

**THE CAUSES AND EFFECTS OF POOR PURCHASING
NEGOTIATION PHASES IN PROCUREMENT.
CASE STUDY. ROOFINGS LIMITED.**

74/0

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Good.

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS
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MANAGEMENT**

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DECLARATION

I Mulangira Joseph, hereby declare that this research proposal is my own and has never been submitted for the award of Degree in any other institution.

Signed.....

Date 22/09/2026

APPROVAL

This research proposal has been presented for the examination with the approval of MR. LUTIMBA MATOVU GODFREY as university supervisor.

Signed


Date..... 22.09.06

DEDICATION

This Report is dedicated to my beloved father **Mr. MUSANA FRANCIS** and my beloved mother **MRS. MUSANA FLORAMCE**. Not forgetting my friends.

ACKNOWLEDGEMENT

My appreciation and gratitude goes to all those who assisted me in carrying out this research with the material and moral support.

My sincere gratitude goes to my supervisor Mr. **LUTIMBA MATOVU GODFREY (MCIPS)** who accepted to be my supervisor despite the fact that he had a very big work load. I appreciate the precious time he spent on guiding me tirelessly; his criticisms and encouragements enabled me to produce this work.

I also want to extend my appreciation to my father **Mr.MUSANA FRANCIS** for the financial support that enabled me to produce this piece of work.

I also want to thank the Management **Roofings limited**, most especially **the Procurement unit** for allowing me carry out research and also giving relevant information to my topic.

I further want to thank **Mrs. LALANI SIKANDER** Managing Director **Roofings limited** and the **Procurement Officer (Mr. Das) and His Staff**.

Lastly I thank my brothers, sisters, cousins and friends for inspiring me to produce this report.

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TABLE ONE: Sex, Age and Marital Status of Respondents.

DEFINITION OF TERMS

The following terms have been used in this proposal:-

Causes. ----- This refers to what brings something to happen the way it does happen.

Effects. ----- This means the out comes or results of something.

Poor. ----- This means something being in a state which is not desirable

Purchasing. ----Is the function of buying of goods and services required by an organization.

Negotiation----Is any form of verbal communication in which the participants seek to exploit the relative strengths of their bargaining positions to achieve explicit or implicit objectives within the overall purpose of seeking to resolve the identified areas of disagreement.

CHAPTER ONE

INTRODUCTION.

1.0 BACKGROUND TO THE STUDY

Roofings Ltd is a private company. This Company deals in the manufacturing of steel products like iron sheets, expanded metals, nails, open profile bars among other products.

The company's procurement department is located at the factory and it is experiencing the problem of poor purchasing negotiation phases and it is believed that lack of pre-negotiation phase, the meeting phase, post negotiation phase, and lack of competitive staff has caused this.

Purchasing is the function of buying of goods and services required by an organization.

It is generally accepted that a key competence in a purchasing executive is an ability to negotiate. Negotiations may involve dealing with a single issue or many. They may be conducted on a one-to-one basis or between teams of negotiators representing different interests, and may be conducted over the telephone in a matter of minutes, or take many months to complete. It is also worth mentioning that negotiations are not necessarily confined to the buyer-seller relationship; many purchasing negotiations take place on an intra-organizational basis, involving the reconciliation of the views of supplies staff and colleagues.

Bargaining for lower prices is a phenomenon that is common amongst all people, but negotiation is not a mere bargaining for lower prices. It aims at obtaining the best value for the money spent by the organization, taking into account the overall requirements of quality, quantity and timely supplies.

Moreover, the purchasing executive has not only to optimize today's purchases but also should not jeopardize tomorrow's bargaining power. His dealings in the market should have a long-range perspective and improve corporate image. An able negotiator must be skilful, well-prepared and learn from each negotiation, so that his performance is better in the succeeding transaction. Factors such as quality, conditions of supply, price, payment terms, freight, insurance, mode of packing, transport, delivery schedule, inspection have to be considered before a deal can be struck for purchasing materials. Not all products are sold at a listed or market-determined price, where the conditions of sale can not be altered. Any supplier will try to safeguard him self by making as much profit as possible.

