

Project Information Management Use in Communication and Negotiation Skills

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Abstract: *The paper examines project management use in communication and negotiation skill. The paper also consider Facebook as a technology media tool for e-negotiation, communication methods and some major trends in the technology (Information Systems) regarding negotiations. Project management needs the right skills to meaningfully improve best performance. The project manager also uses his whole time to communicate effectively. Communication however, is achieved only when the complete message is understood. Therefore, communication should be encouraged for a good team build to create a better working environment for all stakeholders. The limitation of the study as argued by some critics is that the findings reveal “nothing new”. The study has its benefits of providing the evidence and confirms some of the express means of information systems use in offices. Few researches have so far been carried out on the application of Information Communication Technology (ICT) to enhance negotiation, hence the research to fill the gap. Further researches are always welcome, and the study in this field can be updated. More so, Facebook, Twitter and other media platform are useful negotiation avenues for influencing information. Advanced technology is fast growing and the need to advance project information use in communication and negotiation skills for business advantage.*

Keyword: Communication, Negotiation, Managers, Performance, Project management, Skill,

Introduction

For a project manager to lead his or her team members to achieve success will need certain skills like adequate information, leadership, communication and interpersonal skills, ability to negotiate and resolve conflicts, influencing skills, listening and team building, of which communication and negotiation skills are so essential and really needed the more to achieve any meaningful result for best performance outcome. The ability of a project manager to hear and be heard is an essential skill in building a project, team, client and stakeholders. In an organization, however, what people complain about is poor communication or even lack of it. The well-known saying “a picture is worth a thousand words” is no less true than when communicating project progress or status. For a project manager to be successful, he or she should be a great communicator spending at least 90 per cent of the time communicating.

The key to listening is to be clear and ensure that you are understood when information flows with the right messaging at the right time and to the right person using the right channel, any difficulty can be dealt with it. Meanwhile, the project manager can maximize the effectiveness of information use in communication and negotiation skills within his or her team. The biggest aspect of leadership is to be able to effectively communicate with all team players and to listen more. Communication involves understanding the whole message and not speaking to and hearing from people alone, the language to use, how to convey the message, feeling and body language, all play important roles in the communication process. If all these are used incorrectly, this often resulted in confused messages and misunderstandings. Projects often fail when the vision is not clear to achieve success to stakeholders and team members. The team players should be able to visualize the end result in order to accomplish certain goals using traditional approaches to research on negotiation which do not typically consider the possibility that the type of communication media used by negotiators is a factor affecting negotiation. Some negotiation researchers had little reason to consider the communication medium used by other negotiators, because face-to-face negotiation was so typical that it was essentially assumed. In the last two decades, the use of information technologies for general communication has grown exponentially. In fact, among Americans who are employed and have Internet access, 98% use e-mail at work (Fallows, 2002). It is said that internet message use indicates that some 53 million Americans use this means (representing 42% of those who have Internet access) and about 11 million Americans use it specifically to communicate at work (Shiu & Lenhart, 2004). Many people who use it in the workplace report that it improves teamwork and saves time according to Shiu and Lenhart. Outside of work, Fallows has argued that internet users report that e-mail exchanges have improved their connections to family members and friends. Thus, information technology use is increasingly pervasive both in and out of the workplace.

