

**IMPACT OF NEGOTIATIONS ON ORGANIZATIONS PERFORMANCE IN
KAMPALA DISTRICT A CASE STUDY OF UCHUMI
SUPERMARKET.**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF APPLIED
ECONOMICS AND MANAGEMENT SCIENCE IN FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF BACHELORS
DEGREE OF SUPPLIES AND PROCUREMENT
MANAGEMENT OF KAMPALA**

**INTERNATIONAL
UNIVERSITY**

MARCH 2014

DECLARATION


I Aritwijuka Evalyne here by declare that this is my original work and has never been presented to any other educational institution for the award of any degree or certificate.

Signature .....Date.....

(STUDENT)

APPROVAL

This is to certify that the research report has been under my supervision and is now ready for submission to the Department of Procurement and Supplies management of Kampala International University.

Signature  date..... 04/08/2014

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DEDICATION

I dedicate this piece of work to my dear grand parents MR. Eric and MRS. Agnes Kiziire and the family for their financial and moral support in my studies. It is the achievement they have indeed worked for. Thank you and be rewarded abundantly.

ACKNOWLEDGEMENT

I wish to extend my gratitude to all persons for the immeasurable support and useful contribution towards my studies. I would like to extend my sincere thanks to my supervisor Ms. Kyotuhairé Lynne for the assistance, advice, patience and time she accorded me towards the success of this work. I equally thank all my lecturers, who beyond their core duty of teaching, overwhelmingly imparted wisdom that have remained a guiding stick in my life and my studies at the University. To my dear friends and colleagues: Mr. Kahwa Moses; Mr. Kagwishagye Patrick, Ms. Mpumwire Judith, Mr. Niwamanya Muhereza, Ms. Kyomugisha Jorrian, Mr. Nkwasiwe Onani I thank you very much for whatever assistance you accorded me. May the Almighty God reward you abundantly. Most importantly, I praise and thank God for the love, grace, strength and providence. I pray that He leads me yet again into the green pastures.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction.

This chapter looked at the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, significance of the study and conceptual frame work.

1.1 Back ground to the study.

Today's globalization has had great impact on the world economy and has increased the importance of cross-cultural business negotiations. Many companies tend to look abroad to expand their businesses as the world becomes more and more interconnected (Zhang et al, 2009, p.103). When going international not only does it requires in-depth technical competence, but also competence to interact with people from different backgrounds and cultures. According to the different culture, the styles of the negotiation are greatly different (Usunier, 2003, p.30) . International negotiation is a negotiation among different countries and regions. Because of the difference system in politics and economy of the world, they have different history and cultural tradition. Sebenius (2002) points out that cultural difference can influence business negotiations in significant and unexpected ways. Negotiation is an important part of developing business in any market. (Xiaohua et al, 2003). Furthermore the causes of many of the conflicts going on all over the world can be attributed to intolerance brought about by cross-cultural ignorance. People are so used to think and do things in a certain way, it is difficult for people to understand each other and this is a problem for companies doing business abroad (Hofstede et al, 2005, p.4). An ignorance of the culture you are visiting or interacting with can lead to development of stereotypes and occasionally, causing offence.

Hollensen (2001) suggests that in the business world lacking awareness of cultural difference can have a negative impact on the success of businesses as well as negotiation. Everyone operates differently due to cultural values and beliefs, therefore it is vital to be aware and understand different cultural approaches. This helps to communicate with others effectively, avoiding any form of conflict. According to Johansson (2000) the global economy has formed business

environment that require companies to look past the traditional thinking of the home market, and start instead looking at business from an international global perspective. While aware of the fact that every business, at one point or another, involved in negotiating, whether it will be a simple business deal, a supplier's contract or collective bargaining (Imai, 2010).

In the early 1980s, Cambridge, Massachusetts, was a hotspot on the negotiations front. Scholars from different disciplines started interacting with each other to explore exciting new concepts, and the field took a big leap forward with the creation of the Program on Negotiation, an interdisciplinary, multi-college research center based at Harvard University. Very quickly, Roger Fisher and William Ury's (1981) popular book *Getting to Yes* had a pronounced impact on how practitioners think about negotiations. On a more scholarly front, a related, yet profoundly different change was occurring. Howard Raiffa's (1982) book *The Art and Science of Negotiation* was transforming how organizations would think about and conduct empirical research for the better performance.

Perceptions of the other party, Thompson's (1990) second category, involve person perception and impression formation applied to one's negotiation counterpart. Such processes result in feelings that can be classified as either individual or dyadic—that is, what negotiators think of their counterparts and what they think of their own relationships with those counterparts, respectively. However, in practice the two are dynamically linked and can be difficult to separate. At the individual level, this factor includes the attributions that negotiators make about counterparts on the basis of their behavior (e.g., their ethics, tactics, and strategies) and trait inferences such as the expertise, cooperativeness, friendliness, and resulting reputation of the counterpart (e.g., Fortgang, Lax, & Sebenius, 2003; Morris, Larrick, & Su, 1999; Tinsley, O'Connor, & Sullivan, 2002). At the dyadic level, this factor includes the social relationship, trust, respect, liking, and concern for the other party that develops among negotiation counterparts (e.g., Lewicki, McAllister, & Bies, 1998; Naquin & Paulson, 2003; Pruitt & Rubin, 1986).

In Uganda, the basis for effective long-term collaboration is established at the negotiation stage. But alliance negotiations can be challenging to executives steeped in the adversarial, position-maximizing style of negotiating that characterizes many types of business arrangements.

Approaching alliance negotiations from an adversarial or winner-take-all perspective is an invitation to trouble. In both their tone and approach, negotiations should reflect the desire of the parties to create a solid foundation for their relationship and a positive atmosphere for the partnership. In Uchumi Super Market, negotiations are considered first and foremost as a means of building the linkages that will support effective collaboration between the partner companies and hence improving on its performance.

1.2 Statement of the Problem

In Uganda, negotiation is a tool for business growth especially in Kampala district where there very many different people composed of different cultures and background. In Uchumi supermarket, negotiation is used as an excellent vehicle for developing some unique insights into how the other party does business. It is considered as a good place to test compatibility and personal chemistry between key personalities. The style and approach exhibited by the key players at the negotiating table can be a good indicator of the nature of the eventual relationship that lead to improvement of organizations performance.

However, (Connor, 2003) argues that there are several challenges that have been registered in negotiation among which include diversity of cultures, poor communication, lack of knowledge about negotiation yet failure to negotiate productively will result in lost potential alliances and this is the reason the researcher will be interested in investigating on impact of negotiation on organizations performance in Kampala a case study of Uchumi Supermarket.

1.3 Purpose of the study.

The purpose of the study was to investigate on impact of negotiations on organizations performance in Kampala a case study of Uchumi Super Market.

1.4 Objectives of the study.

To examine the challenges encountered by negotiators in business.

To establish the strategies for effective negotiation to enhance organizations performance.

To examine the relationship between negotiation and organizational performance.

1.5 Research questions.

What are the challenges encountered by negotiators in business?

What are the strategies for effective negotiation to enhance organizations performance?

What is the relationship between negotiation and organizational performance?

1.6 Scope of the study.

The scope of this study covered the following;

1.6.1 Time scope.

The research was carried out for the period of 3 months from March 2014 to June 2014. This was appropriate enough for the researcher to compile the information required to complete this research.

