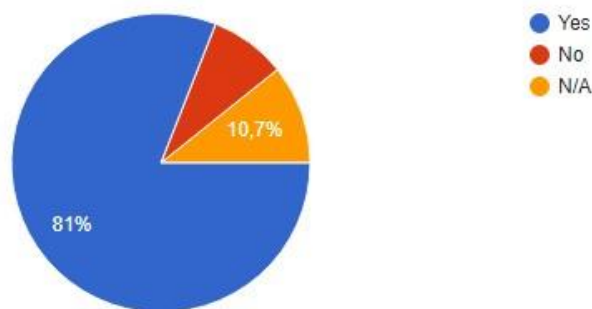


Chart nº 8 - Life experience contributes to the exercise of your profession

Among the most important goals for most people is professional development. Progress in professional life can be achieved through studies – higher education, specialisations, extracurricular learning, etc. – experience, and skills acquisition. In this sense, theoretical and practical training is essential.

Personal development and life experience, on the other hand, first involve self-knowledge. Knowing your virtues, potentials, and limitations is the key to achieving your best. Through self-analysis and reflection, you can identify the points that can be improved and grow in all aspects, achieving evolution in work and private life.

The chart above describes the analysis of question number 9. Therefore, among all respondents, 81% answered yes, they agreed that life experience contributes to the exercise of their profession. In comparison, 10.7% answered no, and finally, a minority of 8.3% of respondents say they do not know. The findings showed that the surprising majority of the participants agreed that there is a compatibility between work and life experience. Success in professional life, for example, can be one of the necessary steps to achieve personal fulfilment. Likewise, the skills acquired in training at work make a difference in the person's daily life.

4.2.10 Question 10: Can you please explain the reason for your answer?

This open-ended question was asked in order to improve the scope of the topic covered. Of the 121 responses, the most relevant ones were selected for an in-depth analysis.

PARTICIPANT A:	Through experience, we can see when someone is open to negotiation, if our offer appeals to them, if they were expecting something different. Also, we can learn how to explain our decision in a negotiation to the party in interest, and when to compromise to achieve a result that is good for both sides
PARTICIPANT B:	Interactions with people, establishing positive relationships
PARTICIPANT C:	In my opinion all our personal experiences somehow shape part of our professional being. My acquaintanceships and understanding of people that surround me both professionally and personally help me to assess my clients mood and expectations.
PARTICIPANT D:	Empathy and experience allow you to see the other parties needs and / or values making it easier to find common ground
PARTICIPANT E:	In healthcare there is always a focus on patient centred care, my life experience helps me interact with people of all different walks of life at there level and without prejudice.

Table 2 – Question 10

The tabulated responses above have the common denominator of agreement in relation to the question "Thinking specifically about the act of negotiating, do you consider that your life experience contributes to the exercise of your profession?"

Participants, in general, showed through their responses that life experiences do contribute to professional negotiations.

4.2.11 Question 11: Do you believe that negotiation is a skill that helps companies achieve the desired results?

11. Do you believe that negotiation is a tool that helps companies achieve the desired results?

121 respostas

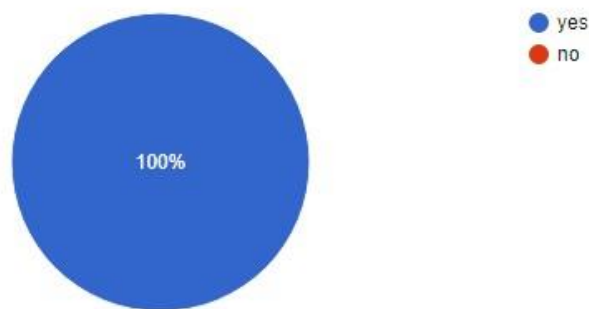


Chart nº 9 - Negotiation as a skill that assist companies

The 11th question was developed to understand whether or not negotiation helps companies achieve the desired results. Surprisingly, all the 121 participants (100%) stated yes.

The results were in line with what was previously exposed in chapter 2 of the literature review.

Negotiating is an interpersonal process in decision making, necessary when goals are not achieved on their own. It is an essential management competence. For executives, leaders, and managers, negotiation skills become increasingly important. The main reasons why these skills are essential are the dynamic nature of the business, the interdependence of employees in organisations, competition, the information age, and globalisation. (Thompson L. L., 2007)

Overall, negotiating is also reaching a common denominator on a specific and sometimes controversial issue. It exists to find a way to resolve a conflict or to make the other act in a certain way – always in the direction of the company's interests, of course.

