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**ORGANIZING AND MANAGING TOURISM BUSINESSES
THROUGH THE PRISM OF NEGOTIATION STRATEGIES,
TACTICS AND TECHNIQUES**

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CONCEPTUAL RESEARCH FRAMEWORK

The actuality and importance of the topic

Any type of business involves conducting business negotiations. The tourism business is no exception to this rule. All the work, often arduous, carried out during the negotiations, aims to obtain certain economic advantages, which can consequently contribute to the development and profitability of the tourism business.

There are no universal, valid recipes for organizing and holding negotiations in the tourism business. However, the author of this research tried, through this topic, to identify and customize certain characteristics specific to the way negotiations are conducted in the tourism business environment and to come up with certain suggestions on improving this process.

Also, the study of this topic led the researcher to the conclusion that a tourism market actor who knows the art of negotiations, can quickly adapt to any situation of the business environment, which can be generated by a certain conflict, misunderstanding or dispute.

We report the fact that the specific reality of the negotiation process existing in the tourism industry, where the activity is quite vast and dynamic, directed us to the idea of studying this process much deeper and much more fundamentally, in order to analyze the area of problems, divergences, challenges and inhomogeneous interests of the actors of the tourism market, who are involved in conducting negotiations.

Moreover, the tourism business takes place in an environment of very fierce competition, which often generates ferocious conflicts and disputes between business partners.

In order to study this phenomenon in a complex and unitary way, we need to specify the situations that generate the emergence and development of conflicts and misunderstandings between the actors of the tourism market, to examine the structure and conditions of evolution of the process itself, to analyze the current trends regarding the constructive conduct of negotiations.

The reason for starting research in this field was also conditioned by the increase in the role of negotiation in international tourism business. All business relationships in international transactions take place only through the prism of negotiations, which led us to establish the purpose of the research of this paper.

The purpose of the research is to develop the theoretical, methodological, practical and applied foundations of the process of organizing negotiations in tourism, by identifying and analyzing the problems that generate a faulty management of the way negotiations are carried out, as well as formulating some recommendations for improving the mechanism of carrying out negotiations, by carrying out an in-depth scientific study, which will essentially contribute to increasing the organizational performance of tourism enterprises.

Research objectives. The doctoral thesis has the following research objectives:

- a) scientific foundation of business negotiation in the field of tourism as an applied science in the field of contemporary management;
- b) broadening the spectrum of knowledge in the field of research;
- c) determining the role of negotiations in the context of national and international cooperation;
- d) researching the degree of interaction of tourism market actors in the negotiation process;
- e) assessing the role of the negotiator in starting negotiations;
- f) identifying the shortcomings faced by negotiators in the process of starting negotiations;
- g) finding solutions to streamline the processes of organizing and starting negotiations in tourism;
- h) estimation of bargaining power as a method of influencing trade relations in tourism;
- i) elucidating manipulation techniques, stratagems and maneuvers, which could influence the course of negotiations;
- j) formulation of proposals and recommendations regarding the development of the negotiation process in the current conditions of the tourist service.

The subject of the research consists in studying the particularities and specifics related to the way of organizing and managing businesses in the field of tourism, through the prism of strategies, tactics and negotiation techniques.

The scientific novelty and originality of the obtained results results from the complexity of the theme investigated by the author, materialized by: carrying out an extensive documentation and analysis of the particularities related to the start of the negotiation of business in tourism; description of the entire logistical process of organizing and starting the negotiations related to the tourism branch; creation of the portrait of the negotiator in tourism; identification of major deficiencies that affect the negotiation process in tourism; tourism; proposing solutions and recommendations that contribute to increasing the quality of tourism negotiations; elucidating the efficient ways of resolving disputes and disputes related to the researched field.

Among the elements of novelty and originality we mention: the development of the theoretical and methodological dimensions of the process of organizing and conducting the negotiations related to the tourism business as an integral part of the management of the commercial negotiations; the examination and description of the commercial negotiations in the light of tourist trips; the adaptation of the fundamental elements of the commercial negotiations in accordance with the specificity and characteristics of the tourism branch; identifying the phases related to business negotiations in tourism; elucidating the variables that determine the transformation of a person into a negotiator; adjusting the negotiation strategies in accordance with the particularities of the tourism sector; arguing the price component as an important tool of the negotiation process; combining theoretical and practical studies in the field of business negotiation in the tourism business.

