

**Soft Skills for Business Negotiations and Marketing Strategies**  
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**Lecture – 45**  
**Negotiations as a Game**

I have already said that you have to know your opponents. How do you know your opponents? You know the good negotiators they always have a background research team; they will find out every details of individual persons who are likely to be there. One very simple way is I give a hint before in one of my lectures you befriend one of the internal members of that group opponent group of for negotiation. Do not promise any exchanged items, just be friend, and very, very naively or quietly try to know; who are the members who are likely to be in the meeting.

Most often for a formal business negotiations, they will give a list, but these are the persons are being invited to be there. So, everybody; every person who are going to be a part participating member in that negotiation their name you know, but for private companies for government companies it is very very important, and it is very protocol issue you know. So, in the protocol they will say they will write the entire names, so you know. I hope you know almost all of them in case you do not, then you try to find out from some insiders that what are the characteristics of individuals, and then also try to find out the status or authority, real or apparent of those persons who are going to be there. Quite often we have found that the person who is sitting see one of the level of secretaries who conducts meeting and we think that he is the boss and whatever we are discussing and we are saying yes or no and this person is going to be execute it.

It worked great surprise we found, no, he was not the authority he was only authority for that particular conducting that particular negotiation meeting. And then he took back the entire outcome of fall out of that particular meeting to his higher authority and higher authority then analyzed. You know the danger in such thing is the danger is something like this. The higher authority person gets communicated to all the points which this person is going to communicate, but it may so happen that all the points that you have stressed has not really reached the higher authority.

In such cases what happens is knowing your opponents, and if you really know that this person is not a person of authority then in such cases what you should do is you discuss you negotiate and then you say that you please talk to your higher authority, and give us an opportunity to talk to him, and then we also put forward our points and in addition to whatever you are putting forward and then we take a decision that means you are giving a very clear indication to this person that you are not the person of authority of taking decisions and we are aware of it. This helps I will tell you.

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**Negotiation as a Game**

**Know Your Colleagues**

- Status / Authority - Real / Apparent
- Players :
  - On-field – Coordinator    Speaker    Shooter  
                         Linesman    Blocker    Stopper
  - Off-Field – Approver    Timer    Observer  
                         Resolver    Controller

**Personality ( Soft Skills )**

- Experience    Instincts    Empathy    Emotional Control
- Fairness    Flexibility    Integrity    Wits and Humour
- Knowledge    Patience    Stamina    Self-Discipline
- Self-respect    Social Image    Responsibility

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Now opponents I can understand to certain extent you are blind, but you are not blind to your own team, and I can tell you one thing that in this game knowing your own team is more important than knowing the opponents. It is almost like in a cricket team or a football team, you know every weakness and strength of every member, and then only you know how to make them play the whole game, because the opponents will start behaving with their own strategies, their strategy you do not know you may be knowing the people, you may be knowing the strengths and weaknesses of those individual players in that negotiation, but the strategy you do not know.

Because your insider; however, close he is he will never tell you the strategy, because if it does it then it is you know there is a conflict of interest. And you must have heard in the historically there are lots of such situations people who have shared insider informations, they have run into trouble legal trouble.

So, the thing is insider will never give you that strategy information, they will only give you information up to the extent that what is a person like is he arrogant, is he smooth talking is he soft and so over, is he the person of authority, or is he just you know the who is going to give inputs to the person of authority in terms of finance, who is going to give in terms of legal, who is going to speak in terms of technical, these are the information which have any harmless information which can always be shared. So, insider will give you that information.

So, the point is when I am saying get it from the insider I am not saying that you spy on them no never because it is not spying it is basically trying to know them more. Quite often it happens I will tell you if you know your opponents better, you can ask them also straightforward that may I know who is what, you can I have done it. In fact, by doing this I have become friend of them in the negotiation they when I have found their individual qualities and strengths, I never was pokey about the weaknesses. When I tried to find out the individual's strengths, I were really amazed to see that what a nice group sitting in front of me, what a knowledgeable group sitting in front of me. And I made it very clear very explicitly saying that I am very happy to meet all of you with so many varied knowledges. So, I know them now, but I do not know their strategy because they will never share their strategy with me.