1.6.2 Geographical scope.

The research was carried out at Uchumi Super Market Kampala Uganda due to its convenience and easy accessibility by the researcher.

1.6.3 Subject scope

The investigation was limited to impact of negotiations on organizations performance in Kampala using Uchumi Super Market as a case of study.

1.7 Significance of the study.

The study will be significant to.

Policy makers. The study may be useful to policy makers because it will help in identifying key challenges encountered during negotiations which might be instrumental in revitalizing the organizations performance. In addition, the study may provide new practical insights useful for planning, assessing, monitoring and evaluating the negotiation procedures that can stimulate organizations performance.

Management. The study findings may help the management of Uchumi Super Market to design relevant approaches for developing competencies and training its internal professionals on

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This gives views about what other authors have written about the topic .the review is to take the form of the objectives so other authors contribution in related literature is recognized in this chapter. The researcher focused on the challenges encountered by negotiators in business, strategies for effective negotiation that enhance organizations performance and the relationship between negotiation and organizations performance. The researcher used journals, books, internet to get literature about the study.

2.1 Challenges encountered by negotiators in business.

According to J. Child and D. Faulkner, (2000) negotiation is particularly difficult where there is little competition in the marketplace. This strengthens the supplier position and correspondingly weakens that of the buyer. The purchasing and supply management professional must identify alternatives as part of the negotiation strategy and have a position with which they are prepared to walk away from the negotiation (for this position Fisher and Ury coined the term "Best Alternative to a Negotiated Agreement or BATNA").

According to Kray, L. J., Thompson, L., & Galinsky, A. (2001). poor communication means poor negotiation. Clarity, therefore, ought to be the rule guiding financial negotiations at all times. To help facilitate clarity throughout the negotiating process, it is useful to begin the process by explicitly establishing the rules and procedures that will guide the discussions. These ought to address issues such as the time frame and duration of the discussions, the speaking order, how information will be exchanged between the parties, how administrative matters will be accommodated, and what will be the role of substitutes and committees. This exercise will also provide the opportunity to build habits and standards which help to create a secure and predictable environment, to avoid delays when problems arise, and to resist the unwarranted exertion of pressure.

In response to Raiffa's prescriptive structure, behavioral decision researchers started to address the fundamental questions it raised (Bazerman and Neale 1992; Thompson 2005; Bazerman and Moore 2008). Behavioral decision researchers identified the systematic ways in which people depart from rationality, to identify the barriers to the focal negotiator and to identify what could be expected from other parties. The concept of "rationality" in Raiffa's writing, and in the work of behavioral decision researchers, did not make any assumptions about what the negotiator valued, only that they optimally pursued their own objectives. This affects negotiation since every party has its own objectives to be fulfilled

A buyer's relative power will affect his use of aggressive bargaining. As supplier competition increases, buyers can be expected to capitalize on the natural rivalry among suppliers to keep prices down and to promote product and service improvements. The buyer's use of aggressive bargaining tactics, many of which involve implicit or explicit threats (e.g. suggesting that the seller is in danger of losing the contract), should also be more credible when several suppliers are interested in the purchase contract. Compared to power balance, power differences lead to greater use of threats and punishments, making conflict escalation more likely (De Dreu, 1995; De Dreu, Giebels & Van De Vliert, 1998). The increased effectiveness of aggressive bargaining associated with high supplier competition should reduce the buyer's need to solve problems with any given supplier or group of suppliers, and the marginal benefits of doing so under these conditions often may not be worth the cost (Perdue & Summers, 1991).

Building off of work in behavioral decision theory (Tversky and Kahneman 1974; Kahneman and Tversky, 1979), a number of deviations from rationality have been identified that can be expected in negotiations. Researchers found, for example, that negotiators tend to be inappropriately affected by the positive or negative frame in which they view risks (Neale and Bazerman 1985; Bazerman, Magliozzi, and Neale 1985), to anchor their numeric estimates in negotiations -on irrelevant information such as arbitrary numbers or manipulated listing prices (Tversky and Kahneman 1974; Northcraft and Neale 1987)---addressed as above, to rely disproportionately on readily available information at the expense of critical but less salient

information (Neale 1984), and to be overconfident about the likelihood of attaining outcomes that favor themselves (Bazerman and Neale 1982; Neale and Bazerman 1985).

This application of behavioral decision research soon developed into a search for additional biases that might be created by the competitive nature of negotiations. Soon, we learned that negotiators tend to assume that negotiation tasks are fixed-sum (the mythical fixed-pie), to miss opportunities for mutually beneficial tradeoffs between the parties (Bazerman, Magliozzi, and Neale 1985); to escalate commitment to a previously selected course of action when it is no longer the most reasonable alternative (Bazerman and Neale 1983); to overlook valuable, available information by failing to consider the opponent's cognitive perspective (Samuelson and Bazerman 1985; Bazerman and Carroll 1987) and strengths and weaknesses (Radzevick and Moore 2008), and to retroactively devalue *any* concession made by one's opponent (Ross and Stillenger 1991). This new perspective, which developed Raiffa's analytic structure through the lens of behavioral decision research, prompted a large body of research that integrated analytic structures with descriptively accurate models of human cognition.

Gelfand and Christakopoulou (1999) suggest that the interdependence can induce a person to be motivated to accurately predict other's needs, desires, and possible actions, akin to low power individuals. Several studies support this view. Erber and Fiske (1984) found that outcome dependency produced heightened attention to information that was inconsistent with someone's expectations about another person. Copeland (1994) has argued that individuals with a power disadvantage have higher impression motivation than individuals with a power advantage. The idea is that lower power individuals may seek situational control by managing positive impressions of themselves (Goodwin, Gubin, Fiske & Yzerbyt, 2000). De Dreu & Van Kleef (2004) showed that negotiators with less power ask more diagnostic than leading questions, and more belief-congruent than incongruent questions, when facing a competitive rather than cooperative partner.

Often, when parties disagree about what is fair, each side assumes that the other party is intentionally overstating its case. In contrast, research has documented that it is extremely common and predictable for parties to overweight views that favor themselves, a phenomenon

that results in a motivational bias (Babcock and Loewenstein 1997; Diekmann et al. 1997) to perceive what is fair through a self-serving lens. Thompson and Loewenstein (1992) showed that negotiators are egocentric and that the more egocentric parties are, the higher the likelihood of impasse. This result has been well-replicated in studies that used financial incentives for performance and across negotiation contexts (Babcock et al. 1995). In addition, Thompson and Loewenstein (1992) found that the provision of additional (neutral) information actually increases egocentrism. Participants who received more information tended to make more extreme estimates about what would be a fair outcome. Finally, study participants also showed self-serving recall bias, remembering better those facts that favored themselves. David Messick and Keith Sentis (1983) argued that preferences are determined through reflection, a process that is vulnerable to bias. Ambiguous situations create uncertainty about fairness, and negotiators.

Negotiators' optimism can be traced to the overestimation of their ability to control uncontrollable events (Kramer 1994). In prisoner dilemma games, negotiators behave as if their decisions will control the simultaneous decisions of the other party, even when that expectation is logically impossible (Shafir and Tversky 1992; Morris et al. 1998). One reason parties cooperate in one-shot prisoner dilemma games is the illusion that their own cooperation will motivate the other side to cooperate. Positive illusions can also have social costs: Kramer (1994) found that unsuccessful negotiators denigrate their more successful counterparts by attributing their success to uncooperative and unethical bargaining tactics.

