


Soft Skills for Business Negotiations and Marketing Strategies
Prof. Uttam Kumar Banerjee
Department of Architecture and Regional Planning
Indian Institute of Technology, Kharagpur

Lecture – 44
Type of Negotiations

(Refer Slide Time: 00:14)



The slide, titled "Type of Negotiations", features a list of negotiation types on the left and a video inset of Prof. Uttam Kumar Banerjee on the right. The list includes:

- Single Issue / Multiple Issues
- **Distributive / Integrative**
- Single Phase / Multi-Phase / Re-negotiation
- **Straightforward / Complex**
- Cross-Cultural / Opposite Sex
- **Scheduled / Unscheduled**

The video inset shows Prof. Uttam Kumar Banerjee, a man with a goatee and glasses, wearing a suit and tie, speaking. The slide footer contains the logos for IIT Kharagpur and NPTEL Online Certification Courses.

So now let us discuss about the types of negotiation, there are different kinds of negotiation. I have talked about the purpose, I have talked about the broad purpose, I have talked about specific purpose with respect to this, now comes the type. So, types can be single issue oriented, it can be multiple issues oriented. If it is a single issue; that means, there are you know people are negotiating for on a particular single issue or it can be that there are so many issues are to be resolved and people are now negotiating. Then when it becomes single issue it is sometime easier, because you have a very clear focus and you know the benefits or the loss; the merits or the demerits.

But when it is multiple issues then it becomes slightly complex. In multiple issues then you have to waive be in the issues to find out how much you have arrived at success. Because, negotiation means somebody is refusing you. It is because of this if you have if you are aware you know whenever a trade union group puts a charter of demand to the companies, to the management; they always put more than the number that they really

think of putting together; that means, they have 5 issues, but they will put 10 issues on that. And they want to gain you know positive answers or responses for those 10 issues because they know very well that these 10 issues management will not give. So, if you put 5 management will negotiate and reduce it down to 3.

So, it is better that I put 10 and then management will keep on negotiating and ultimately you know satisfy 5 of the issues and the remaining 5 they will abandon it, cancel it, reject it or tear for it. This is purely a ball game, this is a psychological game. You know here what happens is that if it is a multiple issue in such cases you should be very, very you know intelligent enough to put those real issues which you want the solution took for and the other which are dummy issues which you put it together. Now, it will become a very, very bad results of the negotiation. If suppose all your dummy issues have been accepted and the real issues have not been addressed be very careful about it and here that is a start of the negotiation.

You know that is a skill by which that whenever you are seeing that management is clever enough that they are only trying to see which are the dummy issues and they know that these are dummy issues and they it involves lesser expenses or cost or trouble for them to execute it, they will keep on forcing on that and pushing on that. They will say you have put 10 issues and now, out of these these these these issues we agree and unfortunately you found suddenly, that if you are not aware or alert that the 5 issues which are dummy issues now got selected.

And so, then they will say if suppose that management says we will accept out of the 10 issues only 5 issues and we will resolve it of which management discussed and then found out these are the issues which will agree to and you found that those were mostly the dummy issues. Actual issues are like salary raise, health benefits or medical benefits or say you know you know housing benefits or say that children's education benefits which are very, very essential or say insurance such things are not addressed, but they were your prime issues.

So, what happens there during multiple issues? You put additional issues or dummy issues, but do not lose focus from the prime issues. The dummy issues you should be knowing; the moment you find in the process of negotiation the management is trying to push in the dummy issues and accept it and the prime issues are being you know avoided

or they are trying to bypass, then the negotiation will take a different kind of turn. That is the interesting part of the whole negotiation. There is one very theoretical philosophy of this; distributive and integrative. What is distributive is if suppose there is one item; a fixed asset and that now has to be parted, shared between two then it will become a distributing one, an example let me give you.

Suppose, there is you have gone to a shop where you want to buy a product and the seller is going to part with the product; that means, it is a fixed asset where it is now going to be shared between these two. What is the share? That particular item has a value which is nothing but a cost or a price for it. You are ready to pay the price he is ready to part with it, then it will become distributed.