During the game play I will try to find out their strategy that is the art of doing it that is a skill soft skill you know there I will try to find out what is their strategy. And then the strategy which I will try to charge, I will verify through my discussions through my verbal communications, through my gestures, through my moves that whether I have understood the strategy. Strategy does not mean negative, strategy is only the process that they want to follow or the path that they want to trade ok. When they are going to do this I will find it out. And once I have found out their strategy, we are also prepared with our own strategy, and I am going to play the game.

Because you know it says basically suppose I am an architect. So, I am a service provider I am a technical consultancy provider. So, I am going to make my client is going to take my service for their benefits that they have come to me they have invited me to negotiate, because they have an intention that we collaborate on this project. So, there is no negative in it in the whole negotiation process even if we say the

disagreement of the negative it starts, but here I will say it is integrative it is integrity for one reason.

The client wants a good architect to design their project, they want me as a good architect to design their project. Now, they want to work together and they want to work together, but still they want to negotiate on the price that I am going to charge. And they are also going to negotiate on the amount of deliverables that they are asking for. So, there it is integrative I will tell you it is not it is not you know differentiative; it is not dividing.

The thing is in this situation a game plan is very easy, but yet not necessarily ensures that you have got a project or you win in the negotiation. Client's intention will be to take more deliverables against lesser fees to be paid to me. And my intention is to be keeping the full deliverables with the reasonable price not over pricing I am not at all in a move to overprice, but I want to see through the negotiation that whatever is my actual due deserving due of fees I should get it that is what is the point, but their objective is to get more deliverable and then lesser price.

So, you can see that both the objectives are slightly differing it happens ok, but what I important thing is knowing my own colleagues. In fact, I will tell I have burned my finger several times taking wrong colleagues for these negotiations, wrong colleagues it is my fault, I did not really analyze them so much neither I had the experience or past experience taking such kind of members with my team. I found that I have burned my fingers. some comments which they have made some promises which they are made you know voluntarily which was detrimental for the whole negotiation process it happened.

But let me come to this point no your colleagues status and authority so that means, amongst your colleagues what is the status of individual person or the authority of individual person or is it a real authority or a apparent authority, what is real and apparent real authority is that chairman goes there, I have seen such situation it is very interesting let me share with you.

Real and apparent, one person contacted me saying that their company wants to hire my services. And he is a manager chief manager or something. He is calling and he is saying that would you be you know agreed to work with us on or this project I said its fine then in that case he said can you have a meeting at our office on that specific day I said done.

He is the manager. On that day they said we will pick you up from wherever you are staying. I found two person centered. The person who came forward is a very smart guy, he came forward and introduced himself I am so and so I was very dilated because I have not talk you know spoken to him earlier. So, immediately I got connect. So, I said it is very nice to meet you and there was another person sitting with the you know standing there with both the hands in the pocket and very lanky panky thing.

I thought he is just one of the workers of that particular company or coworkers who came to accompany him. I did not really think of getting myself introduced to him because he also did not show such interest that person quietly comes to me takes his one hand out and shakes his hand with me with a very soft shake, and he says I am the chairman of the company. I was shocked I was really shocked. He is the chairman of the company. The real authority is not coming forward never even spoken to me, and he also did not come forward first, but he is the real authority.

The moment I have learned that he is a real authority, he is a chairman, the immediately the whole value or whole of my attention to the manager it just you know contrast. And then on in the car, chairman and me we were sitting at the back and this gentleman was sitting on the driver side, and we travelled to his office, can you understand; what is the kind of mind game it goes on. And then I went to the chairman's chamber and discussed and negotiated.