4.2.12 Question 12: Can you please explain the reason for your answer?

This open-ended question was asked in order to improve the scope of the topic covered. Of the 121 responses, the most relevant ones were selected for an in-depth analysis.

PARTICIPANT A:	Negotiation helps to see what people expect when closing a deal, so it can help that both parties have a better business experience, because the intentions can be adjusted to both expectations
PARTICIPANT B:	Being able to negotiate can reduce costs, save money and also deal with difficult situations
PARTICIPANT C:	Dealing with clients and stakeholders is part of any successful business. Reaching a common denominator where both parties are happy with the results is vital for performance.
PARTICIPANT D:	There must always be a grey area or room to manoeuvre either in brief / scope / price to allow for two parties to benefit
PARTICIPANT E:	People aren't always happy with the services and negotiation helps achieve compromise and defuse arguments or facilitate people's circumstances to the best of our abilities and in a safe way.

Table 3 – Question 12

The responses selected and tabulated above reflect the opinion of the majority of participants.

Negotiation is a tactic that can help companies and people in the most diverse situations, both with customers and stakeholders, as pointed out by participant C, and how to deal with crises, as pointed out by participant E

4.2.13 Question 13: Would you recommend negotiation techniques as a form of dealing with conflicts to your coworkers?

13. Would you recommend negotiation techniques as a form of dealing with conflicts to your coworkers?

121 respostas

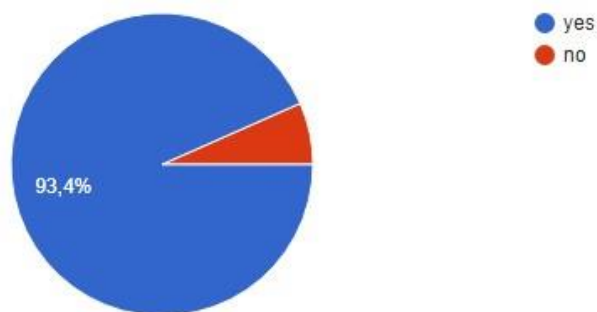


Chart nº 10 - Would you recommend negotiation techniques as a form of dealing with conflicts to your coworkers

In this regard, the main objective is to identify whether negotiation, and its techniques, is a tool that can assist organisations in crisis and conflict situations.

Unexpectedly, 93.4% of the participants answered yes while 6.6% disagreed answering no.

Negotiation is an essential tool for conflict resolution, provided that there is interest from the parties to resolve existing differences. That said, negotiation is seen as a process that people intuitively do on a daily basis.

4.2.14 Question 14: Please explain the reason for your answer

This open-ended question was asked in order to improve the scope of the topic covered. Of the 121 responses, the most relevant ones were selected for an in-depth analysis

PARTICIPANT A:	Negotiations can allow people to see what the real difficult is in a particular case. If you try and negotiate, it shows
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	what are the goals, and the problems to achieve it
PARTICIPANT B:	Helps people understand in a way that is not considered offensive
PARTICIPANT C:	Negotiating is always better than conflict and hard limits. People are different and have diverse backgrounds and personal and professional difficulties.
PARTICIPANT D:	Depends on the conflict. If someone is unethical in their stance causing conflict there may not be room for negotiation. Otherwise, yes this should aim resolution
PARTICIPANT E:	<p>Sometimes when personalities clash or there is a dispute you need to facilitate both parties and support both sides of the arguments. Negotiations allow for a fair solution.</p> <p>Negotiation techniques are patterns of behavior used deliberately in a negotiation to achieve the desired result. Therefore, are for anyone who deals with people, whether they are subordinate or at the same hierarchical level.</p>

Table 4 - Question 14

The answers indicated by the respondents agree on the same aspect, where negotiation is seen as a beneficial factor that implies an interaction between two or more parties to obtain a certain result. On the other hand, participant D believes that the method depends on the conflict. The participant stated

that, if one of the parties is unethical in its stance, causing conflict, there may be no room for negotiation. Otherwise, yes, people should aim for resolution.

