

THE IMPLEMENTATION OF NEGOTIATING STYLES IN AGROTOURISM

IASMINA IOSIM¹, TIBERIU IANCU¹, GABRIELA POPESCU¹, SIMONA MARTIN¹,
DIANA MARIN¹, BIANCA RADAC¹

¹ *Banat's University of Agricultural Science and Veterinary Medicine from Timisoara, Romania*

Abstract: *Through negotiations it is followed the accomplishment of bilateral winning situations, using a series of media and creative techniques through which participants can raise bargaining at the negotiating table with the feeling that they won. Currently, the negotiation style means predisposition and inclination of a negotiator to seek behaviors, to use certain techniques depending on personality and culture or origin. Areal culture, traditions and customs are elements that are intended to be put into value through agrotourism. Communication is a vital part of personal life, and plays an important role in business, education, tourism and in any situation where people meet and interact.*

Key words: *agrotourism, negotiation, specific, style, influence*

INTRODUCTION

Negotiation, like a chess game, is played by certain rules. The main difference that arises between them is the fact that in the negotiating process, the other parties does not have to know the rules by which the others play. In this way, the answers will be predictable based on the movements made by the partners. Most often, is to be achieved through negotiations some bilateral gain situations, using a range of media and creative techniques through which participants can raise from the negotiating table with the feeling that they won. Agrotourism is one of the activities in which negotiation occurs on a large scale, in a form more or less conscious.

MATERIALS AND METHODS

In the second half of last century agrotourism has become a growing extent, came to be practiced almost on the entire European continent. Rural areas, by clean air, by nature and green spaces are fit for rest and recreation and thus agrotourism goes as a general trend in world tourism.

Agrotourism is an alternative to solve the problems facing rural areas but also for city problems, as opposed living environments.

About agrotourism we can not say that is a new activity because tourist accommodation was made for a long time in a form more or less organized. Most of the inhabitants of Europe, North and South America, Australia, New Zealand increasingly prefer holidays in the country side.

Agrotourism can help the economic recovery of the villages, but this activity is mainly influenced by the benevolent attitude of the villagers.

Being practiced on a wide scale in a more or less organized way, agrotourism is an activity in which the negotiation styles of each region or nation are clearly differentiated mainly because the environment is more distinct, characteristics of each local community, culture and way of thinking.

The purpose of this paper is to highlight the features of each style of negotiation and their reflection in the agrotourism activity.

RESEARCH RESULTS

Defining the concept of negotiation, was done through the domain specialists who embarked on this step. Mircea Malita defines negotiations as "competitive processes

enabled within some conversations by one or more parties who agree to watch together achievement of an optimal and safe targets fixed in the content of explicit solutions, jointly agreed" [1].

In the negotiation process are taken into account the following principles:

- The application of competition law or the law of value
- Knowledge and application of the legislation, customs and international trade law, uniform rules;

- Respect benefit for each participant;
- Delimiting negotiations from the commercial activity;
- Respect and mutual trust;
- Co-operation, mutual assistance and promptness;
- Compensation for material interests;
- The principle of politeness.

Asian negotiation processes rely heavily on relationships preferring to trust in negotiation partner than in the contract that they sign.

Almost all Asian countries receiving position is represented by a small tilt, palms adjacent aimed at making the reception. A person that is received must respond with the same inclination, but with the difference that the hands must be on the same level or even higher.

In the negotiation process, Asians consider that the promises and obligations assumed are made, and that they are assumed by the person to negotiate and not the organization that person represents. For Asians, signing a contract is the beginning of a working relationship, while the in the opposite in signing a contract the Americans see an end.

When negotiating with partners which are Asians, we should not focus on eye contact as for them eye contact is considered bad manners, while American negotiators lack of eye contact can be considered hypocrisy and even deception. The most important aspect in the process of negotiating with Asian partners is to ensure that their negotiating partners are of the same opinion with them.

Chinese negotiators first examine the relationship between the parties, assessing what is correct and then verify the legal requirements for conducting negotiations.

