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Title	<b>STRATEGIES AND TACTICS IN BUSINESS NEGOTIATIONS</b> Case: Monitoring of business negotiations in service meeting		
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Abstract

Objective of the research was to explore what kind of strategies and tactics are used in a business negotiation, how people prepare themselves for it and does their behavior change during it. The theoretical background was compared to behavior observed during a business meeting. In order to make the analysis of the meeting easier, it was recorded on a video and the main negotiator was interviewed both before and after the meeting. This helped to understand the hidden expressions, signs, tactics and strategies that took place during the meeting.

The observations of the meeting were compared to the research questions. The main question was: Can there be created a strategy or tactic that would serve well in every type of business negotiation? This main problem was divided into the following sub-problems: How situational factors affect the success of different strategies and tactics? How to define the best possible approach to match the changed settings of business negotiations? Are there differences between the tactics found from the theory and the tactics found from the monitored business meeting? If found, why do they exist and what is the cause of them?

In order to find answers to these questions the whole concept of negotiation was studied carefully through and it was divided into separate phases including pre-negotiation and shadow negotiation. Furthermore the actual part of negotiating around a table, which people normally tend to perceive as the whole negotiation, was gone through by giving several examples of tactics, strategies and both nonverbal and verbal communication.

All these elements formed a basis for the analysis. The most important finding was that business negotiations are constantly evolving and cannot be fully interpreted and planned beforehand. This means that it is not possible to create a manuscript predicting all possible problems and changes. However, good preparation helps to react to the surprises arising during the negotiation. The better the parties know each other and the matter at hand, the easier it is for them to answer the challenge. Furthermore it was found out that a balance between relaxed settings and small talk as well as organized agenda and well planned schedule is the key to success in business meetings. There is no need to build any unnecessary fortifications between people that make it more difficult to see the problems at hand.

Key words	business negotiations, negotiating tactics and strategies, communication
Further information	