



NONPARAMETRIC ANALYSIS ON STRUCTURED BRAZILIAN BUSINESS NEGOTIATIONS

Murillo de Oliveira Dias¹, Raphael de Oliveira Albergarias Lopes², Andre Teles³

¹Coordinator of DBA Programs at Fundação Getulio Vargas, Brazil

¹Corresponding e-mail: murillo.dias@fgv.br // agenda.murillo@gmail.com

^{1,2,5}Fundação Getulio Vargas, Brazil- Praia de Botafogo 190, Rio de Janeiro, Brazil, ZIP Code 22250900

ABSTRACT

Is there any significant difference between situational (unprepared) and structural (prepared) negotiations? In this article, a random sample of N=720 business negotiations was studied, divided into the following independent subsamples: (i) 356 business negotiations carried out without ensured preparation, and (ii) 364 negotiations in which all parties have structured their negotiations before its beginning. Two hypotheses were investigated through the Nonparametric Mann-Whitney U test to determine whether the (iii) deal value and the (iv) number of value creation options of these negotiations are the same, whatever the degree of ensured preparedness beforehand negotiation engagement. Key findings pointed out a statistical significance in both cases, and the null hypotheses were rejected, meaning significant differences between situational and structured business negotiations. Finally, this article provides scholars with a new perspective on business negotiation processes. Discussion and future research suggestions compile this study.

Keywords: Business negotiations, deal value, time of negotiation, negotiation process

INTRODUCTION: -

Debate on business negotiation process has attracted scholars' attention over the past forty years (Raiffa, 1982; Fisher Ury and Patton, 1981; Sebenius, 1992; Ury, 2015; Susskind & Field, 1996; Salacuse, 2008; Susskind & Cruikshank, 1987; Dias, 2020, 2020b, 2019). In this article, we investigated the impact of negotiation skills on the value deals and the number of joint options creation.

We found significance in the results regarding an experiment with a random sample of business deals, from which the null hypothesis was derived from and tested. Conclusions provide managers, scholars, practitioners, business negotiators, among others, with insights into business negotiations.

Next, we followed the Four-Type negotiation matrix (Dias, 2020). In the experiment, negotiations Type I, and II were applied to the negotiations sample. Each group received the same four negotiation cases. The Four-Type Negotiation Matrix was chosen due to its applicability in all Negotiation cases classification.



Figure 1: The Four-Type Negotiation Matrix. Source: Dias, 2020. Reprinted under permission.

Structured versus Situational Negotiation Approaches

Regarding the negotiation strategies, the mutual gains approach addresses value creation before value distribution. In this research, we followed Dias (2020b), regarding the two main negotiation approaches. Thus, the two independent, nominal variables are presented in Figure 2, as follows:

Feature	Situational	Structured
Skills	unskilled	skilled
Preparedness	Unprepared	Prepared
Underlying interests of the other party	Narrow	Open
Level of Information	Superficial	Detailed
Value creation	Limited	Expanded
Informational risk	Higher	Lower
Time for preparation	None	Necessary
Contingencies	Unexpected and unanticipated	Expected and Anticipated
Level of self-confidence	Low	High

Fig.2: - Situational versus Structured Negotiation Approaches.

Observe in Figure 2, the characteristics of the two approaches: the structured negotiation approach involves ensuring, systematic, skilled, and preparation, while the situational negotiation approach does not require any preparation before negotiating.

II. THEORETICAL RATIONALE

Negotiation is "a process of communication by which two or more persons seek to advance their interests through joint action." (Salacuse, 2006, p. 7). Also, "Negotiation is a process of communicating back and forth to reach a joint decision." (Fisher, Ury & Patton, 1981, p. 20).

