

**Soft Skills for Business Negotiations and Marketing Strategies**  
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**Lecture – 48**  
**Process: Sequence - Phase – Frequency**

Good morning friends, we are discussing about negotiation. Till the last lecture I discussed about the basics of negotiation. Now I will talk about the process.

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The slide features a blue header with the title "Process : Sequence - Phase - Frequency". Below the header, the word "Preparation" is written in bold. A list of six items follows, each preceded by a small square icon: "Know the Purpose", "Know the Target", "Research on Opponents", "Know the Market", "Set Goals", and "Set Limits". The words "Know the Purpose", "Research on Opponents", and "Set Goals" are highlighted in red. On the right side of the slide, there is a video inset of Prof. Uttam Kumar Banerjee, a man with glasses and a goatee, wearing a dark suit, white shirt, and red tie. At the bottom of the slide, there are logos for IIT Kharagpur and NPTEL Online Certification Courses.

You know every negotiation is nothing, but a process; see what happens is I gave an example you went to a shop, you look for in garment, you ask for a price, they told you a price and then you request it for a lesser price and the answer response is no.

The moment response is no or negative, then you would like to stay there a little more and explore whether there is any possibility of reduction of price. And the seller is also waiting that you would be asking for a price a separate price, if suppose the seller expects that no there is no chance of any bargaining then he will simply not pay any attention to you. The moment his suppose he says the price is 100 and you say can it be can I get it at a 95.

If suppose the seller knows that it will never be 95 100 is the only figure then seller is not going to spend a single moment with you they will simply say very courteously no sir no

madam it is not you know we do not bargain there is no bargaining, in this it is nonnegotiable. After that you stand there for one hour they will simply not budge; that means, negotiation negotiation does not start. So, process does not start.

But, if suppose you have said will you give it at 95 and he says well let me work it out the negotiation started. Suppose you say 100 I will not take it and then immediately the seller will ask what is the price you are ready to pay; that means, here he did not give it a negative response he simply gave you a hint that it is negotiable; that means, he initiated the process, you did not ask for you did not ask for reducing the price you simply said I do not buy; that means, you also said no this has to be understood who says no first and the thing is you know my experience of negotiation if and I think everybody will agree.

Whoever says no first they are likely to be the winner I cannot say very universally true, but whoever says no first they are likely to be winner for one reason one has said no knowing fully well there their batna is strong ok. And they do not want to look for any comfortable zone of that, they simply want to get rid of this particular object by getting up certain amount of money. So, whoever says no if the buyer seller says no then you will still insist can it be reduced?

On other side if suppose the price is not as for your expectation and you say I do not want to buy and then the seller says what is the price you want to pay; that means, negotiation has started. So, it has a process. So, the process definitely will have sequences it will have phases and it will have frequency ok. Now that process how long will it be it cannot be really predicted for any negotiation, we cannot predict that how much will be the time for that particular process, but you will see that every segment it has a definitely a sequence.

Let's look at it what is this process or sequence the preparation here let us look at it I am giving example with respect to business negotiation. So, there is a preparation if you are going to go for negotiation; that means, you have been invited for negotiation. So, through communications you are now invited for negotiation and then you are going for negotiation before that you do a strong preparation ok.

What is that preparation know the purpose what is the purpose of negotiation know the target what you are going to get research and opponents this is very very important, before you go for negotiation you try to find out that who are going to be the partners

sitting in that negotiation. Before that you also try to know what is the standing of that company, what is the turnover that company, what is the kind of business they have at their envelope? You know you have to really do a strong research of that company many of the com negotiators they always you know analyze the annual reports very frequently.

You know, if suppose you are going for negotiation with a company who is which is a big company and they have you know like say, they have annual reports which are published in public domain then it is always better that you analyze the annual report annual report will give you an idea of how are they performing now, how were they performing in the past and what is that targets in future?