At the time of the negotiation process, must be considered a withdrawn approach because an unruly behavior may offend Chinese partners. In their business, Chinese partners based on building relationships with business partners, using this work smoothly even in the form of technical constraint. There are situations where if Chinese negotiator partner does not agree with the contract or project in question, he is accused of seeking to ruin the relations of friendship.[2]

In the process of negotiating with Chinese partners was underlined very strongly a tendency to place the needs of the group above personal ones. Thus, it meets only one negotiation, but a whole team, being a common decision. Should consider the concept of mutual concessions, the Chinese concept that is encountered as the *guanxi* concept. This concept applies but is discreetly found in all negotiation processes, it is actually sitting in the base of Chinese society. If someone does someone else a favor, is expected to receive something in return. It is not precisely clear what he wants in return and when to receive, but the obligation of other person must begin to be part of their relationship. This concept is found everywhere in China, not just common business practices but also in relationships as diverse ranging from relations with government and by informal relations. Another important aspect in the process of negotiation with Chinese partners is the respect for the opponent's position. Particular emphasis is given to appearances and negotiation are few cases in which Chinese partners do not speak to support or oppose the suggestions offered

by business partner because they are too busy not to ruin their reputation or the business partner reputation.

Chinese people really like to negotiate and this can be observed in all aspects of everyday life not only in business relationships. In the negotiations, the Chinese goes up and then make concessions, which to respond also negotiating partners in the spirit of the concept of guanxi.

Korean negotiating partners see the understanding itself as a starting point and not as a final solution. A peculiarity of Korean negotiations is the fact that they do not believe in the concept of guilt and thus bargaining situations where you can not reach an agreement will be invoked divine destiny as an excuse for the failure of negotiations.

In recent years, India has made huge progress in terms of economic development. But this progress, unfortunately, did not led to an improvement of life for all residents, but rather meant a more obvious line of demarcation between the different social classes. Indian negotiators attach particular importance to morality, which has its roots in religious life very developed in India. In their negotiation process they focus on skills and goals of the organization, but this achievement is regarded as an individual achievement, not a team one.

Indian negotiators are distinguished by the style smoothed over time and reflects their qualities both as an individual and in small part style organization, and default print culture and country of origin. On the processes of negotiation, Indian negotiator must play the role he knows best aiming improvement.

In negotiations, the Japanese avoid to say no and yes, for them it is just confirmation that what they heard was addressed and not necessarily agreed with the other partie. For this reason, in the process of negotiating with Japanese partners, this should be considered and they must not be addressed with answers by yes or no, but they should be addressed with open response questions.

No matter how much they have adapted to the culture and Western civilization, it is considered bad manners from a Japanese to refuse an older person. Disagreement with a particular proposal is not clearly expressed in the culture of negotiations with Japanese partners, most often dressed in forms like "it will be hard, it will be difficult, etc.

"In Japanese culture tact and politeness are valued more in comparison with the accuracy and the words do not always mean what they seem. During the negotiations with Japanese partners must not forget that there is a big difference between what they say and what they think. Japanese culture is characterized by social spirit "we" always have priority ahead of "me", a group is more important than the individual entity. If Japanese greeting the person with the lowest position in the hierarchy will tip first and much lower [3].

Strong sense of belonging to a social group print also in business relations. Thus, in the negotiations with groups of Japanese is very difficult to identify the chief negotiator, the person delegated to conclude or terminate the negotiations, it is very likely that this person does not exist.

If in the case of Chinese we met the concept of guanxi, mutuality, in Japan we meet a similar concept, the concept of kashi which literally translates to the term of loan. This concept has great applicability, being found in all areas and at all levels. It is stressed how this concept is applied in business and here we find a very broad range of applicability. When negotiations begin with a person you do not know or who come from an area that they do not know the Japanese use a specific tactic that to some people it may seem unfair.

In terms of business with Russians bear in mind that communism has removed any incentive from their lives, in addition to not having an entrepreneurial spirit. And today, even if they are in the process of transition to market economy and sequelae influence is still felt the 70 years they lived under a system where the only employer was the State and there is no other option. In the negotiation process, they are distinguished by initial applications very tough expecting expression of respect from their business partners. To begin with good negotiation process with Russian business partners is necessary to document on the individuals concerned and expressing admiration for them [4].

Russian negotiating style is very bureaucratic, and so they are not afraid to show their authority, which can be very frustrating for partners.