Even in the case of tenders, negotiations are undertaken, so that the actual conditions of sale, relaxations in quality and price changes can be decided, so that it is advantageous to the organization. Thus, the primary need for negotiation is to discuss the terms and conditions and over come the obstacles, so that both sides are clear on their obligations.

It is on this ground that the researcher is to carry out investigations in Roofings limited to come out with lasting solutions and to make recommendations for its proper efficiency.

1.1 STATEMENT OF THE PROBLEM.

The problem which was identified here is that; lack of following negotiation phases and lack of competent staff that has resulted in to high costs in the procurement of goods and services.

1.2 OBJECTIVES OF THE STUDY

1.2.1 MAIN OBJECTIVE

Identifying different activities carried out during the different phases of purchasing negotiation.

1.2.2 SPECIFIC OBJECTIVES.

- To understand negotiation as a 'mutuality of wants, resolved by exchange'.
- To understand the concept of body language and how it can be interpreted.
- To analyze the characteristics of a skilled negotiator.

1.3 SIGNIFICANCE OF THE STUDY

The findings of this will go a long way in assisting:

- i. The researcher to come up with the best purchasing negotiation phases to be used in the procurement field.
- ii. The procurement staff of Roofings limited in negotiating with the suppliers with the suppliers of goods and services.
- iii. The researcher to understand the use of body language during the discussion stage of negotiation.
- iv. The staff of Roofings limited to be required with negotiating skills in the procurement of goods and services.
- v. The other organization in the related field to know the value of purchasing negotiation phases in the procurement divisions.
- vi. The researcher to fulfill the requirement needed for bachelor's degree in procurement.

1.4 JUSTIFICATION

Purchasing negotiations is a process where by two or more parties, initially with differing views attempt to reach an agreement on a common objective by the selective use of different methods of persuasion.

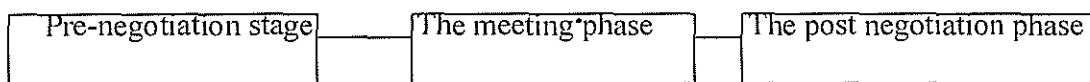
The study should be carried out in order to equip skills to the procurement officers about the purchasing negotiation phases and skills.

The people who will benefit from the research include students, procurement staff and other interested parties. This is because purchasing negotiation phases are very important in the procurement process of goods and services. The skills that are adopted by successful negotiators are important aspect of negotiation.

It follows that the skilled negotiator needs to be aware of the many variables which may be present in the negotiation. Further, that if he or she is to be successful, he or she needs to be able to apply relevant skills at all phases of the negotiation process.

1.6 THEORETICAL FRAME WORK OF THE STUDY.

The figure below shows the basic phases of negotiation.



This is a simple model; the process of negotiation may involve several meetings. The preparation stage may then require consideration of phased objectives.

A subsequent meeting or meetings might be concerned with discussions leading towards a desired agreement.

1.8 SCOPE OF THE STUDY

Roofings Ltd is located on plot 126 Entebbe road, Lubowa Estate 6km from Kampala city center on a 39 acre expanse of land. Roofings ltd is among the leading manufacturers of quality steel products in Uganda.

The company was established in 1994 under license of the Uganda investment Authority, it commenced operation in December 1995.

Roofings ltd is equipped with state of art machinery to produce a wide range of steel products for the building industry.

It is an ISO certified.

Roofings ltd gets a supply of raw material from reputed steel mills in South Africa and Japan.

Some of the products of Roofings ltd are; galvanized and pre-painted iron sheets, Bull nose sheets, expanded metal, hollow sections, Mild steel plates, Chain link, Round bars, Barbed wire, welding mesh, Galvanized pipes, Nails and among other steel products.