In this study, we adopted the Shapiro-Wilk Test for Normality for determining the normality distribution of the data set. Figure 3 depicts the equations for the test:

$$W = \frac{\left\{ \sum_{i=1}^n a_i (x_{(n-i+1):n} - x_{i:n}) \right\}^2}{\sum_{i=1}^n (x_i - \bar{x})^2},$$

Fig.3: - Shapiro-Wilk Test for Normality equations

The Mann–Whitney U test equations are illustrated in Figure 4, where: n_2 is the sample size for sample 2, and R_2 is the sum of the ranks in the sample, as follows:

$$U_1 = R_1 - \frac{n_1(n_1 + 1)}{2}$$

or

$$U_2 = R_2 - \frac{n_2(n_2 + 1)}{2}$$

Fig.4: - The Mann–Whitney U test equations

Hypotheses

H₀: the structured business negotiation approaches do not imply better value deals. Primarily, both value deals and the number of options, created for mutual gains do not depend on training. In sum, negotiation preparation, planning, and mapping before the negotiation have no statistical significance. Therefore, $H_0 = \mu_{STNA} = \mu_{SINA}$, or $H_0 = \mu_{STNA} - \mu_{SINA} = 0$, where: μ_{STNA} is the mean Structured Negotiation Approach, while μ_{SINA} is the mean Situational Negotiation Approach.

H₁: Structured Negotiation Approaches perform more significant deal values than Situational Negotiation Approaches.

H₂: Structured Negotiation Approaches perform a more significant number of options than Situational Negotiation Approaches.

III. RESEARCH DESIGN AND METHODS

In this research, four sets of two-party, one-issue role-play simulations were applied to 1,440 Brazilian business negotiators, from all Brazilian regions. In total, 16 cohorts were investigated in N=720 negotiations, distributed into two groups: (i) 364 negotiations conducted using the structured negotiation approach; (ii) 356 negotiations conducted adopting the situational negotiation approach. We used SPSS 26 to analyze the data set.

The negotiations were held from January 2019 to June 2020. Out of the 1,440 participants, 59 percent were male, 41 percent female, 75 percent in the middle to high-level management positions, and 15 percent occupied low-level management positions. In this sample, ten percent unemployed.

The random sample compiles 90 percent Caucasians, 60 percent married, 40 percent single or divorced; 80 percent is 25-45 years old, 12 percent above 45 years old; 35 percent speak a second language, besides Brazilian Portuguese (most-ly English or Spanish).

We took precautions regarding background noises and bright places to avoid external interferences in the negotiation process. They occurred in comfortable and still places.

The experiment dynamics followed a rigorous protocol: (i) case distribution; (ii) reading; (iii) preparation session for one group, and none for the other group; (iv) at the end of the negotiation, the parties should register (v) the value deal, and (vi) the number of options created. Figure 5 reveals the research summary:

Case processing summary

GROUP	Valid	Cases		Total
		N	Percentage	
OPTIONS	SITUATIONAL APP	356	100,0%	356
	STRUCTURED APP	364	100,0%	364
DEALVAL	SITUATIONAL APP	356	100,0%	356
	STRUCTURED APP	364	100,0%	364

Fig. 5: - Case processing summary. Source: SPSS 26

Regarding the normality tests, the Shapiro-Wilk test was chosen due to the sample size (N=720; N>100), as illustrated in Figure 6, as follows:

Normality Tests

GROUP	Kolmogorov-Smirnov ^a			Shapiro-Wilk			
	Statistics	Gl	It's getting you out of here	Statistics	Gl	Sig.	
OPTIONS	SITUATIONAL APP	,421	356	,000	,560	356	,000
	STRUCTURED APP	,363	364	,000	,642	364	,000
DEALVAL	SITUATIONAL APP	,420	356	,000	,607	356	,000
	STRUCTURED APP	,365	364	,000	,705	364	,000

a. Lilliefors Significance Correlation

Fig. 6: - Normality tests. Source: SPSS 26

Observe in Figure 6, $p=0,000$ for both variables. ($p<0,05$). Therefore, the results' distribution is not normal, and parametric tests cannot be employed. Therefore, the research design encompassed the nonparametric Mann-Whitney U test because we investigated two variables, with independent samples, i.e., on negotiation did not interfere with any other negotiation.

The statistical confidence level adopted for this research is 95 percent. Therefore, the p-value is five percent ($p=0,05$). The nominal variable GROUP was assigned with the following values: "0", for SITUATIONAL negotiation approaches, and "1", for STRUCTURED negotiation approaches. DEALVAL (deal value) and OPTIONS (number of options created for mutual gains) are the dependent variables under investigation.