Early studies found that anger makes negotiators more self-centered in their preferences (Loewenstein et al. 1989) and increases the likelihood that they will reject profitable offers in ultimatum games (Pillutla and Murnighan 1996). While earlier work has focused on helping negotiators become more aware of their emotions, such as anger and fear, with the goal of controlling them in critical negotiations (Adler, Rosen, and Silverstein 1998), more recent work has pointed out that even emotions not connected to the negotiations itself, or incidental emotions, can have a pronounced effect on negotiation.

Parties often lack the information and ability to perform a full, accurate, rational analysis of negotiation situations, and consequently they can have perceptions that differ greatly from objective economic analyses (Thompson & Hastie, 1990). How do you ever know if you succeeded in a negotiation? It would be implausible, not to mention uncomfortable, for a real-world negotiation to conclude with a debriefing of parties' aspirations, targets, and breaking points. In many cases, it would be challenging even to quantify one's own outcomes and to aggregate across multiple issues. Thus, negotiators generally rely on subjective intuition to evaluate how well they did. If subjective value mirrors intuitions about performance, then it may be a more proximal predictor of future behavior than objective performance itself. Even if the link is not always direct or transparent, behavior is influenced by a person's perceptions, thoughts, and attitudes rather than the objective reality of a situation (see, e.g., Eagley & Chaiken, 2000). Thus, understanding subjective value could shed light on the motivations and action tendencies of negotiators and the process of learning from experience.

2.2 Strategies to ensure effective negotiation.

Purchasing and supply management professionals should undertake, or lead, any significant negotiation with suppliers required by their organization Lewicki, R. J., Saunders, D. M., Minton, J. W., & Barry, B. (2002). Where someone else is to undertake a negotiation, it is the responsibility of the purchasing and supply management professional to ensure that they are properly trained and prepared for the experience.

According to Bazerman, M. (1995) initial meetings between the parties should focus on identifying mutual interests and building consensus on the basic strategic objectives of the alliance. There should be no pressure to close a deal. Efforts to conclude a deal quickly can lead negotiators to focus their attention on legal and financial aspects of the partnership while ignoring the relational and operational issues involved in managing the venture. Spelling out mutual benefits can also help negotiators uncover unrealistic expectations.

R. Lynch, (2003) argues that negotiation should have identified proprietary knowledge that needs to be protected, so before disclosing proprietary data, managers should ensure their competitive advantage is adequately protected and make certain the negotiators have been well briefed on

what is appropriate to share and when. Technology to be disclosed should ideally be patented, and confidentiality agreements should be signed to cover sensitive information to preclude prospective partners from using disclosures in a competitive manner. A good approach is to balance the amount of capabilities and information unveiled with what the partner unveils.

According to begin, proper conduct throughout the process can help to overcome many difficult situations. Among the most important skills to cultivate is the ability to think and listen actively. In general, think critically: pay close attention to what is said, ask questions to clarify issues, and analyze and relate both questions and statements to the underlying interests. R. Lynch, (2003) Asking questions is useful because questions generate answers while statements generate resistance. Another important skill to cultivate is speaking. In general, speak to be understood: speak loudly, clearly and to the point, communicate how you have arrived at your position and why, speak to the other team as equals while sympathizing with their interests and treating their concerns as legitimate, look to the future instead of dwelling on the past. It is also useful to try and build personal relations with the other team because the faster both sides become friends, the easier it is to reconcile interests. In general, proper conduct involves demonstrating respect, showing curiosity and emphasizing concern.

Only technical staff should be actively present during negotiations, Negotiating strategies, including fall-back positions have to be carefully worked out before negotiations Saner, R (2000). At the end of negotiations, no final obligation should be spelled out. This is why politicians and members of government should not be present during negotiations. It is highly recommended that negotiating teams report back on return to their respective home countries to these higher authorities in order to find time to reassess the negotiation results and to eventually confirm them on a higher hierarchical level.

External consultation should be held with relevant government and nongovernment parties. Effective sustainable development depends on a coordinated development effort among all relevant parties Tan, J.S (2004). A firm understanding of how the negotiation relates to the broader development strategy of the nation is essential to understand how to realise the optimal development strategy. It is therefore important to consult other relevant parties to understand how the upcoming negotiations may either help or hinder their efforts. It is also useful to develop

an understanding of your place in the power hierarchy and how this inhibits or enhances your ability to negotiate. By building communication with other relevant parties the negotiating team may be in a better position to challenge the pressure to curtail negotiations prematurely.

McLean, (2010, p.30) suggests that gaining a deeper understanding of different cultures can enable us to, identify similarities and differences between cultures, cope with and adjust to differences in cultures, so that offence is not given, identify and understand why people do what they do and behave the way they do and work proactively with cultural differences, to produce mutually satisfying and unifying outcomes.

When dealing in a foreign business culture, managers may want to find specialized consultants to assist in the negotiations Usunier, J.C (2003). Consultants knowledgeable in the culture and business practices of the foreign environment and who have credibility and contacts in the area of the proposed venture can sometimes be of enormous benefit in both better understanding the potential deal and in facilitating it. It is always best, however, to avoid relying on a consultant to put the deal together. If a company doesn't have the capability to make the strategic and business decisions leading up to the deal, it is unlikely to have the ability to implement it effectively.

According to Tan, J.S (2004) negotiations should allow the parties to get to know each other, clarify expected benefits, and identify shared goals and objectives. At this stage, it is best to try to avoid placing too much emphasis on legal issues and technicalities, decision-making processes, and ownership formulas. Rather, focus discussions on operations planning, clarity of goals, personnel selection, resource needs, reporting systems, cost controls, and desired results.⁴

Sebenius, (2002, p.6) argues that providing training in cultural diplomacy, many of the significant challenges revealed could be prevented. Without such training, international negotiators are likely to rely on their own subjective cultural assumptions. They will minimize rather than take account of cultural differences, attribute motivations typical in their common culture rather than empathizing with other cultures, ignore rather than explore values and assumptions, and essentially negotiate with themselves.

CIPS believes that purchasing and supply management professionals should aim for a mutually acceptable solution for both parties where appropriate. There will rarely be occasions when the benefits of the negotiation are equally balanced but if suppliers feel they have "lost", this may adversely affect their attitude to the relationship making any negotiated gains by the purchasing and supply management professional short-term triumphs.

Lewis, (2005, p.27) further explains that people tend to only look at national culture when they go into international negotiations but there are other factors that need to be taken into account such as educational culture, race culture, gender culture, a religious culture. Karakowsky et al (2006) agrees and goes on to say that all of these also impact the way people behave and they are all 'cross cultural'. Therefore, to be a better negotiator all areas of culture need to be taken into consideration.

2.3 The relationship between negotiations management and organizational performance.

With companies growing globally and the outsourcing of jobs, the work force finds itself having to interact with people from different countries every day. Negotiation is an essential business process for establishing trade relationship between partners (Yuan and Turel 2004). Negotiations between partners are required frequently with the use of Internet-based technologies to procure goods and services that usually involves complex negotiation (Cerquides et al 2007). With advanced web-based technology such as the Internet and extranets, the negotiation process has become a prominent issue in the literature and in particular is notified in the area of eprocurement (Aguiler et al 2008, Bui et al 2006, Bajari et al 2008). Kurtzberg and Medvec (1999) stated that there are many elements of a relationship that can be impacted by negotiation such as the relationship between parties, communication and their level of trust. With the involvement of many actors in the negotiation process such as the procurer and supplier, issues influencing negotiation influence negotiation in the sourcing process between partners in procurement network.