4.2.15 Question 15: If your answer was yes on question 13, score according to the following items

15. If your answer was yes on question 13, score according to the following items.

121 respostas

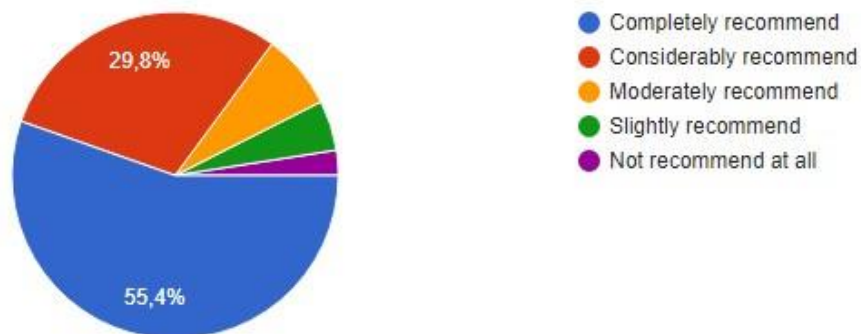


Chart nº 11 - Data regarding question 15

Regarding the fifteenth question, the majority of respondents pointed out that they completely recommend, that is, 55.4% of the interviewees defend dialogue as a means used to resolve conflicts, while 29.8% of the respondents stated that they considerably recommend it. Only 7.4% moderately recommend, after 5% slightly recommend, and finally only 2.5 % not recommend at all.

The results indicated by chart number 15 represent that the majority of the respondents recommend negotiation techniques as a form of dealing with conflicts with coworkers, completely or considerably.

4.2.16 Question 16: Would you be willing to take a course on negotiation for a better understanding of the subject?

16. Would you be willing to take a course on negotiation for a better understanding of the subject?

121 respostas

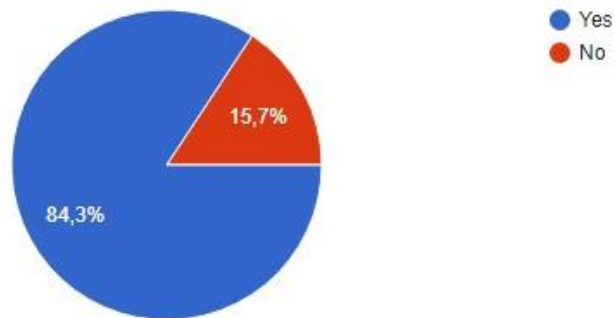


Chart nº 12 - Data regarding question 16

In view of the sixteenth question: “Would you be willing to take a course on negotiation for a better understanding of the subject?”

According to 84.3% of the interviewees, the answer was yes, while 15.7% of them answered no.

The reason for this question is to assess whether participants believe a better understanding of subject negotiation is necessary.

Chapter 5 – Data Analysis and Discussion

5.1 Introduction

This chapter aims to expose the data analytically. In this step, the results of data collection from the research, where the content analysis was carried out as a way to obtain the essential information in order to meet the objectives of this study.

According to Saunders, Lewis and Thornhill (2016) in data analysis there is an incorporation of several elements. The most obvious element, then, would be the application of statistical techniques to the data that were collected.

5.2 Data Analysis and Discussion

The data analysis phase is essentially about data decrease, that is, it is about reducing the great corpus of information that the researcher has gathered so that it can be understood. (Saunders, Lewis, & Thornhill, 2016)

The data analysed in this chapter was collected using a questionnaire which was answered by negotiators professionals in Dublin. Participants were not selected following any rules about age, gender or nationality.

Depending on whether the data is being discussed, some conclusions are drawn, based, on the one hand, on the results of empirical research and, on the other, theoretical aspects developed in Part I. In the first part of the questionnaire, questions related to sex, age, level of education characterised the participants.

5.2.1 Characterization of sample

Regarding the descriptive analysis, it was found that the sample of this study is made up of 121 individuals and reveals to be a very homogeneous group, with 71 participants are women (58.68%) while 50 are men (41.32%), which is in accordance in terms of gender equality.

From this result, it can be seen that 40% of the men interviewed have already participated in a negotiation course while only 29.58% of women were interested in the topic.

Based on this result, it was concluded that although more women participated in the survey, they still represent the smaller number of people who have already taken the negotiation course.

