

## PLANNING STRATEGIES IN NEGOTIATE CONFLICT SITUATIONS

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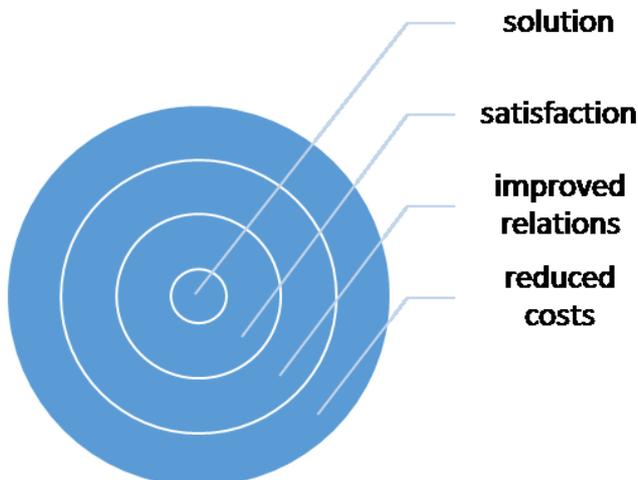
### ABSTRACT

Disturbed harmony during the interaction between individuals means the beginning of a conflict. The misunderstandings may occur when the choice must be done, but such differences, especially if they are handled properly, resulting in more efficient and creative solutions. It is difficult, but not impossible to transform the differences into the opportunities. Effective dialogue involving listening and speaking skills is required, well planned strategies are needed, and interests shall meet. It leads to association and stronger negotiating position. Interactive set - the coalition of individuals will be created, which will lasts until the common goals will be achieved. That also includes mutual communication of all parties involved, concerning the important issues, and aimed at the finding solution for the problem. Concerns transform into the management of conflict situations by degree of assertiveness - individual strives to accomplish the desired results and solutions. Through the increasing of the level of focusing on collaboration - the individual is directed to work with others to achieve common goals.

**Key words:** conflict strategies, negotiation, coalition, planning, cooperation, trust, authority

### Introduction

One of the oldest human activities is the daily use of the negotiations in the private and business communication. Negotiation means the ability to adapt, and it is successful only when the all parties involved are satisfied with the final outcome. It requires each party to be aware of its own objectives, and its own abilities, to be able to foreseen possible developments, and thus to determine its own expectations. That brings to overlapping of the objectives, the conflict of interest.



Different approaches during the searching for the appropriate solution, generating different costs and benefits - profits. It is estimated specifically through the satisfaction from the results, the effect from the correlation, transaction costs and the repetition of the conflict situation that evaluates the durability of the solution.

Negotiation means the ability to move from its original position by considering a number of options (a common dimension) from which the negotiation could start.

Common dimensions for parties involved in the negotiations for finding a common solution would be a decision to work together, good working relationships, good will, the desire both sides to “profit” from the accepted solution, a commitment to resolve the problem, the benefits that these negotiations will bring to someone else. This is primarily in the planning and all options need to be considered, the active listening and awareness about the overlaps. Emphasis is referred to human resources, interpersonal relationships which should be based on authority, trust and fairness.

The authority is perceptive identity that combines the main features and personal achievements, the behavior and the impression which is left during the personal recognition or collected from other sources.

Trust is a belief and willingness and personal readiness the behavior to be based on the words, actions and decisions of another person. If an individual stick to the given word and is therefore appropriate rewarded, or if the fear exists of the consequences that would follow if did not act as was said, it is a trust based on viability. If however, there is respect for each other and predict of interrelated actions and intentions, respectively representing of the interests like its own, then it is a trust -based on the identification.

