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Negotiations in a business context: what has happened since 2007? Review Article (2005-2020)

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Abstract

The purpose of this review paper is to provide insights in business negotiation research today. This study attempts to identify the most recent research topics and trends. This review is based on the earlier work by Henrik Agndal (2007) which carried out a business negotiation literature review for the period from 1996 to 2005. For the purpose of this project an additional 70 peer reviewed articles covering the period from 2005 to 2020 were reviewed. The literature review exercise has resulted in a confirmation of the Henrik Agndal (2007) model. The dominant research topics continue to exist. However there is a shift of interest represented by the size the academic production justified by business environment needs. Leading to an important research production in: technology and negotiation; culture and negotiation and individual variables and negotiation. Results and recommendations reflects on the important and trending business negotiation research topics.

Keyword: business negotiation, negotiation research, research trends

I. Introduction

The practice of negotiation has found its place in our lives, it has evolved from being a sub-discipline to being an independent discipline. In the early research on negotiation the practice was limited to the political and business arena. Over the year the skill and practice of negotiation has been acknowledged across all facet of human interactions. The research on negotiation has eventually intersected with both personal and professional aspects leading to the generation of numerous definitions and a huge research contribution. For the purpose of this paper, we would define negotiation as a consequential occurring situation amongst human interaction when two or more individuals are trying to settle a difference in order to search mutual agreement.

Negotiation research is marked by several research traditions in the applied behavioral sciences, such as psychology, political science, law, economics, communication, anthropology and organizational behavior (De Dreu and Carevale, 2005). For the purpose of this work it will focus on research field which is business negotiation.

To ensure validity and reliability we limited our research and choice of literature to those published in peer reviewed journals, with the exception of two international peer reviewed conference papers and the publications of the Harvard program on professional negotiation.

The foundation of this paper is based on the work by Henrik Agndal's (2007) research model presented below, which consolidated the business negotiation literature review for the period from 1996 to 2005. To update this review we engaged in the revision of an additional 70 peer reviewed articles covering the period from 2005 to 2020, with a particular focus on 2018-2019-2020. The methodology of the review referred to Agndal. This additional literature body fell perfectly in the earlier review structure, giving a continuum effect in terms of negotiation dominant research field, as well as identified new research interests in business negotiation.

The aim of this paper is not to provide a comprehensive review but a realistic and representative picture within accessibility limitations.

II. Current Trends in Business Negotiation Research

Research in negotiation science is highly varied. As mentioned before; this work is based on the "Model of Negotiation Research" developed by Agndal (2007), shown in Figure 1. The model helped guide our review.

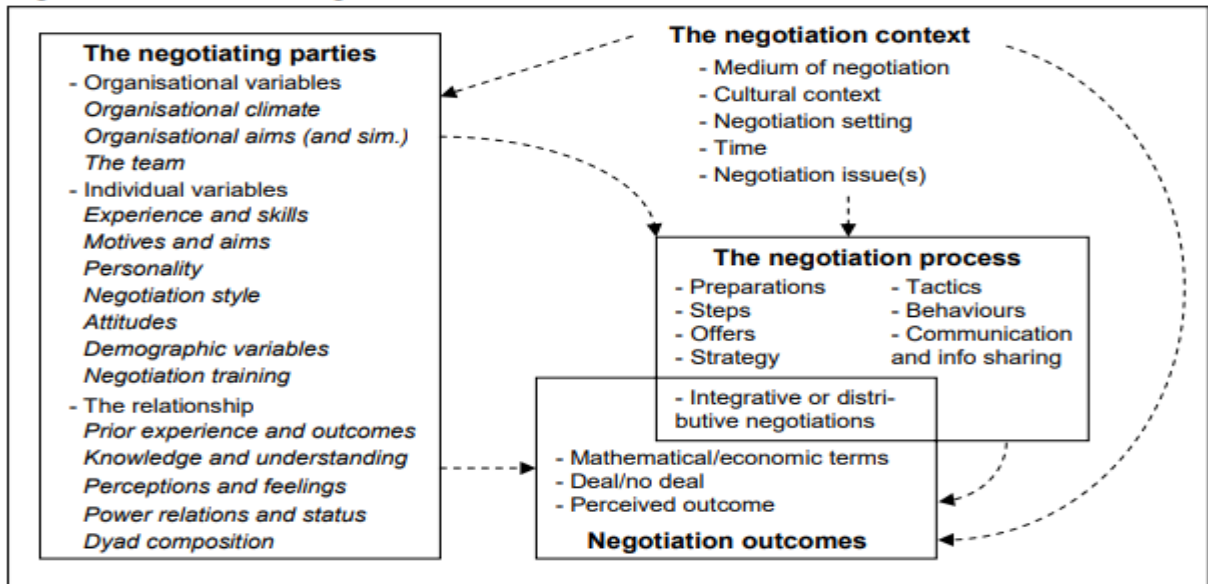


Figure (1) A Model of Negotiation Research – Henrik Agndal (2007)

The model reorganizes the extensive business negotiation production into four constructs: negotiation parties; negotiation context; negotiation process and negotiation outcomes. Based on a meticulous review of the literature, the majority of previous research focused on one or more of these categories. In the illustration shown above, research correlations between these categories are represented by arrows. Therefore, most studies focus on context, parties, process, or outcomes. Based on that, a conscious decision was made to design the review based on the same four pillars. The paper will present the review updates section by section. While a comprehensive conclusion will be provided at the end.