Below it is possible to view the chart that shows interconnected information from the questionnaire in relation to question two about gender, and question six about negotiation course.



Chart nº 13 Gender in Negotiation

In relation to question 3 “What is the age bracket of most relevance to you?” the data shows that the majority of the respondents (49,6%) are between 18-30, following professionals between 31-45 years old with 39,7% and a minority of 9,9% was classified in 46-60.

It is concluded then that more and more young people are inserted in labour market in the field of negotiation.

When it comes to question 4 about Education Grade, the findings revealed that the majority of the participants has a higher level of education. A slight majority of 46.3% have postgraduate degrees. Similarly, 43.8% claim to have a bachelor's degree. Throughout the evolutionary process of capitalist societies, the importance given to education/training in the employability process has been intensified, asserting itself as a central variable in the functioning of labour markets.

Taking into account question number 5 “Length of professional experience”, it was found that 35.5% of respondents have more than ten years of experience. While a total of 31.4% also have between 1-5 years of experience and 5-10 year of experience. Consequently, a minority of 1,7 % of respondents said less than a year.

The results show in a balanced way that the interviewees have different length of professional experience, and therefore the answers to the subsequent questions were performed by professionals of different levels, both academic and professional. Thus, it is possible to say that a diverse audience

was reached with professionals with little experience but also with qualified professionals with a lot of experience and a higher academic level.

Professional experience is seen by many as a positive factor in their professional trajectory. With work experience, there is a chance to gain valuable insights on the job and gain knowledge that it would be achieved just by taking a university course.

5.2.2 Negotiation in the performance of companies

Although question 6 “Have you ever been on a course about negotiation or conflict management?” has already been addressed earlier in the beginning of the chapter together with question 2 "Gender" there are still points to be elaborated.

The findings showed that 80 participants (66.1%) were in a negotiation and conflict management course, while 41 participants (33.9%) indicated that they never been.

The findings showed that 41 participants (33.9%) were in a negotiation and conflict management course, while 80 participants (66.1%) indicated that they never been.

These data reveal that only a small minority of the interviewees and the companies they work for, are aware of the importance of a course in both areas.

In contrast, this importance was actually revealed by the authors in chapter 2 of the literature review, as noted again in the excerpts below.

Negotiations can play a vital role in organisations and people in companies, as they are a vehicle for stakeholder communication and management. (Alfredson & Cungu, 2008).

Negotiation is a valuable instrument, for all professionals, in the current scenario of the world of organisations and business. All professionals negotiate several things, all the time, with their internal, external customers, leaders and followers, such as resources human and financial, deadlines, budgets, contracts, among so many others. Therefore, it is of fundamental importance to know how to approach every moment that involves a negotiation to obtain positive results. (Boff, 2011)

Therefore, the result revealed, after collecting secondary data in chapter two, more precisely in “2.3 The importance of negotiation in the performance of companies” is that negotiation is vital for business environment.

In the business world, negotiation presents itself as a strong skill to obtain better results and is a highly valued competence. It is important to note that the principles of negotiation apply to all organizations, regardless of segment, size or profit. Negotiations are present not only when agreements are formed, but also in their implementation.

In the same way, negotiation is a communication instrument used when none of the parties, has absolute decision-making power. Having competent professionals in this area is a market strategy, and a tactic to achieve superior outcomes.

The first open question is the seventh of the questionnaire, was carried out for a better understanding of the topic approached in the study. Five participants were selected who best represented the responses of the other interviewees. This question itself was the one least engaged by people who answered, and a large number of "N / A" were identified.

With regard to question 8 "Negotiation is present in our daily lives. Considering this affirmation do you use" it is possible to state when professionals are trained in negotiation, they have a better understanding, and it is expected that they have developed negotiation skills to a better outcome.

From the results it was discovered, that 51 participants (42.1%) answered that they are not familiar with any negotiation techniques against 50 participants (41,3%) who answered yes, so they use techniques. The others 16.5% said no.

From the secondary research carried out, it was concluded that many organisations, due to their managers' lack of expertise in the negotiation area, end up leading real confrontations with their collaborators, significantly reducing their efficiency and motivation.

As a result, many managers started to study negotiation as a way to increase their knowledge concerning the process. Learn new approaches and more effective tools to obtain better results in the negotiations had become a plan not to compromise the organisational performance.