CHAPTER TWO

2.0 INTRODUCTION

The problem of high costs which is caused by lack of proper following of negotiation phases and unqualified personnel in the procurement divisions are not unique to Roofings limited alone but some other organization have equally confronted the same problem and have had to adopt various strategies to solve them. It is with this view that the researcher schemed through some documented work which tackle similar matters with the hope of coming up with the appropriate solutions to the problem. In the following paragraph the analysis of assumptions shall be carried out based on the documented work of some authors.

2.1 LACK OF FOLLOWING PROPER NEGOTIATION PHASES

Baily, Farmer, Jossop and Johns 8th edition 1998, Purchasing principles and management say “it is useful to consider negotiation conceptually as a three-phase process.

The first of the three phases is the preparatory stage, when the information is analyzed, the objectives are set and strategies developed. The meeting phase is concerned with the process of discussion further information collection and analysis, and with reaching of agreement between the parties. The final stage involves the implementation stage of the agreement within and between organizations represented in the previous phase.

PREPARATION PHASE

The major source of difficulty for negotiators is inadequate management of pre-negotiation phase. The implementation of this is that most managers believe they would achieve better results if they prepare more effectively. Further, those who are successful tend to adequately manage the pre-negotiation phase.

THE FEATURES OF PREPARATION.

Kenedy identifies three key considerations in preparation for negotiation:

- What do we want? For example include:
- A lower price;
- An improved relationship;
- A bigger discount;
- Faster delivery, and or
- Change in quality;

2. How valuable is each of our 'wants' to us? Perhaps, for example;

- Prompt delivery =high priority;
- Lower price = medium priority; and
- Quality changes = low priority

3. What are my entry and exit points?

Your entry and exit point is really your opening bid' once discovered, you are unlikely to better it, so the bid obviously requires careful thought. The exit point is your 'walk away, position. It is clearly desirable that this should be identified and understood at the preparatory phase, if only to obviate the possibility of striking a bargain which may be regarded later. If your exit point and your opposite number's exit points do not overlap then the probability of achieving a deal is severely reduced, though of course an apparent gap can be closed through negotiation, and an overlap achieved.

Rackham and Carlisle (1978) make a useful point regarding preparation when they suggest that 'it is the amount of planning time which makes for success, but how it is used'. This apparently obvious conclusion is worth discussion for two reasons.

The first is that their analysis indicates some aspects of the emphasis of the successful negotiator's pre-negotiation behavior.

The second is that those who are less successful may need, initially at least to spend more time in preparation in order to cover the same ground. As with most areas of human activity, a major aspect of expertise is the ability to focus on important issues and deal with them effectively in a given circumstance. Or as it has been put, doing the right things as well as doing things right.

Rackham and Carlisle suggest, for example, that the skilled negotiator considers a wider range of outcomes or options for action than his or her average counterpart. They show that the former typically considers twice as many outcomes / options per issue, both which they might introduce, and which might be raised by the other party. They emphasize that this wider ranging analysis provides a major preparation for exploring every opportunity to obtain 'a better deal for both parties' (Karrass, 1972) during the actual negotiation.

Another of their findings relates to the time spent in preparation on areas of agreement as against those of potential conflict. They found that successful negotiators, while spending as much time on conflict areas, gave three times as much attention to common ground aspects as did average negotiators. They imply from this that concentrate on 'common ground' areas may be the key to 'building a satisfactory climate'. Our own conclusion that the negotiator should build from a platform of known agreement supports this findings, though it will be clear that such an emphasis should not be confined to the preparation stage. Indeed, for effect, it will extend through all the phases of negotiation.

Their observations suggest that another feature of preparation, is the necessity to differentiate between 'facts' and 'assumptions' many problems stem from the negotiator's inability to recognize whether the data, with which he or she is working are factual or not.