II.1 the Negotiation Context

All negotiations take place within a context that consists of several elements. These elements are the medium through which negotiation takes place, the negotiation setting such as its physical location, the issue(s) under negotiation, aspects relating to time, such as time pressures and deadlines, and the cultural context, whether it is national culture or corporate culture¹.

¹ Corporate culture is discussed under 2.3.1, organizational variables.

II.1.1 Medium of Negotiation and Negotiation Support Systems

By reviewing studies conducted between 2007 and 2020, it was found that in 2007, more research was directed towards the discussion of electronic negotiations and resolution processes conducted and supported by software, Gregory (2007). Contributions were made to the design of negotiation models and systems by scholars in the fields of management science, engineering, and management information systems in addition to more recent contributions made by scholars in the fields of psychology, communication research, and computer. The research interest at this point in time focused on e-negotiation process analysis using software for insightfulness in both business and academic fields.

The emergence of “intelligent negotiation technology” can be traced back to 2009 through a limited number of studies, yet, it is expected to be a growing field. This field has focused its efforts on decision making support during negotiations. More work is expected on conflict avoidance, which could results in the creation of new conflict management methods, Gray (2009).

As the studies moves forward to the middle of 2015, research focuses on the assessment of the Information and Communication Technologies impact on negotiation process and output. Overall results shows leniency for the perception of better results in terms of efficiency and efficacy, Jose (2015).

Even before Covid-19, researchers has shown great interest in the study of e-negotiations in the business to business context. To this point most research was directed to the analysis of the sales performance via email, while no strong evidence results in favor or against. When compared to face to face negotiation, the last proved to be more effective and efficient. Both in terms of results and negotiators’ interpersonal relationship impact. One study was identified assessing for wording impact in negotiation via email, results indicated that that yes there is a correlation between words of choice and negotiation potential, Sunil (2020). The results came to confirm the earlier findings on the importance of communication skills and semantics in general in support to negotiation results.

When 2020 arrives, the pandemic forced all functioning operations to switch to online mood. Business negotiations are no exceptions to these events. With prior technology foundation or not, professionals were forced to carry forward their business negotiation virtually.

As mentioned above the interest of technology in negotiation started long before Covid19, however the pandemic has definitely accelerated the shift to total online negotiation. The reliance on teleconferencing, videoconferencing and emails was not only the ultimate efficient way but the only possible within the pandemic. However the evidence of the benefits to these e-negotiation support systems in terms of keeping the businesses running, the time and cost efficiency yet literature is conclusive. Technology enabled negotiation is not competitive in terms of quality of negotiation and relationship management when compared to the face to face negotiations, because it does not support negotiation fundamentals such as warmth, trust and rapport, leading to poorer results, Hal (2020).

Guido (2020) tried to investigate any preferred correlations between negotiation strategy and online negotiation tools, in an attempt to recommend for a more successful negotiation online. The results are similar to the ones presented above; no medium in negotiation is as rich as face to face. However, when technology is managed with expertise and common sense, it can contribute effectively to this change. The sudden shift to online mood forced business individuals to improvise to meet ends. These cumulative experiences, try and error techniques to enhance their negotiation results needs to be observed, analyzed and transformed into best practice recommendation to enhance online negotiation results.

II.1.2 the Negotiation Setting

Literature on negotiation setting represents a very small research body up until 2011. Some research was dedicated to the study of the home field advantages, however numerous strategies were also developed to help manage and overcome the disadvantage for the other party, Graham et al. (2011). Most updates reflect on the same topic, 2020, leads contractive results. Literature argues that negotiating in your opponent site is not necessarily a disadvantages. For one your presence at the site gives physical evidence of your serious intention and commitment toward the agreement, which in itself can create a pressure on the

counter party to cooperate. While being personally present this also gives you firsthand knowledge of your opponent environmental information which not only can and should help in managing their profiles and expectation but in business negotiation can also lead to enabling long term relation opportunity. These advantages can equalize the home field advantage, Pon, (2020).

II.1.3 Time

When reviewing for time and negotiations, there is very little recent literature: either time as a pressure or time as a deadline or time as a tactic. When used as keywords very little recent research production appeared. However we were able to identify one article that was studying if any correlations existed between time and acquisition negotiation results. Mainly the focus was on the time as a pressure. Three business acquisitions negotiations were analyzed, however the results did not confirm any direct correlations. Time pressure and negotiation style or results were independent, CarmenSaorín-Iborra (2008).

However this review paper is focused on business negotiation only, we came across one more paper that studies time pressure on war zone and peace negotiations, since this paper is border line between political science negotiation and negotiation process we decided to mentioned it. The paper reports no direct correlation has been established between time pressure and negotiation results, yet a clear compromise on the negotiation process was identified, Marco Pinfari (2011). No further recent business negotiation papers were found in this topic.

II.1.4 Negotiation Issue(s)

Every, and each negotiation is related to or resulted from an issue, this is why we expected to find a representative literature body investigating this factor. However, issues in business negotiation research is rather present as a construct of the negotiation. So it is present but not investigated for its purpose.