The quality, scale and seriousness of preparation are, therefore, important determinants conditioning the overall negotiation process. Workable solutions require creative and flexible behaviour; however, it is this behaviour that the negotiation process naturally tends to impede.

Negotiation helps compensate this by placing the negotiator in a better position to listen critically, respond creatively and act decisively. It also reduces risks such as fraud and allows negotiators to accumulate profits in the business since quality products are obtained at a cheap price.

It is evident that failed negotiations can lead to business losses, even business closure like what happened with Enron, therefore preparation is crucial when entering a business negotiation. Zhang et al, (2009, p.103) stresses that an important part of negotiation preparation is research, including finding out all you can about the party or parties who will be across the table from the other. Understanding how to achieve international business negotiation outcomes and the factors relevant to the process will allow negotiators to be more successful in their businesses as well as increase their earnings (Peng, 2008)

Negotiation models offer some perspective here. Negotiation models generally describe bargaining and negotiation as a process characterized by information exchange, joint-problem solving and persuasion (Alexander, Schul & McCorkle, 1994). A majority of research on industrial negotiations is based on theoretical perspectives drawn from both social exchange theory (Thibaut & Kelley, 1959; Gergen, 1969; Druckman, 1977) and exchange theory (Homans, 1974; Bagozzi, 1978). In this framework, negotiation outcomes (e.g. level of buyer and/or seller satisfaction, profits, whether or no agreement is reached) are seen as a complex interaction of three constructs: namely negotiator characteristics, situational characteristics, and the characteristics of the negotiation process itself (Campbell, Graham, Jolibert & Meissner, 1988). In this view, negotiator characteristics and situational characteristics are seen as affecting both process-related behaviors and performance outcomes (Alexander et al., 1994).

Negotiation enables the procurement professional to better understand the situation and the range of acceptable (and unacceptable) outcomes. This creates the self-confidence necessary for a successful outcome. Approaching the negotiations within a complete picture of the stakeholder requirements (i.e., service, quality, etc in addition to price) ensures full stakeholder support in the negotiated outcome.

Distributive bargaining (aggressive or competitive bargaining) addresses the issue of how the available benefits are to be distributed between the two parties (Walton & McKersie's, 1966). More specifically, distributive bargaining is characterized by the use of zero-sum or “win-lose” tactics such as communicating implicit or explicit threats, making excessive demands, promises, positional commitments, and persuasive arguments (Pruitt & Lewis, 1975). Distributive tactics can be appropriate for issues that are equally valued by both parties (i.e. distributive issues). However, it has been suggested that distributive tactics are counterproductive when they are inappropriately applied to integrative issues and that they set a confrontational tone to the negotiation (Lax & Sebenius, 1986).

Negotiations are a vehicle of communication and stakeholder management. As such, they can play a vital role in assisting policy-makers to obtain a better grasp of the complex issues, factors and human dynamics behind important policy issues. Growing linkages, interdependencies and the rapid pace of change in spheres affecting important agri-food issues including economics, trade, governance and regional and international relations, have created a greater need for skillful negotiators among agriculture policy-makers and experts.

In purchasing, negotiation is integrative to the extent that purchasing agents actively seek coordination with sellers to develop alternative purchasing arrangements that have the potential for reducing costs and/or increasing performance. The focus is on seeking an integrative solution that is achieved via open and accurate informational exchange, mutually concessionary behaviors, and mutual respect for individual goals (Campbell et al., 1988). In a coordinative context, the focal negotiator will seek to minimize the use of any deleterious influence tactics (e.g. threats) in the negotiation because of his/her desire for a mutually beneficial outcome (Dant & Schul, 1992). Coordinative behavior such as open and accurate exchange of information and option flexibility have been linked to integrative agreements when tradeoffs based on issue priorities are evident (Pruitt & Lewis, 1975).

Mannix, Tinsley, & Bazerman, (2000) argues that subjective value resulting from a negotiation may feed back, positively or negatively, into future economic outcomes. Individuals who

increase the subjective value of their counterparts may be able to develop and reap the benefits of more favorable reputations (Croson & Glick, 2001; Fortgang et al., 2003; Goates, Barry, & Friedman, 2003; Tinsley et al., 2002). Increasing one's own subjective value could increase perseverance and motivation in future negotiations. At the relationship level, the interpersonal rapport developed in Negotiation A might foster concern for the other party, information sharing, and other behaviors critical to the success of Negotiation B (Drolet & Morris O'Connor, Arnold, & Burris, 2005; Pruitt & Rubin, 1986). Indeed, Negotiation B is more likely even to take place if negotiators establish the foundation for a relationship in Negotiation A (Oliver et al., 1994). Furthermore, negotiators need sufficient good will to implement the objective terms of a contract and the so-called social contract for how they work together, communicate, and resolve disputes in the future (Fortgang et al., 2003; Walton, Cutcher-Gershenfeld, & McKersie, 1994). Thus, maintaining good relationships—which might be hindered by extracting all possible economic rewards—can be an effective strategy in maintaining the cooperation necessary for greater returns in the long run.

CHAPTER THREE

METHODOLOGY

1.0 Introduction

This chapter explains and describes how the research was carried out. It focused on the research design, target population, sampled population, sample size data collection, data analysis and ethical considerations.

3.1 Research design

The researcher used both quantitative and qualitative approaches in data collection, however, quantitative method of data collection dominated or was largely used and emphasized in the collection of data because it was more accurate in terms of data collection and yet again more reliable in terms of research results. This meant that quantitative research design was only used for expressing the numerical information captured during the study which could be easily expressed in words. This comprised of mainly statistical information expressed in words.

3.2 Research population

A population can be defined as a complete collection of all elements (units) that are of interest to the researcher. A population is the aggregate or totality of objects or individual having one or more characteristics in common that are of interest to the researcher and where interferences were to be made of an estimated population of 57 employees, a sample of 50 employees were used as respondents for the purpose of this study.

3.3 Sample frame work

A sample design was obtained through either of 3 basic methods collecting data from the whole population, collecting data from a random sample of units or collecting data from a sample unit. For the purpose of this study, the sample design was obtained by collecting data from a sample unit.

3.3.1 Sample size

From an estimated population of about 57 respondents that was comprised of employees of Uchumi Super Market, Managers, CEOs, procurement officers, Accountants and 50 were randomly selected as respondents for this study.

3.3.2 Sample Techniques

The sample population was comprised of procurement officers, managers, Accountants and CEOs. Stratified sampling therefore was used because it enabled the researcher to fairly represent, sample errors were avoided. It was more accurate and resized compared to other methods like systematic random sampling.

3.3.3 Sample Procedure

The researcher used probability sampling method and in particular stratified sampling. In probability of being selected, she divided the population into sub-populations such that elements within these sub-populations were homogeneous. She then selected a simple random sample independently from each sub population.

3.4 Data collection methods

The researcher obtained data from the field using the following important instruments:

3.4.1 Questionnaires

Here, self-administered questionnaires were employed containing both open-ended and close-ended question. This was used to reduce costs of movement and also because the researcher dealt with literate people who had the capacity of filling the forms.