The important scientific problem solved in the doctoral thesis lies in: customization of commercial negotiations in accordance with the specificity and characteristics of the tourism market, substantiation from a scientific-practical and methodological point of view of a wide range of solutions on how to streamline negotiations in tourism, operationalization of negotiations through tourism market actors, adjustment of negotiation strategies in order to achieve organizational performance.

With the development of this research topic, certain suggestions and recommendations will be proposed to the tourism business environment, which consequently could contribute to improving the process of planning, organizing and conducting commercial negotiations in tourism.

The new fundamental results for science and practice consist in the development of a new direction of scientific research of business negotiation management in tourism, which includes the complex and systemic approach of the customized negotiation process in accordance with the realities of the tourism branch, being identified real opportunities, capable of ensuring the development of this science in accordance with the needs of the actors of the tourism market. This research has led to results that are fundamentally new to science and practice.

Fundamentally new results for science obtained

- the conceptual-methodological basis of business negotiation management has been developed through the prism of tourism market actors;
- the fundamental elements and phases of the negotiation process have been adapted in accordance with the structure and specificity of negotiations in tourism;
- the basic terminology with reference to negotiations has been clarified and systematized;
- an integrative study of the target areas of the work was developed;
- the existence and meaning of the causal relationship between the negotiation of commercial affairs and the tourism business was clarified;
- the main internal and external sources of information have been identified, which can effectively shape the structure of negotiations in tourism;
- the determining component of the price has been scientifically argued depending on the position held by the negotiators.

Fundamentally new results for practice obtained

- a concrete conceptual framework has been developed to allow the study of the research variables of the tourism market actors involved in the process of commercial negotiations related to the tourism business;

- the best models, methods, techniques, procedures and working tools, specific to the variables studied, have been established to facilitate the negotiation of business in tourism;
- the major deficiencies faced by the actors of the tourism market in the process of organizing and conducting business negotiations in tourism were identified;
- the distinguishing feature between commercial negotiations and negotiations related to the tourism business has been achieved;
- the negotiation strategies have been adjusted in accordance with the specifics of the tourism market;
- solutions to the problems of business negotiation in tourism were foreshadowed;
- the reliability of the start of the negotiation process has been demonstrated by means of viable modern technological models used by tourism enterprises.

In the beginning of the research process, the author identified *six provisional hypotheses*, which constitute a practice imposed by the need to direct efforts to explain the problem to be solved.

➤ **Hypothesis I.** *Is the commercial negotiation attributed to the tourism branch an action in which the demand is confronted with the tourist offer?* The start of the actions related to the signing of a contract for the sale and purchase of tourism products and services cannot be carried out without the negotiation process.

➤ **Hypothesis II.** *Is the power of negotiation as a method of influencing commercial relations in the tourism business essential or is it secondary?* Since bargaining power largely depends on certain factors, which can influence the negotiation process, the results of negotiations may be different.

➤ **Hypothesis III.** *Can too rigid objectives hinder the negotiator's performance?* Since different conjuncture situations may arise in the negotiation process, it is necessary to examine the negotiator's performance in terms of his flexibility or rigidity.

➤ **Hypothesis IV.** *Is the customization of the style the most important step in the negotiation process?* It is important to identify to what extent the customization of the style influences the course of the negotiations.

➤ **Hypothesis V.** *Can the transposition of commercial negotiation strategies in the field of tourism performance generate organizational performance for the tourism enterprise?* The tourism enterprise formulates its missions and objectives. In this content, the economic entity is able to define a negotiation strategy through which to propose an effective policy for the promotion of tourism products and services, both on the domestic and foreign markets.

➤ **Hypothesis VI.** *Is price an important tool in the negotiation process?* The success of the negotiation process depends on the ability of the providers how they will manage to argue the way to set the prices for tourism products and services, which are the subject of commercial transactions.

During the course of the work, the researcher solved the problem of hypotheses by validating or by combating them.

The theoretical importance and the applied value of the work

This research is a contribution to the extension of science on the specifics and particularities of business negotiation in tourism, the basic purpose being to obtain favorable results for the tourism market actors involved in the process of commercial negotiations. The results obtained from the research carried out allow the enrichment of the theoretical and conceptual framework of this field. At the same time, the proposals and recommendations deduced in the thesis can contribute to improving the process of planning, organizing and conducting trade negotiations related to the tourism field.

The synthesis of the methodology and justification of the chosen research methods

The methodological basis of the research is the systemic and structural analysis. This study is based on a constructivist approach, focusing on the laws, principles and categories of dialectical logic. The methodology focuses on such methods as analysis, synthesis, induction and deduction, description, comparison. At the basis of the study was theoretical research, qualitative and quantitative empirical research.