Very little to no literature was identified. One paper however did investigate to study if there is a correlation between the number of issues negotiated in the same negotiation and the negotiator level of satisfaction. The author assumed that the longer the negotiation the more cooperation would result from the relationship leading to positive results. However, the actual results argues against, proving that the larger the number of issues in the same negotiation raises the negotiators expectations leading mostly to dissatisfaction emotions toward the process and results, Naquin, (2003).

II.1.5 the Cultural Context

Last in the negotiation context review is the very rich and dynamic topic of cultural context in negotiation. From over viewing the literature from 2010 to 2020 the aim is to portray a broad picture of the multiplicity of facets of the topic rather than to provide an in-depth description of each facet.

The study of the correlation between international business and cross culture negotiation is dominant. The main focus is on developing recommendation to enhance and improve international operation results. Literature has given strong evidences that the negotiators' cultural understanding and management decided on the negotiation output. Cultural difference between the negotiation parties complicates the negotiation process, increases communication misunderstand and raises barriers to agreement, Victor (2010).

Country culture negotiation studies also continue to be improved and updated, with a similar focus as the earlier studies. Special attention is again given to the American versus Asian negotiation styles. International business development easily justifies this focus. One of the papers performed a negotiation perception comparative study between different nationality, namely US versus two different countries Asian nationals, the study resulted in confirming earlier findings that the national cultural leads to difference in the understanding of the negotiation as a process and style, Kathryn Ready, (2011) .

A representative number of papers focus on globalization. The articles point out that, in a global business context, business performance increasingly depends on international negotiation success in both personal and profession settings. The geographical growth of international corporations and the associated human capital movement creates countless opportunities for inter-cultural interaction in professional like personal setting which can all be considered international negotiations. Literature confirms that negotiating a home and negotiating internationally requires different mindset and perception of the negotiation exercise. Further complexities across the negotiation process will be exhibited requiring special training and experience, Salacuse, (2013).

The investigation of globalization impact on business negotiations and the need for recommendations to enhance and improve results is still dominant as a topic in the reviewed articles. As the business environment factors continues to shift and change in uncertain and unpredictable matter, two to these factors have synchronized to create new realities. As globalization enabled and encourages human capital movement, the individuals involved, as professionals as well as their accompanying families are given the experience to interact, understand new cultures and practices long enough to give birth to hybrid cultures. Hybrid cultures that are sensitive in their understanding to cultural difference and management style. Another undeniable factor will be technology. Technology and particularly social media, has enable cultural reach without the need for physical movement. The cultural components in social media and the consistent exposure to it has created what the literature is referring to as a global culture. The literature is expecting that this new culture identify will manage cross country and cross culture negotiations more positively than the earlier situation, Alexandra-Florența (2015).

Not much work was found on negotiation frameworks and dynamics. One paper studied in comparative style the inter-cultural versus the intra-cultural negotiations. This particular paper is very rich in negotiation factors triangulations. Its presents for the analysis of the impact through the entire negotiation process, phases by phases. Despite the originality of the scope of research, the results came to confirm earlier findings. Inter and intra-cultural negotiation, in both situation negotiators will face difficulty reaching an agreement depending on the issues. However, evidence is inter-culture negotiations does bring more complexities that negotiators needs to manage in order to reach results.

The impact of cultural dimensions and cross culture studies continue to appear in the more up to date search. More in-depth triangulated questions are investigated. Substantive research has focused on the culture strategy preference. One particular paper examines the cultural difference on negotiation strategy choice. The researcher focused on particular cultural dimensions with the intention to correlate its finding to the culture psychology. The findings confirms that culture does influence not only on the choice of negotiation strategy but also on the way this strategy is perceive and executed. The paper highly recommends that companies planning on operating internationally should take these findings into consideration for success negotiation results, Brian Guina (2017).

In conclusion, 2020 is no different in terms of research interest and production, both for academic and professional releases in this topic. By reviewing the Program on Negotiation, Harvard Law School publication it mention here a few very up to date topics. Topics such as: overcoming cultural barriers in negotiations and the importance of communication in international business deals. There is a paper discussing negotiating skills and techniques for handling counterparts from different cultural backgrounds during negotiations, Luis Cardenas (2020). Another paper discussing how to negotiate in cross-cultural situations, the paper offers five ways to redefine negotiation in cross-cultural situations, Alex Green (2020). Unsurprisingly, China continues to be at the center of this research topic. Pon Staff, (2020) examines cross cultural negotiations in international business: offering four negotiation tips for bargaining in China, with a focus on what special insights do outsiders need to prepare for international negotiations in China?

II.2 the Parties

The second construct begins by exploring the parties in negotiations. Literature treats this topic from three different angles. Either the study of negotiators' inside the organization; or as an independent agent, hence individual negotiators; or focus on the study of the dynamic between negotiators despite context.

II.2.1 Organizational Variables

Starting with the first of the variables: the organization, and within the same limitations, the research results have enabled us to note that contrary to earlier years there is a clear increase in the body of the literature interested in organizational negotiation processes and frameworks analysis and development in the recent years' production. Not much work was found on "organization climate" most search results delivered "environmental climate change negotiation" papers. Again, little production on the organization aim, yet a much more interesting search result on negotiation accountability. Same results apply on team negotiations. Finally, new topics such as entrepreneurship negotiations in particular industrial fields and globalization again in organizing negotiation processes for cross boarder business activities were found.