3.4.2 Interviews

Here the researcher conducted face-to-face interactions made conversations between the interviewee and her self with the sole aim of soliciting data. The researcher used both formal and informal interviews with the respondents. This enabled the researcher to get more information in greater depth, reduced resistance and also obtained personal information from the respondents

3.4.3 Observation

The researcher employed this technique to obtain the relevant data, it was important because the researcher became part of the study groups. It enabled her to capture the conduct and found out the validity of the information being given.

3.5 Data processing and analysis

Several methods were employed in processing the raw data from the field. These included editing, coding, classification, tabulation, and data analysis. These were done after data collection to make it meaningful.

3.6 Sample population.

The sample population was comprised of the procurement officers, Accountants, CEOs, and the entire administration of Uchumi Super Market. Stratified sampling was therefore used because it enabled the researcher to fairly represent, sample eras were avoided. It was more accurate and resized compared to other methods like systematic random sampling.

3.7 Validity and reliability of the instruments.

To establish the validity of the instruments, the researcher administered a questionnaire to the various officials; computations were done by the use of computer program. This was for the case of questionnaire research instrument. The data was analyzed and fed accordingly.

3.8 Ethical Considerations

The researcher made sure that the respondents were assured of enormity and confidentiality of the information which is given by them. The respondents were asked to sign a consent note before the interview.

The researcher tried as much as possible to show the highest level of discipline by respecting the respondents irrespective of their ages or social status so as to portray a good image of the researcher and the institution respectively

The researcher tried to get to the field and reach out to every respondent and follow every step of the research so as to avoid forgery and make generalizations about the study based on reality and empirical evidence.

The researcher followed the advice and instructions given by the supervisor and tried as much as possible to meet the deadlines as demanded by the research supervisor.

3.9 Limitations of the study and their solutions

Non-response to certain questions and providing of false information was the major limitation to the study. This was due to the fear by some respondents that the researcher exposed some failures of officials who were responsible to negotiate on behalf of Uchumi Super Market. However, the researcher used logical questions so that the respondents were able to release such information needed by the researcher.

It was not easy to locate the respondents the fact that these respondents were widely spread and conducted their activities from different places this hindered data collection. The researcher however designed a structured questionnaire that enabled respondents fill in their free time.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction.

This chapter comprises of the findings that were gathered by the researcher from Uchumi Supermarket in relation to the topic (*“impact of negotiations on organizations performance in Kampala district”*.)

The data is presented and interpreted in view of the objectives mentioned in chapter one of this research. The interpretation also seeks to answer the research questions that were raised in chapter one.

Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods for example the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form.

Questionnaires were provided to 50 respondents who filled them to the best of their knowledge.

4.1 Demographic characteristics

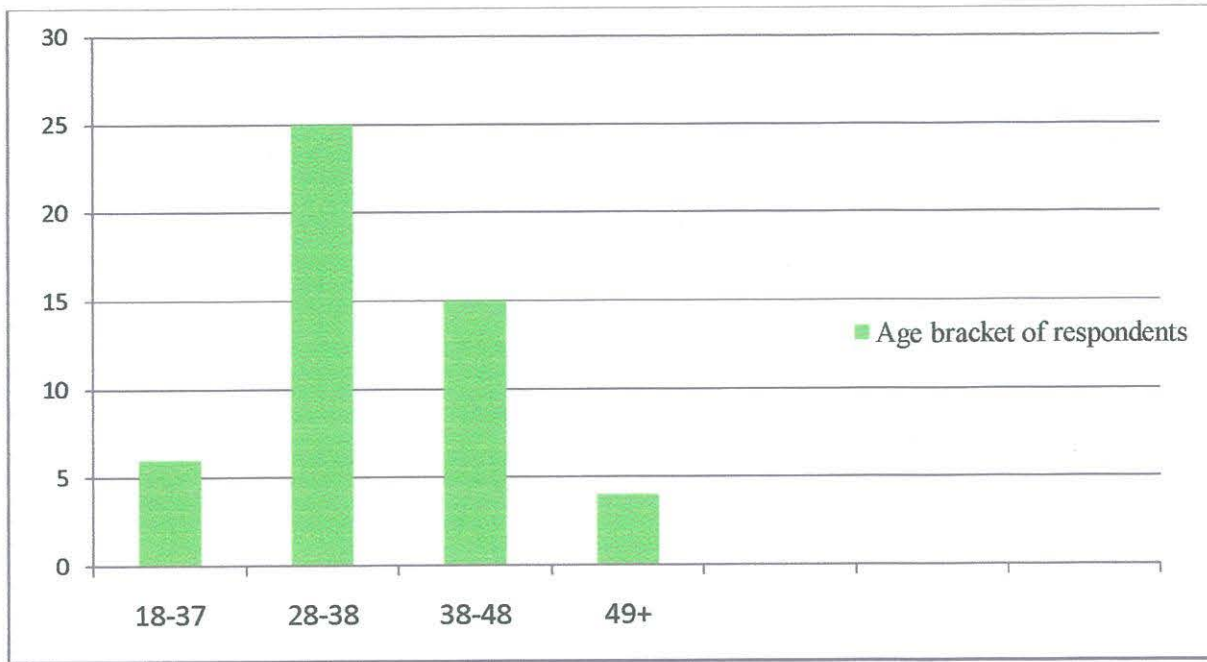
Table (i) Showing Gender respondents

Respondents	Frequency	Percentage
Male	35	64
Female	15	36
Total	50	100

Source: Primary Data

From the table above, it can be seen that the majority of respondents were male that is 35 respondents representing 70% of the total respondents and 15 respondents were female representing 30% of the total respondents.

Figure I: The bar graph showing age distribution of respondents



Source: Primary Data

From the figure above ,it can be seen that the majority of the respondents are aged between 28-38 years representing 50%,followed by 38 -48 years representing 30% , 18 -37 represented by 12%and above 49+ represented by 8%.from the above analysis, it can be construed that the majority of the respondents from Uchumi Supermarket were young people and therefore they have an active memory hence the information obtained from them can be trusted and looked at as true and good representation of the information the researcher was looking for and the fact that supermarkets attendants are young, energetic and still flexible, the researcher can easily get the information immediately other than focusing on old people. The age bracket of 30-40% had majority of the respondents because they are hardworking compared to aged ones.

Table (ii) Showing academic qualifications of the respondents

Academic qualifications	Frequency	Percentage
Diploma	8	16
Degree	14	28
Post graduate	16	32
Masters	12	24
Total	50	100

Source: Primary Data

From the above table, it is seen that that the majority of the respondents of Uchumi Supermarket were post graduates that is 16 respondents representing 32% of the total respondents, followed by those who were degree holders that is 14 respondents representing 28% of the total respondents, followed by respondents who were holding masters that is 12 respondents representing 24% of the total respondents, followed by respondents were having diploma that is 8 respondents representing 16% of the total respondents.

This implies that the respondents were well educated and had knowledge about the impact of negotiation on organizational performance. The majority respondents were post graduates because they usually attend negotiation meetings totaling to 32% of the total respondents.

4.2 Challenges encountered by negotiators in business.

The first objective was to examine the challenges encountered by negotiation in business and the results were expressed in the table as showed below.

Table iii: Showing the challenges encountered by negotiators in business.

Responses	Frequency	Percentage
Yes	32	64
No	8	16
Not sure	10	20
Total	50	100

Source: Primary Data.

From the table above, majority of the respondents agreed that there are challenges encountered by negotiators that is 32 respondents representing 64% of the total respondents and 8 respondents disagreed representing 16% of the total respondents and 20% of the total respondents were not sure.