The simplicity of using information technology for negotiation has substantially increased with the gradual rise in its use for communication. However, two things suggest that information technology could be used in negotiations: First of all, it demonstrates the widespread adoption of information technology media, such as e-mail, in consumer transactions, interpersonal communication, and corporate interactions among various social groups. Second, Fisher and Ury noted that practically everyone engages in negotiating on a regular basis (1981). We will inevitably have occasions to use technology in situations that involve negotiation given these two fundamental realities. The challenges that using communication technology places on negotiators are the main topic of this discourse. E-negotiations are often used to describe negotiations that take place over a communication network. Today, negotiators who interact electronically have access to a variety of media, some of which have been around for a long time, such the phone, fax machine, and videoconference. Other electronic conversations take place in the context of very recent applications. For instance, online conflict resolution platforms like *onlineresolution.com* give people access to a formalized virtual bargaining space. Similar to this, Square Trade, another well-known solution, makes advantage of already-existing Web apps to offer a forum for mediating e-commerce-related conflicts (Nadler, 2001). Therefore, e-negotiators have a choice between using older computer-mediated technologies like e-mail or the internet. The focus is on e-mail for two main reasons: first, e-mail has received the most attention in the existing empirical literature examining negotiation and information technology; and second, e-mail is now used so extensively for communication. Occasionally, it addresses other forms of IT issues where they have been empirically examined. The emphasis on electronic negotiations is part of broader literatures that look at how people communicate online. (DeSanctis & Monge, 1999; DeSanctis, Staudenmayer, & Wong, 1999; Hollingshead, McGrath, & O'Connor, 1993). The extent to which virtual organizations and teams are seen as a viable alternative to those whose members work face-to-face is an issue that has received significant attention in the last decade (Griffith, Sawyer, & Neale, 2003). It explores how the use of information technology can affect the tone, the course, and even the result of negotiations. It looks at one sort of communication negotiation. It can be argued that the degree to which the use of information technology aids or hinders negotiation processes and outcomes depends on how the technology in question interacts with other contextual variables, such as the relationship between the parties, if any, their sense of shared identity, their perceptions of one another, their degree of recognizability, and the nature and intensity of the emotions elicited by the subject matter of the negotiations. A common thread links these contextual factors together: the degree to which the negotiation counterpart is perceived, on the one hand, as a faceless, unknown stranger, on the other hand, as a known, friendly tool.

Negotiation, Information Technology and the Problem

This paper explores the various circumstances under which the use of communication technology has made the negotiators most vulnerable to abuse of the trust that is necessary for successful negotiation. By briefly outlining the method of identifying the existing literature, it discusses further on how the use of information technology can introduce perceptions of anonymity and poor identifiability. It also discusses how these perceptions often have consequences for negotiators perceptions and behaviours toward their counterparts. As it turns to the specific context of negotiation, it has discussed ways in which the diminished social cues that characterize e-negotiations can influence negotiator behavior. It claims that the relationship between the negotiators is a significant factor that interacts with the use of communication technology and that, in the absence of a prior relationship, the potential risks of using email to negotiate with a stranger can be greatly reduced by early preparation of common ground. It ends with a discussion of the research's general normative implications and a look ahead at how social psychological research might help us better comprehend technology-mediated bargaining.

The increasing popularity of internet-based business-to-business (B2B) transactions can lead to a rise in the use of computer and communication technology during the negotiation process. This is known as "harnessing the benefits of computer and communication technology when negotiating." Deals in the modern world are made possible by tools like email, online exchanges, virtual market places, or any other instrument that enables negotiators to overcome this obstacle and build rapport. Other methods, like teleconferencing, humanize the communication channel by putting faces to names of negotiators (Thompson, 2005). Additionally, it is advantageous and useful because technology now makes it possible to communicate with individuals anywhere in the world. The authors concur with Kersten (2004) that email shouldn't be the only method of communication, but rather part of a coordinated plan that also includes other strategies and tailors the message to as many recipients as feasible at a reasonable price. According to Thompson, managers in the field must be prepared to negotiate at a moment's notice and take advantage of any opportunity to influence the moods of the other party through language while simultaneously regulating the negotiation environment (Low, 2010). In fact, the information age has fostered a culture of availability 24 hours a day, 7 days a week. Taking advantage of computer and communication networks, as well as the fact that millions of individuals and corporations are online at once in today's world, new media offer new opportunities and mechanisms for collaboration or competition. It has given enterprises access to many auction and negotiation kinds. According to the authors, a better platform for negotiations and their best possible roles in e-business and other businesses may be provided by the fusion of technology, human interaction, hybrids of auctions, and negotiation processes. Technology helps businesses become closer to their customers by streamlining transactions, allowing the sharing of information, and/or reducing middlemen in the value chain (Ghosh, 1998). A publisher of books, for instance, might sell directly to clients rather than through retailers and distributors. Businesses also employ technology to keep in touch (KIT) with their clients (Low, 2006a;

2002; 2001; 2000). According to Low, sending a customer an email, sharing a joke or an update about a new product, and avoiding giving them the slightest impression that they have been forgotten are all effective ways to stay in touch with them and build a relationship.