One paper focuses on understanding the role of the managers as individuals in influencing their staff or teams' negotiations. That paper proves that managers, directly or indirectly involved in a negotiation, are highly impactful on the negotiation process and results, Andrzej Kozina (2014). Another paper studied the negotiation team hierarchical composition impact on negotiation output in inter organization negotiations. The results confirms that depending on the team member composition, seniority, education, experience, skills and power in the originations, all these are influential factor on how the negotiation process will go and what quality of results will be reached, Elizabeth (2014).

As negotiations continues to grow in importance in terms of organization performance and growth. Literature continues to invest in developing negotiation practice in organization setting. One paper here suggests treating organization negotiation as a four stages process. Each can be improved and enhanced independently yet reaching overall improved results. Among the innovation of this paper is considering organization negotiation as one of the organization process that can turn into a core competency. This paper does indeed offer new research platforms, Adrian Borbély, Andrea Caputo (2017).

The concept of team dynamic has grown in the management of organization today. Negotiation is no exception to this concept. We found negotiation teams representing for organizational negotiation a common practice today. Hence understanding this new dynamic become important in the organization overall interest in improving on their negotiation results. The paper identifies two important findings: the first correlates interpersonal relationship quality to negotiation results. Accordingly team members with prior good relationship are more likely to achieve positive negotiation outcome rather than those suffering from prior poor relationships. The second, is that teams that invests consciously in the beginning of the negotiation process in the definition of the negotiation issues and objectives are also more likely to reach positive outcome. Hence, conflict in the negotiation process can eventually be the reason behind reaching an agreement, Behfar et al. (2008). Another angle of organization team negotiation dynamic was investigated, which is honest interpersonal difference. Team members coming from different functional area of the organization would naturally perceive the issue and the objectives differently. These differences if not attended to earlier than the actual negotiations, will block the possibilities of this particular organization from advance on its agenda. The paper

recommendation is to expect these differences, enable enough mediation and workshops among the designated team members, to provide them with a controlled healthy environment to overcome these differences and get ready for the negotiation. These preparation proves to be important for team negotiation results. Jeanne et al. (2009).

On the same topic, the study of intra team negotiation and how can these be improved in order to enable team readiness was investigated. The study confirms the importance of pre negotiation team preparation through intensive sessions of negotiation for the previous paper reasons, but also as they prepare they develop consequently was the paper refers to as inter team strategy. The inter team strategy will later develop through practice for more sustainable results in the actual opponent negotiations, Victor et al. (2014).

It's true that team negotiation can present problems. Yet with the business market becoming more globally oriented every day, negotiator will be more thoroughly skilled in acting both within and through teams, Stephen Kozicki (2017).

As with regards to the study of the accountability in negotiations we have found one paper that suggests a positive direct correlation between the negotiator's sense of accountability and their commitments to results. The fact that an organization will hold accountable the negotiator for the negotiation outcome works as an incentive for this person to optimize his/her results, Eduardo et al. (2011). Another study investigated the impact of accountability this time with a focus on face to face negotiation. The study was conducted in classroom environment. Results supported that accountability did not show any positive correlations to coalition performance in negotiation. On the contrary it challenges the standing idea that accountability increases the potential of reaching agreements in the context of coalition negotiations, Robin (2018). Hence overall recent research stays un-conclusive with this regards.

Among the new variables of study encountered in this review was the investigation of entrepreneurship negotiation. Very few papers were found trying to study if there were particularities or differences in negotiation in terms of strategies or process when conducted by an entrepreneur. In terms of findings no clear differences have been identifies, the main recommendation to entrepreneurs in general is the importance of developing conflict resolution style and methods in the very early stage of their business endeavor, Maiti (2019).

II.2.2 Individual Variables

Moving to the individual variables, it is apparent that this topic in negotiation continues to be privileged with a lot of research attention in recent years. Two dominant research streams under that topic emerged: negotiation training and individual variables in correlation studies. The new trends in research work under this topic are rather triangulations, correlating between the social demographics, the cognitive abilities, the mindfulness, the emotional intelligence, motivation, personality and the negotiation style. It has become very rare to find a paper studying a factor in isolation. The amount of paper resulting in this search is huge; but the review will focus on the most recent research production for reason of time and space. This section present alone 50 peer reviewed articles only for the individual variables without counting for the negotiation training research papers. Again this work extends from 2008 to 2020, with a focus on 2018, 2019 and 2020. Because of this new approach in research the study will proceed chronologically rather than by topic.

First, the most focused on topics are emotional intelligence, cognitive abilities, personality and ethics.

One paper here invested in studying the possible relationship between emotions and negotiation performance. Investigating the dynamic between these two variables in term of influence and results. However this study was criticized for its reliance on subjective perception of emotional recognition and negotiation performance results. More recent similar research has opted to reply of subjective perceptions through multiple negotiation simulation games in classroom setting. Interestingly both study researched with evidence to the same finding which is there is a strong correlation between emotion recognition and negotiation performance and outcome, Hillary et al. (2007).

Vidar et al. (2008) present their analysis on studying the correlation between individualistic performance and cooperative negotiation strategies. Results showed evidence that teams composed of cooperative members showed more reliance on integrative strategies and managed to reach to agreement with mutual satisfaction. More interestingly, the groups with only individualistic players achieved higher results and tend to increase the use integrative strategies toward the end of the negotiation.