Finally, Group statistics were performed, and the Levene's Test for Equality of Variances, as illustrated in Figure 7, as follows. In the next section, the results are displayed and further analyzed and discussed.

		Levene statistics	gl1	gl2	Sig.
OPTIONS	Based on average	229,714	1	718	,000
	Based on median	60,627	1	718	,000
	Based on median and adjusted gl	60,627	1	444,841	,000
	Based on trimmed average	171,754	1	718	,000
DEALVAL	Based on average	3,220	1	718	,073
	Based on median	4,348	1	718	,037
	Based on median and adjusted gl	4,348	1	717,992	,037
	Based on trimmed average	5,445	1	718	,020

Fig. 7: - Variance Homogeneity Test. Source: SPSS 26

According to the Levene's Test for Equality of Variances, as illustrated in Figure 7, observe $p<0,05$ for DEALVAL and OPTIONS.

IV. RESULTS AND ANALYSIS

The outcome of the descriptive, exploratory analysis is depicted in Figures 8 and 9, as follows:

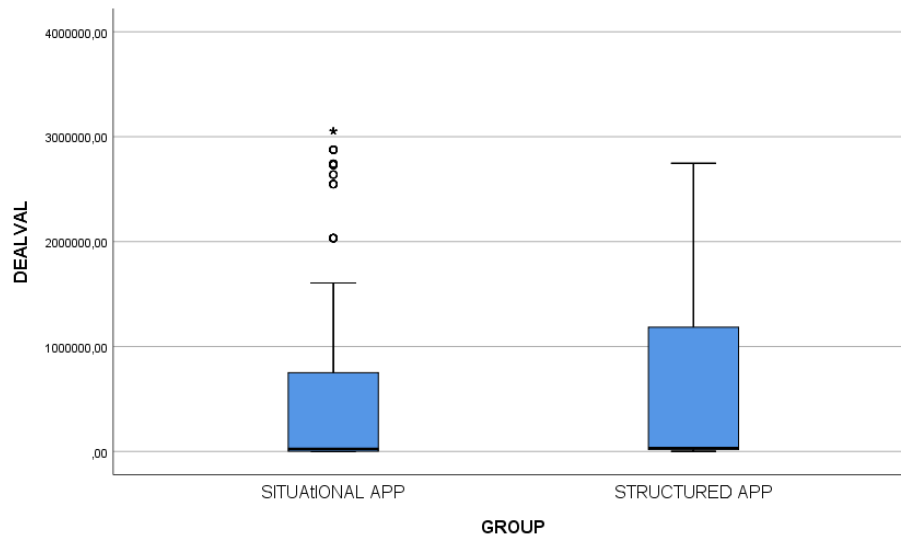


Fig. 8: - Boxplot. Source: SPSS 26 extracted from the data source.

The Mann-Whitney U Test Summary Independent Samples outcome is illustrated in the following Figure9, as follows:

		Posts		
	GROUP	N	Middle Station	Sum of Ratings
DEALVAL	SITUATIONAL APP	356	335,45	119419,50
	STRUCTURED APP	364	385,00	140140,50
	Total	720		
OPTIONS	SITUATIONAL APP	356	296,33	105494,00
	STRUCTURED APP	364	423,26	154066,00
	Total	720		

Fig. 8:- Mann- Whitney U Test Posts. Source: SPSS 26.

Figure 9 shows the nonparametric Test statistics outcomes. Observe the Mann-Whitney test result for the variable DEAL VALUE of 55873,500, and OPTIONS variable is 41948,000with $p < 0,05$ in both cases.

Test statistics ^a		
	DEALVAL	OPTIONS
U de Mann-Whitney	55873,500	41948,000
Wilcoxon W	119419,500	105494,000
Z	-3,197	-10,620
Sig. significance (bilateral)	,001	,000

a. Grouping Variable: GROUP

Fig. 9:- Mann- Whitney U Test Statistics. Source: SPSS 26.