The increasing quantum power of chip technology has led to advanced technology, and this may be plugged into the service customers. ICT is also used to negotiate from a cooperative and service-oriented posture. You may send information to them fast and effectively through e-mail and online shopping. Additionally, it can be used to speed up online orders, promotions, and better timely service delivery (Low, 2006a, 2002; 2000). What information does a person have that he or she can utilize to make it simpler for them to bargain with him or her or conduct business with him or her is the key question here. What assistance can one provide to their clients by drawing on the expertise of their staff or past clients? What's more, virtual meetings and negotiations are frequently perceived as a less expensive option to travel; they are better recognized as a compromise between a phone conversation and an in-person meeting that can save both time and money. According to a survey by the American telecom company MCI, roughly 69 percent of respondents said they preferred virtual meetings to in-person ones because they saved time, while only about 37 percent indicated they did it to save money. Each has its place, and video conferencing is a great tool for second meetings following the initial handshake (The Economist, 2004, pp 73). In addition, virtual meetings, which can range from a straightforward three-way conference call to a sophisticated multi-media presentation, are increasingly popular because to the internet and long security lines and inspections, especially after the terrorist acts of September 11, 2001. According to the Economist, the number of these virtual meetings is continuously increasing despite the SARS scares in 2002–2004, 2010, and 2019. Information and communication technology (ICT) has, in fact, developed into a potent weapon for influencing and inspiring activities. The Sanlu Milk Scandal case, to name one, is one of the major Internet occurrences in China. Chinese milk monopoly Sanlu was discovered in September 2008 for attempting to conceal information that its newborn milk formula had been tainted. Six babies died of kidney problems, making it one of China's biggest food safety scandals, while 860 people were hospitalized. Anger and outrage from the public caused leading Internet companies in China to be seriously questioned about their ethics, and severe measures were taken against the offenders. A Sanlu letter that suggested paying Chinese search engine Baidu to conceal the story leaked online shortly after the news first broke. Four persons, including the former head of Sanlu, were handed life sentences while the two men responsible for the pollution were put to death (Ho, 2011).

Having more means to put pressure on the other party

Text messaging and the internet can also provide extra tools for support or exerting pressure on the opposite party during a negotiation. One such instance occurred in the Philippines, which has been dubbed the "text capital" of the world and has daily mobile phone networks traffic of between 120 million and 150 million messages (The Straits Times, 2004). The government's proposals to tax mobile phone text messages, or SMS, which have become more popular than making phone calls, were condemned in May 2005 by a consumer organization spearheading the country's first online protest. The group published an online petition, inviting supporters to sign it and urging Congress to revoke the tax legislation designed to raise money to help close a budget shortfall. Additionally, cell phone users were encouraged to sign up for the protest by sending an SMS to a designated cellphone number that would gather all messages, and the petition was then submitted to the Congress (The Straits Times). It's interesting to note that Twitter-like blogs are also helpful in China for bringing fast justice; in fact, networking tools are utilized to mobilize China's 450 million online citizens to denounce or criticize bad officials. Such casual social networking technologies (such as Twitter and Facebook) have assumed a tremendous political significance in strictly regulated China since the word about an official's wrongdoing typically circulated swiftly through online China and spilled over to the traditional media (Ho).

Additionally, it is noteworthy that online forums, a distinctive aspect of cyber China, are still active and give a platform for the expression of opinions on trending issues, which in turn affects public opinion. For many young Chinese in China, the antiquated bulletin board system (BBS) continues to be their primary source of news; practically every young Chinese frequents these online forums and relies on them for accurate information (Ho). For instance, the Right to Information Act, which has been in effect in India for five years, has gained the support of millions of residents. This law enables citizens to request nearly any government information from the nation's information service portal. People utilize the law to address their most fundamental issues, such as obtaining government pensions or subsidized food for the impoverished without having to pay a bribe, or to determine whether government physicians and teachers are truly showing up for work by applying pressure to the other party (Kumar, 2010).

