

# **Welcome to MGNT102**

## **Professional Communication:**

### **Concepts and Practices**

#### Topic 7

#### Negotiation

# Presentation sign-up

# Done – last week

- Presentation Briefing and Sign-up
  - Please refer to Moodle
  - <https://docs.google.com/spreadsheets/d/1FAZfpcuu01-SXgwEYczHIWYXRMI1Udsoc9EJeS9qVzE/edit#gid=330513530>
- 7 students in a group
- Please only allow your **team leader** to sign up on behalf of your team. Only **team leaders** should sign up.
- #mgnt102 <https://www.instagram.com/bslau004/> for previous photos

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# 15 Mins presentation

The 15mins of your presentation can include, skits, demonstrations, questions to ask your classmates, very short games to engage your audiences.

See LMS Moodle for references.

<https://docs.google.com/spreadsheets/d/1FAZfpccuu01-SXgwEYczHIWYXRMi1Udsoc9EJeS9qVzE/edit#gid=1289147326>

# Video examples

- <https://drive.google.com/file/d/1ZpHfdQejXr6lvWXUeMIRSk2zJmoP-3Cm/view?usp=sharing>
- [https://drive.google.com/file/d/1Fq5zWdeTsgDz5-0tnJtKnr\\_1q09iN5TP/view?usp=sharing](https://drive.google.com/file/d/1Fq5zWdeTsgDz5-0tnJtKnr_1q09iN5TP/view?usp=sharing)
- <https://drive.google.com/file/d/1wkVNAltGmo2kYl3dZRoLE27ptTiK2ZLg/view?usp=sharing>
- <https://www.youtube.com/watch?v=kJpLwoal06o>
- [https://drive.google.com/file/d/1ZY4B4WVXJlFtulr-DwC9a\\_qDGJgWtb\\_d/view?usp=sharing](https://drive.google.com/file/d/1ZY4B4WVXJlFtulr-DwC9a_qDGJgWtb_d/view?usp=sharing)

# Reminder:

Kindly check your Wordpress settings.

**Please allow all comments.**

Unless you can check regularly and approve all your classmates' comments in a timely manner.

# Reminder:

- Please ensure that your posts are successfully published.
- To double-check, copy your blog's URL from the Google spreadsheet and paste it into another browser or use incognito mode to view your webpage.

# Topics covered

- Negotiation defined
- Winning and losing
- BATNA and WATNA
- Distributive vs integrated negotiation  
(positions vs interests)
- Power and influence
  - Personal style
- Psychological barriers



# Negotiation: What is it?

## Formally

- to confer with another or others in order to come to terms or reach an agreement
- mutual discussion and arrangement of the terms of a transaction or agreement
- to settle by discussion and bargaining