Imagine if suppose I would have gone to his office myself, see the very wonderfully you know decked up or decored office. And I would have taken to the chairman chamber by somebody I would have guessed or speculated what could be the chairman looking like must be a very, very handsome you know a very man of authority and entering their I found one lanky panky person sitting almost something on the chair and he is the chairman. It is you know see it is nothing to do with the physic only thing is what I am trying to say is usually the person of authority demonstrates you know authority. This gentleman has is not in a mood to demonstrate his authority. He only wants to be a nice person soft sober person; he is not at all keen to demonstrate his authority, but his authorities in his mind whether to give the work or not.

This is how it is so real and apparent status as amongst to opponent see as you should know; also in your own team you decide who is the real authority who is not it is just like

in the football game, you have a captain and a vice captain. You should always take it for granted the captain is a person who will be talking to the coach, and the coach will always talk to the captain only if captain is indisposed vice captain will now become active temporarily. So, at that point of time, the vice captain becomes captain, but is it a real captain, no, it is an apparent captain this has to be understood by you when you are playing a negotiation game my friend.

In the players amongst this on-field and there again off-field that means, in your team also you have on-field and off-field players similar kind there is a coordinator amongst you who is going to coordinate from your side. And there is a speaker who will speak the most and there will be a shooter who should sharp questions ok. The speaker and the shooter may not be the same one because the speaker keeps on you know playing with the words and takes it forward the whole negotiation forward. And the shooter starts where it pinpointed questions supported by somebody maybe ok.

And then there is a linesman the linesman is that person who is going to give a clue to the shooter that this person can you ask this question, get this question answered. Speaker is not being told because speaker should not be interjected, speaker is responsible for smooth flowing of the whole thing; and coordinator responsible to see that every phase of the negotiation all of their targets or all of their; you know objectives have been addressed. The shooter is going to ask the question linesman very quietly you must be seeing I have already given you such example in my earlier soft skill classes is this, there will be somebody who will be sitting just like this, and you know his head is very close to the other person and quietly he will say something.

Nobody will hear he is a linesman; he is giving the clue to the shooter why did you ask this question it happens ok. Then the shooter gets ready with that particular linesman feedback and then immediately he shoots a question. And this person who is the linesman is not going to ask the question because if it happens then everybody is a coordinator. If suppose a five or six member team and everybody is a coordinator, everybody is a speaker, everybody is a shooter, everybody is a linesman, then is going to be a real pandemonium, it is a very very strong game.

You must have seen even a goalkeeper in a football team is equally competent to shoot a goal has he ever done it yes in some cases the real genius goalkeeper picked up the ball

and you know dribble through and ultimately shut the goal, but the thing is stopper is equally competent to shoot the goal. But then why we have this keepers of the shooters in that, why they should why the ball has to be passed to then so that you know it is a whole strategy game in the own name negotiation if you can shoot, but you do not shoot, if you have been given assignment of a linesman then you do not shoot.

If you have been given a responsibility of blocking, then you do not shoot, you only block whenever you find that there is an impasse you have to create clock it ok. The same thing like coordinator, speaker, shooter, landsman, blocker, stopper as we have for the opponents you also have it for your own team. But here you have you here everybody skill you know unfortunately on the opponent side you have the similar players, but you do not know everybody's skill.

And if you are well informed much before and you have well researched then you may be, but still I can tell you, you may be almost 90 percent aware or knowledgeable about the strength and weaknesses of your own team, but you can be about 50 percent or 50 percent knowledgeable about the skills or strength or weaknesses of the opponents team that is the risk that you are taking.

Off-field is same thing, approver. You negotiate, but do not take do not give a final say agreed, you do not say. If you have a chairman going for negotiation along with your team, you are the authority and you will find always that amongst your team every is negotiate and discussing, discussing and all that playing, the whole negotiation game. And finally, in the chairman is going to ask the finance person can we accept this negotiate this negotiated rate. He will ask the legal person, are you all right in legal terms, he will ask the technical persons are you all right that we can deliver all these things, he will take feedback from all, but finally, he will say he will approve.

