

ANALYSIS OF CAUSES AND SOLUTIONS OF BUSINESS NEGOTIATION IMPASSE

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Abstract

The process of business negotiation is a process of interest exchange. If there is no interest exchange, there would be no negotiations. In the process of negotiations, however, people tend to habitually ignore the common interests of both sides. This often leads to impasse in most of the business negotiations. If not effectively solved, will affect the normal conduct of business cooperation, and even lead to collapse of negotiations. This paper analyzes the reasons of the business negotiations impasse, such as obstacles exist in the process of seeking common interests, the uncertainty of external environment, cultural background differences, the quality of the negotiators and, the quality of the negotiators. The paper also puts forward effective resolution strategy such as negotiating skills that negotiators need to master, pay attention to the perspective-taking and seeking a third set of solutions to solve the business negotiations impasse.

Keywords: Business negotiation; Impasse; Species; Reasons; Resolution strategy

INTRODUCTION

Negotiations is at least two Individuals in order to meet the needs of each other mutual interests sit together, hope that through the way of dialogue or negotiation, Convince them to accept their offer of a series of process trade terms. And business negotiation, is round of the economic interests (Qing Zhou, 2007).

The premise of the two sides can negotiate is common interests, but the common interest is relatively fixed, and will not be entirely alike. So despite the common interests of such negotiations, but to the allocation of interests, negotiators may adopt various means to try and get as many benefits as possible, become the interests of big head in the end. In the process of

competing interests, if both parties to a certain or some terms persevere in the position of different form, this may cause a temporary irreconcilable conflict cause the commercial negotiations in marking time, unable to get substantial progress, is what we call business negotiations impasse (Yuyuan Zhu.Feng Zhou, 2010).

THE REASONS FOR THE FORMATION OF BUSINESS NEGOTIATIONS IMPASSE

Obstacles exist in the process of seeking common interests

The process of business negotiation is a process of interest exchange. If there is no interest exchange, there would be no negotiations. In the process of negotiations, however, people tend to habitually ignore the common interests of both sides, in a battle for the interests of the individual model, introduced negotiation step by step deadlock.

1. Preconceived notions and the exclusiveness of self-interest

An enterprise as a legal person, has its own mission and vision, objectives, values and behavior. every enterprise has its own position. Enterprise is the pursuit of commercial interests, its various behavior all around the profit. Before to negotiate with other party, enterprise's representative have certain expectations about the talks, Once appeared in the process of negotiating with a far cry from what he expected, he will feel the corporate interests he represents must be threatened, In this case, his own tend to repel each other unexpected conditions, this conclusion prematurely, can make each other feel this is a non-negotiable negotiations, so that the negotiations atmosphere is rigid.

2. Sights on price

Negotiation is considered to be a lot of time fixed amount, after a profit, inevitabl has nothing to do with myself. This attitude of blind to rival problem is likely to make the negotiations impasse. void falling into a variety of choices, some enterprises will seek the answer of single, caused the difficult negotiations.

3 .Think the others' issue should be sloved by the other party

Negotiation is a process of problem solving, including help each other to solve the some necessary. Many enterprises in the process of business negotiations, however, only consider their own short-term interests, consider other's problems should be solved by the other, has nothing to do with myself. This attitude of blind to rival problem is likely to make the negotiations impasse.

The uncertainty of external environment

Now is an era of information, in such an information oriented, crisscross complex and ever-changing society, during negotiations, the change of any factors will affect the business negotiation process.

1. The economic environment

In the market economy, the market factor is the dominant factors that affect the economic environment. Price is the most active in the market of uncertain factors. In business negotiations, the price is the specific construction form of the interests of both sides, as soon as the price changes, the interests of both sides will inevitably change, inevitably means one more profits, while the other losses. A party losses for the balance under the new situation, the loss will require the other party change some terms or do some compensate in other ways. at this time, if get more benefit to the price have not been willing to make the change, and not willing to give the other party in any other forms of compensation, under such circumstances, talks will be stalled.