See, why you should do it if you if you know that this group who is going to now appoint you and they might not have been doing very good in the past, but they have a very bright future and here in the negotiation you are ready to give more concessions, because you want to be with them and you know that once you win their heart, once you win their loyalty, or once you win their you know relationship. Then there is quite likeliness later on you do not have to negotiate much, but you will be doing their project. So, you will be associated as partners. So, the thing is researching on opponents I consider has one of the very strong preparation before negotiation, then know the market the market is volatile for the items that you are going to negotiate.

Say know the purpose of negotiation means are you going for business, are you going for collaboration, are you going for a joint venture, are you going for sub consultancies, are you going to buy, are you going to sell whatever you have since you know the purpose you must also know the market. Because if you know the market and then you find there are not much jobs available in the similar nature and you have been requested for negotiation and if you lose this you do not have another options outside. So, you are having weak partner in such cases you find out the consequences of this is going to be very very bad ok.

Set goals during for negotiation you set your goals. So, basically this preparation is nothing, but rehearsal of a drama, that you do at your office, that you have a brainstorming with your staffs with your teams, with your colleagues, and with your chairmen with everybody who matters in this particular negotiation and you set goals

what you are going to do how you are going to play this negotiation? This preparation is required and you set limits you set limits in this manner.

We are going to go up to this extent beyond that we will go into the exit domain up to this extent we are in the comfort zone in the sea zone that you know that you work it out ok. So, these items are very very important for in the sequence the first in the sequence is the preparation never for gods sake go for negotiation without any background preparation ok.

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**Process : Sequence - Phase - Frequency**

**How to Start Negotiation**

- **Crisp Beginning**
- **Focused**
- **To-the-Point**
- **All Encompassing**

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Next, how to start the negotiation say you landed up for negotiation, how do you start it you start the crisp beginning.

I will tell you do not beat around the bush you know that there is a target everybody has time, which is valuable and the time has been fixed 2 to 3 hours and the 2 to 3 hours within which the negotiation has to begin and end and with fruitful results to both the parties ok. So, you started the crisp beginning you never start with beating around the bush a lot of preface and you know such you do not have to do it be straightforward that as per your terms of reference that you have given earlier that these are your tasks, based on that we are walked out that these are our deliverables and these is what is likely to be you know the kind of charges that we are expecting from you very straightforward upfront you put it.

So, start with a very crisp beginning and be focused all through during negotiation I have found quite often people do have cross talks, people think by doing cross talks they are making more relationship they are building relationships in fact, I will tell you no. In fact, they are defocusing the whole negotiation, there should be never a situation in which you had been talking to somebody and you missed a very important point raised by the opponent group one person and then you say sorry I could not get you a point that is one of the very strong negative items in my negotiation.

In negotiation you should be all focused, if you want to do all prism trees all kind of chit chats you do it after the negotiation is over a cup of coffee you can do that or you can even do that before the negotiation began, if you want to make a relationship building over a cup of coffee before the negotiations start you do it you get introduced to each other.

And then once you are in the negotiation it is a game it is almost like you know practicing outside the field and once you are in the field you are playing the game till the last whistle is blown by the referee, that is how we should take it he should be taken as a game because I said negotiate negotiation is a game. So, it is it is not something which is you know a pastime and then comes to the point be to the point. If you are to the point then what happens is your points are very straightforwardly reaching the opponents and opponents also get a clue that what you have you are saying you are very well prepared.

And, in fact, the crisp beginning the focused discussion and the, to the point this gives a very clear idea to the opponent that how much background preparation you have done. And if they know that you have done the background preparation they will also become very defensive if they found that you are not very prepared they will become offensive. So, the negotiation will take a different turn and then it should be all encompassing.