That means, when there is of same (Refer Time: 04:59) being shared by two it will become distributed and integrative is when you are parallelly trying to they there you are really not parting, finding out that who is going to share take how much share of that particular property or items or commodity? Here, both of you are trying to go for you know going together, you are negotiating together to add value to the whole system; that means, basically two consultants working together for a project and getting a fees and then sharing ok.

It is not that how much money they could have see one individual would have got. The thing is why they are sharing because they are not only sharing the (Refer Slide Time: 05:38) or they are sharing the fees, they are also sharing the labor. So, it is integrating. Together they are trying to you know work it. So, it is basically we say that integrative is very much value based. If you find that somebody is helping you and he is getting a share then it should not be treated as he is taking away my money. An example let me give you imagine, a building has to be constructed, material cost is separate, the labor cost is say 50 lakhs labor cost is 50 lakhs.

Is it possible that one labor comes and he works for the entire work and takes away the 50 lakhs; it is impossible, then two labors is it possible? No. Then they will find not only labors or number of labors. It is also the skill of the labors, then what happens is skilled, semi-skilled and unskilled labors; this idea will come in and each of them will have their own rates based on their skill or their background education.

So, naturally now what is happening is the 50 lakhs is going to be now shared between a large number of parties, persons; they are all going to work together. This is and at that point of time deciding who will take how much share is integrative; that means, they are this particular share or negotiation is based on the value added. Another distributive one; it is something like this then there is a car which has to be sold and the person says the person is now giving away the car. So, he is losing the car, he will not have it anymore; in exchange he is going to get some compensation for it.

So now he is losing the car. It cannot be that it is something like you know like you have a cake and you know have the cake and eat it too; it is not possible. So, in such kind of situation what happens is that you part with a car and in exchange you get some money so there is a negotiation resolved. So, distributive and integrative negotiation these are very, very important you know concepts of negotiation. Then there would be single phase, multi-phase or renegotiations.

Single phase is the negotiation happens only once and in reality, what happens is you know when you go for purchasing an item, you go once negotiate and then come back, the next day you go again negotiate again further and you come back and the third day you go and negotiate and buy it never happens.

So, for products and such kind of items what happens is that it is a single phase one. You went there to a shop, you saw several products, you compared their qualities and then you you know fix your eye on one particular item. You decide about, you ask about the price and then you say is there any possibility that you reduce the price? Give a discount and it happens annual sales and all that you know. So, you ask for a rebate or discount and the person says no.

If he says no and if he does not change his stance in such cases either you pay for it and take it or you come back without having it. It is a single phase only one phase. In multi-phase what happens is that there are situations in which negotiation cannot stop in one phase. In the single phase, it is just a discussion. In the single phase whatever sorry in the first phase it is just a discussion. In the first phase what happens is you work it out that you know you work on the common platform, you express your intentions your objectives, you express your qualities and your demands and then next time again you sit together to work out the pricing.

And the third time you again discuss and you have you have hager on the pricing, you have negotiate on the pricing in the second phase. In the third phase you come to a conclusion that ok. Now, we have discussed this is what was our objective of getting you know avoiding this contract and this is what you have proposed technically you are going to provide this and now you have you are charging this much and last time you have worked out that ok this much money, but this much is a price we are ready to pay subject to approval of our higher authority.

So, we have now talked to the higher authority. In the third phase now we are saying that higher authority is saying that they will be ready to award this contact at this particular rate. So, it went to the three phase.

So, this is how the multi-phase goes on. Sometime what happens is, that renegotiation is very interesting. Most often for small items or single products the single phase is enough. You may go once, but one thing let me tell you for buying a product, if you negotiate first time and then you come back and then you go for for second time negotiation it will never work. You know what will be the kind of psychology that will be playing in the mind of the seller is this.

You had wanted to buy one car, you came to the showroom, you saw the car, you also have taken a test drive. And now, you are negotiating can it be reduced by 10 you know 10000 20000 40000 50000. And you are being refused through negotiations saying no no. So, basically since they were saying no so, negotiation did not come up and if suppose they said ok let me work it out negotiation starts.