Managers through their managerial functions and activities create and use strategies by which they acting in conflict situations, in situations where conflict is constructive and on the optimal level, which generates diversity that leads to innovation. Managers undertake many activities to resolve the conflicts. Especially important: methods for basic, preventive action and methods to reduce conflicts. Methods for basic, preventive action include:

- ✓ highlighting the long-term organizational goals and effectiveness, if employees perceive “global” picture they will work to achieve the organization's goals;
- ✓ establishing of stable, well- structured tasks, to the point where working tasks are thoroughly defined, understood and accepted by employees, therefore, the specification and structuring of the work reduces ambiguity.
- ✓ increasing of the intergroup communication, efforts to increase dialogue and share information assisting to disappearing the suspicion, and to increase the opportunity for greater teamwork.
- ✓ avoiding the “winner – loser” situations, through creating of the system of rewards, that enhances organizational effectiveness, and creating the situation to agree decisions acceptable to all.

With the using these initial or preventive strategies to reduce conflict situations, energy is used and direct to the constructive efforts for resolving differences and achieving results that correlate with the organizational goals .

Very often managers are more interested in reducing, rather than stimulating the conflict. Reduction methods decrease the level of conflict “leaving things to cool down”, but do not solving the issues and problems that actually caused the conflict and raised its level. (Кралеv, 2001:271) When conflicts are unavoidable, something is needed to be done. Possible are two general approaches:

- ✓ attempt to change behavior
- ✓ attempt to change attitudes

If the behavior is changed, it is possible to reduce the present conflict, but between the organizational groups still remaining the impatience. The change of attitude can improve existing relationships, but this process takes longer because it means a change in the social perception.

**Material and methods of work**

The methodology included both quantitative and qualitative methods, based on the goal to obtain complete picture of the degree to which companies in a transitional economy include mission statements in the strategic planning process. Furthermore, the research process included analytical descriptive methodology, with the intention of selecting relevant data about the components and determinants in the strategic systems and practices in the human resources management, i.e. conflict management. These components and determinants, based on the methods of prevention of actions for conflict reduction should enable construction of concepts for conflict management proposed by the involved parties, with the implementation of key nine questions for the managers (Johan M. Thomas, Wappen G. and Bennis Wappen).

**Results and discussion**

From previous research in this area of science, can be seen that attitude synonyms of conflict have a negative connotation. In such a negative dynamic, it is difficult to manage conflict because the whole atmosphere is filled with hostility and distrust, anger, frustration and resentment. The process of negotiation, starts with communication criticizing, blame, negotiation topics are vague and nonspecific.

But the purpose of this paper is to try to change such attitudes, ranging from basic thesis that negotiation is the ability to adjust, based on authority, trust and fairness.

How to make the change? Output, or decision covers three levels of solutions:

- cognitive solution - to change the way the parties perceive the situation to be, perceived, as if the conflict situation was successfully resolved,
- emotional decision - changing emotions, reduce emotional energy, trying to rebuild trust, forgiveness,
- behavioral solution - introducing new solutions, determining new ways of behavior, new contracts in the future will be respected.