Regarding the Deal Values from the data sample drawn (DEALVAL), the Independent Mann Whitney U Test evidenced that the group "Structured Negotiation Approach" presented a superior performance in comparison to the group "Situational Negotiation Approach." Thus, $U = (55873,500; p < 0,05)$.

Regarding the Number of Options for Value Creation from the data sample drawn (OPTIONS), the Independent T-Test evidenced that the group "Structured Negotiation Approach" presented a superior performance in comparison to the group "Situational Negotiation Approach." Thus, $U = (41948,000;p < 0,05)$.

In these data, regarding DEALVAL, the null hypothesis is rejected at the $\alpha = 0,05$ level of significance. The difference between the Structured Negotiations Approach and the Situational Negotiation Approach is statistically significant ($p = 0,001$), i.e., one in one hundred samples might result by chance. Therefore, the alternate hypothesis of H_1 is statistically significant.

In these data, regarding OPTIONS, the null hypothesis is rejected at the $\alpha = 0,05$ level of significance, because the difference between the Structured Negotiations Approach and the Situational Negotiation Approach is statistically significant ($p = 0,000$), i.e., one in one hundred samples might result by chance. Therefore, the alternate hypothesis of H_2 is statistically significant.

Figure 10 illustrates the Hypothesis test summary and conclusions. Observe the null hypothesis rejection in both variables under investigation:

Hypothesis Test Summary				
	Null hypothesis	Test	Sig.	Decision
1	The distribution of DEALVAL is the same in the GROUP categories.	Mann-Whitney U-Test Independent Samples	,001	Reject the null hypothesis.
2	The OPTIONS distribution is the same in the GROUP categories.	Mann-Whitney U-Test Independent Samples	,000	Reject the null hypothesis.

Asymptotic significance is displayed. The significance level is .050.

Fig. 10:- Mann- Whitney U Test StatisticsHypotheses Test Summary. Source: SPSS 26.

Figure 11 compares the means between the two variables DEALVAL and OPTIONS, as follows:

Report			
GROUP		DEALVAL	OPTIONS
SITUATIONAL APP	Average	534505,8799	,99
	N	356	356
	Deviation Error	943403,44397	,424
STRUCTURED APP	Average	684234,0329	1,66
	N	364	364
	Deviation Error	951646,04793	1,139
Total	Average	610201,7795	1,33
	N	720	720
	Deviation Error	949878,96806	,927

Fig. 11:- Means Report. Source: SPSS 26.

V. DISCUSSION

Theoretical Implications

The purpose of this research was to test the hypotheses H_1 and H_2 regarding the variables DEALVAL and OPTIONS. One conclusion, drawing from the data investigated, points out statistical significance in both cases ($p < 0,05$), according to the Mann-Whitney U-tests results.

Evidence showed that a structured negotiation approach performed higher deal values and a more significant number of options created formutual value than a situational negotiation approach. In conclusion, the application of negotiation skills and systematic preparation before negotiation implied in better results, as shown in Figure 11.

Implications for managerial practice

This research has implications in different fields of related studies, such as (i) mining industry (Dias, M. & Davila, 2018); aerospace industry (Cruz & Dias, 2019, 2020; Dias, Lopes and Teles, 2020); (iii) civil works (Dias, M et al, 2017); (iv) public transportation (Dias, and Teles, 2018); (v) carmaker industry (Dias, Duzert, and Teles, 2018, Dias, 2017); (vii) retail business (Dias, et al, 2014); (viii) streaming video business (Dias and Navarro, 2017); (ix) civil aviation (Dias, 2020; Dias, Lopes and Teles, 2020; Dias, 2019); (x) cruise lines services (Dias & Lopes, 2020), among others (see Table 1). The objective is to apply the qualitative conceptual model to all forms of negotiation. Therefore, in this research, there are no limitations in terms of gender, age, ethnicity, occupation, managerial level, level income, and education.

Study Limitations

The conclusions presented in this study are limited to the Brazilian business negotiation scenario. Other countries or scenarios may differ in results. This research is also limited to the data collected. It occurred in a controlled environ-

ment, compared to real business scenarios, where the environment may differ in results.