Since majority of respondents agreed that there are challenges encountered by negotiators, a serious research was required to address such challenges though consideration was to be made for those who disagreed and were not sure before making conclusion for this study.

Table IV: Showing the challenges encountered by negotiators in Uchumi Super Market.

Challenges encountered by negotiators	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Language barrier	30	60	10	20	4	8	5	10	1	2	50	100
Little competition in the marketplace	40	80	4	8	4	8	0	0	2	4	50	100

Poor communication	32	62	9	18	2	4	4	8	3	6	50	100
Cultural diversity	25	50	14	28	5	10	4	8	2	4	50	100
Desire to pursue own objectives	29	58	14	28	2	4	3	15	5	10	50	100
Lack of knowledge about prices	20	40	13	26	3	6	9	18	5	10	50	100

Source: Primary Data

The data collected above shows that:

In line with the challenges encountered by negotiators, language barrier had 60% of the respondents who strongly agreed, 20% agreed, 8% disagreed, 10% respondents were not sure and 2%strongly disagreed.

80% of the total respondents strongly agreed with little competition in the marketplace where 8% of the total respondents agreed, 8% disagreed, none of the respondents strongly disagreed and 4% were not sure.

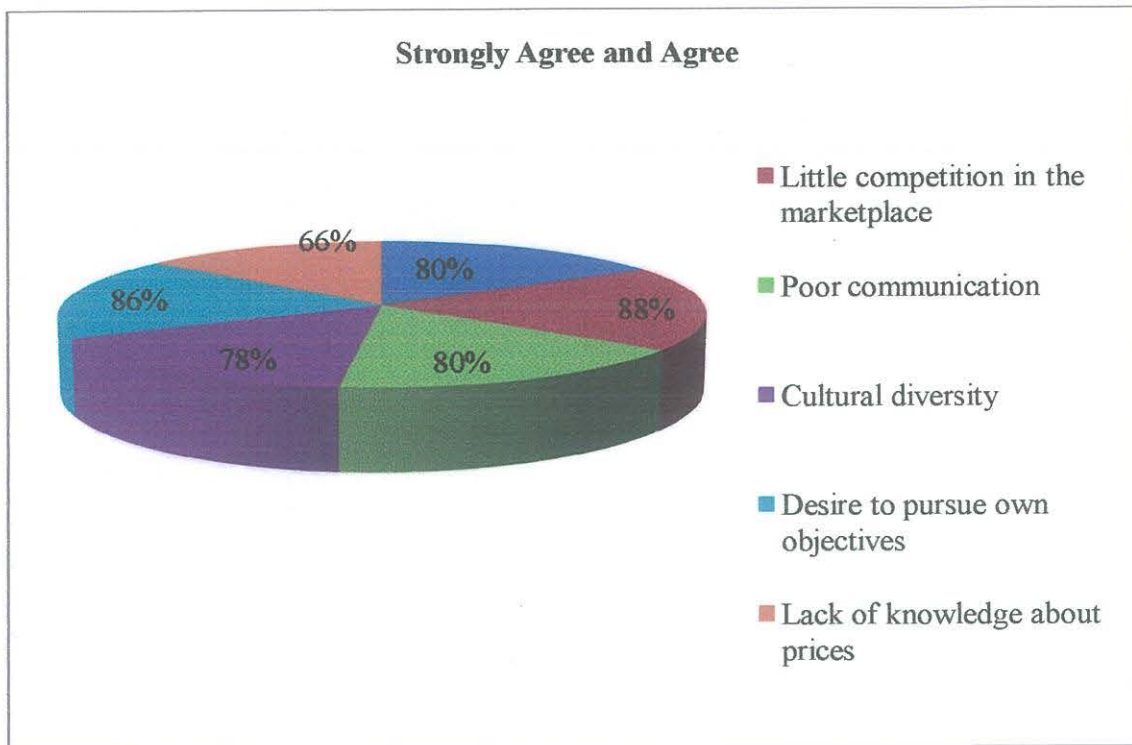
Poor communication had 60% of the respondents who strongly agreed, 18% agreed, 4% disagreed, 8% of the respondents were not sure and 6% strongly disagreed.

Cultural diversity had 50% of the total respondents who strongly agreed, 28% of the total respondents agreed, 10% of the total respondents disagreed and 4% of the respondents were not sure and none strongly disagreed.

Desire to pursue own objectives had 58% of the respondents strongly agreed, 28% of the total respondents agreed, 4% were not sure, 15% of the total respondents disagreed and 10% of the respondents strongly disagreed.

Lack of knowledge about prices had 40% of the total respondents who strongly agreed, 26% of the total respondents agreed 6% were not sure 18% of the total respondents disagreed and 10% strongly disagreed.

Figure II: Showing the respondents who strongly agreed and agreed to the challenges encountered by negotiators.



Source: Primary Data

From the chart above, 88% of the respondents strongly agreed and agreed to little competition in the marketplace. This is where majority of the respondents strongly agreed and agreed, followed by respondents who strongly agreed and agreed with desire to pursue own objectives by 86% of the total respondents who strongly agreed and agreed, followed by respondents who strongly agreed and agreed with language barrier and poor communication by 80%, followed by 78% who strongly agreed and agreed in support of cultural diversity, and finally followed by 66% of the total respondents who strongly agreed and agreed in support of lack of knowledge about prices.

This implies that little competition in market place had majority of the respondents and was therefore considered to be a major challenge in negotiation. The reason was that negotiation is only possible when the supplier or the contractor is not a monopolist.

4.3 Strategies for effective negotiation.

Table V: Showing the strategies for effective negotiation to enhance organizations performance.

strategies for effective negotiation	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	f	%	f	%	f	%	F	%
Asking questions to clarify answers.	37	74	3	6	4	8	1	2	5	10	50	100
Properly trained and prepared for the experience	30	60	7	14	2	4	8	16	3	6	50	100
Focusing on identifying mutual interests	20	40	10	20	5	10	7	14	8	16	50	100
Balancing the amount of capabilities and information	18	36	12	24	10	20	4	8	6	12	50	100
Building personal relations	25	50	4	8	0	0	5	10	16	32	50	100

Source: Primary Data

From the table above, 74% strongly agreed that asking questions to clarify answers as one of the strategies to overcome the challenges encountered by negotiators 6% agreeing as well, while 8% respondents were recorded for not being sure, 2% disagreed and 10% strongly in disagreed

60% of the respondents agreed in respect with properly trained and prepared for the experience 14% of the total respondents agreed, 4% of the respondents were not sure, 16% disagreed and 6% strongly disagreed.

Focusing on identifying mutual interests had 40% respondents who strongly agreed, 20% of the total respondents agreed, 10% were not sure, while 14% disagreed and 16% strongly disagreed.

Balancing the amount of capabilities and information had 36% of the total respondents who strongly agreed, 24% of the total respondents agreed, 20% were not sure, while 8% disagreed and 12% strongly disagreed.

Building personal relations had 50% respondents who strongly agreed, 8% of the total respondents agreed, none were not sure, while 10% of the total respondents disagreed and 32% strongly disagreed.

4.4 The relationship between negotiations and organizations performance.

The respondents were asked whether there is a relationship between negotiations and organizations performance and the results were expressed by the table a showed below.

Responses	Frequency	Percentage
Yes	40	80
No	10	20
Total	50	100

Source: Primary Data

From the table above, 40 respondents representing 80% of the total respondents agreed that a relationship exists between negotiations and organizations performance. Since majority of the

respondents agreed that is a relationship, the researcher was required to give her proper views including this research since the minority of 20% disagreed.