On the other hand, the findings discovered in relation to question 9 "Thinking specifically about the act of negotiating, do you consider that your life experience contributes to the exercise of your profession?" are much more expressive, and illustrate that a vast majority of 81% agreed that life experience contributes to the exercise of their profession. In comparison, 10.7% answered no, and finally, a minority of 8.3% of respondents say they do not know.

The responses provided by the respondents follow the same guidelines as those of the main negotiation authors and works covered in the Literature review.

The human being exercises the habit of negotiating since the beginning of times. It is a skill that can be developed over time, throughout life experience, it can happen by living everyday life and the consequent accumulated experience or specialised training with a professional's help.

In addition, organizations are outlining a new employee profile, with characteristics that are extremely important for the new organizational context, such as, for example, creativity, initiative, business

vision, customer focus, entrepreneurial spirit, which are nothing more than what experiences lived during its trajectory. In this sense, therefore, life experiences contribute to the exercise of the profession.

Question number 10 is an open ended question, where the participants replied the reason for their answer in the previous question.

The question addresses the analysis of the interviewees' strategies based on the act of negotiate.

the interviewees consider that their life experience contributes to the exercise of their profession.

Continuing with the study, the next question in the script would be number 11 and it was designed for a better understanding of whether or not negotiation helps companies to achieve the desired results.

Unexpectedly, the responses obtained by all 121 negotiators respondents were the same. That is, 100% of respondents said yes, negotiation is a tool that helps companies achieve the desired results.

In this same perception, question 12 asks respondents the reason for their answer, opening up to further elaboration. Some of these responses can be seen in table 3.

In this perspective it was verified that the result is in agreement with Leight L. Thompson when he said that it is an essential management competence. For executives, leaders, and managers, negotiation skills become increasingly important.

Despite its complexity, negotiations are a very common process. The vast majority of tasks that are carried out in organizational environments involve the exchange of information or resources between departments, divisions or between members of the company and representatives of other organizations. This type of exchange requires that managers who do not formally have power or authority over others, negotiate agreements that safeguard the interests and needs of both parties. The ability to make agreements is therefore increasingly considered a critical competence of modern management.

Executives and managers cannot limit themselves to negotiating contracts, they must use negotiation to guide companies in the face of change.

5.2.3 Negotiation and conflict management

According to the literature negotiation is an essential skill for conflict resolution, provided that there is interest from the parties to resolve existing differences. That said, negotiation is seen as a process that people intuitively do on a daily basis.

Equally important, negotiation is a process of dialogue and debate on various subjects with the aim of establishing an agreement between the parties. In this way, the negotiation mechanisms have taken on an extremely important role in the management of the most varied conflicts that occur at the multiple levels of reality.

Meanwhile, the main objective of question number 13 and 14 of the research script is to identify whether negotiation, and its techniques, is a tool that can assist organisations in crisis and conflict situations.

Unexpectedly, 93.4% of the participants answered yes while 6.6% disagreed answering no. Next some respondents in the open-ended question 14 pointed out reasons for their answers.

It is in this perspective that the permanence of negotiation in daily life is seen as one of the most effective forms of conflict resolution and for that reason, efficiency must be thought of as a criterion to be taken into account by negotiators when determining their strategies and tactics.

Conflict is an uncontrollable reality in organizational life. Being uncontrollable, it is necessary to manage it in such a way that its potential compensations are taken advantage of and that its harmful effects are mitigated or cancelled out. Groups of people contend with other people, organizations, whether in a more vigorous way or on a different scale.

Likewise, constructive conflict management consists precisely in choosing and implementing the most appropriate strategies to deal with each type of situation, implying working with groups and trying to break with some stereotypes in force in the organization.

Therefore, negotiation is an essential skill for conflict resolution, provided that there is interest from the parties to resolve existing differences. That said, negotiation is seen as a process that people intuitively do on a daily basis.

The parties involved in a negotiation put pressure, direct or indirect, on the other party in order to be able to resolve the conflict in the most advantageous way possible for their own interests. In this context, the exercise of negotiation itself provides a certain advantage or influence over the other party.

Regardless of the area of expertise, the skill in negotiation is identified as one of that every professional must develop for the future.