Finally, the outcomes are limited to Type I and II negotiations (Dias, 2020). Types III and IV negotiations may present different results.

VI. FUTURE RESEARCH

Future research is encouraged to address different cultures or countries. Negotiations Types III and IV should be investigated in additional studies. Other forms of negotiations, such as contract, buyer-seller, and supplier-customer negotiations, are encouraged to be investigated in future research.

© GSJ

REFERENCES

- Dias, M. (2020) The Four-Type Negotiation Matrix: A Model for Assessing Negotiation Processes. *British Journal of Education*, 8(5), 40-57. doi: 10.6084/m9.figshare.12389627
- Dias, M. (2020b) Structured versus Situational Business Negotiation Approaches. *Journal of Xidian University*, 14(6), 1591 - 1604. doi: 10.37896/jxu14.6/192
- Dias, M., (2016). Factors Influencing the Success of Business Negotiations in the Brazilian Culture (Doctoral Thesis). ESC Rennes School of Business, France. doi: 10.13140/RG.2.2.18660.22407
- Dias, M. (2012). Two Case Studies on how to Deal Effectively with Fixed plus Variable Costs Contracts. *International Journal of Business and Management Studies*, 1(3), 505-515. doi: 10.6084/m9.figshare.7832288
- Dias, M. (2018) Evolution of Cooperative Societies in Brazil. *International Journal of Community and Cooperative Studies*, 6(4), 1-11. doi: 10.6084/m9.figshare.7834688
- Dias, M. (2018b). Heineken Brewing Industry in Brazil. *International Journal of Management, Technology and Engineering*, 8(9), 1304-1310. doi:16.10089/IJMTE2156
- Dias, M. (2018c). Light Vehicle Vehicle in Rio de Janeiro: Alternative to Public Transportation in Brazil? *Australian Journal of Science and Technology*.2(4), 187-193. doi: 10.6084/m9.figshare.7833362
- Dias, M. (2019). Air Passenger Transportation in Brazil. *Global Scientific Journals*. 7(10), 310-317. doi:10.13140/RG.2.2.26800.71688
- Dias, M. (2019b). Brazilian Legislation on Executive Power: Provisory or Permanent Measures? *Scholars International journal of Law, Crime and Justice*, 2(10), 336-341. doi: 10.36348/SIJLCJ.2019.v02i10.007
- Dias, M. (2019c). Is it Worth Competing at the Bargaining Table? *Global Scientific Journals*, 7(9), 1-14. doi: 10.13140/RG.2.2.11557.45288
- Dias, M. (2019). People, Process, and Substance: Current Definitions on Negotiation. *International Journal of Commerce and Economics*, 1 (3), 1-9. doi: 10.13140/RG.2.2.15836.95360
- Dias, M. (2019d).Teaching Materials: Role Play Simulation On Individual Business Debt Collection In Brazil. *Global Scientific Journals*,7(8), 844-859. doi: 10.11216/gsj.2019.08.26134
- Dias, M. (2020e). Air Transportation in Brazil: São Paulo Congonhas Airport. *Global Scientific Journals*, 8(2), 3244-3252. doi:10.11216/gsj.2020.02.35259
- Dias, M. (2020c). Case on Domestic Air Passenger Transport Market in Brazil. *The Journal of Middle East and*