Clearly, if his or her objectives and strategies are based upon invalid assumptions, the negotiator will find him or her self in difficulty during the negotiation itself.

A sound procedure which have been noted, used by successful negotiators, involve:

- Specifying the key assumptions which are implied at the preparation stage.
- Giving them some weight of probability, which helps signal the level of necessity to develop alternatives, and
- Testing these assumptions, particularly in the introductory stage of the negotiation.

Among the advantages of this approach is the fact that negotiators may be forced to develop alternatives if the bases of their thinking are challenged. In other words, negotiators will be obliged to consider more options as a result of questioning. One consequence of this is that will align themselves with the pattern of behavior of the successful negotiators discussed earlier.

A further aspect of preparation which has been noted as resulting in negotiators being less effective in negotiations than they might have been is their perception of the strength of their position vis-à-vis the other party. Generally speaking, there is a tendency, too, to understate the weaknesses of the other party's position while over-emphasizing their own. Not surprisingly, more successful negotiators are better at analyzing both aspects.

It could be argued that the successful negotiator has learned:

- To increase the level of his or her perception of the strengths of his or her position; and
- To influence the views of the other party in line with his or her own.

Clearly, perceptions associated with relative strengths and weaknesses in negotiation have a great deal to do with assumptions. Thus this implies a further advantage for the negotiator in questioning the key assumptions which he or she is making. It also emphasizes the need to consider such questions as: 'What do we believe to be the views of the other party on relative strengths and weaknesses?'

What are our own?' 'Can we influence their views to our weaknesses?', and 'How might we do this?' It is important in this analysis to recognize that 'strengths that 'strengths and weaknesses' do not simply refer to the negotiating positions of both parties.

COLLECTING INFORMATION

The information required in order to prepare for any negotiation will be unique to the situation. The manager concerned has to make judgment as to the quality of the information which is collected. Quite apart from these two considerations, there will also be a time constraints on the collection of the data.

Even the type of information which is collected in order to prepare will depend upon the circumstances surrounding the negotiation. Examples may include;

The current agreement

- Some specification issues
- Some delivery issues
- Some financial issues
- Some contractual issues
- Some personal issues
- Some general issues

Having assembled and analyzed the relevant information it's then necessary to:

- Set objectives for the coming negotiations
- Develop strategies and tactics in order to achieve the objectives.

Meaningful objects are essential to successful negotiating, yet the authors' experience in working in negotiating training over many years in that rarely are defined.

N. A SALEEMA in purchasing and supply 1st edition 1997 who defined negotiation as trading's and deliberation's leading to purchase or sale agreement of goods and services. He says while preparing for negotiation, it may prove beneficial if negotiation is divided in to the following three phases.

- Pre-negotiation phase
- Meeting phase
- Most negotiation phase

The pre-negotiation phase may also be called preparatory state of negotiation. At this stage information is received and analyzed.

The meeting phase can be known as the stage of actual discussions, that is negotiations. During this phase explanatory information is collected, the information so collected is analyzed, bargaining is done and agreement is arrived at.

The meeting phase may not be completed in some setting. The negotiations may linger on and subsequent meetings may be required if a number of meetings is necessitated, it may further be phased out in to the following:-

The introductory meeting phase which conveniently be called as explanatory meeting phase in which additional and explanatory information may be collected and the meeting be adjourned for analysis, inner-circle discussion, evolution of strategies and discussions on preliminary tactics.

After such meeting, another meeting called discussion meeting may be called at mutually convenient date and time. This meeting may be utilized for full-length discussion and sorting out many problems as rising out of discussion and further analysis. Such discussions are held with a view to arrive at a certain decision so that a final agreement may be drafted and contract signed.

When all the clarifications have come through and all the problems are sorted out, obviously there remains only drafting of agreement, the points of are decided at the discussions meeting. A meeting for the purpose of signatures for the drafted agreement may then be arranged so that the parties may enter in to a contract. This is the completion stage of negotiation so far as meeting phase is concerned.