Yet another paper reviews the studies on personality and negotiation. This paper unveiled an important contribution not only in the understanding of the impact of personality on negotiation results but most important resulting in profiling recommendation to businesses with regards to profile type and negotiation type with the purpose of enhancing negotiation results. Hence, this work open the door to further research work on improving personality assessment and profiling tools, as well as correlating their results to training design, Zhenzhong (2008).

In the study of motivation in correlation with negotiation two papers were identified. One paper assessed for motivation and negotiation style. The results suggests a positive correlation between the two variables, meaning that the stronger the motivation the more competitive the negotiator is. The second paper assessed for the impact of the negotiator sense of awareness, level of reality complexity and negotiation results. The paper concluded that the level of the negotiator awareness of the reality of his/her environment is positively correlated to the negotiation outcome, and the opposite is also valid. As complexity increases, the negotiator is not certain, accordingly the results are poor, Job et al. (2009).

Dimotakis et al. (2012) examine the personality impact factor or bias factor on how the negotiation will proceed. Two other studies has found evidence that friendly personality tends to be more integrative in their negotiation, while less friendly profile tends to be more distributive in their negotiations.

Although the study of emotion in negotiation has found its place early in negotiation literature, the topic of emotional intelligence in negotiation is very recent. Certain researchers have suggested that emotional intelligence should enhance negotiation as a process and as an outcome. Further analysis proves that emotional intelligence can enhance mutual trust and the desire to reach mutual agreement, however cannot correlate directly to the negotiation results, Kihwan et al. (2014).

In the same research interest, another paper investigates the relationship between emotion recognition and management and negotiation. Which findings confirm that this variable is rather more determinant with regards to negotiation success than character and personality, Manuel et al. (2013). These findings are a longstanding consensus among researchers, to the individual difference impact on negotiation outcome, more recent research focusing on the emotional intelligence, personality traits and cognitive abilities has confirmed that negotiation outcome predictability is validity. Meanwhile, other researcher's find this theory invalid and inconclusive, Sudeep et al. (2013).

From another angle, this study focuses on investigating the impact of mental errors impact on negotiation strategy and performance. This paper results are rather shocking and contractive to earlier findings, hence it states that individuals that are highly agreeable and open minded are more competitive negotiator rather than cooperative one, Mary et al. (2014).

Interestingly, some researcher have found interest in the study of country demographics and negotiation performance, in terms of negotiation ethics. Some focused on the gender differences in demographics. Others focused on the ages and generation differences. The general results concludes that demographic difference does create negotiation differences. By which we mean difference in the negotiation ethical code perception. Since ethics and norms are relative to cultures, and it subsequently logical that demographics difference to leads to negotiation difference, Gordana et al. (2015).

Another interesting angle of study is when more factors are triangulated. We have found research production discussing findings from investigating correlations between: background characteristics, abilities, personality traits, motivations, and expectations and beliefs. One paper found a positive correlation between optimistic individual and positive negotiation results. Another paper confirmed a positive correlation between cognitive abilities and negotiation outcome, Hillary et al. (2015). Same results where reached in another paper replying on a difference triangulation of interpersonal traits, Kelly et al. (2016).

Within this research focus, undeniably considerable research was dedication to the understanding of the influence of emotions on negotiation and conflict management broadly. Literature stress that frequently the parties involved in negotiations are not even aware of the emotions they are experiencing and how it is impacting their negotiation performance and potential. Unconscious of the emotion impact on the negotiation process and how it can lead to barriers and complexities in an already complex process can jeopardize the entire negotiation. The literature is stressing on the importance of emotional awareness, emotional control and emotional management during negotiations, Edward et al. (2016).

Moreover, scholars investigated the theory of moral disengagement in negotiation performance. However results come inconclusive. Some would argue that negotiation should be independent from social ethical standards, focus only on context and results. While others insists that we cannot separate ethic from human during any conduct, negotiation or other, Kevin and Chris (2017).

Here is a study that investigated the correlation between the theory of Emotional Intelligence (EI) and negotiators' performance and results. The results of the paper confirms the originally concluded understanding in the broader application of EI in organization, which is that negotiators with a high EI score exhibited more cooperative negotiation style and higher overall negotiation positive results, Katja Schlegel et al. (2018).

Further research was dedicated to the understanding of the individual variables and negotiation performance. Researchers have tried to correlate between certain personal traits and the choice of negotiation style. Due to the large number of variables to study and the possibilities in outcome, results stay inconclusive, Perez-Yus et al. (2020).

As with regards to the research results on training in negotiation the keywords resulted in a lot of negotiation courses and negotiation training offers rather than academic publications on that particular topic. If training was substituted with education then it is possible to extend the percentage of the study findings.

Since this paper is focused on business negotiation, and accordingly we are interested only in professional in terms of negotiation performance. In the world of professionals, training has become the main vehicle of performance enhancement and education. Organizations dedicate a percentage of its annual budget on staff training and performance. As organizations became aware of the value and importance of the negotiation skills in managing inter and intra organizational conflict, a serious investment was made in negotiation skills trainings. Along with that came of course the important to account for these training practice results and ROI on the short and long term. Are these training delivering the impact and the change that is needed and that it promised? Research has reached opposing results. Some research argue that negotiation training is very valuable, because they witness that negotiation training increase

cooperative behavior at work during conflict. While others are very doubtful in terms of long term behavioral change. Literature insist that negotiation training should follow specific design and duration shall it have an impact. However there is insufficient longitudinal studies under this topic to ensure the validity and reliability of either results, Hal (2008).