Among negotiating tactics they use, denial occurs mainly as a means of testing the strength of business partners to determine its conclusion that business. In their typical style and given that conditions they think they are due respect, they are not shy to voice their reasons for concern even if this puts business partner in trouble. Russians are egocentric business partners, they are not interested in mutual gain. For this reason, in tense situations, it will be very hard to push them to focus on common interests and thus diverting attention from the position taken.

Russians see negotiations as an opportunity to get into a better position or in a position where they can enjoy a higher power than the other part to the negotiation.

In situations where Russian negotiators traveling abroad to conduct certain negotiations are used in these cases the time factor in a very favorable way to their goals. When negotiations are conducted abroad often do not use the services of hotel accommodation but rents villas to offer the impression that they have all the time at their disposal. At the beginning of negotiations even tend to postpone them, followed when they least expect to apply the tactics of "Take it or leave it" arguing that it is urgently requested return in the country.

Russian negotiators are internationally acclaimed as the very best in price negotiation processes as they are very small concessions to the price originally requested. Although at first glance, Russian negotiating style seems unattractive style, it has the advantage that once entered into contracts with Russian partners they offer respect and expects their partners to respect.

When we refer to peculiarities of negotiations in the Middle East should pay particular attention to ethnic differences in this area. Thus, our negotiating partners, we can call Arabs only if they come from the Arabian Peninsula, namely Saudi Arabia, Iraq, Jordan and the Gulf states. In the case of negotiations with the Egyptians, we are careful not to call them Arabs, and if we use the term Persian for the Iranians as they are very much proud of their Persian origin.

The old traditions of Islamic culture will influence the negotiation style of Islamic. Before beginning negotiations the partners need to know and respect the traditions of the Arab world. Just for this purpose it is given longer period in which negotiating partners have to adjust to the values, the culture of the other.

Arabs are characterized by hospitality, which demonstrates very concerned about social relations. Business Partners are given a period of time to be able to gain the trust of Islamic negotiators.

The negotiation process is marked by a very rough start, things taking place at a very high level. But as Bill Scott said in his art of negotiation "discussion can be very tough, but in this extended social conversation can arise mutual respect and real possibility of a deal". [5]

Attitude towards time is another feature of Islamic negotiation style. For Arabs, the time seems an unlimited resource, which is based on the Arab cultures that are polychronic cultures.

This can sometimes harm the negotiation process because some partners may feel frustrated or offended by the attitude of the Arabs.

Those who want to negotiate with the Arabs must arm themselves with patience because during negotiations often take place several delays or interruptions. Arab culture puts first obligations to family, to friends and respect traditions.

For a smooth negotiation process it should be planned as the hours of prayer the Muslims. Often times when negotiations with the Arabs reached a critical point may occur interruptions consist of various phone calls, signing some documents, visits from other business partners, etc..

The same attitude is reflected in time and respect deadlines. Often deadlines are interpreted as would be threatened and crammed into a corner. In this situation, the problem get them to do something within a certain time frame.

It requires a means of pressure on the place to make them take action. Every culture has its own means to exert pressure in order to obtain results, and in the Arab world is nagging that other cultures would consider it impolite. Here is the saying that if you were not teased by an Arab, you were never teased.

As a negotiating partner, Arabs seek proper business end, which is characterized by a satisfactory level of profit. They are not people who pursue profit maximization at the expense of business partners, they are satisfied with reasonable levels.

A very important step is the table's business must be conducted in accordance with the traditions of Islamic peoples. By tradition, for Islam is prohibited the consumption of alcohol or pork. Also must be taken into account periods of Ramadan, time eating and drinking are prohibited from sunrise and before sunset.

Of negotiation styles found in South America, Brazilian negotiating style stands by its characteristics and by using it more widely.

In the style of Brazilian negotiation and persuasion tactics are receptive to what transmit business partners. These tactics are combined with seduction tactics.

Receptivity is defined by the desire to understand the other party's ability to listen, empathize with business partners and encourage their participation in the negotiation process and by the search of common points.

Seduction Tactics based on the approach is based on negotiations in an effort to conquer the opponent and cause it to adopt a certain position, by giving the impression of cooperation and not the opponent. The techniques used in this tactics are the disclosure of information, admitting errors, motivation negotiation partners and their satisfaction.

In Latin American culture is placed great emphasis on verbal agility and therefore Brazilian business partners tend to respond quickly, often occurring situations in which they respond to questions as soon as they get the message even if the other party has not finished formulated question. Such behavior is part of Brazilian culture and during the negotiation process should not be disturbed by its adoption [6].