During the negotiation you cannot say that oh we haven't thought about this particular item we should have thought about it can we get back next no you cannot do that, it should be all encompassing if suppose you are going for negotiation the background preparation that you are doing in which all aspects you take care of you discuss you brainstorm you decide, you decide your strategy you decide who is going to speak what and then ultimately you will go for negotiation. You remember that I said that there will be a you know control they will be a speaker, there will be a coordinator, they will be a

stopper, they were blocker; that means, everybody's role is well rehearsed before you go for the negotiation you have no opportunity to swap the roles there you cannot.

So, the preparation is the first and foremost important thing and I will tell you good negotiators are good people intellectually they are very very strong they have a very clear work plan.

And when your negotiation is starting it should start with a very smooth tone, smooth note, it is not like that I have come to grab the project from you and I am going to grab the fees from you no, it is like you know I have come here to befriend you I have come here as a friend to you, to help you tell me what you need, tell me what is expected from me, tell me how can I help you quite often in the negotiation this statements are made, tell me how can I help you, tell me what is your requirement, tell me what is at the back of your mind. You know these are the statements which are made by during negotiations ok. And on the other side the opponents who is giving a project they may say tell me what is your expectation, tell me how much you can deliver tell me what is your limit these are all statements, which are made?

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**Process : Sequence - Phase - Frequency**

**Strategy and Tactics**

- **Be Clear**
- **Listen Attentively**
- **Ask Right Questions**
- **Ask Questions till you are clear about the Needs**
- **Get your Points Across**
- **Judge Body Language of Opponents**
- **Read Body Language of Own Team Member**

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Now, next is the strategy and tactics this is now the game plan here you have walked up the strategy before, but strategy is also made during the play in the strategy let me give you this points be clear be clear in your strategy. There should not be a confusing strategy that should I do this, should I do this, should I say this, should I say do not say

this or should I have read this raised this particular point or should I hold this point no in your strategy it should be very clear. It is slightly different from our normal football or cricket game in which you know the thing is opponent player is playing with a ball and you are also.

Now, you know contending or contesting at that point of time at that context whatever is the action is the action. In this the strategy is like if they say this then we are going to say this. In fact, I will tell you the good negotiators they almost write a script for the negotiation. They will write it down they write it down in such a manner, which will apparently we look like useless matter no it is it is the thing is the negotiator one negotiator say from my side is writing down the script in which he will put the words in the mouth of the opponents and write it here and then also prepare the answers ready.

So, it is a script that is made and that is why during negotiation 2 3 persons sitting together and preparing is always better ok. So, during this particular strategy and tactics be very clear what you want be very clear what you are saying, when I am saying big crisp I am saying that speak crisply. What I am saying be mentally clear what you are trying to say. Second point is one of the most important one listen attentively, during negotiation you must first give an opportunity to the opponents to speak.

My suggestion is never open up your mouth and start you know blabbering no given up your opponent to speak, because you have gone to negotiate for a project which you will be benefiting you. So, first give him an opportunity it is something like you know it is said thank you for this invitation for negotiation. So, here I would like to first know what is at the back of your mind what you want from us. How could we help you and then please tell us what is your expectations?

So, the opponent now gets up in a smooth reactions or responses from the party and then they say in fact, we have this kind of project in which we are thinking we are dreaming of this and we are thinking of investing this here. We are thinking of developing this you know basically now opponent is saying at that point of time very quietly listen do not interject my suggestion friend is do not interject, do not take the sentences for granted it is something like you know if the opponent is saying something and you know that what is going to be the end of the sentence then you say ok.

I understand what you want you want these days these things it is absolutely ridiculous approach do not do it listen to him very attentively, very carefully, what they have to say? And you know when they are being given a chance to say in your team there is one person who is very quietly sitting and listening, he may not be speaking anything, but he is the person who is listening to everything I would say entire team members should listen at time.

All the time team members they should be paying full attention to the person who are speaking, if suppose it happens I will tell you because I have experienced this several time, if suppose there is a multiple person opponent sitting together and then one person is speaking at that point of time 2 other persons are also speaking, but not to us amongst themselves then always put your one of the player to listen to what they are saying? It helps because quite often something which they are sharing, which is not a part of this particular speech or is also an input to our strategy.