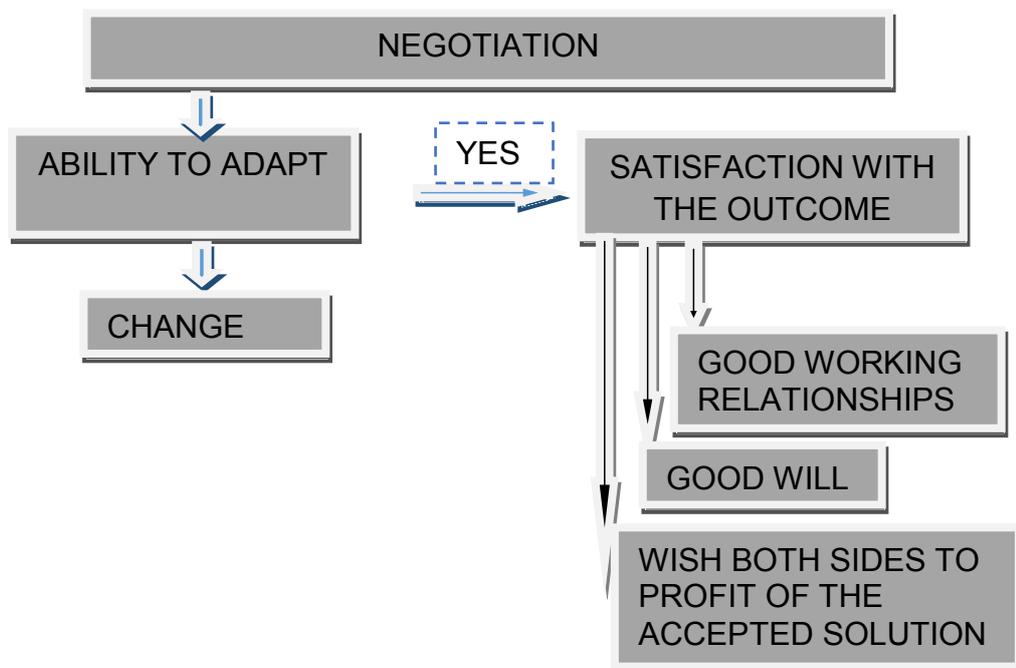


Figure. 1 Negotiation - the ability to adapt

This is achieved with the practical application of the following nine questions, with honest answers of the parties involved. (Johan M. Thomas and Wappen G. Bennis Wappen formulated 9 basic questions that managers should adhere to when considering the concepts offered for managing conflicts of stakeholders)

1. Which of the identified losses or hazards caused by losses affect each of the parties involved to understand the conflict?
2. How each of the parties defines the essence of the conflict?  
Does each of the parties involved have an accurate representation of the interests of the other side?  
Does the alternative definition of the essence of the conflict, can lead to easier finding of a common solution to the existing conflict?
3. On which way can each party remain impartial in dealing with the other party?  
What is his or her final orientation in approaching to the conflict - cooperative, collaborative, separating, avoiding, adjustable?
4. How the behavior of the parties influencing the behavior of the other party?  
Does the each party in the conflict aware that the behavior of the other party is partly responsible for its own behavior?  
Who are the efforts that each of the parties involved makes for resolving the current conflict?
5. If things are left to develop on the way how they are developing, what would be short-term results, and what would be long-term results?  
What initial effects would have this situation on the following situations?
6. To which extent the person's behavior could be changed during and after the exercising of the use some of the existing models for dealing with the conflicts?  
Are these predispositions compatible with the requirements of his or her position?  
To which extent the human behavior could be changed after the experience gained?
7. Does the each party involved has a role to represent the interests of a large number of individuals?  
What are their expectations about the behavior of the party who represents them?  
How big is their power over the person who represents them?  
To what degree they can notice his or her negotiating behavior?  
Who are other relatively neutral observers?  
What kind of behavior would encourage or discourage?  
How much power do they have on the parties involved?
8. On which way the difference in the responsibility creates a conflict of interest?  
What is the relative importance and frequency of competitive points vs. common problems related to the whole?
9. To which extent the parties involved are able to resolve the problem that is of great importance?  
Are there rules that dictate or force the negotiation of specific subjects?  
What is the way to involve the stakeholders, by the side of their negotiators?  
How often the parties negotiate?  
What is the number and composition of people present during the negotiations?  
How often is present the impropriety?  
Are major systems have some form of insurance for a given conflict situation by presenting the solutions when the parties involved are in a hopeless situation?  
What are the regulations for the involvement of third parties in resolving the conflict?  
Are the skills and knowledge of the third party sufficient for resolving the current conflict?

### Summary

In reaching agreement about rules and procedures, to reduce tension and unpleasant atmosphere. Apply, creative way of making the negotiations, start from something known, make comparisons that encourage new ideas and new solutions. In such a way, improves the communication process, improves understanding and active listening, which are found common points that lead to the final common solution to this particular problem. Increasing alternatives of stakeholders, through which perceived desires to achieve their own goals which are essentially different. But, the building's ability to adjust to improve working relationships, creates desire for „profiteering,, of mutual human relationships founded on authority, trust and respect.

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