So, similarly in your own team, here the chairman if he is on-field then he may be approver, but the thing is he is going to take feedback from others. Most often they are not off on-field. The big bosses or the chairpersons will come at the final negotiation that is a very common tendency. And it is very wise. Let the negotiation go on all the nitty-gritty's and details be discussed at the lower level; lower level I do not mean that they are not competent level, at the lower level means not at the chairman level or the MD level.

Let this be discuss at this level. When it comes to a common you know almost an agreeable platform then chairman enters or it goes back to the chairman for his approval.

So, similar they said approver, there is a timer, there is a observer and there is a resolver and there is a controller of the whole thing. So, you can understand that how important it is during negotiation to know your own colleagues. You know it all depends on the personality of each one of your colleagues as well as the opponents. So, the personality which is very strongly governed by the soft skills which I had been discussing for so many weeks are the key things that is why I have linked this negotiation and marketing strategies along with these soft skills. Soft skills you learn I am just trying to give you a clue that how really you are going to use it ok.

What items are personality, I have given a big list here. The list is you know experience, instincts, empathy, emotional control, fairness, flexibility, integrity, wits and humor, knowledge, patience, stamina, self-discipline, self-respect, social image and responsibility, have you noticed all these are positive skills all are positive skills which must be there in your team. So, when you are selecting a team you have to be very careful you must see it with I will just you are draw a few of them to discuss to highlight. Experience is without saying.

Instincts amongst your team members you select such members who have strong instincts and they can visualize something which has not been thought before. They can find out the weaknesses of this agreement even if it has not been discussed. So, instincts it comes from experience of course, it comes from experience and also knowledge. So, instincts if somebody with a strong instincts you can take it, but know the cautioning if such instincts are being taken as a primary item, and every time this particular person becomes a stopper, then keep him away because his instinct is saying do not do it. if he really keeps on practicing that way in every negotiation he is saying do not do, it then three four negotiations you have done with no result, it is better that we have a poor instinct person keep him away and bring a poor instinct person who is more experienced and more fair you understand my point. This is how the soft skills will keep on being varied in terms of it weights.

Another person with integrity you know during negotiation I can tell you people who regularly negotiate everybody considers them to be skeptic. Why you are negotiating



because you are skeptic on the price, but I will tell you the person with integrity if he is skeptic and resulting into negotiation that means, it is his experience and knowledge that is adding. So, every item of this personality soft skills are going to be very very important. The person has to be self-disciplined you know he is going for negotiation just before that he went for some kind of you know some activities not focusing anything and suddenly jumped into the negotiation table, no, has to be a self discipline.

He has walked out his entire negotiation mechanism the process the points he has worked out. So, he is very disciplined the person who is self who has a self respect as well you remember I have talked a lot about the interviewer, and there I have given some hints; different people I have different kind of psychological manifestation during the interview same thing will happen here. As person with the self least self respect if he is in your team, then quite likely that he will be using some you know some odd words during in this particular negotiation which may just spoil or scuttle the whole negotiation process in split second, because I told you what you utter from your mouth makes a hell of a difference it can ruin a long standard duration in split second.

So, here you are inviting somebody with least or less self-respect and he is likely to even not even mutual respect and speak something which becomes dangerous. So, common mistakes when I will talk about in this particular lecture, you will find that I will say that these are the common mistakes ok. And the person with a social image very good social image and with a man of responsibility is the kind of person that you have to look for.

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## Players in Negotiations

■ Receiver	-	Giver
■ Buyer	-	Seller
■ Sufferers	-	Gainers
■ Invaders	-	Invaded
■ Two-Party	-	Multi-party
■ One Member	-	Many Members
■ Many Members	-	One Member
■ Beneficiaries	-	Agents



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So, in this who are players? So, basically when I am saying it is a game and there is a playing team. And if it is a two-party negotiation, the playing team is your own team and also the opponent's team. And but in this case let us try to find out who are the players, who are these opponents and us. It is a receiver and giver. Somebody who receives the contract and somebody gives the contract. It is a buyer and a seller somebody who buys a product and there is somebody who sells a product that means, it is always opposite they are the players in negotiation.