The above statement goes together with the results in relation to the fifteenth question, because the majority of respondents pointed out that they completely recommend, that is, 55.4% of the interviewees defend dialogue as a means used to resolve conflicts.

Negotiation is a process of communicative interaction in which two parties or more try to resolve a conflict of interest, using dialogue and discussion, not using violence as a method of action and moving towards a gradual approach through mutual concessions. Negotiation is still a learned technique. Negotiating is a task that can be done without knowledge of negotiation, but if it is known how to negotiate, there is the advantage of knowing other negotiation strategies.

During crisis, there is a tendency to fight for survival in an attack and flight movement. In this sense, transforming negotiations into a power game, where for one to win, someone has to lose is a bad decision. The moment requires another path. It is necessary, more than ever, to strengthen bonds and trust. Only through dialogue and collaboration is possible building bridges that guarantee the future.

Negotiation in the face of conflict favours dialogue constructive, which allows the parties, before making any decision, to understand the context of the conflict, re-evaluate their point of view and understand the perspectives and expectations of the other party. Such elements are fundamental for the creation of creative solutions and favourable to the interests and needs of all those involved, in addition to enable the parties to deal with the emotional issues involved in the conflict.

From that principle was elaborated the question sixteen “Would you be willing to take a course on negotiation for a better understanding of the subject?”. The reason for this question is to assess whether participants believe a better understanding of subject negotiation is necessary. Moreover, for 84.3% of the interviewees, the answer was yes, while 15.7% of them answered no.

From this, it can be concluded that the interviewees are in agreement with the proposal that negotiation training is important.

According to ElShenawy in the study discussed also in the Literature Review, negotiators should

devote more time in programs and courses to enhance their performance and developed more skills. More time in training courses means more practice of business negotiation that builds valuable experience for the professionals. (ElShenawy, 2010)

On the whole, negotiation training has direct effect on performance of trainees.

The competent negotiator is the one who gets the best performances evaluating its performance as already mentioned, not only through of the results obtained, but also for their behavior during the process of negotiation. During this process, when the negotiator is competent, the negotiation takes place avoiding making decisions based on prejudice and wrong judgments as a way to minimize irrationality and thus seek to achieve the intended objectives. (ElShenawy, 2010)

Through simple processes, negotiation gives the possibility to make flexible and customize behaviors in order to promote common goals, highlighting the benefits of participants. (Desten, 2006)

The main objective of negotiation training is to provide negotiators with better capabilities to negotiate, to improve their performance and thus achieve define new strategies as they become necessary, taking advantage of the new teachings, not just based on the knowledge acquired until then Therefore, the concern to provide human resources with the necessary capacities negotiation will make training and the consequent improvement of these qualities bring benefits, in addition to professional performance.

Conclusion

The following section will conclude this research paper by providing an overview of the research undertaken.

In this research work, several topics related to negotiation was comprehend in order to verify its importance in the performance of companies. After discussing the most relevant topics on negotiation, checking whether there is a need to research more strongly about their influence in organizations and through crises.

The general objective of this work was to investigate if negotiation, and its techniques, help organizations in situations of crisis and conflict. The problem in question is centered on two themes: Negotiation and Crisis/Conflict.

However, there seems to be no doubt that the central question that arises is: Does negotiation, and its techniques, help organizations in situations of crisis and conflict?

Starting from this general objective, the following objectives were evidenced specifics: To evaluate negotiation as a method of conflict resolution; to verify the importance of negotiation in the performance of companies; to identify how negotiation can affect conflict management.

In turn, Cohen (2000) says that negotiation is the game of life. Whenever you try to reconcile differences, manage conflicts, resolve disputes, and adjust relationships, the game of negotiation is being practised. He continues by saying that life is an ongoing process of trying to influence other people. Hence, whenever a person, aiming at a goal, communicates with another person to affect their behaviour or conduct, they participate in the negotiation game. (Cohen, 2000)

It is known that in fact negotiation is not an exact science. Considering all the variables that affect a commercial negotiation, it is absolutely impossible to create a rule or magic formula, that serves our interests in any and all negotiations, mainly because no two negotiators or negotiations are alike.

Negotiations can play a vital role in organisations and with people in companies, as they are a vehicle for communication and management of stakeholders. (Alfredson & Cungu, 2008).