Post-negotiation phase may be called the execution phase. Here in execution is done of what has been negotiated and contracted to placing of orders, inspection at supplier's place, receiving of materials, inspection on receipt acceptance and or rejection, recording, storage and preservation and payments are the actions which an organization takes in post-negotiation stage which take a much longer-period than the first two phases pertaining to negotiation.

2.2 LACK OF COMPETENT STAFF

It is also believed that lack of competent staff in the procurement department causes high cost of goods and services.

Baily, Farmer, Jessop and Jones 8th edition also argue that analytical approach to negotiating skills development of which there are three criteria that relate to successful negotiators. These include;

- They should be related as effective by both sides
- They should have a track record of significant success

- They should have a low incidence implementation failure.

There are problems in converting agreements in to action. There emphasis behavioral and interactive factors such as “image”.

There are two basic areas to be born in mind:

- The corporate issues.
- The human issues

Behavioral aspects of negotiation are probably those which have attracted the most academic attention in the literature. For example, September (1977) argues that: persons, in the roles of negotiators are required to communicate positions, make demands and concessions, respond to changing signals and arrive at outcomes.

He adds that the resolution of conflicting interests through negotiation is motivated by:

- The individual personality needs of negotiators
- The personality compatibility among negotiators representing opposing parties
- Persuasive mechanisms employed to modify the bargaining positions and values of the opponent to achieve a more favorable convergence of interests.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This study was conducted using questionnaires for getting the information. Focused group discussion, interviews was used for collecting data. It covered only the procurement section and the stores section of Roofings limited.

3.2 ENVIRONMENT

This study was conducted at Roofings limited located at Lubowa 10km away from the city Entebbe road.

3.3 DATA COLLECTION INSTRUMENTS

3.3.1 SELF- ADMINISTERED QUESTIONNAIRES

The study was conducted where by the researcher sent questionnaires to the respondents through hand delivered. The respondents were requested to complete the questionnaires themselves. They were requested to tick the box corresponding to the chosen answer.

3.3.2 INTERVIEW SCHEDULE

A part from the questionnaires, the research also included interview schedules for key information. This held the researcher to ask the same questions in the same manner. The researcher took notes during the interviews in which he will record the respondent's responses.

3.3.3 DOCUMENTATION

The researcher collected literature from the procurement and from the stores department.

3.3.4 PROCEDURES OF DATA COLLECTION

The researcher obtained an introductory letter from Kampala international university, which will be taken to the human resource office seeking authorization to conduct the research in the organization. After approval, selection of respondents will be made and there after questionnaires will be distributed to them and an arrangement will be made and time when the interview will be conducted.

Frequent visits to the supervisor to guide me in research and inspection visit to the company.

3.4 DATA ANALYSIS

The data collected was first edited, analyzed and organized to eliminate errors and inconsistencies. Data was processed by use of word processor.

4.0 EXPECTED OUTCOME

After the study, the readers of this research report will be able to understand the causes and effects of poor purchasing negotiation phases in procurement and will be able to know the required skills necessary when conducting purchasing negotiation.

The study report will also be as reference for other students who will conduct the same study.

5.0 TIME SCHEDULE

ACTIVITY	JULY	AUGUST	SEPTEMBER
PROPOSAL			
LITERATURE REVIEW			
METHODOLOGY			
DATA COLLECTION			
DATA ANALYSIS AND DESIGN			
FINAL COPY			
PRESENTATION			

CHAPTER FOUR

DATA PRESENTATION, INTERPRESENTATION AND DISCUSSION

FINDINGS.

4.0 INTRODUCTION

This chapter presents the findings and inter-presentations of the data that was obtained or collected from the respondents in response to the research questions and research objectives. Data is to be presented by use of some tables with relevant analysis. The general objective of the research or study was critically analyzing the relevancy of Negotiations to procurement department.