If he says, let me talk to my boss if he has any option negotiation starts and now suppose, after the boss has said in that case you can be given a 30000 discount on this, you cannot say I will come back tomorrow and discuss. If you do, then what happens is the next time when you come, if you start from the 30000 to be you know reduce further to 50000, it will not happen number 1; number 2 is if suppose when you were offered 30000 rebate and you rejected it, you reject it and then the next day you came and you said I have thought about this you know what you have offered I had rejected it, but I am thinking that I can buy this car; immediately he will say, sorry the price has changed; the rebate was allowed only till yesterday and today it has again come back to the original.

So, you have to pay the original price. What has gone wrong in this? Basically, I will tell you the trick is this.

The seller he understood that this man he could not take a decision that whether he should be happy with the 30000 rebate and he rejected it on our face and he has gone back and definitely he has gone to many other showrooms and checked the same cars price and the amount of rebate that he had been asking for and he has found that our rebate is the maximum that we are giving, others have not given so much of rebate then they found out us to be the best in terms of rebate and then he comes back to me second time.

Now, he is in a weaker position. So the seller will say sorry that particular scheme is closed, it was valid till yesterday. So, today it is no longer valid. So, you have to pay the full price because now he knows that if we the thing that he has done with this seller he will do the same thing again going to the next seller saying, I have come back and or else he will go to the third seller and says that I am come back everywhere the same thing he will keep on hearing.

So, it is a it is a very strong intellectual game which comes up. So, it is single phase, multi-phase, single phase is not a problem really, but if it is a multi-phase then you have to be very cautious. Because, in the whole if there are long gaps between these phases then you are likely to lose the whole game, what might happen is the opportunity goes out of your hand and renegotiation is another.

Sometime, what happens is maybe with single or multi phases suppose it has been negotiated and you are almost about to get the order. If they say we will we will issue the order within 7 days and suddenly on the 6th day you get a call and then you are told that our authority is saying that they want to go for renegotiation, they are not happy with this negotiation. And this person who will be communicative with you he will plead saying I was not the authority and the see I have to go to the boss. So, when the boss I have I have informed the boss and boss says now at this rate we cannot give it. So, he is asking for a renegotiation and you have been called for the renegotiation and if you have been called for the renegotiation means earlier when of the negotiated rate is no longer valid.

See it happens renegotiation ok. Sometime for AMC is also renegotiate happens. What happens here is, you got a contract AMC contract for 3 years. Once the contract is over

then again to secure another 3 years of contract for amc, you have to again go to the process of negotiation that negotiation is the renegotiation; that means, for the same task, with the same company or thus between 2 parties, you are again negotiating is also renegotiation.

It can be straightforward, it can be complex; going to a shop and looking at the item, making your choice and ultimately buying, paying for the price and coming out is very straightforward. There is a tender in which you have completed and there is a criteria which is has to be you know adhere to and after you have adhere to the criteria or you have qualified in the criteria, then the lowest price that they are going to take and yours is the lowest price is very simple, very straightforward.

It becomes complex when you start negotiating in this in which multiple interests will keep on playing. I will discuss this in detail because this complex nature is you know it is literally I will tell you the negotiation is a complex process. Very rarely we find that a straightforward process, straightforward process you love your wife and your wife you know also loves you back. You negotiated we will be living together happily; you love your children, that children also reverse back with the love.

So, very simple, you respect your teacher, teacher gives you more knowledge; very simple very straightforward, you went to a shop pay the price for it negotiated a bet they gave you 5 percent discount you took it very straightforward. But for business, for trading you know this becomes very, very complex.

In fact, it is most complex in business and diplomatic negotiations very, very complex. Cross culture and opposite sex; this is very important. What happens is during negotiation when it is cross cultural, it becomes very difficult for both the parties to understand the culture of one another. I am not talking about the culture of ethnic nature, I am talking about the organizational culture, I am talking about the culture of you know their business. I am talking about even the culture of the negotiation process.

When, I will talk about the you know where the negotiation is going to be held the place is very, very important I will elaborate on that, but let me just tell you here. You if you have negotiated with 5 10 such kind of companies, if suppose one company sits in a very small room and ultimately negotiates across a small table and almost you know the head close by, it is one kind of culture. Another is the negotiator who is negotiating with you

to give you a project and he sits in front of you and starts you know bullying you, starts harassing you, starts becoming autocratic, is a culture.