So, your team if suppose there are 6 of 7 sitting in front of you and you are 2 of 3 sitting on this side and the person who is speaking be at full attention to him do not have to you know get distracted by the other speaking, but one of your team member is already trained to listen to what they are saying. And then this team member will give you a input that you know and that those persons they were talking about this particular item which this person did not say.

So, basically what happens in the whole process everybody is listening either on the opponent team nobody else is speaking only one speaker is speaking then all attention to the speaker. And in case the one person is speaking to this particular team and others are also having cross talks among themselves then put your other listeners to listen to what they are saying? It is almost like you know overhearing almost like eavesdropping try to hear what they are saying.

Because many of the clues will come from there, but; however, listening is one of the bliss and most often people are not really listen to others they are ready they are more eager to speak and during negotiation I would say first you listen and then you speak, because if you have listened very carefully and taken notes of this I can assure you when you are speaking you are going to be an winner ask right questions. In case you have not got the point then ask right questions never ask wrong questions you must have heard



this during my earlier discussion reading soft skills discussions, asking right questions is one of the very strong point and in your team there should not be anybody who is going to ask wrong questions.

So, I will come to that some of the mistakes people you know commit when they go for negotiation I will come later. So, ask right questions ask questions till you are very clear about the needs; that means, if the client is trying to express it is not necessary that the client is very well trained to express exactly what he needs or what he wants. So, ask your questions it is not clarifications ask questions to understand exactly the need ok.

And then get your points across if you have to say something get your points across very straightforwardly. So, your clarity of your presentations your clarity of the negotiations, you know and getting your point across is important, judge body languages of opponents you must watch the body language of opponents. See I have always said the body language is very important in the whole negotiation process, you must always judge the body language opponents.

You know in that body language you would see their faces you look at their eyes the gestures their hands their smiles their half smiles their signals eye signals. You know make one of the team members watch the body languages. In fact, I will say it is just like game in football game that not everybody plays in the all the positions, each position is reserved for individual players and they are strong in it ok.

Similar is our case for negotiation in which a person who is very strong in understanding or watching the body languages put him in the team and that person is watches the body languages and tries to infer ok. And he will also be very responsible person in giving inputs in your discussion ok. So, judge the body language of the opponents that gives you a lot of lot of clue and the read body language of own team member this is another very very sensitive thing I am talking about.

See I have said the judge the body language of the opponent, but here I am saying the judge the body language of your own team member, you know why quite often. During negotiation your team members, they not may not be playing rightfully and they may be having body languages, which are not conducive to the situations or to the negotiations process you should be also watchful about the body language of your own persons.

So, that they do not play negatively somewhere the number 1, number 2 is sometimes the body language of your players own team members who is trying to give a signal to you is positive; that means, you look at all the members somehow sometime I do not know when during your interactions or negotiations, you look at your partners your other colleagues or team members and if you get a signal take note of your signal.

So, 2 things one is the positive body language of your team members and this is a negative body language of the team members, it is like say positive is the signals trying to hint at you something, but without saying a word you know even by you know showing hands, even by raising fingers, even by through you know eye movements, even by smile, even by you know sharing or listening to you know these are very very positive.

But the thing is at the same time you might find one of the member who is not really playing, he is there he is supposed to be there he has a role to play and he is simply not playing the way he is expected that is also to be noted you might find I have quite often found in my team sometime. You know if it is a big negotiation team from myself I have found one of the team members suddenly started whispering to the opponents and they are talking about the topic, which is nothing to do with the negotiation and that is a distraction in the whole negotiation process.

I am not being able to judge what are they talking about they are not supposed to talk and the opponents is also not being very sure that what are they talking about it means they may be just simply talking some pleasantries. So, be very careful about your team and watch the body language. So, you read the body language of your own team members and see if it is positive take note of it and take signals and if it is negative stop them straight you know give a signal to stop them.