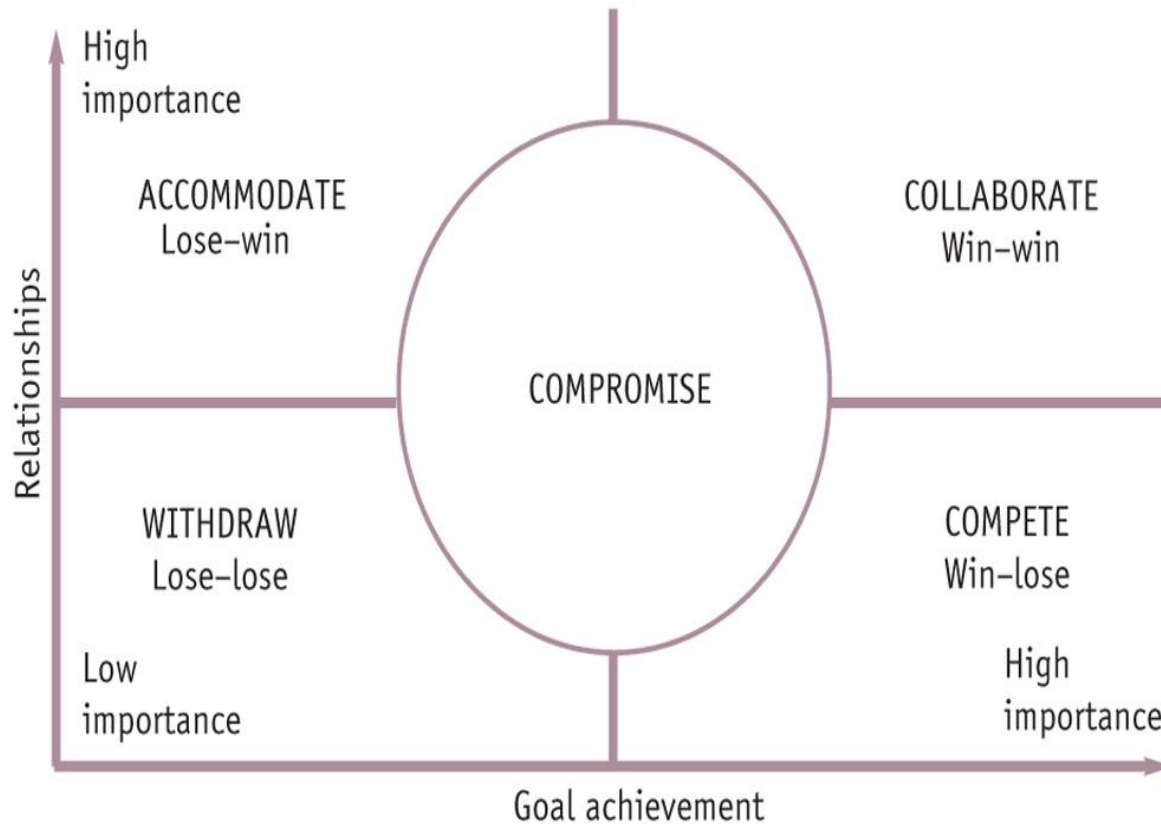
## More colloquially:

- Haggling, bargaining, making deals, transacting, higgling, dickering, and horse-trading

(Eunson, 2013).

Two women pass out in street following epic 8 hour argument





Negotiation Style	Explanation	Outcome
Avoiding or withdrawing	Withdrawal means one party retracts its point of view or backs away from the situation, causing the negotiation to be broken off. The situation is unsatisfactory as negotiation stops before either party is able to find an acceptable solution. Dissatisfaction may lead to future conflict.	Lose-lose
Accommodating	One party is willing to oblige or adapt to meet the needs of the other party. It is a useful option for negotiation on minor matters as the result can go way or the other. However, the negotiating parties may not bother to look for creative new solutions. In this form of negotiation, points of view are easily swayed.	Lose-win
Competing	One party negotiates to maximise its results at the expense of the party's needs. One party gains the advantage over the other. Although it is quick and can be used as a counter against another person who always uses this style, it is bad for interpersonal relationships. The solution is likely temporary, as there is no commitment from the other party and issue will occur again. Leaves the person who loses in a difficult situation	Win-lose
Collaborating	Collaboration results when people cooperate to produce a solution satisfactory to both. It helps interpersonal relationships and explores new ideas. Permanent solutions and commitment to these solutions result. On the other hand, it is time-consuming and each party needs to have negotiation skills to be able to participate in this style.	Win-win
Compromising	Compromise is the settlement of differences through concessions by one or both parties. When settlement meets the needs and goals of both parties, both are satisfied with the outcome. Alternatively, when the solutions meets the needs and goals of only one party, the other party is dissatisfied with the outcome.	Win-win, win-lose or lose-win

# Summary

- Win-win strategy – results in both parties reaching an agreement
- Win-lose strategy – results in I win, you lose
- Lose-win strategy – results in lose, you win
- Lose-lose strategy – results in all parties losing

# Bargaining



**Integrative** – added value and maximise joint gains. (Interest Based)



**Distributive** – maximise their share of available resources. (Position based)

# Bargaining approach

## Interest based negotiation (Integrative)

- Engage in joint problem solving to identify interests.
- Work together to resolve each party's underlying issues, needs and concerns.
- Adopt a win-win outcome approach

Try to move from a positions-based approach to an interests-based approach

<https://www.youtube.com/watch?v=zTH2zEvDxRc&list=PLYIfUPWbVvBZqbS86C30YfSDGJ2cO0s6x>

# Bargaining approach

## **Position based negotiations (Distributive)**

- Argue from the position of only ‘what they want’
- Take opposing sides on any particular issue in dispute
- Strongly defend their stance
- Refuse to consider options other than their competing viewpoints.