2. The political environment

Economy is the foundation, political is the superstructure, Economic decides politics, political backlash in the economy. Government policy changes will also affect the overall course of the negotiation. Such as in the process of business negotiations, one party host governments introduced new policies, attitudes towards the industry from the support to limit, then the other party would have to reconsider the necessity of the partnership, whether their needs will also be able to get guarantee, at this time, for some doubt, if you did not give a relatively clear answer, the negotiations can get busy dying.(Liao Daoyun.2009)

3. The social environment

Social stability is the important guarantee of economic development, but also ensure the trade of both parties. In a stable society, commercial risk is relatively small, positive economic development, the two sides cooperation interests naturally guaranteed. If in the process of negotiation transactions, the stability factor suddenly disappeared, such as a sudden outbreak of the war, social unrest, So enterprises' risk assessment is completely pointless, enterprises will inevitably change the attitude of the negotiations, negotiations might be shelved.

Cultural background differences

In the process of economic globalization, the commercial and trade activities more and more frequent between countries, a enterprise want to have achieved great development, limited to

and their cooperation between enterprises is not enough, therefore, cross-cultural negotiations is we need to face the inevitable question. Different with Negotiating with enterprises under the same cultural background, cross-cultural negotiation activities inevitably involves the participation of negotiators personnel social environment, cultural background, value orientation, moral concept, etc. which formed the different language barriers to communication, the differences between the behavior and so on, which caused the message to the other party's misunderstanding or do not understand, this is also an important factor of deadlock.

1. Language communication barriers

Different language environment of the negotiations both sides, in many cases, business negotiations, both sides of the negotiator can't directly communicate directly, usually with relevant translation personnel, because the two sides of basic communication via the translator relayed, the interpreters oral content becomes negotiator to judge each other and listen to each other other requirements of main information source, which is under constraints of factors such as level of education of the translator, language habits, professional knowledge and working experience, professional practices and the overall understanding of information ability, expression ability. In this cases that because language is different and can't direct communication, information to understand fully master, it is easy to produce the understanding of information deviation, error causes the negotiations both sides to understand each other, make negotiations difficult.

2. Differences in behavior

The different social background, formed the differences of business behavior of both enterprises and individuals, business negotiation style. If before the talks, the two sides know nothing of each other or not a more comprehensive understanding, in the negotiating process is likely to be because don't understand or misunderstanding of the other action and make the negotiations cannot continue. For these differences, if don't pay attention, also may hurt the feelings of the both sides, may even damage the trust relationship between each other and the basis of long-term cooperation.

The quality of the negotiators

People is the main part of the business negotiations, business negotiator's personal qualities and to a great extent affects the negotiation success or not. If business negotiator itself is unqualified, will certainly encounter many obstacles in the process of business negotiations.

1. Personal ability is insufficient

Negotiators knowledge, insight and courage will emerge in the process of negotiations, and dominate the business negotiations. A qualified business negotiator, flexible use of their own learning, seize any opportunity, use of all favorable conditions to negotiate. And a not qualified negotiator, both from the knowledge reserve and experiences, regardless of is from interpersonal communication or speaking skills, his ability is not enough, because of the lack of one or more ability, can make deviating from the expected track to deadlock.

2. Personal emotion management problems

People are emotional, can control your emotions, understand and can use the emotions of others is very important for winning negotiations. Negotiation is often a long process, in the process, the two sides negotiator may be because the last time and produce psychological state of anxiety, depression, unable to calm thinking. Because of the bad emotion management, negotiator will often in the case of the unconscious, discuss on the question of a certain language, quarrel with each other to form the conflict intensified; Or because of the psychological quality is not good enough, to have a kind of fear, when aware of the deadlock of sense of unease, into a passive, can't walk out from the impasse.

The quality of the negotiators

Business negotiator as company's representative to attend the negotiation hall, Without direct negotiations between the top leaders, in general, due to restrictions, such as role, position and power , Negotiator doesn't has full decision-making, namely the negotiator can not be guided by their awareness to make changes to any negotiations with the established conditions or accept the new requirements of the other party, especially that is associated with significant matters, Such as opposed to a trading conditions or is offered a new conditions, and these matters are beyond the company's internal deliberations before an acceptable range, the negotiator can't immediately to reply to the other side, have to report to the higher policy makers, only after authorized to feedback. negotiations and the decision actually has the right to not unified, the resulting information transmission delay and distortion, is likely to lead to deadlock (Guotao Mao, Ming Wang, 2009).

Deliberate the deadlock

To test each other's strength and determination, the bottom line, the party business negotiation with certain special way deliberately stalemate, in order to get better benefit.