It is a sufferers and the gainers. Somebody who is suffering and somebody who is gaining it is just like I will tell you if during the negotiation a promoter or a builder is taking a large tract of agricultural land from the farmers at a very low rate; and the farmers not being able to reap their benefits by farming, they find that this is a better option that they sell off their lands. And that person who is the builder who is paying a very little price, then the builder is the gainer and the agricultural farmers are the sufferers.

If there is something like aggression is taking place that means, one particular region is being you know taken away by another region or another authority aggression is taking place or accretion is taking place in such cases there would be the person who is taking the best benefit of it paying the minimum amount of compensation are the gainers. And the people who are succumbing to the situation and being compelled to sell away the properties or getting created you know they are the sufferers. So, there are also gainers

and sufferers. And during this negotiation process how much minimizing the gain and minimizing the suffering that is a target.

Very, very interesting game plan; I will tell you the negotiation is such an interesting thing I am only giving the tips of the iceberg, I can tell you means later on I might take a full course on only on negotiation if there is a demands ok. Invaders and invaded, historically it just happen one clan used to invade another clan and then they used to you know they used to go as an invader, they used to fight it. And then after that if the fight was you know long run and nobody was interested to fight anymore, then they were you know sitting on negotiation table, and then the invader negotiates with certain privileges or so some authorities and says ok, this clan is now under our control.

It used to happen historically in all these you know aggressions of different in a; I mean during Mughal era you must have seen, during the French revolution time you must have seen the you know invaders and invaded, there were a situation. And every time either it was directly invaded without any compensation or it was a negotiated invasion ok. Then comes two-party, multi-party. There has to be minimum two-party minimum that means, it cannot be negotiated singly. So, two-party or multi-party, multi-party is something different multi-party is where it is not I am not talking about the situation where there are you know a team in the opponents team, there are multiple experts, no. Multi-party is one party is you, and then there are two more parties who are also negotiating in the whole process. The most common one is you as a negotiator your opponent as a negotiator and in between there is an agent. So, this is a three party say multi-party.

When it becomes multi-party, when you find that all the parties are trying to get some benefits of the whole situation in such cases it becomes a multi-party. Multi-party is not bad, but multi-party becomes complex, because there are different objectives and different conflicts of interest and different capability of compensation. So, multi-party becomes slightly complex. If it is two-party, then it can be brought down very swiftly to a situation deciding ok, this is our decision and negotiation quickly ends, but in multi-party it keeps on going, it keeps on going. So, whenever there was some kind of multi-party, you know negotiations for peacekeeping in the international level between countries, when they are warring for years after years, in such cases you know the multi-party was involved essentially to bring peace in this region ok. And it took so many years sometime 10, 15 years ok. So, this is where it is.

One member many member I have explained this that means, you are one member meeting many members of the opponents. And then many members means you are many members, and you are meeting the one member that is the kind. So, there are different kind of players in the negotiation. And there are beneficiaries an agent when I said multi-party in that I have given an example like say you are one of the negotiators, and there is another one and an agent. Here agent is also a party, but only thing is that beneficiaries are not the agent. Even if he is going to get some fees, but that is not his benefit it is a negotiation happening between me as a property buyer, and there is another property seller ok. Our returns are very very high. And we are negotiating on this; we never negotiated with the agents fees.

Say an example agent will take two percent from me of the negotiated value agreed value and two percent from him. So, he gets 4 percent. We never negotiated in this 2 percent. And if you do this it maybe it is not it is not something unnatural or uncommon. It is suppose I tell my agent ok, you can do act as an agent of mine and help me in this negotiation where I will pay only one percent of the agreed sale not 2 percent. Then I will first go through this negotiation and settle our you know rates, he agrees, I also agree, then he joins me in negotiating with the builder in the price negotiation.