# Getting To Yes

NEGOTIATING AGREEMENT WITHOUT GIVING IN

BY ROGER FISHER & WILLIAM URY, WITH BRUCE PATTON





# Identifying BATNA and WATNA

# BATNAs and WATNAs

- **B**est **a**lternative **t**o a **n**egotiated **a**greement
- **W**orst **a**lternative **t**o a **n**egotiated **a**greement

Situation	WATNA	BATNA
Buying a second hand car from a car yard	Keep driving current car until it breaks down	Buy direct from owners cutting out middleman
Two friends have free movie tickets and can't agree on a film	They fight and rip up tickets and don't get to see a film	The cinema has a double feature (for the price of one) for their favourite films

# Power and negotiation

- Power is
  - The capacity to influence
  - The possession of delegated authority
  - An ability to act
- Power is a useful tool in the negotiation process
- Misuse or abuse of power can cause tension, mistrust and conflict

Given the power.  
What about  
respect?

Everyone Must  
Work Extra  
3 Hours

From today onwards, you all have to work  
extra 3 hours after office hours.

# Power and negotiation

- **Reward power**
  - The holder has the opportunity to control resources and to give or withhold things wanted by others
- **Coercive power**
  - Exercised when a person compels others to behave in a certain way
- **Legitimate power**
  - The organization has invested power and authority in the position held
- **Expert power**
  - Vested in a person's knowledge, aptitude and ability-others are willing to defer to expertise
- **Referent power**
  - The holder is respected, admired, liked or personally identified with by others.

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Name me an example for each of the above.

# Other sources of power

- Coalitions
  - strength in numbers
- Wedge politics
  - divide the opponent and rule
- Emotional blackmail
  - Manipulation of feelings
  - interpersonal dynamics used to exert leverage
- Manipulation of perceptions
  - Manipulate reality to appear more powerful
- Eminence Grise
  - Unofficial power behind the scenes exerting influence
  - decision-maker or adviser who operates "behind the scenes"

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# Power and negotiation

Effective negotiators **do not** rely solely on their power; they:

- develop strategies to achieve results
- use ideas to resolve the situation
- use communication skills to present ideas

# Signals and negotiation

- Each negotiating party needs to be **good listeners** and **pay attention to signals**
- Signals are verbal and non-verbal messages that tend to contradict or differ slightly from what is said
- Emphasis and inflection is the key part of the message



# Psychological barriers

to successful negotiation

# Psychological barriers

- Fear of being taken for a ride
- Feeling intimidated
- Fear of conflict or confrontation
- Fear of losing face
- Wanting to be liked
- Lack of self-confidence
- Inability to be assertive

# Negotiation strategies and tactics

Unless you understand the art of **persuasion**, the importance of **listening**, the essentials of building **trust** and maintaining **goodwill**, you can't negotiate effectively, no matter what your line of strategy or arsenal of tactics includes

(Calero & Oskam 1988, p. 127).

# Next lesson

# communication across the organisation

Read Chapter 7

# This year

- <https://shawnlinblog1.wordpress.com/2025/01/19/shannon-weavers-communication-model/>
- <https://bea407.wordpress.com/2025/01/18/blog-post-2-shannon-and-weavers-communication-model-1948/>
- <https://ocodejk.wordpress.com/2025/01/15/post2/>
- <https://mynojcom.wordpress.com/2025/01/19/my-style-of-communication/>
- <https://lodingchengmgnt102.wordpress.com/2025/01/14/shannon-weavers-communication-model/comment-page-1/?unapproved=11&moderation-hash=2dda5c6b9c8373edc87899e8e92b68dd#respond>
- <https://gtmgnt102.wordpress.com/2025/01/19/shannon-and-weavers-1954-communication-model/>

# Blog Post II feedback

- Refer to Lecture 2
- Too descriptive
  - Too much focus on explaining what is the model (show more analysis)
  - Too much used of point form
- Paragraph length
- Use of personalization
- Contraction
- Referencing
- Comments under
  - Moderation

## Basic academic writing protocols

Generally, NO

- ✦ Personalisation
- ✦ Contractions
- ✦ Colloquialisms/slang
- ✦ Rhetorical questions

Should USE

- ✦ Nominalisation
- ✦ Expanded sophisticated vocabulary
- ✦ Passive voice

*In my opinion I feel that...*  
*This essay examines the harmful effect of*  
*I so like Pokemon Go omg they're so cute!!!*  
*don't, shouldn't, wouldn't*  
*Always spell in full*  
*"It's too hot today. Isn't it?"*  
*Is questioning necessary?*

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## Types of sentences

- Simple, compound, complex sentence
- Fragments
- Sprawl
- Length
  - 6 to 8 sentences form a paragraph.