Table VI: Showing response to the relationship between negotiation and organizations performance.

Weight	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	f	%	f	%	F	%	F	%	F	%
Essential business process for establishing trade relationship	30	60	15	30	3	6	0	0	2	4	50	100
Increase the level of trust	42	84	5	10	2	4	0	0	1	2	50	100
Reduces business risks	43	86	2	4	1	2	1	2	3	6	50	100
Purchase of quality products	20	40	10	20	5	10	15	30	0	0	50	100
Seller-buyer satisfaction	20	40	0	0	10	20	7	14	8	16	50	100
Builds confidence for a successful outcome	30	60	5	10	0	0	0	0	15	30	50	100

Source: primary data

From the table above, essential business process for establishing trade relationship was seen as one of the relationship between negotiation and organizations performance 60% of the

respondents strongly agreed that, 30% of the respondents agreed, 6% were not sure, none disagreed and 4% of the respondents strongly disagreed.

'Increase the level of trust had 84% of the respondents who strongly agreed, 10% of the total respondents agreed, 4% were not sure, none disagreed and 2% of the total respondents strongly disagreed.

'Reduces business risks had 86% of the respondents who strongly agreed, 4% of the total respondents agreed, 2% who disagreed and 6% who strongly disagreed and 2% were not sure.

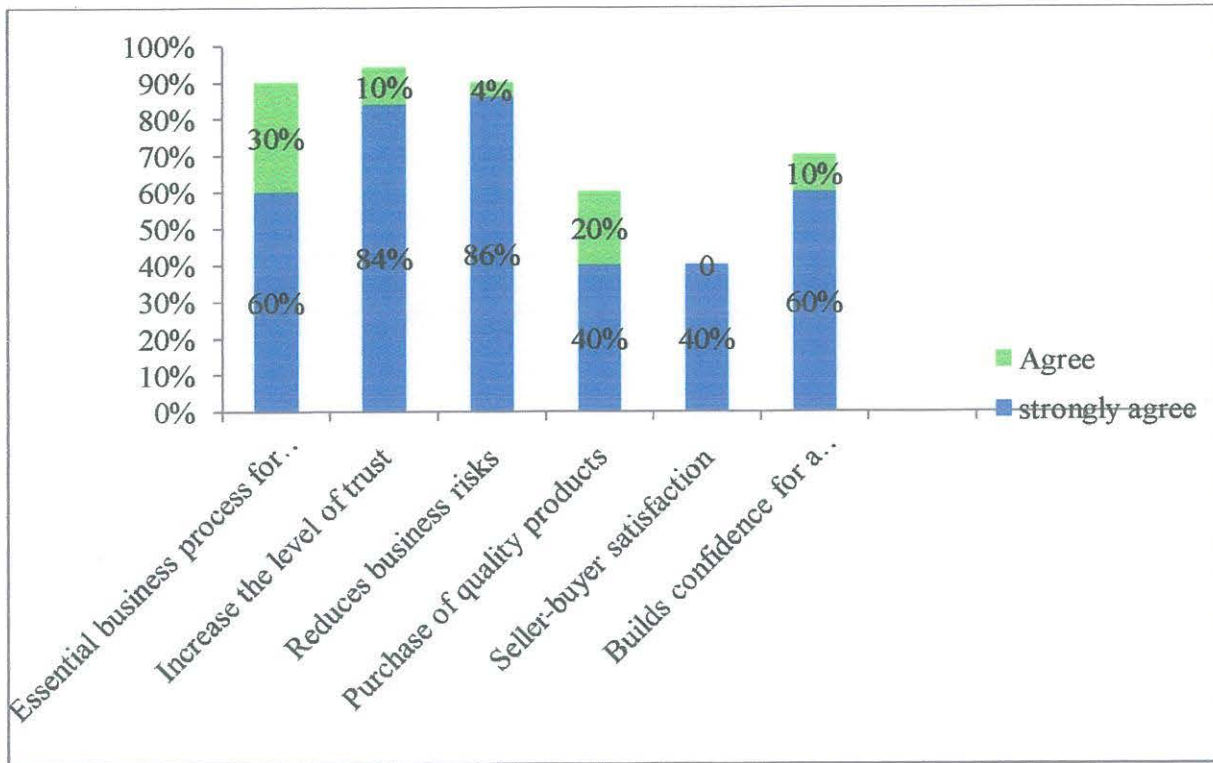
Purchase of quality products had 40% of the respondents who strongly agreed, 20% of the total respondents agreed 10% were not sure and 14 % disagreed and 16% strongly disagreed

Seller-buyer satisfaction had 40 respondents who strongly agreed, none agreed, 20% of the total respondents were not sure 14% of the total respondents disagreed and 16% of the total respondents strongly disagreed.

Builds confidence for a successful outcome had 60% respondents who strongly agreed, 10% of the total respondents agreed none were not sure and disagreed while 30% of the total respondents strongly disagreed.

Figure 4

The Chart below shows the number of respondents who responded to the relationship between negotiations and organizations performance. (Those who strongly agreed and Agreed in percentage)



Source: Primary Data

As seen in the graph above, increase the level of trust had majority of the respondents who strongly agreed and agreed by 94%, followed by respondents who strongly agreed and agreed to essential business process for establishing trade relationship and reduces business risks both by 90%, followed by 70% of the total respondents who strongly agreed and agreed that it builds confidence for a successful outcome, followed by purchase of quality products by 60% of the total respondents and finally followed by 40% of the total respondents who strongly agreed and agreed to seller-buyer satisfaction.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH.

5.1 Discussion of findings:

Basing on the first objective which was to examine the challenges encountered in negotiations, little competition in the marketplace had 88% of the total respondents who strongly agreed and this was in line with Child and D. Faulkner, (2000) who argued that negotiation is particularly difficult where there is little competition in the marketplace. This strengthens the supplier position and correspondingly weakens that of the buyer. The purchasing and supply management professional must identify alternatives as part of the negotiation strategy and have a position with which they are prepared to walk away from the negotiation. Other challenges include language barrier, poor communication, cultural diversity, desire to pursue own objectives and lack of knowledge about prices.

Inline with the strategies to ensure effective negotiation asking questions to clarify questions by 80% was in line with, R. Lynch, (2003) who argued that asking questions is useful because questions generate answers while statements generate resistance. Another important skill to cultivate is speaking. In general, speak to be understood: speak loudly, clearly and to the point, communicate how you have arrived at your position and why, speak to the other team as equals while sympathizing with their interests and treating their concerns as legitimate, look to the future instead of dwelling on the past. It is also useful to try and build personal relations with the other team because the faster both sides become friends, the easier it is to reconcile interests. In general, proper conduct involves demonstrating respect, showing curiosity and emphasizing concern. Others included properly trained and prepared for the experience by 74% and focusing on identifying mutual interests.

In line with the relationship between negotiation and organizations performance, Increase the level of trust and this was in line with Bui et al 2006, Bajari et al (2008) who stated that there are many elements of a relationship that can be impacted by negotiation such as the relationship between parties, communication and increase their level of trust. With the involvement of many

actors in the negotiation process such as the procurer and supplier, issues influencing negotiation influence negotiation in the sourcing process between partners in procurement network and thus leading to the achievement of desired outcomes.