4.1 FINDINGS

4.2 SAMPLE CHARACTERISTICS

The researcher examined the basic characteristics of the respondents in Roofing Limited specifically in procurement department in order to establish a high degree of reliable and representative results. These included the procurement officer and purchasers, the assessment of the characteristics was carried out in order to respond to the inquiry and it was anticipated that the obtaining reliable and relevant information concerning the Negotiation phases in procurement.

Emerging issues are here discussed under three (3) broad themes that is, subjects or contents of negotiation phases.

Table one shows sex, age and marital characteristics of respondents. Total number of respondents = 12

Characteristics	Frequency	Percentage (%)
Sex		
Male	7	58.3
Female	5	41.7
Age		
21-30	2	16.7
31-40	6	50
41-50	4	33.3
Total	12	100

Source: field findings

The above table (table one) denoted that the information was gathered from different categories of people in the Company, meaning that different ideas were gathered. More males (7) were sampled than female (5) because men were accessible and they were also brave/ bold enough to give the information needed unlike the females. Various age groups were reached and people of different marital status were selected. The majority are married. This is significant since it shows the maturity of information given.

4.3 Relevant skills and phases of Negotiations.

According to the findings from research the researcher found out that the skilled negotiator needs to be aware of the many variables which may be present in negotiation. Further, he or she is to be successful, he or she need to be able to apply relevant skills at all phases of the negotiation process. This was further discussed as follows:-

4.3.1 Preparation

According to the information gathered through interviews, the researcher found out that, not every negotiation phase necessitates the same measure of preparation, and the amount of time spent will depend upon the complexity of the negotiation and its importance to the organization.

The procurement Officer himself reported that, he always decides the time he takes in preparation according to the complexity of the intended procurement. He gave an example of negotiating for works, which he says takes a period of three (3) weeks for him to prepare enough.

4.3.2 Introductory

From the respondents' response, the researcher gathered the information that, working with more than 30 managers is small groups over the years to a negotiator. Some strategies made by the respondents in order to make a successful negotiations include;

- *To be on time.* Being late necessitates an apology, signals of a lack of organization and results in the negotiator having to go in to the negotiation hurriedly.

- *Emphasize the positive.* As suggested earlier, build from a base of known agreement, change ‘but’ to ‘and’ whenever qualifying a statement from the other party.
- *Make brief opening statements.* Listen, and be seen to be listening, to the other party.
- *Do not make quick decisions.* In this and indeed in all three stages used in the organization, the three skills used to the greatest effect by skilled negotiators are questioning, listening and observing.

4.3.3 Discussion

During discussions the most important sector is the Bargaining stage. This is the stage when the negotiators convey the specific terms on which they settle. However, offers might not be accepted, there could be problems that take two sides back in to the preparation stage.

4.3.4 Agreement

If a bargaining is accepted the negotiators have agreement and the negotiations are concluded. Once there is an agreement full detail of what has been agreed and to circulate these details to interested parties is recorded.

4.3.5 Post-negotiation

The final stage in the company follows the negotiation itself. Typically, skilled negotiators confirm with the other party what has been agreed. They also specify who is to do what, and by when, not only in between them and the other party, but also in their own organization. Failure to perform will always have an adverse effect on relationships between the parties.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a brief summary of the main findings of the study and it attempts to find out the extent to which objectives were achieved. It further presents the conclusions drawn by the researcher from the findings of the study, recommendations and the suggestions for further research in to causes of poor negotiations in procurement are given.

5.1 Summary of the findings

This research was carried out in Roofings Limited, Head quarters located at Lubowa Estate, Entebbe road, Kamala District. The study aimed at identifying the causes and effects of poor Negotiations in procurement and the role played by the top management in recognizing the criteria used for Negotiations. The target was the Human resource manager and the assistant Human Resource manager, the Procurement Officer and two procurement assistants. Data was collected using the Questionnaires interviews, observation, documentation and analysis.