Enhancing Technology-mediated Negotiations

Instead of "getting down to business," negotiation through cordial conversation and casual conversation enhances liking and rapport and produces more lucrative commercial deals. For easier or smoother business negotiations, Low (2001) has discussed the importance of relationships and the necessity to establish rapport. However, in the era of e-communications, people occasionally neglect to use the telephone (Baldoni, 2003). Comparatively to non-schmoozers, phone schmoozers set more achievable goals,

leading to a larger range of potential results, and are less likely to reach an impasse. More specifically, Morris, Nadler, Kurtzberg, and Thompson (2002) found that compared to negotiators who did not schmooze on the phone, schmoozers exhibited increased optimism about the future working relationship with the opposing party. Just exchanging a few quick emails introducing yourself can improve business relationships (Thompson, 2005). According to Thompson and Nadler (2002), a brief phone call prior to an e-negotiation improves relationship quality, pie expansion, and collaboration. It's vital to keep in mind that establishing rapport over the phone prior to an e-negotiation undoubtedly helps. The authors contend that in order for the negotiator to increase his or her influence over the opposing side, common email courtesy and politeness must be adhered to (Low & Singh, 2005), and there should be standard language and correctness in email writing. Really, there is no need to annoy the recipient with a variety of errors like improperly punctuated phrases in the email. Thompson also advises schmoozing in the sense of posing inquiries that would demonstrate your interest in the other party as a person or looking for the parties' points of similarity as well as connecting the emails or exchanges (for example, I will look forward to hearing your reactions on the preliminary report or that I will send you the photographs you requested). Overall, Thompson and Nadler found that in e-negotiations, attempting to establish rapport with the other side results in greater levels of trust than attempting to dominate the other party. Our online and offline worlds are made easier by Facebook, which is becoming more and more popular. Facebook aids in conversations and negotiations and is a fantastic communication tool. Facebook's ability to coordinate human activity has already had significant and permanent repercussions for politics, society, and marketing. Facebook prioritizes relationships between people over relationships between people and information. The authors concur with Kirkpatrick (2010) that Facebook is quickly igniting a revolution in romantic relationships. Facebook brings individuals with similar interests together because "like attracts like" (Low, 2010). Here, the authors want to present an example of how Facebook has developed into a useful influencing tool. In this case, a UK institution used Facebook as a communication platform to solicit donations and generate money for cancer research from friends, students, and colleagues. As stated on the Facebook university page, a group of law teachers and PTAs (Postgraduate Teaching Assistants) volunteered to get their hair trimmed and colored whichever the donors desired. The ceremony for cutting and dyeing the hairs was scheduled for a specified day, and as promised to the donors, the volunteers were required to keep the colored hairs for a month. This is a useful method for using Facebook to raise money for a worthwhile cause.

Face-to-face communication differs structurally from communication that uses information technology, such as e-mail and instant messages, in significant ways. Many of the unique aspects of electronic communication might create an environment where the other person is seen by communicators as less recognized and conspicuous and more distant and unknown. It will be argued that these unique qualities of electronic media have significant ramifications for communication in general and negotiation in particular, particularly when e-mail is used as the medium for negotiations with a counterpart we have never met, with whom we have no basis for group identification, and with whom we have no reason to anticipate future interaction. The 30,000 eBay disputes that were resolved by online mediation in only the year 2000 demonstrate how frequent these kinds of online contacts have already become in the context of dispute resolution. (Katsh & Rifkin, 2001). As government agencies, consumer advocacy organizations, and industry associations call for online dispute resolution methods to be provided by internet firms, this phenomenon is certain to develop (Yuan, Head & Du, 2003). Deal-making online conversations are also anticipated to increase as consumers bargain online for some of their biggest purchases, such as autos and mortgages (automiledirect.com). A study of the negotiation literature on relationships more generally is a subject of concern and has implications for e-negotiations, even though we just briefly touch on the problem of relationships in the context of talking about the "faceless" other that appears in e-negotiations with strangers.

