

## THE IMPORTANCE AND THE ROLE OF MANAGERS REGARDING THE NEGOTIATION WITHIN THE GROUP

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**Abstract:** *The role of the manager in an organization is very important due to his communicative skills, personality and to his specific activities that need to be fulfilled succesfully. The manager of an organization has to maintain a cordial relationship with his employees, show respect and stimulate employees. Some of the suggestions how to become a succesfull manager and leader, could be: establish who is in charge, what is the goal and the way of reaching it, let employees know what you expect, find out what others expect from you and know the role of each and everyone in the organization. In order to reach these goals, one need to know how to use different methods of communication such as power of words, communication abilities, solving conflicts, taking decisions, negotiation.*

**Key words:** *negotiation, manager, communication, decisions, meetings*

### INTRODUCTION

In many organizations, negotiation is seen as a necessary and useful attitude for teamwork and decision making within the groups. While in the past many decisions were made by persons who were waiting other people to apply them, nowadays, the economic and social framework, requests a more participatory style of work and management [3].

### MATERIAL AND METHODS

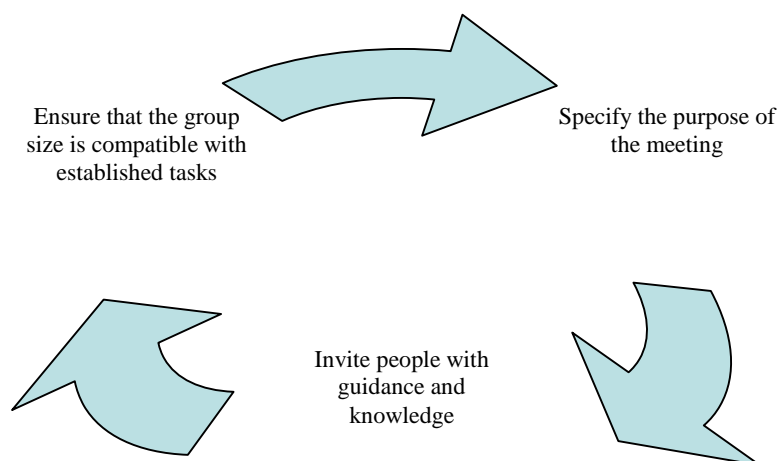
In this paper, we consulted the literature of experts from this field and we also took into consideration their analyses regarding communication and negotiation efficiency. In the following, we will study and analyse four interconnected processes, which affect the dynamics and the result of group negotiations, that is: organizing a successful meeting, the communication's impact, identifying the creative solutions and realization of consensus.

### RESEARCH RESULTS

The researchers have shown that managers spend about 30% from their time in meetings, while top managers spend about 50%. Because managers spend too much time in meetings, their success is largely determined by the efficiency of the way in which these meetings are conducted. How we make a work meeting efficient? Whetten and Cameron [8] have identified the following points marked for managers who want to improve the efficiency in the positions of team managers.

It is very important to specify the purpose of the meeting. Before to schedule an appointment, answer to the following question: is the meeting the best mean of communication? It is best to schedule a meeting in the case in which:

- There are certain problems that require the expansion of the discussions and the communication of the information.
- Engaging the members of the various groups must be supported and they should be compatible with the chosen action.
- The chosen audience should obtain, as soon as possible, the same message at the same time interval.



**Figure 1. Improving communication efficiency**

Second point to take into consideration is to invite people with appropriate guidance and knowledge. Groups are formed normally from some persons, which are oriented through realizing the established tasks and others that focus on maintaining the quality of groups' process. It is preferable to have in the group both persons oriented through realizing the tasks, and persons oriented through maintaining the process.

Third point is ensuring the fact that group size is compatible with the established tasks. A common mistake that appears when a meeting is planned is inviting too many persons, in idea that in obtaining more ideas is important. The result can be, rather, a superficial discussion on a variety of subjects, than a discussion focused on the key problem.

As far as leading the meetings process is concerned, we can state that in order to avoid unproductive discussions and wasting time, we have to:

- Present and clarify the overall purpose of the meeting, specifying the period of time necessary and simplifying certain topics of the day's agenda.
- Allow people to present themselves individually, if it is necessary, and help to create a more pleasant environment.
- Get from each person a report regarding on a particular task, as soon as possible.
- Lead the meeting so as to realize an equitable participation. Prevent the domination of the discussion by a single point of view, or by a single member of the team.
- End the meeting by presenting a summary of what was spoken about and reviewing the allocate tasks and timeframes for future meetings, if it is necessary [1].