Organisations have realised that conflict prevention and positive conflict management are determinants for the development and efficiency of the business, insofar as they enable the preservation of valuable internal and external relationships, considerable cost savings, time savings and more satisfying, creative, and durable solutions to conflicts of interest. (Lipsky, Seeber, & Avgar, 2015)

Certainly, conflicts are underlying the organizational reality, as part of the process of identification and organizational evolution. Organizations, as open social systems, involve internal and external conflicts, a consequence of the relationships that are established between the members that compose them and of the relationships that the same organization maintains with its environment.

The management of the possible conflict is an aspect that cannot be neglected, in this sense, it must be understood how the parties will see, perceive and react to the possible conflict, especially in the impact they will have on the final result.

As conflicts always existed, negotiation becomes an important tool at a point and finally, conflict management came as that it cannot be eliminated at any stage and its give benefit to the organisations (Jehn, 1995)

Bearing in mind that negotiation is an essential factor for the success of organisations, it is essential to highlight that negotiation is present in all departments of a company, from the simplest sectors to the most complex. In this context, organisations that do not address the issue in question as core competencies have a lot to lose.

Thus, in view of the results obtained, it is possible to state that the objectives outlined in this research study can be considered, in general, achieved, since the present study provided interesting results. In other words, the hypotheses in this study were, in general, confirmed and the results showed fidelity and validity.

First of all, the results of this study indicated that negotiation, as a method of conflict resolution, plays an extremely important role in companies. The result is even more significant when carried out in a structured manner by a trained professional, that the parties involved reduce or eliminate the conflict, bringing them to the necessary balance for decision making.

The results in the primary data pointed out that all 121 negotiators respondents agreed about the

importance of negotiation in performance of companies.

Furthermore, both in primary and secondary data collection the results shows that negotiation can affect conflict management. In this perspective that the permanence of negotiation in daily life is seen as one of the most effective forms of conflict resolution and for that reason, efficiency must be thought of as a criterion to be taken into account by negotiators when determining their strategies and tactics.

In fact, the object of study of the present investigation may be an element of interest for new investigations dedicated to the theme that allow to clarify other aspects that remained to be addressed, both the thematic of negotiation effectiveness and that of crisis management.

The conclusions about the research reported in this work lead to consider that the assumption of the research problem is consistent.

The present investigation may constitute an interesting, albeit modest, contribution to the topic of effectiveness in commercial negotiation, since, it was not possible to carry out an exhaustive analysis of all the dimensions raised by the study, it is expected that this work can contribute, in a some way, for your improvement and understanding.

In conclusion this research raised some interesting findings and has pointed to specific areas for future research.

Reflexion

The work proved to be an excellent opportunity to learn and gain a greater understanding of the topic of negotiation since it was already my motivation.

I spent a large part of my life working in the commercial area of a publishing company in Brazil. With that, it was already possible to realise the great importance of the negotiation process of the interpersonal relationships existing between the direct and indirect actors that are part of organisations' internal and external environments.

The main objective was to clarify how 21st-century organisations work together with new forms of negotiation within an organisational climate, focusing on new forms of crisis management strategies.

People imagine that negotiation is only in the field of business, but as we stressed earlier, the negotiation is in practically every moment of our daily decisions.

Although not a very good thing for people's lives, conflict is also an almost daily part of our lives, whether personal or professional. It emerges naturally from the differences and dilemmas social.

The concept that negotiation is "a process that can affect deeply any type of human relationship and produce benefits lasting for all participants". For this, it is vital to develop a channel for constructive communication between the parties. It is also essential that people know how to deal with limitations, know the market negotiating, and organise, plan, and interpret behaviours efficiently.

These references give us support for reflecting on the level of subjectivity surrounding negotiations, to the extent that this process is totally permeated by human behaviour.

During this study, the researcher had to overcome some dilemmas. Firstly, it was the language obstacle, since English is not my first language, I had to study redoubled to acquire the necessary tools to achieve appropriate writing for academic work.

Another challenge presented was to finish this dissertation in less than three months, bringing a certain hurry to complete each stage quickly.

Although I had some basic secondary research skills before engaging in this research, these skills have been significantly improved due to conducting the current work.

For instance, during the literature review stage, I had learned to prioritise the secondary data related to the research queries according to some essential criteria such as the authority and credentials of the author, date of publication, the credentials of publisher and so on.