This research was possible due to the sum of two important components: theory and scientific method. **The author** transposed the theory of scientific research into the tourism field by applying practical concepts and variables. By using the scientific method, it was possible to accumulate the necessary information to ensure a truthful and efficient research.

Our scientific approach has also been strengthened by using the quantitative and qualitative content analysis methodology. The combination of the quantitative and qualitative methodology allowed the nature of the research approach to be exploratory, descriptive and explanatory. *The structural-functional method* allowed a deep research to be carried out, with reference to the tourism business environment, reflecting the overall situation in the branch. *The comparative method* was used to carry out a comparative study between national and international tourism negotiations. *The behaviorist method* allowed to analyze the external factors that influence the performance of negotiators. The way of establishing personal relationships between opponents was examined through *the institutional method*, which also reflects the content of business ethics. *The observation* gave the opportunity to analyze the behavior of negotiators in conditions of crisis. *The questionnaire method* offered the possibility to build the portrait of the negotiator through the inquiry-survey. All the variables that make up the research model were investigated simultaneously through the research tools, but the data analysis and the interpretation of the results were presented separately in the sections related to the specific chapter of the present paper.

Approval of research results

The fundamental ideas and approval of the scientific results obtained by the author within the research theme, were exposed and partially implemented in **9 published scientific papers**, including: **an article** as co-author in the Annals of the Ovidius University of Constanta, Romania, category B+; **two** mono-author articles and **three articles as co-author in journals in the National Register of journals, category B**; **two** co-author articles and **one mono-author article** in the works of conferences and other scientific events, included in the Register of materials published on the basis of scientific events organized in the Republic of Moldova, participation in various working groups within non-governmental organizations in the field tourism, related to the negotiation of business in tourism.

Informational support of the research

In the process of writing the doctoral thesis, the author consulted a number of bibliographic sources, as follows: scientific publications on the topic of the thesis, a wide range of specialized literature in Romanian, English, French and Russian; materials presented by the Union of Legal Entities "National Association of Tourism Economic Agents of Moldova" (ANAT), "Employers' Association of the Tourism Industry of the Republic of Moldova" (APIT), The Center for Information and Promotion in the Field of Tourism of the Republic of Moldova (CIPT), the Association for the Development of Tourism in Moldova (ADTM), as well as from the tourism business environment; national and European legislation; personal investigations; information resources accessible on the Internet.

Keywords: negotiations, negotiation management, commercial negotiation, tourism, tourism business, tourist enterprises, tourism market actors, negotiation styles, negotiator personality, negotiation strategies.

THESIS CONTENT

Summary of thesis compartments

In the first chapter "*The theoretical-conceptual framework of management negotiation in business*", the evolution of negotiations through the prism of travel was described, identifying and characterizing the main negotiators of tourism and travel.

Chapter I continues with the definition of the concept of negotiation in a variety of opinions of researchers focused on the respective topic. A complex phenomenon, negotiation has made possible the existence of numerous interpretations and ways of defining it.

One of the notorious theorists of negotiations, Otomar Bartos [27], considers that "*the opposition of interests and the settlement of disputes is an imperative condition of negotiations*".

If we are to reflect on the negotiation process, as a researcher, I will synthesize the most important works and the most notorious experts in the field, which have contributed to the development of negotiations as a phenomenon.

François de Callières stated as early as 1716 that "*negotiation is the way to agree on the advantages and interests of the parties concerned*" [32].

Noa Randriamalaka defines negotiation "*as a collaborative activity through which two or more people exchange points of view on an initial idea or ideas (divergent/convergent), in order to reach a compromise*" [37].

Christophe Dupont appreciates negotiation "*as the art and science of finding an agreement between two or more independent actors, who seek to maximize their results*" [33, p.129].

Pierre Lebel gives negotiation a very broad meaning, considering that it "*is specific to all ages, all social categories and all civilizations, as a daily act with a natural use such as breathing or life*" [36, p.13].

Stefan Prutianu defines negotiation as "*a generic form of rhetorical struggle and confrontation with arguments and evidence, waged between two or more partners with complementary interests and opinions, who aim to reach a mutually advantageous agreement*" [22, p.42].