1. Probing quotes

To get priority of exchange, some sellers at the time of initial offer may set a very low price to attract buyers, in the critical moment, but throw another price. Because of the sudden changes in the price factor, upset the buyer prior to the planning, and can produce cheated feeling. The two sides are likely in bargaining impasse because of inconsistencies quotation before and after, if the seller is not the only required for the seller, the buyer may even be immediate termination of negotiations.

2. Intentional delay

In some cases, negotiations, conditions for the realization of some terms have not yet mature, the party will adopt the stalling tactics makes into a specious deadlock to wait at the best time to request, let the other side will have to accept, thus benefit needs.

3. To create difficulties to the other party

If the negotiations both sides in the unequal status, the strong one if it is sewn on the weak side put forward any request, and these are likely to be demanding, weak party may take the possible way to make trouble to the other party, to loss of each other's resources, dragged down the other side of the negotiations will, etc., in order to change their negotiating position, for the benefit condition of the negotiation. In this process, the emergence of the impasse is inevitable.

IMPASSE RESOLUTION STRATEGY OF BUSINESS NEGOTIATIONS

Negotiating skills that negotiators need to master

1. Use skills of listening

Negotiation is a activity need to hear the communicative. First of all, do not be eager to talk when listening. Because it will not only interrupt train of thought, can also affect your listening. Secondly, listen to learn patience, when the other party said something you don't want to listen to and even offend you, s long as each other is not to say that finish, should continue to listen to, avoid to refute or leave cause quarrel. Third, in the process of listening to record in time, record the problems in the course of the negotiation and opinions on both sides. In the face of a deadlock occurs, more calm, better to think about it.

2. Use skills of question

Question is often used in business negotiations as a need to understand each other, read each other's psychology, the way to express your ideas. Pay attention to questioning skills, can lead

to both sides of the discussion, for more information, also can control the direction of negotiations. To achieve better effect of questions, you need to follow according to the following rules: ready ahead of schedule problems; avoid questions hinder each other concessions; don't force; After the questions should remain silent, waiting for the other party to answer; with sincere attitude to ask questions; should try to be brief and so on.

3. Use skills of answering

Arguments clear, coherent, the full statement can let other more convincing, reach a consensus, Making successful negotiations, negotiators convey messages to other's process, should pay attention to the tone, speed, voice, and the choice of words. The "answer" in the negotiations mainly have the following skills: grasp the speed of answer, give yourself time to think, know each other's true intentions and predict answer after each other's reaction to determine their own answer; Answer to reservations, for problem is not yet clear, don't answer immediately, otherwise it's easy to fall into the trap set others, cause unnecessary loss; Inconvenience clear answer the problems encountered in the negotiations, can use fuzzy language to cope with an answer. Don't ask the answer, don't give each other chance to ask, don't abuse the words "no comment" and so on.

Pay attention to the perspective-taking

Empathy is thinking about the opponent's interests, values and interest preference, the emergence of the impasse is mostly due to the two sides do not the perspective-taking, always selfish to take care of their own interests. Based on the analysis and reasoning of negotiation opponent, can break through the limitations of cognitive, prepare the maximum utility to improve as much as possible, enhance the flexibility of negotiation and decision making. Learn the perspective-taking, can make the negotiations both sides more rational in the face of negotiations, avoid the occurrence of deadlock (Jun Zhang, 2004).

Seeking a third set of solutions

The negotiators insist on own opinion, will be stalled negotiations. At this time is the best way to crack all is give up their own negotiations, jointly seek a balance interests of both sides of the third set of solutions. To seek a third, essentially stand in on the basis of mutual benefit between the two sides is an acceptable compromise on both sides, can be regarded as a very good way to solve the impasse.

CONCLUSION

In the commercial negotiations impasse is inevitable, but don't panic. On the one hand, although the deadlock may result in suspension of negotiations even burst; But on the other hand, if the two sides can make good use of the deadlock, can make the negotiations continue, and improve speed. Deadlock in negotiations should be rationally treat, as long as the careful analysis the cause of the deadlock, and then take appropriate measures, will head off a danger, once broke the deadlock, negotiations can be a great success.

There are many areas that have not been investigated, such as the different enterprise business negotiations impasse resolution strategy, this study can also be extended to test the effectiveness of business negotiations impasse, in order to provide more business negotiations impasse solutions for enterprises.

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