5.2 Summary of the findings.

The researcher was interested on investigating on the impact of negotiations on organizations performance in Kampala district and the great focus was put on Uchumi Super Market which was chosen as a case of study. The researcher set the objectives of the study which were intended to; examine the challenges encountered by negotiators in business, establish the strategies for effective negotiation to enhance organizations performance and examine the relationship between negotiation and organizational performance.

According to the researchers findings on the first objective which was to examine the challenges encountered by negotiators in business, majority of the respondents agreed that there are challenges encountered by negotiators that is 32 respondents representing 64% of the total respondents and 8 respondents disagreed representing 16% of the total respondents and 20% of the total respondents were not sure. The researcher gave the option to the respondents to choose the level of agreement or disagreement where the majority totaling to 80% of the total respondents strongly agreed with little competition in the marketplace. The implication was that little competition in market place indicates that there few suppliers in the market place and therefore with or without negotiation prices are still determined by the supplier.

In line with the second objective which was intended to establish the strategies for effective negotiation to enhance organizations performance, 74% strongly agreed that asking questions to clarify answers was one of the strategies to overcome the challenges encountered by negotiators 6% agreeing as well, while 8% respondents were recorded for not being sure, 2% disagreed and 10% strongly in disagreed. This was where the majority of the respondents strongly agreed while balancing the amount of capabilities and information had 36% of the total respondents who strongly agreed and this was where the least number of the respondents strongly agreed.

The last objective was to examine the relationship between negotiation and organizational performance and 40 respondents representing 80% of the total respondents agreed that a

relationship exists between negotiations and organizations performance and the minority respondents totalling to 20% disagreed. Increase the level of trust had majority of the respondents who strongly agreed and agreed by 94%, followed by respondents who strongly agreed and agreed to essential business process for establishing trade relationship and reduces business risks both by 90% and the least respondents were for building seller-buyer relationship.

5.3 Conclusion.

The researcher found out that negotiation has an impact on organizations performance give the respondents who strongly agreed that there was a relationship. Organizations especially Uchumi super market has to focus on its negotiation by training its workers in order for its performance to be improved. Negotiation was seen as essential business process for establishing trade relationship and it also increases the level of trust. For all businesses to excel, trust is seen as the most important element that every organization must bear in mind and this was evidenced by the respondents from Uchumi Supermarket who strongly agreed by 94% with a strong agreement. The respondents of uchumi supermarket were informed about the challenges encountered in negotiation where 64% agreed. The reported challenges among which included Language barrier, little competition in the marketplace, poor communication, cultural diversity, desire to pursue own objectives and lack of knowledge about prices. These required the proper strategies to overcome them and asking questions to clarify answers had the majority respondents. Uchumi supermarket is only obliged to implement such strategies since they are known and proper implementation on good negotiation strategies can improve business performance.

5.4 Recommendations.

Negotiation should be a responsibility of the purchasing and supply management professional to ensure that they are properly trained and prepared for the experience. This should be done by the CEO's of Uchumi supermarket by allocating time for its employees especially those responsible for purchasing and negotiation to obtain proper training in order to get knowledge and negotiate better deals.

Proper preparations should be made by professionals before going for negotiations. This is because going to negotiate while having little knowledge about the subject matter delays the

negotiation process and the end result becomes a win lose. The preparation may involve predicting questions and arranging on how to answer them in advance before going on a negotiation table. During preparations, the personal culture should be learnt and all the ways to handle emotions must be put in mind.

Negotiations should focus on identifying mutual interests and building consensus on the basic strategic objectives of the alliance. There should be no pressure to close a deal. Efforts to conclude a deal quickly can lead negotiators to focus their attention on legal and financial aspects of the partnership while ignoring the relational and operational issues involved in managing the venture. The procurement officers in Uchumi supermarket should therefore bear in mind as reasons for a successful negotiation other than price for example lead time and quality of goods.

5.5 Areas for further research.

Due to time and financial resource constraints, the researcher identified the following that should further be researched on;

Impact of negation on performance of procurement department.

Impact of win-lose negotiation on building mutual understanding in procurement.

Impact of total aggregate bargaining on performance of purchasing institutions.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent.

RESEARCH INSTRUMENT: QUESTIONNAIRE

I Aritwijuka Evalyne a student of Kampala International University pursuing a Bachelors Degree in Supplies and Procurement Management conducting a research on the “impact of negotiation on organizations performance in Kampala, a case study of Uchumi Super Market.

This questionnaire is mainly for data collection and has been designed for academic reasons and as a partial fulfillment for an academic award. The researcher will hold confidential any information given and under no circumstance will any one’s name appear as an individual. I kindly therefore request that you fill in the questions as instructed respectively.

Tick the appropriate box according to you where applicable. Fill in the information in the space provided.

PART A; GENERAL INFORMATION

1. Gender

Male

Female

2. In which age bracket are you?

18-37

38-48

28 - 38

49+

3. Education level

Diploma

Degree

Post graduate

Masters

4. PART B Challenges encountered by negotiators in business.

Are there challenges encountered by negotiators in business?

- Yes
- No
- Not sure

If yes are the following challenges encountered by negotiators in Uchumi Super Market.

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) **Tick the appropriate box depending on your level of agreement.**

Challenges	1	2	3	4	5
Little competition in the marketplace					
Poor communication					
Language barrier					
Cultural diversity					
Desire to pursue own objectives					
Lack of knowledge about prices					

If there are other challenges encountered by negotiators in business, please mention them.

.....

.....

5. PART C Strategies for effective negotiation.

The following are the strategies for effective negotiation to enhance organizations performance. (1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) **Tick the appropriate box.**

Strategies for effective negotiation	1	2	3	4	5
Properly trained and prepared for the experience					
Focusing on identifying mutual interests					
Balancing the amount of capabilities and information					
Asking questions to clarify answers.					
Building personal relations					

If there are other strategies for effective negotiation to enhance organizations performance in Uchumi Super Market, please mention them.

.....

6. PART D The relationship between negotiations and organizations performance.

Does a negotiation have any relationship to organizations performance?

Yes

No

If yes, the following is the relationship between negotiation and organizations performance in Kampala. (1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) **Tick the appropriate box.**

Relationship between negotiation and organizations performance.	1	2	3	4	5
Essential business process for establishing trade relationship					
Increase the level of trust					
Reduces business risks					
Purchase of quality products					
Seller-buyer satisfaction					
Builds confidence for a successful outcome					

If there is any other relationship between negotiation and organizations performance, please mention.

.....

Thank you for your contribution

May God Bless You.

APPENDIX II: INTERVIEW GUIDE

1. What are the challenges faced by negotiators?
2. How often do you negotiate?
3. What are the strategies to ensure effective negotiation to enhance business performance?
4. What are the roles played by negotiators in business?
5. Does negotiation have any impact on performance of Uchumi Supermarket?

APPENDIX III: ESTIMATED TIME FRAME.

	Activity	Period weeks / Months
1	Proposal writing	March 2014
2	Preparing the instruments	Early April 2014
3	Data collection	Late April 2014
4	Data analysis	May 2014
5	Report writing	Early June 2014

APPENDIX IV: ESTIMATED RESEARCH BUDGET

No	Item	Costs (Ushs)
1	Accommodation and transport	40,000
2	Stationary	80,000
3	Photocopying and printing	30,000
4	Binding	50,000
5	Data analysis	100,000
6	Contingencies	50,000
7	Total	400,000