And suppose he finds that the builder is going to pay him 2 percent because he never negotiated. So, now, he gets 3 percent, fine. So, he is happy with the 3 percent. So, when we negotiated with his price and me how much I have to share that is a negotiation, but suppose I agreed 2 percent from me, 2 percent from him no negotiation. Now, the negotiation between builder and me and this person is going to be an agent here who is going to put forward many points in favor against and in fact his objective is to see both the interests are satisfied ok. So, beneficiaries are we two builder and me a buyer, and agent is not the beneficiary be very careful about it.

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## Negotiation as a Game

<b>Place of Negotiation</b>		
■ Home Turf	■ Opponent's Turf	■ Neutral Base
■ Room Size	■ Room Shape	■ Room Decor
■ Table Layout	■ Player Positions	■ Sitting Height
■ Environment	■ Light Condition	■ Audio Quality
<b>Conditions of Negotiation</b>		
■ Flexibility	■ Under Pressure	■ Self-respected
■ Patience	■ Body Language	■ Moods
■ Aggression	■ Friendly	■ Healthy
■ Ethics	■ Truthful	■ Suspicious



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The place of negotiation very important, you know the whole game of negotiation is almost like you know where you are asked to go for negotiation. It can if it is your home turf means your own office, the client is coming to your office to negotiate with you, you are in an advantageous situation it is almost like cricket or football game. You must have seen if the final game of whether the cricket international cricket or football is played in the home turf, then always the home team gets an advantage, some advantage either by the support base or supporter base or by some advantage somewhere.

Same thing happens in this, if your client is coming to your office to negotiate with you, and you are sitting in an office, somehow the whole aura of that negotiation is in your favor it happens. And opposite is also true. If you are going to the opponents office opponents turf to negotiate, then they have the aura of success they have the probability of success, they have more strength, and they are also supported with their staffs. And you have gone alone or with two members, so you are a weak team over there.

But however, if you are strong internally so playing in the opponents turf does not mean that you are a loser, you are going as a lose and no its only you have to play a little extra more carefully so that you win ok. And if there could be a neutral base its something like let us have a negotiation discussion not in your office neither in my office let us go to a restaurant, we will sit over there will book our table over there, we will discuss on negotiation that is a neutral base. Quite often I will tell you the neutral based negotiation becomes very, very effective because in that in nobodies mind it is being played that I have got the group to negotiate on might have and the vice versa. In this both of us have

gone to our table which is not none of ways not they mind lets have this negotiation. Quite often negotiation across the table in a restaurant over a cup of coffee becomes very, very smooth and fast ok.

Then comes the room size it matters. If it is where there is home turf or opponents, the room size matters. You know what happens is it is a psychology play of psychology. If the size is too small, then psychologically you feel constricted, claustrophobic, and then your mind does not work the way it should have been freely thinking on various issues. And the room shape. If the room shape is irregular and there are lots of furnitures here and there, and there is only one table in which you are sitting and discussing, it gives you a different kind of feeling in the mind and psychologically you become slightly weak ok.

So, the room size, the room shape, and then room décor. If the room decor is very good you feel internally environmentally very, very soothing, your mind becomes fresh and you start thinking positively. So, your room size, room shape and room décor, it can contribute positively or it can also contribute negatively you have to be very very careful. In fact, I will tell you it is quite some time better that if you know where is your negotiation room. Suppose, it is opponents house make at least one trip there and have a meeting in that room and to judge what is likely to be the environmental impact in the mind of yourself and your team, and how you are likely to react to that particular situation if that is the only space that they have ok. You have to take note of it.

Table layout think about it. See three things I have said here table layout players position and the sitting height. I have given you some idea about the sitting height in the players position or such positions when I was talking about the other software items and including the GD. See either table layout is such that each member can see the other members made an opponent or own team it is the best. So, for which oval shape is the best. In my opinion, oval shaped table for negotiation is the best in which you can see the body languages, you can see the body languages each and every member you can also see the signals of your own members and you can talk to everybody through eye contact including your own team. So, oval is the best ok.