Several methods were identified as used in improving negotiations ranging from supplier characteristics or supplier performance chosen by the procurement, Buyer's performance, Performance in contract management and Measuring of negotiation cost. However, the findings reveal that managing contracts are the most commonly used methods.

The researcher found out that much of the information about poor performance due to corruption and nepotism has been realized and published in News papers and other sources of information, but this is because there is still lack of qualified personnel in procurement to take up this tasks. This problem does not only exist in Roofings Limited but also in most of the sensitive public offices or sectors.

The findings also revealed that controlling performance has increased knowledge and skills of the procurement specialists enabling them to observe the principle of 'Value for money' in procurement.

The researcher further found out that the administration mechanism and processes that are put in place for ensuring success of procurement contracts are both demanding and pose a great challenge in the public procurement.

5.2 CONCLUSIONS.

In this study the summary of this view is that high costs of goods and services was due to poor negotiation phases being practiced by the department as a whole and also that procedure and system at place does not give autonomy to purchasers to follow the negotiation phases as it would be. The three basic phases of negotiation are lacking in the procurement of goods and services in the procurement department.

With this observation the researcher concluded that the procurement officer's training level leaves a lot to be desired in the carrying out of the procurement functions effectively.

5.3 RECOMMENDATION

Negotiation is a complex, fascinating subject which, since it involves people, contains many variables. According to the researcher the list and the related discussion are meant only to indicate areas which are pertaining to successful negotiation. Those who negotiate successfully;

- Plan well,
- Can deal with pressure,
- Listen well,
- Understand people well,
- Observe well,
- Can handle confrontation,
- Have sound business judgment,
- Avoid excesses,
- Are creative thinkers,
- Are committed to their cause once established,
- Are skilled at dealing with risks,
- Are skilled at asking questions,
- Have higher aspirations,
- Can handle time effectively.

These days, particularly with a view to, longer-term manipulated approach to negotiations based on *Me I Win- you lose* lead to long-term problems. One has to find a move towards more of a *Win- Win* approach based on trading wants and using the four phases approach to reach a settlement.

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APPENDIX A: Questionnaire

Instructions to the respondents.

- a) The questionnaire should be answered by males or females.
- b) No names are required.
- c) Any information gathered will be treated with a lot of confidentiality.
- d) Tick a round the correct or appropriate answer.

1) How old are you?

- a) 10-20
- b) 30-49
- c) 50-69
- d) 70-above

2) What is your sex?

- a) Male
- b) Female

3) How old are you?

- a) 10-20
- b) 30-49

c) 50-69

d) 70-above

4) What is your sex?

a) Male

b) Female

5) In which department are you in?

Stores

Procurement

Others

4) What is your level of education?

O' level A' Level Diploma Degree Masters

5) What is your position in the department?

a) Procurement Manager

b) Purchaser

c) Store controller

d) Others

6) Do you normally negotiate when procuring goods and services

Yes

No

7) Indicate some of the stages that you under go when conducting negotiations;

.....
.....
.....
.....
.....

8) Who negotiates for goods and services?

.....
.....
.....

9) Does any contract exist?

If yes, What is its duration, When is it going to elapse?

.....
.....
.....
.....

10) What are the future plans? Is the organization planning for an expansion in Negotiation?

.....
.....

11) What is the financial history?)

a) Regarding availability of funds in time

b) Regarding pricing

c) Regarding payments

.....
.....
.....
.....
.....

12) What is the current negotiation procedure? Has it worked satisfactorily? If not, what challenges does it require, if yes, does it require any provisions?

.....
.....
.....
.....
.....

13) What amount of materials is always required in the stores?

.....
.....
.....

14) What will be the cost of delay?

.....
.....

15) What storage and preservation facilities are available?

.....

.....

.....

.....