In direct confrontation Latin American culture is considered to be dangerous and therefore in the process of negotiation, the Brazilians will avoid as much as possible direct avoid.

English attaches great importance to national origin. United Kingdom includes England, Wales and Scotland. and the United Kingdom of Great Britain includes Northern Ireland. Of the four countries that make up the United Kingdom, about 80% are English and prefer to be called English, not British.

This sensitivity is due in large part to their problems they have with immigrants. The desire to achieve English business, as scheduling appointments should be made well in advance as they organize their lives after the British calendar. At meetings, must demonstrate punctuality, being shown to get early. There are few situations where an English will be interested and will address personal questions to business partners.

In business relations with French must not forget that France is a very centralized country where the government, banks, power industry and other fields rooted in the capital. French appreciates elegance and therefore business relationships more formal attire is required than in negotiations with organizations in other states. In all kept, it attaches great importance to accessories, so a handkerchief from his breast pocket and a silk scarf can betray extra attention to detail [1].

French are logical people and this is reflected in the sales which appeal to reason and logic, and very little to feelings.

In negotiations, when a Frenchman says "yes" we can understand "maybe" and when they say "no" we understand that it is time to begin the negotiation process.

In relations with the French must be punctual, because delay is considered an insult. Welcomes business relationships should be limited only to a short-hand tightening only appropriate friends kiss on the cheek. If business partners are women, for a person to address them must use the term madame even if they are not married.

In the negotiation process they are firm and insist to use French in negotiations. And their stage relationship building is very important, is an opportunity to learn foreign negotiators to have faith in them.

They often resort to using a horizontal negotiation style the concludes a preliminary agreement, an agreement in principle and then to a final agreement. During the negotiations should not be given to the label because they will feel easily offended if the are called by their little name.

Germany along with the German side of Switzerland, is a low power context regarding business negotiations. Germans focus on understanding itself, not the relationship between the negotiating parties or the environment in which the contract is signed. They are the masters of business and once a contract has been concluded will be strictly respected [7].

At first the Germans seem formal and cold. They need some time to relax in the presence of business partners. German businessmen attaches great importance to titles and business relationships always have their partners to be addressed with the professional title. In negotiations, strong German style is characterized by being well trained, conscientious, organized and systematic.

German business advantage is the preparation of the offer, they identify the exact business they seek to conclude its shape and alternatives that will be raised during negotiations. They are characterized by punctuality and speed and efficiency. Expression have a clear, firm, declarative, not flexible, even proving reluctant to make concessions and compromises.

Northern European countries are characterized by a less aggressive negotiating style and negotiators from these countries show a degree of reticence regarding entry into the social environment into the negotiations, but they can be easily conquered in the early stages of the process negotiation.

They are characterized by calm speech pattern with clear and explicit expression. They are generous in providing details about their own situation and argues offers made precisely in order to give their business partners a more complete picture. In the decisional process, they demonstrate creativity.

For northern Europe businessmen an important role in their concerns is the environmental protection and nature conservation. For them quality of life is a goal ardently pursued by what they do. In business demonstrate individualism, being willing to take some risks.

Swedish are distinguished by the Finns and Norwegians by the fact that their style is heavily influenced by the American and Swedish bureaucratic system. And Danes, depending on geographic location, may adopt an appropriate negotiation style close to German style or close to northern style .

In business negotiations, the main strengths of northern negotiators are the frankness and openness of exploratory phases when may occur great creative possibilities. Those who want to enter into business with northern Europeans should show flexibility and creativity, being willing to explore their situation with northern European partners.

Direct negotiation is specific to Americans, but often non-American relations with their partners negotiating style may seem a abrupt and openness and sincerity of approach can be considered offensive. [7]

In the first phase, the negotiations recommended that Americans should not raise claims because their goal is to close the deal without unnecessary delays. With interest strides forward in the negotiations and is complete as soon as the Americans are characterized by thinking much faster than their negotiating partners. Sometimes Americans think they can conclude negotiations in a few hours while their partners feel that they need some days for those negotiations.

Americans are more likely to negotiate without the allies. It is not uncommon for an international negotiation, the American side is represented by a single negotiator with full powers of decision. American business attitude like if they want to do business with us, to learn our language, may seem extremely arrogant for their business partners.