Viewed from a comprehensive approach, **Toma Georgescu** considers negotiation as "*a complex of processes, activities consisting of contacts, meetings, consultations, negotiations carried out between two or more partners in order to achieve agreements, conventions and other understandings at governmental or non-governmental level or commercial transactions and international economic cooperation*" [11, p.9].

The Universalis Encyclopedia presents negotiation as "*the process by which two or more parties interact in order to reach an acceptable position compared to their divergent positions*" [7].

The author is of the opinion that negotiation is "*a process of interaction between the interests of the parties, within which opportunities for collaboration are analyzed. Each party presents its own view of the dispute, but is also willing to make certain concessions, without compromising its own interests, resulting in the conclusion of an agreement or a settlement.*"

If we make a synthesis of the definitions cited, we could conclude that the negotiations:

- are preceded by certain actions, situations that trigger their development;
- constitutes a process of communicative relationship between two or more parties;
- is an interaction between the participants motivated by the presence of divergences and the need to sign an agreement;
- assume that the participants have certain interests that need to be formalized.

The differences between those definitions mainly refer to the particularities arising from the field under negotiation. Thus, defining negotiation according to the position of those who conduct diplomatic or social negotiations, the emphasis is placed on resolving states of conflict.

If we are to focus on the particularization of business negotiations in the field of tourism, which is also the subject of the research, it is important to elucidate the notion of business negotiation in tourism.

The author of this study *defines business negotiation in tourism* "*as the art of compromise, resulting from the interaction of two or more parties with common interests, but with divergent*

opinions on how to form the package of tourist services, the related costs, as well as the size of the commission to be distributed as a result of transactions with tourism products".

The finality of trade negotiations in tourism is measurable by estimating the results obtained in relation to those initially expected.

Analyzing the specifics of the negotiations, we found that the negotiation in tourism differs from other types of negotiations by its object: the perfect way of achieving tourist consumption in competitive conditions. The scheme of the trade negotiations process in the tourism industry is shown in Figure 1.

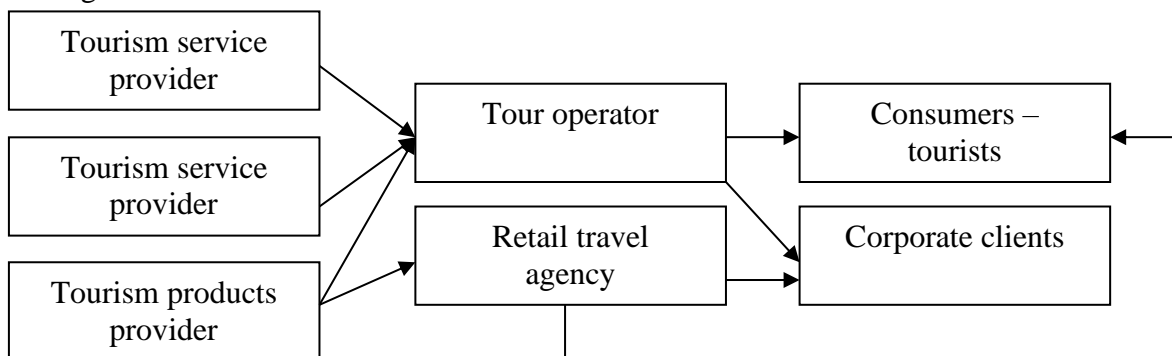


Fig. 1. Outline of the trade negotiation process in the field of tourism

Source: Prepared by the author

In order for the negotiations in tourism to have the expected success, it is necessary to know the basic characteristics of the negotiation. These characteristics are reflected in Table 1.

Table 1. Basic characteristics of trade negotiation

N/o	Basic features	Specification
1.	It is a social phenomenon	It is an instrument and a method of cooperation, of collaboration that involves the consensus of will.
2.	It's a competitive process	The partners seek to satisfy both common interests and contradictory interests, which logically require efforts towards compromise.
3.	It is an action that avoids confrontation	It aims to achieve mutually beneficial solutions.
4.	It is a dispute that involves communication	Knowledge of human behavior, conditioned by a conflict situation or a situation of mediation of a dispute between business partners.

Source: Adapted by the author after Dumitru Patriche [17, p.538]

As a result of the above, we can say that **the first hypothesis** identified in the research process led us to find that "trade negotiation in the field of tourism is a process of interaction between the actors of the tourism market, with the aim of establishing partnership links under mutually advantageous conditions, in order to penetrate the tourism market". Without confronting the actions related to the signing of a contract for the sale and purchase of tourism products and services, the start of tourism activities cannot be achieved in any way. This confrontation consists of harmonizing the interests of potential partners by identifying mutually beneficial solutions for both parties, resulting in the signing of an agreement or contract. Therefore, this **hypothesis can be validated** by the necessary arguments exposed.