You think about another one in which opposite to you is an opponent with sitting and ultimately having a very sweet discussion, very soft, sweet, sober, suave discussion. Finally, resulting into your loss is a culture. Say it is cross culture is very, very important to be understood and also it varies when there is opposite sex; like say if you are dealing with a lady, if you are a male and you are dealing with a woman.

Then the sex difference also brings different kind of culture. A negotiation amongst the woman folks by a woman person is very easy, but a negotiation with the large woman folks by a male member is complex. Opposite is also true; quite often I hear that you know if suppose a company has a lady boss people complain, but suppose there are many ladies who are workers and there is a male boss ladies complain. So, basically there is a you know in such kind of cases in the whole negotiation language changes, the negotiation mannerism changes. So, it is you know this is a different kind, it has to be understood.

It has to be also researched it is not very straightforward ok. Then comes scheduled and unscheduled; you know scheduled and unscheduled is a very interesting thing. Schedule type of negotiation is when you know that you are going to negotiate; that means, there is a process, there is a time of you know announcing, there is a time of appointment and then the whole thing goes on.

In the unscheduled what happens is, suddenly the negotiation starts. It happened to be several times when I have gone through all this process of scheduled and unscheduled in different times. I have somebody met me and then you learned that I am an architect and he wants his building to be designed by me and then he suddenly asked me a question. I have a project which you can you can design for me what is your price? What is your fees? It is very unscheduled I will tell you.

Very, very unscheduled I am you know I am suddenly I have to be alert, that he is asking for am I going to quote low? Am I quoting low? Or am I quoting high to lose this project? So, it is unscheduled. If suppose, somebody tells that I have to get a property design by you and let us meet 7 days after and this is the kind of the nature of property which you have to design for. Can you work out your fees and come back scheduled, but

quite often most often you are unscheduled and unscheduled negotiations are very common on the marketplace.

On the marketplace, you are walking and having a you know window shopping and suddenly we saw one garment and you entered inside and then you asked for the price and then immediately the seller is smart enough and he has he watched you through the show window, that you got stuck you were walking and suddenly got stuck looking at that particular item and the item cost 3000. He knows that you got stuck because you liked it and then only you entered; that means, now you are keen to get it immediately he will say 2500.

He knows very well there is 3000, he will first say 3500, you feel that no it is not worth 3500 then he will start you you will say will you be able to give at 2500; the answer is no. If the answer is no and you also say fine, thank you, goodbye and you leave then negotiation does not take place, also the agreement does not take place, but if the person says no I cannot give at 2500, but let me work it out.

If I can give you slightly lesser than 2500 because he knows ultimately he is going to come down to 3 and you do not know that whether 3 is the price, you it is your judgment. It is your experience by which you judged the value of this as 2500, but you are ready to pay 3000 and the negotiation goes on. He keeps on reducing the value bit by bit, you keep on increasing your value bit by bit, at some point it matches and both of you are happy, take it; it is unscheduled; pretty much on scheduled. This is how the whole type of negotiation goes on.

(Refer Slide Time: 21:14)

Negotiation as a Game

- Know the Players (Own Team / Opponent)
 - Introvert
 - Extrovert
 - Inhibitions
 - Ethics
 - Limitations
 - Strengths
- Know Your Oppositions
 - Status / Authority - Real / Apparent
 - Players :
 - On-field – Coordinator, Speaker, Shooter, Linesman, Blocker, Stopper
 - Off-Field – Approver, Timer, Observer

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES | Professor Uttam Banerjee
Department of Architecture and Regional Planning, IIT Kharagpur
Research : Ms. Devottama Banerjee (Director, GreenInfra Creations, STEP-IIT Kharagpur)

I consider negotiation as a game very simply a game. When it is a game which you are playing; that means, you are ready to negotiate. I have just given an example just now, for a garment. You asked for a price, instantly the seller escalated the price. Let me tell you certain things which happens in the market because, I had been talking to several people who are in this negotiation process.

Very interestingly once it happened. I went to a shop and I was looking at the garments and I was asking for a price of an item, the person told me a price. Instantly, at that particular moment another person entered and looked at the same item asked for the price. Very interestingly or surprising to me that the price which he quoted for me is lesser than the price he quoted to the other person. How can it be possible? The same commodity; 2 persons are coveting it, 2 persons are being quoted, 2 different prices ok.