Circular is not necessarily the best, because it basically what happens is there is a kind in the game see there is a centerline of the table and then the light line is linear that is it is elliptical or oval in which the opponent team is sitting on the other side and your team is

sitting on this side. So, all of you are facing each other while facing each other a slightly turn, so that the corner moves person also can see the other corner most person here along the same direction that is important architecturally I can tell you this is very very important. So, negotiation table if you ever become a, if you work as an architect think about the negotiation table to be designed like this. Sitting height is very important.

Suppose, you have been given a chair which is very low and your table is on at this side, I will give you this example earlier suddenly you think that psychological you have been lowered. I have seen I have worked in an office I will know I will not name, there I have seen the bosses when they is to negotiate, they is to sit on a higher chair and a table, and the other persons who came for negotiation they were offered a lower chair, low high chair, it is psychologically demeaning psychologically overpowering and so this a negotiation is done at the common playing field at the same level.

I really saw I was very young at that time, and I was experienced through this particular process, I found that how come the very very strong personality who is sitting at the negotiation table on the other side at the lower height how he lost him I would not say entirely that he has lost it, because he was sitting at the low heighten necessarily, nom it may be that he was not feeling very comfortable to communicate. And here his head was always high eyes we are always going to his this and the other group was you know looking down upon it matters a lot I will tell you ok.

Then comes the environment. What is the environment of the room, what is the light condition, is it bright, is it gloomy, does it have window, natural windows, natural light sources, if it does not see having an in negotiation in a closed room without any natural light is you know some time it becomes psychologically very depressing. And then what so audio quality can you hear every member what they are saying, or is it too loud, or is it too husky, or is it a disturbed audio sound all this matter.

Then comes the conditions of the negotiation in that what happens is the flexibility are you are you flexible when you are negotiating or are you under pressure. The pressure is pressure by the client, and pressure by yourself. What is your pressure, your pressure is you have to get this job that is your internal pressure. You have about 50 staffs whom you have to give the salary; if you do not get this job, then you cannot be you have to be really winding out from where you are going to pay them. So, you are under pressure

intrinsically. So, are you under pressure, if you are under pressure is going to definitely impact the negotiation. If you are not under pressure, if you know that this 50 persons, if I do not get this job they will get the salary from my other projects, then you will find you are in a stronger situation, and you will negotiate very hardly strongly ok.

Self respected, are you having the self respect, and then do you have patience. You know, so conditions and negotiation is always focused around the patience the body language the moods. What is the mood? Quite often I have found negotiation is very good when it is a healthy mood everybody is all you know you know having a very friendly gestures and interactions and discussion and negotiation is going on. It works out better. If you find that somebody is trying to pressurize you for reducing your fees, and everybody is giving you a hint that you are I am charging high, you are charging high, you are charging high you will find automatically you will become weak ok, so the mood, mood has to be very good. In fact, if you convert the mood to are very friendly mood a jovial mood for everybody then everybody becomes rational and not only rational they also become you know more keen to give a little more concessions it happens.

Then comes aggression, friendliness and the healthy. Whether the discussion is healthy whether interaction is healthy or is it friendly. And then ethics is it following the ethics see the thing is what is that ethics during negotiation. You are saying something and they are not they are speaking, you know two persons are speaking amongst themselves we are paying attention to it, it is not ethic ethical you know because you have come here spending your time you know I would say dedicating your time for a fruitful negotiation these two people are not giving a patience in hearing so that means, they are not really seeing the actual results ok, is it truthful is this negotiation serious or are they suspicious is there any suspicion inbuilt in the whole thing. You know this is how the whole thing has to be considered you know in your whole discussion of the negotiations ok.

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So, if I consider this negotiation as a game and then there would be certain concepts, I will discuss these key concepts in my next lecture.