All computer-mediated and online communication shares the fundamental trait of being "mediated by a machine and, consequently, relatively indirect methods of engagement" (Spears & Lea, 1994). Researchers and theorists from various fields have categorized and defined the characteristics of technology-mediated communication in a wide variety of ways (Barry & Fulmer, 2004; Clark & Brennan, 1991; Daft & Lengel, 1984; Spears & Lea, 1994). Technology has the property of limiting the spread of social information derived from visual signals, which are typical of face-to-face contact. When people communicate by e-mail or instant chats, for example, they are frequently not present with one another in the same location at the same time and cannot see one another, which reduces visual and social cues, as explained by Friedman and Currall (2003). Visual signals provide insight into the other person's posture, gestures, and facial expressions. Visual clues also enable each individual to observe what the other is doing. Any object that is the focus of attention will probably feel more engaged in the conversation and so on.

Negotiation Theory and Research

It is argued that a sense of shared environment develops when people are in the same place at the same time. In contrast, communicating via e-mail or a browser frequently necessitates spending long stretches of time alone in a room. Since e-mail and browser tools are text-based and users cannot hear one another's voices, there are no longer any cues based on intonation and speech time. In contrast to face-to-face communication, when each person hears the other's words as they are said, email messages do not have co-temporality. Messages sent via email, on the other hand, are frequently seen by the recipient minutes, hours, or even days after they are sent. Lack of co-temporality can be advantageous for negotiators who want to reflect on their counterpart's most recent

statement, speak with a colleague about the exchange, obtain more data, or think more carefully before responding. In fact, when they want more control over the informative substance of the connection, communicators are more inclined to choose email (Kayany, Wotring, & Forrest, 1996). Due to these factors, choosing email as the method of communication might be helpful when the other party is more knowledgeable or experienced than oneself. In one study, for instance, automobile dealers were given informational advantages over buyers during negotiations, and when those conversations took place online, sellers were able to take advantage of the buyers by using "rapid talk" (Loewenstein, 2004). Fast talk, however, was ineffective when negotiations were placed by email because buyers had more freedom in when to respond and less conversational control, which made the outcomes more equal for both buyers and sellers.

However, it's crucial to think about what is lost when co-temporality is absent. Co-temporality is essential for the smooth turn-taking that typically occurs in face-to-face communication because without it, the listener is unable to simultaneously and visually express attention, understanding, and agreement. Although some forms of electronic communication, such as browser tools, are more modern than e-mail, the current state of technology still lacks many of the indications that enable the kind of fluid turn-taking that distinguishes face-to-face engagement. People conversing by email instead regard the other person as less recognized and individualized than they would perceive the same partner face-to-face, which results in a weakening of the social tie that is developed during face-to-face discussion (Weisband & Atwater, 1999). When people are unfamiliar with email as a medium, this risk is especially high. Inexperienced users are more likely to overlook opportunities to select communication tactics that decrease the message recipient's ambiguity (Carlson & Zmud, 1999). As would be noticed, our perceptions of anonymity and lack of identifiability have an impact on how we perceive and treat other people.

Active communication methods are those used to communicate in the present, such face-to-face meetings, whereas passive communication methods are those used to communicate in the future:

1. Face to Face meetings
2. Video conference, meeting – one on one, or group
3. Telephone conference, or voice only web conference
4. Webinars, becoming increasingly popular for the delivery of presentation based activities
5. Telephone – good old fashioned call
6. Stand up presentations in person

PASSIVE communication methods would be those which recipients can adopt in their own time, for example:

1. Pod cast
2. Web cast
3. Email
4. Intranet bulletin boards
5. Blogs
6. Website
7. Project newsletter – paper based
8. Table top presentation

The information manager should always ensure that a mix of active and passive methods of communicating information is used to complement each other. This should be considered as part of the overall project management communication strategy.