Unlike the complete sentence, the run-on sentence doesn't pass these tests.

When you try to turn the run-on sentence into a single question, you immediately see that the sentence has more than one complete concept.

Make sure you try both because you may trick yourself by just putting a tag on the last part and not noticing that it doesn't work on the first part. You might not notice that "My favorite Mediterranean spread" is wrong, but most people will spot the very long sentence and think it's a run-on when it isn't. Really long sentences are wrong—just make sure that you are using the tests above.



Unlike the complete sentence, the run-on sentence doesn't pass these tests. When you try to turn the run-on sentence into a single question, you immediately see that the sentence has more than one complete concept. Make sure you try both tests with each of your problem sentences, because you may trick yourself by just putting a tag on the last part and not noticing that it doesn't work on the first part. You might not notice that "My favorite Mediterranean spread" is wrong, but most people will spot the very long sentence and think it's a run-on when it isn't. Really long sentences are wrong—just make sure that you are using the tests above.



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★ Liked by i.g.soson

Reply



jesslynlau

January 20, 2019 at 4:05 pm

Your comment is awaiting moderation.

Interesting entry. Could you further explain how and why self-concept, feelings, attitude and values could be important in communication?

★ Like

Reply

LEAVE A REPLY

Enter your comment here.

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# Comment writing

## 1. Highlight What You Like

Start by stating what you appreciate about their blog post. Mention specific elements, such as its creativity, clarity, use of visuals, or engaging writing style.

## 2. Acknowledge Similar Thinking

Identify an idea or perspective in the blog that aligns with your own thinking or experiences. This shows you have connected with their content.

## 3. Provide Constructive Feedback

Point out one specific aspect of the blog that you disagree with or think could be improved. Explain why you feel this way and offer a suggestion for improvement or an alternative approach. You can be respectful and supportive in your tone to encourage growth and learning. Including specific examples might make this point more actionable for the writer.

- For example:  
I really enjoyed the clarity of your writing and how you used visuals to explain your points. I also share your perspective on .... However, I think the section on ... could be expanded with more concrete strategies, such as .....

# A few good examples



January 19, 2025

Hyunho Lim

Hi Harish, this is a really nice explanation of the Shannon and Weaver Model! I like how you kept it simple and clear, especially with the example of the "coke money" misunderstanding. It's such a relatable way to show how noise or personal interpretation can change the meaning of a message. I also think you explained the importance of feedback really well. It's such an important part of making sure messages are understood. Maybe adding a bit about how this model works with modern tools like social media would make it even better. Great job overall, I enjoyed reading this.

★ Liked by 1 person

Reply





MANOJMANI380

JANUARY 20, 2025

Hi Gautam,

I really enjoyed reading your blog post. Your example of the manager and employee interaction was particularly insightful in understanding your thought process and communication model! It does a great job of illustrating how body language and tone can completely change the outcome of a conversation especially in a professional setting.

Furthermore, your communication model is practical and reflects your understanding of the process. And I think making it more visually appealing could help in grabbing attention and clarifying the flow. Maybe incorporating some colors or icons to represent feedback and noise could make it even more engaging. Great job overall, I'm looking forward to reading more of your work!

Best regards,  
Manoj

★ Like





January 17, 2025

Yes

Hello Ryant after I read through this blog, i can sense that this new way of looking at how we communicate seems better than the old one, but I have some doubts. Yes, it's great that they added feedback and context .After all, communication is not just talking at someone. But I think real life conversations are way more complicated than this model suggests. Think about being in a classroom, you are not just hearing the lecturer's words, you are also watching their body language, thinking about what you already know, and maybe even noticing how your classmates are reacting. All of this happens at the same time, not in a neat step-by-step way like the model shows. Also, with today's technology like texting and video calls, the lines between how we send messages and what we use to send them are pretty fuzzy. While this model is an improvement, it might still be too simple for how we actually talk to each other. Overall it is still a decent blog.

★ Like

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