Same skeptical results in our findings in the literature review assessing for negotiation courses. As popular as they might be, offered by different type of institutions: educational as well as consulting, yet researcher has not invested in the analysis of negotiation courses impact. However, we found one paper, in which the results supports a positive correlation between negotiation courses and negotiation trainee improved performance, confidence and a visible preference of cooperative strategy use during negotiations, Kimberly et al. (2008).

Due to the lack of longitudinal studies dedicated to the assessment of negotiation training and or education, one researcher invested in evaluating the duration of the negotiation training and its impact. Results confirm that the longer the program the more impactful it is on the trainee, Eman (2010).

Today's organizations recognize the importance of good negotiations. For this reason literature continues to investigate negotiation training and education from different angles. We see emerging recommendations regarding enhancing other human skills that enhances negotiations, such as communication and body language. Most important was to identify the appropriate learning methods that accommodates for negotiations to eventually lead to results. One paper here, used experimental learning and simulation games, over multiple rounds. These methods enabled the trainer to witness the trainee in action and get sufficient performance results. In turn provides the participants with timely feedback and then observe for change in performance if any. The paper concludes that with the right methodology negotiation training leads to change, Farida et al. (2012), Claude et al (2013).

The last paper of this part comes to confirm the above results. As more and more business professionals are required by their organizations to work and improve on their negotiation skills, deeper training problems emerged. This time the problem was related to the participant rather than the training content or output. The research emphasis that due to the pressure exercised by the business

necessities participants were exhibiting fear and consequently couldn't integrate well in the training. The solution proposed is the same as the earlier paper, it's all about the training methodology. The use of experimental training and simulation games, enables the trainee to overcome their lack of confidence and improves on training results, Lisa et al. (2019).

II.2.3 Variables Related to the Relationship

As regards the review of the variables related to the relationship, interestingly only the topic of emotion study in business negotiation is clearly getting a lot of attention in recent research. The other variables do not share the same interest.

Under prior negotiation experience impact on future endeavors, very little was found in recent research. However, we found one paper, this study examined the correlation between previous negotiation output and future negotiation possibilities. While the initial results confirm that there is a positive correlation, meaning previous positive experience support future positive negotiations, and the positive situation is valid. However, as the new negotiation information gets unveiled, the power of previous negotiation diminishes, and the current circumstances dominates the results, *Jochen (2010)*

In reference to knowledge and understanding about the other party, after trying a lot of different keywords only one paper was found. It is indeed a very important component in negotiation preparation to profile and research all involved parties, directly and indirectly involved. It is critical in the speculations of the opponent needs, interest, position and preference of strategy. With a better understanding a more effective and efficient agreement can be searched. Even if incomplete information is more typical due to negotiation change and dynamic yet lack of information is severally a challenge, *Jochen (2010)*.

Contrary to the literature prior to 2007, in this section, emotions study in business negotiation science is very present and trending in recent research production. New angles investigating emotions and negotiations surface in the more recent literature. An interest in investigating the impact of emotion on conflict and solution definition during negotiations. The involvement of new disciplines integrating from a multi-disciplinary approach in the study of emotion and negotiation. Emotions in team negotiation dynamic was also investigated. And emotions in virtual negotiation was also present in recent study, *Bilyana (2010)*.

Literature continues to confirm that emotions in negotiation constitute a very viable risk on the negotiation process and outcome. It stresses that emotions destroys mental stability and rationality. The paper we are presenting here highly recommends that negotiators should not negotiate under the influence of any emotion, rather they should be conscious enough to identify and control emotions, eventually end a negotiation if and when they know they are unable to control oneself emotions, Kęstutis (2013).

Literature continues to investigate emotions in negotiation. This paper compare between the cognitive ability powers during a negotiation and the emotions powers. The cognitive ability role and powers during negotiations are clearly studied, however the extent of emotional power is still unclear. Because a negotiator emotions is a two way influence, oneself in perception and the opponent in reaction. , Gerben et al. (2013).

Another paper studied the impact of introducing the emotional factor in the game theory model. This is a model that was design initially perceiving the negotiator as a fully rational party. The results from introducing emotions during a simulation gave unbalanced results. , Clempner (2020).

In 2020, another research appears and is particularly interesting. Based on a consolidation of 64 published articles in this topic, the author was able to confirm a positive correlation between negative emotion expression during a negotiation and opponent cooperation. In the presence of sad person, the opponent will be motivated to make concessions in an attempts to manage the situation that he or she are in, Sudeep Sharma et al. (2020)

As for the topic of power in negotiation it is central in research. Power inevitably influence negotiation process and outcome. Research has shown interest in investing in the understanding of the sources of power in negotiations. In an attempt to try to classify these sources as from the most powerful to the least power, one paper through an extensive exploratory research has identified the following to be the most influential of power sources in negotiation: need, perception, credibility, alternative, relationship, intangible factors, authority, material resources, and knowledge/information, Gordana et al.(2011).

Continuing with the subject of power. With regards to the study of power on individual and joint negotiation performance, the reviewed papers point to

inconclusive results. However it is generally recognized in the literature that with greater power comes greater results in terms of value claiming in distributive games; however more recent research is suggesting that this is not necessary beneficial to the negotiation. Taking a dyadic perspective, joining powers in the purpose of pursuing an integrative negotiation through value creation but lead to greater results. This particular paper results concludes that equal power negotiation creates better, easier and faster agreements than the unequal power games Michael et al. (2019).