Negotiation is a direct discussion among individuals to reach an alternative end which would satisfy all and such effective discussion is possible only through communication. Negotiations play a significant role in the field of project management (IPMA, 2016). According to Bierschenk (2018), a project can be conceived as an "arena" of negotiation for all the involved groups. This description shows the unavoidable presence of bargaining throughout the project's implementation. In reality, project implementation is a constant negotiating process that might be official or informal. On the other hand, informal project discussions involve a number of concerns, such as resource allocation problems, project scope changes, or schedule delays. Formal project negotiations are related to procurement tasks and for establishing the project contract (Köster, 2015).

Negotiation Mastery

Regardless of your position or industry, it is nearly a given that you will occasionally need to take part in negotiations as a business professional. In fact, it's likely that you engage in negotiations more frequently than you think. A few examples of the many deals

you might be involved in include negotiating a job offer, asking for a raise, arguing for a budget increase, buying and selling property or equipment, and closing a sale with a customer. Even outside of professional settings, it is likely to have an impact on one's negotiation skills in their personal lives. There are a few abilities that one needs to have in their toolbox if they want to enhance the results of future negotiations or if they lack confidence in their capacity to reach a successful agreement. By devoting time and effort to their development, one might be ready to maximize the value that counterparts take away from the negotiating table. According to Harvard Business School Professor Michael Wheeler, improving one's negotiating abilities provides a significant financial benefit. This makes it possible to establish agreements that would otherwise be difficult to accomplish. It enables one to increase the size of the pie, provide value, and reap more rewards from the deals you do achieve. Additionally, it occasionally makes it possible to settle minor disputes before they turn into major disputes.

Here's a list of six essential skills for mastering the art of negotiation, along with ways you can develop your knowledge and confidence – in negotiation skills:

1. Communication - It's critical to express precisely what one wants to get out of a negotiation and their boundaries in order to obtain their desired outcome. A negotiator's ability to effectively communicate with others allows them to have respectful discussions and strive toward a mutually acceptable outcome. Deal-making naturally involves giving and receiving, so it's critical to express one's views clearly and pay attention to the requirements and needs of others. Without this ability, crucial discussion points may be missed, making it impossible for everyone to come away from the negotiation satisfied.

2. Emotional Intelligence - Emotions affect negotiations in both good and bad ways. One can take advantage of them, but it's crucial to avoid letting them prevent you from coming to a mutually advantageous agreement. Positive feelings, for instance, have been demonstrated to boost trust at the negotiating table, whilst negative emotions can be transformed into enthusiasm. To read the feelings of other people, one must possess a high level of emotional intelligence. This can make it easier for you to understand what they're implying rather than outright saying. Emotional intelligence can assist one in effectively managing and using emotions during a negotiation in addition to recognizing what oneself and others are going through.

3. Planning - The first stage in every negotiation is to prepare with a clear understanding of what one wants to accomplish and where one's boundaries are. Without sufficient planning, you run the risk of forgetting crucial deal terms. To start with, think about the zone of potential agreement (ZOPA) between the two negotiating parties. ZOPA, also known as the bargaining zone, describes the area of a negotiation where two or more sides can come to an agreement. When the conditions that both sides are ready to settle on overlap, a positive negotiating zone is present. On the other hand, a negative bargaining zone exists when neither party's terms overlap. Next, it is beneficial to understand one's best alternative to a negotiated agreement (BATNA). Your BATNA are the steps you intend to do if the negotiation fails if your conversation enters a negative bargaining zone. Knowing your BATNA in advance can ensure that you have a fallback strategy in case an agreement cannot be reached and prevent you from walking away from the table empty-handed.

4. Value Creation - One of the most effective abilities you can develop for your negotiation toolkit is the ability to add value. Its significance is best demonstrated by the following analogy: Every party involved in a negotiation often wants to get the biggest "piece of the pie" possible. This inevitably means that some parties will be left with a much smaller piece because each party will be trying to maximize their slice. Experts advise changing your focus from expanding your slice of the pie to expanding the entire pie in order to break free from this conventional notion of negotiating. The advantages are dual: Each participant can first realize more value, and talks in the future can profit from the development of rapport and trust.