In addition, when used effectively, secondary data provides the foundation for further innovation, improved security, adequacy and better data analysis

The author has developed relevant primary research expertise during the course of conducting this dissertation. It was an experience never before lived, where the author engaged in research that involved collecting and analysing primary data in an individualised way. Thereunto, it was necessary to learn the most popular quantitative research methods. In addition, during the study, I had practical experience in conducting general research through the application of questionnaires.

From a theoretical point of view, it is hoped that this study can expand the theoretical framework on the impact of negotiation within organisations. The theme is obviously strategic for companies, and a greater focus on it would broaden and deepen the debates on interpersonal relationships and behaviour at the micro, and macro levels organisational structure, as well as on other topics dear to the studies in administration, which, it would stimulate new research.

In conclusion, through overcoming insecurity and communication, my self-confidence level also increased significantly as a result of this research.

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Appendix

Form A: Application for Ethical Approval	
Undergraduate/Taught Postgraduate Research	
This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor if the proposal has already been accepted. Please save this file as <i>STUDENT NUMBER_AEA_FormA.docx</i>	
Title of Project	The influence of negotiation, as a form of dispute resolution, on business performance. How the practice can affect crisis management
Name of Learner	Marcelly Nogueira de Souza
Student Number	51702843
Name of Supervisor/Tutor	Klaus Walter

Check the relevant boxes. All questions must be answered before submitting to the relevant lecturer / supervisor. Note: only one box per row should be selected.

Item	Question	Yes	No	NA
1	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2	Will you tell participants that their participation is voluntary?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3	Will you obtain written consent for participation (through a signed or 'ticked' consent form)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4	If the research is observational, will you ask participants for their consent to being observed.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Will you tell participants that they may withdraw from the research at any time and for any reason?	<input type="checkbox"/>	<input type="checkbox"/>	
6	Will you give participants the option of not answering any question they do not want to answer?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7	Will you ensure that participant data will be treated with full confidentiality and anonymity and, if published, will not be identifiable as any individual or group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
8	Will you debrief participants at the end of their participation (i.e., give them a brief explanation of the study)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
9	If your study involves people between 16 and 18 years, will you ensure that passive consent is obtained from parents/guardians, with active consent obtained from both the child and their school/organisation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	If your study involves people less than 16 years, will you ensure that active consent is obtained from parents/guardians and that a parent/guardian or their nominee (such as a teacher) will be present throughout the data collection period?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	If your study requires evaluation by an ethics committee/board at an external agency, will you wait until you have approval from both the Independent College Dublin and the external ethics committee before starting data collection.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Item	Question	Yes	No	NA
12	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.) will you inform participants in writing that their grades and/or evaluation will be in no way affected by their participation (or lack thereof) in your research?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.), does your study involve asking participants about their academic or professional achievements, motivations, abilities or philosophies? (please note that this does not apply to QA1 or QA3 forms, or questionnaires limited to market research, that do not require ethical approval from the IREC)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Will your project involve deliberately misleading participants in any way?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
15	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
16	Does your project involve work with animals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
17	Do you plan to give individual feedback to participants regarding their scores on any task or scale?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18	Does your study examine any sensitive topics (such as, but not limited to, religion, sexuality, alcohol, crime, drugs, mental health, physical health, etc.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
19	Is your study designed to change the mental state of participants in any negative way (such as inducing aggression, frustration, etc?)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
20	Does your study involve an external agency (e.g. for recruitment)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
21	Do your participants fall into any of the following special groups?	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>(except where one or more individuals with such characteristics may naturally occur within a general population, such as a sample of students)</i>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	

<p>If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. You will need to fill in Form B Ethical Approval and submit it to the Research & Ethics Committee instead of this form.</p> <p>There is an obligation on the researcher to bring to the attention of the Research & Ethics Committee any issues with ethical implications not clearly covered by the above checklist.</p>	
<p>I consider that this project has no significant ethical implications to be brought before the relevant Research & Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).</p>	<input checked="" type="checkbox"/>
Name of Learner	Marcelly Nogueira de Souza
Student Number	51702843
Date	22/03/2021
<p>I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research & Ethics Committee.</p>	<input checked="" type="checkbox"/>
Name of Supervisor/Lecturer	Klaus Walter
Date	22/03/2021