Let an let us take an example; suppose, I have been quoted a rate or price called 3000 and then he will be told 3500; they will negotiate they will keep on negotiating. They will keep on negotiating and then finally, then we negotiation will stop and this person will leave without buying it. Then this person will come back to me and now 3000. When I said the how come that it you quoted a price has 3000 and you quoted him as 3500 they are experienced. They say so, this person will always come and always negotiate and bargain.

Since, he will always bargain it is always helped you know advantages for us to raise the price and then come down to his bargain price. Because, I have the same items 2 pieces in my shop I can give you a 3000 and if he reduces to 2000 I will also give another one, but I know that if I would have started with the right price as 3000 he would have bargained and bargain and bargained without success, but waste my time. He would have tried to bring it down to the 2500 which you are not doing. Because you thought the 3000 is worth and. In fact, I will tell you sir that I asked 3500 from him and ultimately, he lost in the whole bargain process he left and I did not sell him.

But since, you did not bargain I will give you some discount. So, I got it with lesser than 3000. So, the point is in the whole process you have to understand the psyche of the people who are playing in it. It is a game plan total. So, I consider negotiation as a game in that game there are players and their players is, in this case I am a buyer and the seller all these are players. In this game what happens is, you have to know the players. Basically what I am trying is, I am trying to make you richer in the idea of negotiation, I am trying to build the sub skills in your negotiation.

So, naturally always consider that you are the person who is going to do the activities in negotiations later. So, the know the players, the players your own team because quite often in the negotiation other than these examples like going to a shop. When there is one person one to one ok; that means, two party and then there could be multi party; that means, you know seen such kind of cases whether multi parties; that means, you know it is situation something like this; you know negotiation you have gone for a negotiation alone and you are facing say about 10 12 5 6 persons in front; that means, is one to many.

You have gone for a negotiation when you are going to meet another person who is going to negotiate with is one to one. So, it is two party negotiation and when it is you know a group of you have gone for a negotiation and there is only one person sitting across and he is negotiating with all of you he is also one to many. So now, the one to many has changed; that means, it is it is one is you to many and in other cases one to many, but these two are not same. It is something like if suppose, you as a service provider or a professional has gone to get a just secured a contract of a project, architectural project let us say and you have gone to meet the client and the client is a chairman and sitting alone and he is speaking to you he is going to be the decision maker and given the job.

So, here even if he is one he is as good as many. Same is on your side; if you are the owner and you decide the final price of the agreement then in such case even if there are 10 12 persons sitting, but you are one you are as good as many. So, here physically what I mean by one-to-many or one-to-many ok. That is how it is to be or one to one, but when you you are many going for negotiation, then you must know your team. So, know the players; all the members whom you have carried you did not want to waste their time, you have carried them for some reasons. You must have carried them along with you for the negotiation for certain reasons; one is either they are going to help you in providing information. So, I will come to that ok.

So, know the players; first, is your own team you must know and also you must know the team opponents. Take any cases good example of group team oriented games like hockey, football, cricket; you do not know that the thing is you know the cricket teams who is competing with another countries cricket team they watch the past performances of that opponent team to know the strengths and weaknesses of individual members and the team works; that means, knowing the opponent is very important very, very, very important, at the same time knowing your own people also is very important.

Same thing happens. Selection committee in the cricket team they find out individual skills of individual persons. And then they also try to judge the team works and then decide whether this is going to be this person is going to be include in the team or not because it is a team work. Somebody who is a very good batsman in the cricket does not does necessarily become a member in the team. If in case, he found that he is team work wise is not very strong.

It could be situations like say when you are knowing the team your own team or the opponents whether they it is introvert kind or extrovert kind or have inhibitions or maybe following ethics or non-ethics, is there any limitations of the strengths? That means, you are going to find out the introvert, extrovert nature, inhibitions nature or the ethics followed by this groups and their limitations and strengths. Say, it is not only for your team it is also for opponents. It is very easy for you to find out all these points for your own team, but it is very difficult to find out of the opponents. It is because of which I always say that before going for negotiation do a background research of the opponents.