5. Strategy - You require a deep understanding of negotiation strategies in addition to the capacity to add value and careful preparation. For each negotiation you take part in, you can develop a customized approach by understanding what works and what doesn't. To develop a strong negotiation strategy, consider the following steps:

1. Define your role
2. Understand your value
3. Understand your counterpart's vantage point
4. Check in with yourself

You may create a precise plan of action for the negotiation table by using this approach in advance of each negotiation. You can better prepare to collaborate toward a similar objective by understanding the responsibilities of those involved, the value each party contributes, and your counterpart's advantages. Throughout the conversation, check in with yourself to make sure you're staying on the right track.

7. Reflection - Finally, you need to evaluate prior discussions and pinpoint areas for development in order to complete your negotiating skills and advance your proficiency. Consider what went well and what could have gone better after each negotiation, whether it was successful or not. By doing this, you'll be able to assess the strategies that were successful for you and those that weren't. Make a list of the things you wish to work on after assessing your strengths and limitations. Consider revisiting ideas like ZOPA and BATNA, for instance, if you had problems getting your goals in sync with those of your partner. Or, if you frequently feel unsatisfied after negotiations, you can benefit from discovering new ways to add value.

7. Becoming a Master of Negotiation

Regardless of one's abilities and limitations, practicing regularly will help you improve. You will be more equipped for future transactions the more talks you engage in. Opportunities for structured learning can also be quite helpful. Learning the fundamentals of closing a transaction can be done by reading negotiation books and articles. Resources that explore real-life examples of successful negotiations can give one the perspective on how others navigated difficult discussions and prepare you to face similar scenarios. Another effective option is to take an online course through the use of information technology and skill in negotiation mastery. Learners gain from interactive negotiating simulations that enable them to use their knowledge and further build their abilities, in addition to hearing from genuine professionals such as government officials, business executives, and military personnel. The more emotional sides of negotiation are also covered, and participants learn how to do a "after-action evaluation" to obtain knowledge for future negotiations.

The Role of Communication and Negotiation

Since efficient communication is strongly correlated with successful negotiation, communication plays a significant part in negotiations. The negotiation would go better if there was better communication. Discussion does not involve shouting and arguing; rather, it is just the sharing of thoughts, ideas, and perspectives. A successful and healthy discussion requires great communication skills. To succeed in all types of negotiation, one must grasp the art of communication. Unless and until you share your views and ideas with the other person, they will never learn about them. Since your gray matter cannot be seen, a lot depends on your speech. A person should logically translate his ideas into a speech by carefully choosing appropriate words and being selective with your word choice. While negotiating and communicating, it's important to express your ideas and views in a way that others can easily grasp. Before making a team decision, leaders encourage team members and project stakeholders to work well together while taking into account all parties' interests, whether they are similar or divergent. Leaders establish a project atmosphere where team members can interact honestly and openly, recognize each other's communication preferences, and communicate effectively with project stakeholders.

Theoretical framework

Game Theory

Game theory is seen as the study of mathematical representations of disagreement and agreement between wise, intelligent decision-makers. It has the potential to address some of the challenges faced by project managers in a cooperative setting. Conflicts between builders and owners are fairly common in building projects, especially in situations where there is a bid or claim, and game theory is a natural instrument that may be used to methodically study the scenario. Game theory's emphasis on tactical interaction and conflict offers a framework for considering the conflicting nature of group decision-making processes.

Recommendation

Information management is an essential component that opens the door to more supportive stakeholders, team members better relationships with clients, and a more positive working environment where everyone feels free to share ideas together. As such, information management use in communication and negotiation skills for effective project execution should be encouraged. In the framework of project management, negotiation should also be used, especially for strategic projects where the success and simplicity of the project's delivery strongly depend on your ability to negotiate.

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