And the same thing is true for the other side you know they would also have the similar kind of things your colleagues. As you are reading the body language of your opponents, reading the body language and then blending with your conversation and changing the tactics of your negotiation, that is your very strong strategy that you have to do.

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**Process : Sequence - Phase - Frequency**

**Strategy and Tactics**

- **Be Clear**
- **Listen Attentively**
- **Ask Right Questions**
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- **Get your Points Across**
- **Judge Body Language of Oppor**
- **Read Body Language of Own Te**
- **PAUSE**

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One more which I would like to highlight I have written this in capital letter I have discussed about this earlier, but still here as a strategy and tactics I am going to discuss about it see the pause is what suddenly is top, you give a break do not continue. This pause does not mean that you stop your negotiation and then start another day this pause is a temporary stopping of your conversations, you know what happens is when the negotiation is not resulting into some kind of agreements you are putting one point you are getting another point you are contesting that point again you are getting another point.

So, it is going on yet going on at this point it is always better that if we give a pause it is a good tactics or good strategy to give a pause means you suddenly stop you stop. Then you will find the whole situation all the heat that had been generating in the cross discussions suddenly it will melt. And it will become a very smooth even ground again you start this pause should not be given with a kind of you know I would say in a derogatory manner.

Suddenly he will not shut up, suddenly will not shut, it is something like the discussion is going on suddenly you stop speaking is not the pause. The pause is in the process; that means, in this particular discussion whatever is going on you give now a pause you know it can be declared pause something like you can say fine. We are not agreeing with this particular point can you take a little break, can you think over again, can you discuss

with your team members, can I discuss with my team members and give a break to this discussion and again we are starting after about say 5 minutes.

So, 5 minutes time that you are taking it is almost like time off given in the game this is a very very strong action, which gives relief to all the negotiators. Because in negotiation what happens is there is an argument in a counter argument there is a request on the counter request you know there is a expectation and there is a turning down this goes on goes on and. So, ultimately the heat increases when the heat is increasing at that point of time people are likely to lose their emotional control.

And when they are going to lose the emotional control it is almost like you know one is thinking that I am losing the other party is also thinking I am losing. So, everybody starts thinking in the line of as if they are losing. So, it becomes a negative vibes or negative environment at that point of time if any tac action is taken then definitely you are going to result into a poor consequences, that is not desirable because I said Win-Win in some form win lose in some form is always better, but the lose-lose is never desirable convert it to win-win.

So, in such cases when you know that the whole negotiation is leading to lose-lose at that point of time give a pause give a pause again you start from the bottom or maybe start from somewhere, in the center and then you will find that very quickly it will be result you know it will be reaching a consensus or agreement which is very comfortable? So, when too much of talking, too much of arguments, too much of cross discussion is happening at that point of time it is going to bring the heat.

And, it definitely not going to result in the negotiated good negotiated agreement and at that point make it cooler give a pause so, friends these are all different kind of tactics which you can use during negotiation. So, when there is a invasion that one clan is invading another clan or one, one ruler is invading another region in such cases what happens it results into a fight. The fight is also a kind of negotiation; that means, they are fighting against each other who is winning with losing and ultimately one circumstance then the invasion takes place. Similar thing happens in our situation as well.

But the thing is what happens is this has this would this kind of war would lead to a huge loss of manpower people will die, they become poorer ok. The thing is the heat has increased it is always better that give a break at that point of times, then what happens is

during war sometime you will find that there is a call for ceasefire; that means, stop the war stop the war sit on table.

Let us discuss let us negotiate and then come to a common agreement this is the point; that means; basically you are giving a pause. So, during negotiation my friend always as a strategy take cognizant of pause and keep the pause in your arms you know. So, that you just play it whenever it is rightfully done ok. So, this is many more points are there in the process in the sequence phase and frequency I will discuss in the next class.

Thank you.