One of the most discouraging experiences in the negotiations is that of not being understood. When this happens, results the frustration and discussions in contradictory. No person hears one another. In the frame of group negotiations, communication process is often frustrated or blocked, when one or more parties use risky answers. These types of answer include: threatening, referring to the use of force; judging, criticism, negative evaluation of the other part and distraction of attention from the problems mentioned by the other part [6,7]. The following five rules are the most important:

1. Remember that communication is a bi-directional process. People communicate with each other. So before starting communication, analyze what are the elements that lead to the increasing of other person's enthusiasm, what stirs their interest, what does not represent interest for them, what bothers them and what are their sensitive points.

2. You need to know exactly what you mean to say. Remember that other negotiators have in mind two questions: How will affect me, these negotiations? and What do I get from this negotiation?.

3. Do not forget that often, it is more important the way how you say something, not what you actually say.

Be aware that you communicate with words, body movements, and facial expression, voice tone and inflection of voice.

4. Look through the person you address to. Try not to manifest tics or other actions that may distract the attention of the listeners from the subject that you expose.

5. The way you organize your message strongly affects its impact on listeners. The tips below will show you how you can do this better. Follow these rules which will make communication more efficient in the role of manager:

- Use the arguments of both sides and present your opinion in the end. In most cases, it helps to express the conclusions of the argument presented.
- Present your argument with the same words and phrases used by the audience. Avoid using adjectives like good or bad, outrageous and dishonest. These words are not significant and open up the way of some arguments referring of what means honest, rational, etc.
- Avoid using stereotypes. Words like always, never express opinions of value and implies the way that there are no exceptions from what you say.
- Use short and simple messages. Avoid unnecessary speech.
- Conceive arguments considering the audience you address to. Avoid splitting arguments into pieces. A stronger argument is more persuasive than ten weak arguments. Present the strongest argument, if you want to convince or to catch the interest of people involved in the discussion. Present arguments and questions in a logical and coherent manner.
- If possible, determine people to reformulate your ideas and conclusions. Address open questions Why? Where? When? Encourage active participation at the discussions.

Although groups can be effective in solving problems and identifying of some creative solutions, there are although a number of traps and communication barriers. Solutions offered by the group are often rejected by those from influential positions. People are often named in a group for a variety of unfit reasons. If it is not properly lead, a group effort to creative solving of the problem can be a colossal waste of time, money and effort. There are ways of stimulating people's creativity in solving problems within the group, namely: the group members should discuss topics by using analogies, the group members should reverse roles, use technique of brainstorming and of ideas rotation [2,3,8].

The most difficult part in a negotiation is to reach a consensus within a group that is why it is very important to clarify the concept. The main reason why we cannot reach consensus is because human do not understand this process properly. It is not a method seeking the totally consent of the group [5,6]. This method makes people to support the point of view of the group and to fulfill in good faith the implications of the decision.

Make time and skills available. Without this the group becomes very vulnerable at the domination and intimidation by some people and by political games played by persons that does not want the group, to reach a decision well conceived.

Do not allow the group members to argue just to win as individual persons. What is well should be the result of collective thinking of the group.

Support the innovation. Make sure that every single person has the right to ask questions on how are ongoing the discussions and that can intervene when it becomes ineffective.

Beware of group thinking syndrome. Avoid the consequences of this syndrome by explaining each member of the group that it is very important to reach a deal creatively through cohesion of ideas.

When is the case use other decision-making methods. Alternative methods, such as voting or delegation, may be used until the disagreement disappears.

### CONCLUSIONS

Organizing some successful negotiation meetings means to take into consideration the following steps: determine whether its a must to participate or only to organize the meeting; take decisions considering who or how many people must be invited; prepare and distribute an agenda before you begin and establish basic rules of the discussion, such as the way how decisions will be taken. As far as the impact of communication is taken into account, structure your message in order to capture the attention of others. Be short and at the subject. Present a summary of the arguments and draw up an early assessment of the audience. Find out what might attract their attention.

As a successful manager one should always identify the creative solutions and structure well the decision-making process. A consensus means to clarify the technique chosen in negotiation and to use the best strategy and skills necessary for solving problems in reaching the purpose.

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