How you do it? Through reference or through interacting or you bring them down to the negotiation table only after a few interactions by which you have understood them. These are all game plans ok. Know your oppositions, I am highlighting this. In this oppositions first, you try to find out whomever you are meeting, if it is a multi team of multi members ok. In such cases, you try to find out who has really the authority because I will tell you it is very foolish or unwise to spend hours and hours negotiating with somebody who is not authorized to take a decision and finally, end up 2 hours of discussion says fine I am going to carry this information to our boss and who is going to take a final call. Then your 3 hours got wasted.

In such cases what you should do is if you are smart, if you are knowledgeable, about it the opponent's status, first you try to find out the status. You know be it is a sales persons who are going to go for selling their products and also negotiating. In such cases, they always through some means find to find in try to find out who is the actual authority? Who is the actual boss? Who is the final you know person who will say yes or no and then they will try to avoid all in between people and try to you know request for you know for some bit of pleasantry or courtesy they will meet them once or twice, but they will always put their points in their raps. In the you know of their sleeves which will be opened up in front of the actual decision maker ok.

So, status and authority and that means, is it a real status or real authority or apparent status or apparent authority? It makes a lot of difference in negotiation. What happens is you have gone for a meeting in negotiation and then you do not know out of these 5 persons who is the final authority of you know to say yes or no. This is a dangerous game dangerous game and you have to play. It is a risky game, you may make some mistakes.

The best is in such cases I will advise your friends is try to find out from inside people. That who is the actual authority, it is not necessarily the chairman I can tell you; it is not always the chairman; though the chairman or director is going to finally, sign the approval, but he is going to sign only yes based on the notes forwarded in favor of you by some lower wrong people. So, you have to know then in such cases I consider not the chairman is the real authority for this. Actually, the authority or the status of that in between person on whose noting on whose support chairman will blindly sign is the person of authority for selection or decision.

You have to find that out, if you can find that out very carefully and then play a game very, very smoothly without giving any hint that you have not understood it or you have found it out who is the real authority and parallelly when you are appealing or say pleasing the chairman you also start pleasing this gentleman because he is going to take basically he can be your supporter or he can be your impediment to get in the contract. This you have to understand.

So, the players in your opponent group; the players can be divided into two- categories. One is the on field, another is the off field. On field people are who are sitting in front of you, off filed people are whom you are not meeting, but they are giving you know some information to this particular team from the background, whom you are not meeting. How are they? The on-field persons who are coordinating; that means, he is calling for the meetings and he is sitting making everybody sit together for negotiation, he is working on the schedule, he is working with the protocols, he is he is inviting all the members and he is also declaring that which are the members of your team are going to come and everything, everything and everything. So, what happens is when the negotiation starts there is a common introduction that goes on that coordinator on field is the person who is going to anchor the whole thing.

About the whole team there will be some speakers, it may be one it may be more than one, but if everybody on the opponent sides keeps on speaking then you should take it from granted your negotiation is not going to be fruitful at all. Because, that is not really you know why is to have everybody talking? And at the same time if you remember I said during my soft skill discussion the cross talking is negative ok. So, it is a speaker and there is shooter. Shooter is a person amongst this particular group will shoot questions. We will shoot doubts; we will shoot skepticism, who will shoot disagreement.

And they are playing on field; you have to be very careful you have to know who is shooting. And you always try to answer to the person who is shooting, any question. Suppose this person shoots your question and a query or a fact and figure and you answer to the rest it is meaningless. You should be answering him and do respond to him in such a manner that his point his point is taken care of and then comes linesman. Amongst them there will be some persons who will be sitting idle not really speaking, but he is giving signals to others they are called linesman. You know these are basically

these items like say coordinators, speaker or shoot or linesman. I have when we have research, we have found out that these are the way the best expresses their situations ok.

Then comes the blocker somebody amongst our group he will if we knows that the negotiation is going into the negative for themselves. So, there are benefits they will block the whole negotiation. They will simply say, at some point of time I do not think we should go for purchase of this or I do not think that we should be really appointing this particular consultant at this moment.