Once the basic characteristics of commercial negotiation in tourism have been analyzed and the first hypothesis has been validated, it is necessary to become familiar with the principles that must underpin the negotiation. Thus, in our view, the principles that must underpin trade negotiations are as follows:

- the negotiation that is a dispute must have as its purpose the achievement of a common objective;
- the negotiation must provide for the resolution and overcoming of a conflict;

- negotiation can only be a voluntary activity, in the sense that each party can refrain from entering into discussions at any time;
- the negotiation starts from the reason that at least one of the parties wants to change the existing state of affairs and considers that it is possible to reach a new mutually beneficial agreement;
- the process of any negotiation, even if it is led by a third party, is strongly influenced by the personal values, understanding, attitudes and emotions of the people at the negotiating table.

Reaching an agreement through negotiation is not just a matter of applying a repertoire of tactics and techniques, regardless of the nature of the conflict. "*Negotiation is more like a journey – you can't predict the outcome before you make the journey*" [13, p.13].

Consequently, the negotiation must be oriented towards respecting the aspirations of the negotiator-partner, in such a way that the opposing party considers the result as satisfactory, and the tendency to cooperate is strengthened by intensifying the quality of relations between the partners, being oriented mainly towards mutual solidarity rather than antagonisms.

Any negotiation process presupposes the existence of distinct parties, an object of negotiation and a certain context. The negotiating partners are in a certain relationship of forces, one or the other of the parties being able to have an ascendancy over the other. For this reason, a human interaction can evolve on any of these dimensions: problem solving, conflict resolution, reaching compromises, pure confrontation or cooperative negotiation.

In order for the negotiations to have the expected effect and to resolve certain disputes related to the tourism business, it is necessary that, beyond the personal interests of the negotiators, the parties can define a common objective, which would make the object of the negotiations be achieved.

In the tourism business environment, the negotiation process can be started in case of economic, legal, material disputes, etc., in order to solve certain divergences between the actors of the tourism market.

Throughout this process, the basic role is played by the negotiator, who approaches the negotiation as a whole, in terms of the prevailing orientation, behaviors, mobilized and applied means, using, in certain cases, power as a method of influencing the negotiation process.

In the practice of national and international tourism business, certain rules of behavior and language are established, certain customs in negotiations that negotiators must know and use. Compliance with the deontological norms regarding the negotiation process, the fulfillment of the obligations assumed, professional conduct, etc., all these must persist among the actors of the tourism market.

It is obvious that in negotiation there can be various sources of power, which allow one of the parties to impose solutions close to its position and its own interests. At the same time, the bargaining power depends on the market situation, the personality and morality of the negotiators, as well as the relations between the parties [12].

In the opinion of the doctor of law, Adriana Almășan, "*the bargaining power consists of the totality of the assets, positions, conjunctures and instruments, which one of the parties can use to obtain concessions, to attract advantages and to reach, in the end, a favorable unilateral agreement as close as possible to its interests*" [1, p.64].

Force or power is defined, in the opinion of the French researcher Jean-Francois Maubert, "*as a set of material or immaterial means, which a person can use to induce other persons to accept a request or adopt a specific behavior*" [35].

Romanian specialists Toma Georgescu and Gheorghe Caraiani consider that "*the bargaining power is constituted by the totality of the means that the negotiator can use in order to obtain an agreed solution as close as possible to his own negotiating position*" [8].

The author of this research is of the opinion that **bargaining power** is the persuasive force of the negotiator that he can use in relation to the opponent, in order to strengthen his position in the negotiations.

The negotiator's ability to influence and persuade the opponent of discussions is essential for negotiations. The negotiator, making use of the power at his disposal, can promote his interests in two forms, shown in Figure 2.



Fig. 2. Forms of bargaining power

Source: Adapted by the author from the source [19, p.293]

Active power consists in promoting and maintaining under influence and pressure a fixed idea, which is to be the subject of negotiation.

Passive power is related to the rejection of a proposal that comes from the business partner.

Taking into account that analysis and the suggestions of the various authors, the bargaining power largely depends on various factors and forms of power described above, which can influence the negotiation process to a fairly significant extent, directing it towards obtaining concrete results, if the envisaged arrangements have been respected by both parties.