For American partners, is of particular importance willingness to do business in their own language, especially if it is their first foray into their country. Americans do not like silence. For them 15 seconds of silence can mean eternity. For Americans, negotiation is a competitive process and constructive with the value of a ping-pong game.

Americans are individualistic negotiators seeking personalities achieving success through negotiation, especially with good business traditions and negotiations.

They are characterized by very good technique by focusing on the task they have to accomplish and often ignore the importance of establishing a lasting relationship with the other part negotiator. They believe that after the negotiations will find time to get to know better those who were negotiating with [8].

American negotiators spend some time in prior knowledge of partners and pass quickly to the next phase, the exchange of information. For them construction phase of a relationship is very important, prevailing stage of information exchange and influence negotiator on the other side of the bargaining table.

American negotiators are short-term oriented and this thing may contribute to the ignorance of knowledge of adverse negotiators knowledge that would lead to the establishment of a long term relationship based on mutual trust.

Americans rushes enthusiastically in negotiations pursuing the gain. They have a great concern for rhetoric, with particular emphasis on construction techniques and messaging and the persuading power.

They send explicit messages , clear and direct during the negotiations. Often in discussions they appeal to logic. Their presentations are the well developed, motivated, designed to attract the interest of the auditor's easy sometimes to warm spiritual atmosphere.

At the beginning of negotiations they adopt a moderate position. During negotiations sequentially addresses problem by problem, while concessions are made gradually. If their demands exceed original acceptable levels after they make these concessions will reach a level good enough, but with the concessions they expect that their business partners to do the same. In the negotiation process, Americans demonstrate high professionalism.

American negotiators are adept of tactics to their advantage and they assume that others play by the same rules. They are interested in the package, namely the way in which a product or service is presented.

American negotiators have the advantage of using their mother tongue in the negotiations thus making understood by their partners. Where they are forced to negotiate in another language they can look puzzled.

Time is very important in the negotiation process, as we have said, hence the famous expression "time is money". They are punctual to meetings and feel slighted if their partners delays. Since the beginning of the discussion they go straight to the point, establishing a program agreed with the other party program that they want to respect.

American negotiating style differs from other styles of negotiation by the fact that demonstrates exuberance, professionalism, ability to negotiate special offers and interest packed for presentation.

CONCLUSIONS

- Due to the fact that currently agrotourism has a large scale is practiced in almost all countries of the world through an established framework in a more or less measure different, negotiating styles are distinguished in a very clear way. This is especially obvious when the participants in the negotiations from other areas are not familiar with the specific style.
- Within negotiation process, Asians consider that the promises and obligations assumed are made, and that assumed by the person to negotiate and not the organization which that person represents. For Asians, signing a contract is the beginning of a working relationship, while the opposite by signing a contract Americans see an end.
- In terms of business with Russians should be taken in mind that communism has removed any incentive in their lives, in addition to the fact that they have no entrepreneurial spirit. Banning religion during the communist regime, evolution of profitable private business led to the disappearance of moral or financial motivation to do something for society.
- When referring to the particularities of negotiations in the Middle East should pay special attention to ethnic differences in this area.
- Negotiation of the styles found in South America, Brazilian negotiating style stands by its characteristics, and using as widely as possible.
- The desire to achieve business with English, as scheduling appointments should be made long before the because english organize their lives after the British calendar.
- The French are logical people and this is reflected in the sales which appeal to reason and logic, and very little to feelings.
- The ace of the German businessmen is the preparation of offers, they identify the exact business they seek to conclude its shape and alternatives that will be raised during negotiations.
- Northern European countries are characterized by a less aggressive negotiating style and negotiators from these countries show a degree of reticence regarding the entry

into the negotiations and the social environment, but they can be easily conquered in the early stages of negotiation process.

- Direct negotiation is specific to Americans, but often in relations with non-American partners may seem like an abrupt negotiating style and openness and sincerity of approach can be considered offensive.
- American negotiating style is the style of literature addressed due to its influence. For Americans, negotiation is a competitive process and constructive capacities of a ping-pong game.
- American negotiating style differs from other styles of negotiation by the fact that demonstrates exuberance, professionalism, ability to negotiate special offers and interest for packaging for the form of presentation.

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