II.3 the Negotiation Process and Outcome

As with regards to the negotiation process, very little additional literature was found after 2007.

One paper took an interest in revisiting the traditional negotiation process. The researcher has engaged in analyzing more recent negotiations and attempts to identify patterns in the sequences of negotiation events. Eventually his research disclosed six stages: “*Unilateral Articulation of Positions, Information Exchange, Testing of Positions, Shift in Position, Bargaining Proposals, and Joint Decision-making for Final Agreement*” Girolamo (2013). The paper results that not much different from the traditional negotiation process known in the literature.

However important preparation is to negotiation very little recent research was identified. The lack of literature under this topic is not justified. Like everything in life negotiation needs good and early preparation at so many level. The concept of preparing in negotiation is not limited to an initial activity, yet it is an ongoing activity to support the negotiation since before its begging to its very end. The paper we have found underlines the malpractice where negotiator without preparation assume all their efforts during the actual happening of the negotiation. Failing to prepare for a negotiation jeopardizes not only the benefits resulting from the preparation but increase the challenge of managing information and knowledge optioned during the negotiation. In which case, negotiation results can only fall short. The list of importance of good preparation for a negotiation is extensive, understanding the issue at stack, profiling the opponent, preparing the team, speculating problem, considering concession are only a few, Peterson and Shepherd (2010).

Beside this article, a book chapter was found. This chapter explains not only the value and virtues of good preparation for a negotiations. It also explains how most negotiation failure results from poor preparation. It offers a simple sequential methodology to prepare for a negotiation without forgetting that despite the preparation flexibility is fundamental to conclude your agreements. Additionally it points out to the reader that good preparation is also a great source of power that can create multiple foundation for successful results, J. W. Salacuse (2013).

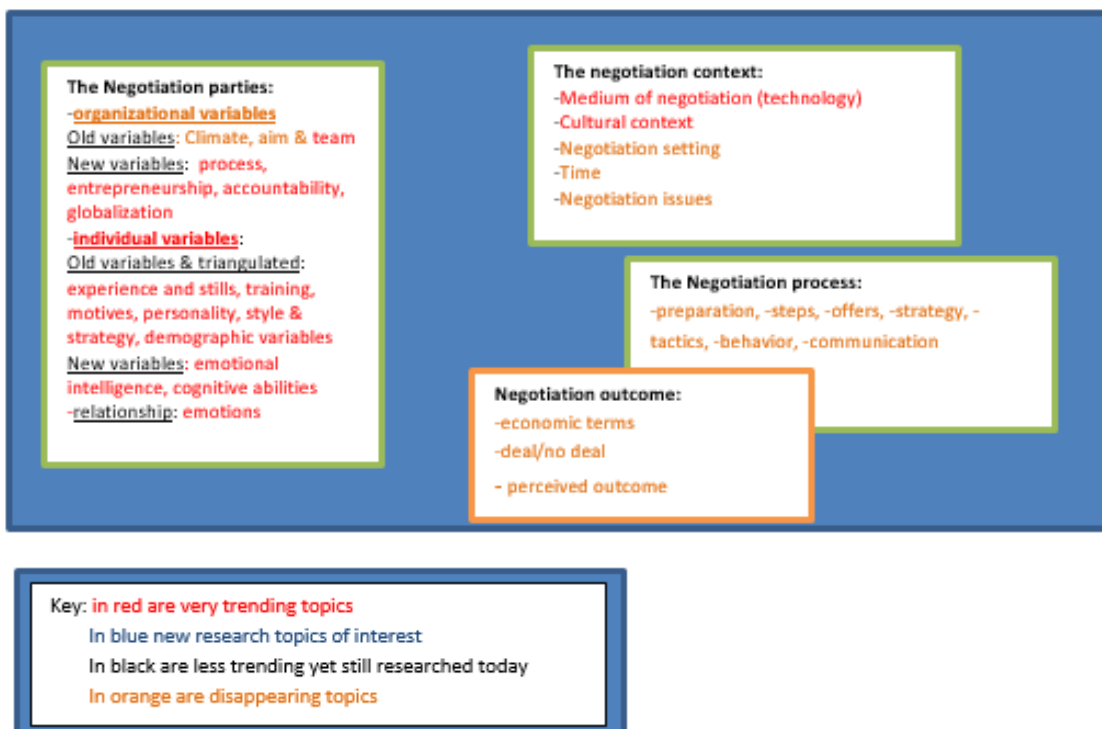
The lack of recent research interest is again present in the study of communication and information sharing in negotiations. Only one paper has been identified. The paper is correlating between the globalization phenomena and the increase dependency on accurate communication and information to support successful negotiations. The study was focused on the element of trust as the core variable based on which communication is free flowing and information is safely exchanged. The importance and value of trust in cross cultural setting is also very important. Trust elevate cultural difference, and install a sense of safety. The paper stresses that if and when trust is a pertinent value in the organization culture and amongst its partners, more cooperation will be possible, Lopez et al. (2018).

Under the same topic, one last paper was found on negotiation outcome. The paper has for objective to assess for the influential relationship between “negotiation processes and contexts” on “outcomes”. The results did show a clear and strong relationship between process and outcome. Interestingly, in a continuum to the above article, again the variables of trust is present. Considered here as a moderator factor, in presence of trust the context becomes very influential on the outcome. However, if trust is not established, the context cannot exercise the same power, Irmer et al. (2009).