I do not think this project should be taken up further at this particular point. So, let us stop this negotiation and we will meet again whenever we will be in a position to discuss blocked. There are blockers, they are you know basically they are all players who are well rehearsed and they are you know experienced person who will block and then the stopper. The blocker is going to block and the stopper is going to really stop. See the stopper is he is going to stop you at intermediate points, but the blocker is going to block the whole negotiation.

How is it? It is just like football game as I try to see, very simply even like hockey games. You know the stopper he tries to stop you at your points. Wherever, you are raising a particular point in favor of yourself during negotiation, this stopper is going to stop you first, you should see that you are not going further on this particular issue because that is negative for them, but the blocker is going to block the whole stuff ok. Then comes off field approver; that means, there is somebody who may not be sitting in this room, but he is the final approving authority who approves and then there are timer who is keeping the time of this negotiation into perspective, that how much time? How many negotiations?

How much how many discussions have you had? How many meetings did you have? And today's discussion how long should it go? They will keep on giving signals to their people either through mobile phones or through you know any other signals that ok, now, it is time please close it up, stop it you know there are timers who are off field you do not see them.

And there are observers, amongst this 5 or 6 persons who came for the negotiation and on the opening groups. You might find one person is sitting and you know he is just watching, he hardly spoke a single word. He might have simply introduced himself and

then kept on you know sitting idle you might think that he has brought you know they have brought one idle man here. No, he is a person who observing the whole negotiation. He is a person you know basically you know off field means he is really not playing ok.

And there could be off field observer most often in fact, I have written observer here for one reason. The observer is the group or the person who are sitting behind the back and who is you know whenever there is some information being flown to them they will give their observation on that and these observations are generally oblique observations. You remember I have talked about the oblique observation. Everybody is going in the same line suppose it is a integrative negotiation going on ok. We are now coming to an end suddenly the observer gives an observation saying I think there is something some mistake we are making. I think you know this particular item should not be included in their scope of work observer has given ok.

That is how it is, it is not he is not a stopper, he is not a blocker. He is trying to give you know his observation for the benefit of the team for which he is working or playing. What is the team? The opponent's team and then resolver.

(Refer Slide Time: 37:04)

Negotiation as a Game

- Know the Players (Own Team / Opponent)**
 - Introvert Extrovert Inhibitions
 - Ethics Limitations Strength
- Know Your Oppositions**
 - Status / Authority - Real / Apparent
 - Players :
 - On-field – Coordinator Speaker
 - Linesman
 - Off-Field – Approver
 - Resolver

The slide features a blue header with the title "Negotiation as a Game". Below the header, there are two main sections: "Know the Players (Own Team / Opponent)" and "Know Your Oppositions". The first section lists "Introvert", "Extrovert", and "Inhibitions" in the first row, and "Ethics", "Limitations", and "Strength" in the second row. The second section lists "Status / Authority - Real / Apparent" and "Players :". Under "Players :", there are two rows: "On-field – Coordinator" and "Linesman" in the first row, and "Off-Field – Approver" and "Resolver" in the second row. A speaker overlay of a man in a suit and glasses is positioned on the right side of the slide. At the bottom, there are logos for IIT KHARAGPUR and NPTEL ONLINE CERTIFICATION COURSE.

Off field there should be some people who will be resolving the issues, because there could be quite often a situation with the whole negotiation had come to a sort of you know an impasse; that means, there is an you know it is just getting not going further anymore then there would be somebody who is off field not necessarily on field, he may

not be on the table. You know what will happen is if suppose, something he has been found that this negotiation is not leading to a benefit of the party like say client and client wants to buy some more time, then what he will do is he will simply say, let us discuss it the next day and then they will go to the persons in their off-field team and in which there will be a resolver. He will analyze the whole situation and then come to a point saying maybe, that what they are asking for is right, give them this opportunity.

And also get some more benefits out of more privileges out of paying that in accepting their demands you know. So, persons therefore, resolver they will be resolving it and then there will be controller. There is somebody who is going to behind the back is going to control the whole negotiation from the opponent's side. See, this is very, very interesting part isn't it? That means, you are going for negotiation, you are playing a game with a team in which there are some who are visible and there some who are invisible. Same thing will happen to your team as well, only thing is here you may not have an opportunity to know every opponent's at this particular point, but for your own team, you should be knowing every person; then, I will discuss about this in my next lecture.