North Africa Sciences, 6(4), 5-9. doi: 10.13140/RG.2.2.12166.73280

- Dias, M. et al. (2014). Dudalina S/A: Case Study on How to Overcome Succession Barriers on a Brazilian Family Business. *Business and Management Review*, 3(12), 217-229. doi: 10.6084/m9.figshare.7834748
- Dias, M. et al. (2015). Brazilian Fashion Business Dudalina S/A: Case Revisited. *International Journal of Business and Management Studies*, 4(1), 11-24. doi: 10.6084/m9.figshare.7834730
- Dias, M. et. al. (2014). Domestic Workers' Rights in Brazil: Improvement of Labor Regulation. *Humanities and Social Sciences Review*, 3(2), 9-21. doi: 10.6084/m9.figshare.7834745
- Dias, M. et. al. (2014). FIAT and Chrysler in Brazil: Anatomy of an Alliance. *International Journal of Business and Management Studies*, 3(1), 1-13. doi: 10.6084/m9.figshare.7834739
- Dias, M., (2016). São Francisco River Transposition Civil Work: Challenges to the Brazilian Economy. *The International Journal of Business & Management*. 4(12), 65-70. doi: 10.6084/m9.figshare.7834724
- Dias, M., and Aylmer, R. (2018) Are the generational interactions in the Brazilian workplace different from other countries? *Global Journal of Human Resource Management*, 6(1), 9-25. doi: 10.6084/m9.figshare.7834634
- Dias, M., Duzert, Y. (2016). Fiat Chrysler Automobiles in Brazil: Alliance Consolidated. *The International Journal of Business & Management*, 4(2), 160-166. doi: 10.6084/m9.figshare.7834733
- Dias, M., Falconi, Davi. (2018), The Evolution of Craft Beer Industry in Brazil. *Journal of Economics and Business*, 1(4), 618-626. doi: 10.31014/aior.1992.01.04.55
- Dias, M., Lopes, R. (2019). Rail Transportation in Brazil: Challenges and Opportunities. *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 8(4), 40-49. doi: 10.13140/RG.2.2.27687.70568
- Dias, M., Lopes, R. (2020) Will the COVID-19 Pandemic Reshape our Society? *EAS Journal of Humanities and Cultural Studies (EAS J Humanit Cult Stud)*. 2(2), 93-97. doi: 10.36349/EASJHCS.2020.V02I02.013
- Dias, M., Lopes, R. (2020). Air Cargo Transportation in Brazil. *Global Scientific Journals*. 8(2), 4180-4190. doi: 10.13140/RG.2.2.30820.32648
- Dias, M., Lopes, R. (2020). Case on Cruise Ship Failure Services: Onboard. *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 9(1), 10-19 doi: 10.13140/RG.2.2.14280.26887
- Dias, M., Lopes, R., Teles, A. (2020) Could Boeing 737 MAX Crashes be Avoided? Factors that Undermined Project Safety. *Global Scientific Journals*, 8(4), 187-196. doi: 10.11216/gsj.2020.04.38187
- Dias, M., Lopes, R., Teles, A. (2020) Will Virtual Replace Classroom Teaching? Lessons from Virtual Classes via Zoom in the Times of COVID-19. *Journal of Advances in Education and Philosophy*, 4(5), 208-213. doi: 10.36348/jaep.2020.v04i05.004
- Dias, M., Navarro, R. (2018). Is Netflix Dominating Brazil? *International Journal of Business and Management Re-*