Based on the above, all the other factors from Andgal’s model have been researched for updated. If any variable was not discussed, this would be due to the lack of related references available in recent literature. Accordingly, they are not represented in this section, however they will be referred to in the revised model below as disappearing research topics in business negotiation today.

Part III. General Conclusion and Future Research Orientation

After extensive efforts to update the literature review on business negotiation research trends, and building on Andgal's research model with its four constructs it can be deduce that the dominant research topics in business negotiation research are very much the same today. In an attempt to reflect the updated literature reviewed we refer back to the same model and represent our findings in figure (2) below:



Based on Henrik Agndal (2007)

Model revised by the author, Figure (2), Findings review 2007-2020

To represent the consolidation and conclusion of the study findings we returned to the original model of 2007. For that purpose we coded the new content using different colors, each color highlights a different category. The categories are segregating between the research topics are that most present and trending in recent research interest from those that are disappearing from the recent literature. However, figure (2) above proves that the main research categories have clearly stayed the same. According to our findings and our choice of research coding: research topics highlighted in red are the research topics which are currently with abundant research production and continues to be at the center of researchers' interest. While the color coded in black is used to highlight research topics that continues to exist, with fewer research production, reflecting less research interest. The orange color is used to identify the research topics that results in one or no papers. And finally the blue was selected to identify for the fully original research topics.

In discussion of the above updates. Our findings confirms that the research in the topic of negotiation parties is rather very active in terms of production, with new variables being introduced. Attention is given to the study of the individual variables with a particular focus on emotion in negotiations.

With regards to the negotiation context, less production is visible. A clear growing research interest in the technology in negotiation appears, justified by the pandemic impact. As well as a consistent growth of interest in the understanding and investigation of culture and negotiation, again justified by the globalization of businesses and so processes as well. Meanwhile, negotiation process and outcome construct are gradually disappearing from the recent literature. Certain variables are present as secondary, indirect, triangulated variables yet not as central independent research interest.

Overall, from the original model release in 2007 business negotiation research has witnessed a shift of interest between the already existing main research categories. No fully original topics have been identified. It is believe that such a result proves rather continuity. The four constructs which emerged from the original model are the foundations of negotiation science and research and continues to be. The shift of interest appeared above is explained by the evolution of how organizations are run, environmental factors as well as by social evolution: such evolution include the wider use of technology, globalization, as well as better awareness of such issues as culture, entrepreneurship and emotions.

Most Frequent Recommendations for Future Methodology and Research Topics

For our endeavor to deliver useful input for research value the study found important to consolidate the most repeated research methodology recommendations across the papers reviewed. Only consistent recommendations are summaries here below: the first is the preference of using businesspeople, professionals, rather than students as research subjects; the second is the need for more work on real-life negotiations rather than simulated contexts; and last more attention on sequential negotiation episodes and the study of interaction processes.

With regards to the study expectations of “what is next” in terms of business negotiation research. The paper suggest that more exploration could be expected on the intra-organization negotiations in multiple generation context/conflict. As a result of the Covid19 pandemic, more work will be needed and expected on the enhancement of e-negotiation practices and results. Also in alignment with current focus on the individual variable study in negotiation it is expect to see more complex triangulation among these dimensions to help improve negotiation training and education. Emotions and cognitive variables in negotiations are expected to continue to receive attention from researchers.

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المفاوضات في سياق الأعمال التجارية: ماذا حدث منذ عام ٢٠٠٧؟

مقال مراجعة الأدبيات (٢٠٠٥-٢٠٢٠)

د. شيرين جمال سليمان

الملخص

الغرض الأساسي من تلك المقالة الخاصة بمراجعة الأدبيات هو تقديم رؤى في أبحاث مفاوضات الأعمال اليوم، حيث تقوم هذه الدراسة بالتعرف على أحدث الموضوعات والاتجاهات البحثية. مستندة في ذلك على مشروع العمل السابق الذي قام به Henrik Agndal (٢٠٠٧) والذي أجرى مراجعة أدبيات مفاوضات الأعمال التجارية خلال الفترة من ١٩٩٦ إلى ٢٠٠٥. وبعد مراجعة ما يقرب من ٧٠ مقال تغطي الفترة من ٢٠٠٥ إلى ٢٠٢٠ وبالتركيز بشكل أساسي على الأبحاث والدراسات التي تم إجراؤها بالأعوام ٢٠١٨, ٢٠١٩ و ٢٠٢٠. توصلت الدراسة إلى التأكيد على محتوى نموذج Henrik Agndal (٢٠٠٧) من كون مواضيع البحث المهيمنة لا تزال قائمة. ومع ذلك، فإن هناك تحول في الاهتمام يتمثل في زيادة حجم الإنتاج الأكاديمي الناتج عن احتياجات بيئة العمل. مما أدى إلى إنتاج بحثي مهم في مجال: التكنولوجيا والتفاوض وكذا الثقافة والتفاوض، والمتغيرات الفردية والتفاوض. وقد أكدت نتائج وتوصيات الدراسة على أهمية الانتباه لأبحاث مفاوضات الأعمال.

الكلمات الرئيسية: المفاوضات التجارية، وبحوث التفاوض، واتجاهات بحثية