- view. 6, No.1, 19-32, January 2018. ISSN: 2052-6407. doi: 10.6084/m9.figshare.7834643
- Dias, M., Navarro, R.; Valle, A. (2013). BMW and Brazilian Federal Government: Enhancing the Automotive Industry Regulatory Environment. *International Journal of Arts and Sciences*, 6(2), 551-567. doi: 10.6084/m9.figshare.7834742
- Dias, M., Teles, A. Duzert, Y. (2018) Did Embraer Succeed In Adopting The International Financial Reporting Standards (IFRS) In Brazil? *European Journal of Accounting, Auditing and Finance Research*, 6(2), 51-62. doi: 10.6084/m9.figshare.7834637
- Dias, M., Teles, A., Duzert, Y. (2018) Will Boeing Succeed with the Embraer Acquisition Operation, Despite the Brazilian Federal Government Golden Share Veto? *International Journal of Business and Management Review*, 6(2), 55-64. doi:10.6084/m9.figshare.7834718
- Dias, M.; Alves, H.; Pezzella, M. (2016) São Francisco Valley: Vitiviniculture Activities in the Brazilian Unthinkable Semiarid Climate and its Challenges. *International Journal of Business and Management Review* 4(10), 1-13. doi: 10.6084/m9.figshare.7834727
- Dias, M.; Aylmer, R. (2018) Is the Brazilian Civil Service reform about to succeed? *Global Journal of Political Science and Administration*, 6(2), 13-25. doi: 10.6084/m9.figshare.7834694
- Dias, M.; Davila Jr., E. (2018) Overcoming Succession Conflicts in a Limestone Family Business In Brazil. *International Journal of Business and Management Review*,6(7), 58-73. doi: 10.6084/m9.figshare.7834703
- Dias, M.; Duzert, Y. (2017). Teaching Materials: Role Play Simulation on E-Business Negotiation. *European Journal of Training and Development Studies*, 4(3), 1-15. doi: 10.6084/m9.figshare.7834655
- Dias, M.; Duzert, Y., Teles, A. (2018). Boeing, Brazilian Federal Government, And Embraer: Golden Share Veto and The Anatomy of a Joint Venture. *International Journal of Business and Management Studies*, 7(2), 71–80. doi: 10.13140/RG.2.2.14972.18563
- Dias, M.; Krein, J.; Streh, E.; Vilhena, J. B. (2018) Agriculture Cooperatives in Brazil: Cotribá Case. *International Journal of Management, Technology and Engineering*, 8(12). doi:16.10089.IJMTE.2018.V8I12.17.2243
- Dias, M.; Mori, V. (2018). Obstetric Violence in Brazil: an Integrated Case Study. *International Journal of Nursing, Midwife and Health Related Cases*, 4(6), 20-28. doi: 10.6084/m9.figshare.7834274
- Dias, M.; Ramos, M. (2018). Credit Cooperatives in Brazil. *International Journal of Science and Research (IJSR)*, 7(10), 598-603. doi: 10.21275/ART20191901
- Dias, M.; Ribeiro, Ana Paula; Lopes, Raphael (2019). When 'do not pay: A Winning Negotiation Case in Brazil. *Journal of Economics and Business*, 2(2), 431-447. doi: 31014/aior.1992.02.02.99
- Dias, M.; Teles, A.; Pilatti, K. (2018) The Future of Privatization in Brazil: Regulatory and Political Challenges. *Global Journal of Politics and Law Research*,6(2), 32-42. doi: 10.6084/m9.figshare.7834709
- Dias, M.; Teles, Andre (2018). Agriculture Cooperatives in Brazil and the Importance for The Economic Development. *International Journal of Business Research and Management*, 9(2), 72-81. doi: 10.6084/m9.figshare.7832354

- Dias, M.; Teles, Andre (2018). From Animal Traction to LRV: Public Rail Transportation in Rio de Janeiro. *International Journal of Science and Research*, 7(11), 765-770. doi: 10.21275/ART20192818
- Dias, M.; Teles, Andre (2019). Facts and Perspectives on Craft Brewing Industry in Brazil. *International Journal of Management, Technology and Engineering*, 9(2), 1020-1028. doi:16.10089/IJMTE.2019.V9I21.18.28020
- Duzert, Y. (2015). *Newgotiation: Newgotiation for Life*. Kindle DX version. Retrieved from Amazon.com
- Fisher, R. Ury, W. and Patton, B (Editor). (1981). *Getting to Yes: Negotiating an Agreement without Giving in*. US: Random House.
- Lax, David. (1985) Optimal Search in Negotiation Analysis. *The Journal of Conflict Resolution*, 29(3), 456-472.
- Rinehart, L. and Page, T. (1992) The Development and Test of a Model of Transaction Negotiation. *Journal of Marketing*, 56(4), 18-32.
- Salacuse, J. (2008). *Seven Secrets for Negotiating with Government: How to Deal with Local, State, National, Or Foreign Governments – And Come Out Ahead*. New York: Amacom.
- Sebenius, J. (1992). Negotiation Analysis: A Characterization and Review. *Management Science*, 38(1), 18-38.
- Susskind, L. and P. Field (1996), *Dealing with an Angry Public: The Mutual Gains Approach to Resolving Disputes*. New York: Free Press.
- Susskind, Lawrence; Cruikshank, Jeffrey. (1987). *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York, NY: Basic Books.
- Susskind, Lawrence; Cruikshank, Jeffrey (2006) *Breaking Roberts Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*. New York: Oxford Press.
- Ury, W. (2015). *Getting to Yes with Yourself and Other Worthy Opponents*. MA: Harper Collins.