As a summation of the above, we can say that the power of negotiation is essential in starting the tourism business, **Hypothesis number two can be considered as validated.**

Specialists in the field of negotiation [21],[40] have identified five forms of power that can have a major impact on the outcome of negotiations. These forms are reflected and characterized in Table 2.

Table 2. Forms of power in the negotiation process

No.	Forms of power	Characteristic of power forms
1.	Reward power	In exchange for a certain behavior and a reward, a person can earn certain favors from another person.
2.	Coercibility power	A person may impose some punishment on another person, and the punished person complies with this decision.
3.	Legitimate power	It manifests itself when a person recognizes the supremacy of another person, resulting from the authority or status held by that person.
4.	Reference power	A charismatic authority can help influence another person by virtue of faith and the extraordinary qualities of valuable law at his disposal.
5.	Power of competence	It refers to a person's knowledge and professional experience, which inspires confidence and certainty and does not abuse trust to deceive.

Source: Adapted by the author from sources [21],[40]

In an international trade negotiation related to the tourism business, the bargaining power depends on the following factors: the demand-supply ratio on the tourism market; the degree of information regarding the availability of the tourist market; the absorption capacity of the tourism market; the typology of tourism products and services; the preferences of consumers-tourists on tourist destinations; the power of influence and market share of the potential partner; the solvency of the partner; flexibility in decision-making; willingness to take risks; the existence of experienced negotiators; knowledge of the rules of international commercial law; knowledge of the national legislation of potential partners.

The bargaining power certainly depends on the experience, the qualities, the position of those who participate in the negotiations. The negotiators, who have been working in the tourism industry for many years, say that they have also faced situations in which, in certain cases, they placed themselves in a lower position than those with whom they were negotiating, even if those people had much less experience in the given field.

Building a negotiating position can be done throughout the entire negotiation process, not just during the preparation period, by capitalizing on negotiation tactics or techniques meant to develop this circumstance. Their prompt identification can be effective on the other side, as there are ways to counteract them, in order to diminish the negotiating power of the other party.

Also, the use of bargaining power can be a disadvantage when the user's representation of it is wrong. The overestimation of bargaining power is the main impediment in this regard. If the bargaining power is lower than that corresponding to the attitude in negotiations, there is a risk that the discussion partner will notice and exploit it. In this case, caution in starting the negotiation process must remain in the foreground, in order to avoid a possible transformation of bargaining power into a total failure.

Starting from what is exposed in chapter I, the author formulated the following **conclusions**:

1. Negotiation is the most effective means of communication, having the advantage of achieving, in the shortest time, the expected effect for the desired result.

2. Negotiation is vital for the existence of human society because, through its diplomatic character, it enables divergent parties to move from a state of dispute to a state of agreement or understanding.

3. Negotiation is an important attribute in identifying opportunities related to the development of a business.

4. Negotiation places at the negotiating table those who respect each other's interests and aspirations even when they are apparently at odds with theirs.

5. Negotiation facilitates the thorough and detailed examination of all possible alternatives that may resolve the conflict.

6. Constructive negotiation does not divide opposing parties into winners and losers, but into business competitors. In conclusion, we emphasize that we are firm adherents of the principle according to which ***"in tourism there are only winners, both parties having to gain from the closed deal, being able to maintain and develop their open partnership relationship"***.

In chapter two ***"The specifics and particularities of business negotiation in tourism"***, the author presents information on the fundamentals, structure, specifics and characteristics of negotiations in tourism. Any negotiation related to the tourism business includes during its development several elements that act in an interactive manner, constituting a real "field of forces" through which the dynamics of the negotiation process are manifested.

If we take as a basis the structure of the process proposed by Cristophe Dupont and attribute it to the tourism business, then we will analyze ***five fundamental elements*** of the negotiations:

1. ***The subject matter of the negotiation***, which must be identified or specified.

2. ***The context of the negotiation***, which manifests itself in the form of customized concentric circles, starting with a global context of business negotiation in tourism, in which the particular context is inscribed with infinite variables whose importance must be taken into account, in order for the negotiations to be successful.

3. ***The stake***, which represents an element of major importance in the negotiations, being considered as a set of interests, concerns, demands, constraints and risks felt by the negotiators in a more or less explicit way.

4. ***The balance of forces***, which can be favorable or unfavorable for one or the other of the potential partners of the tourism business, creating relationships of imbalance or relative balance at different times and certainly a mutual relationship of dependence.

5. ***The relational dynamics***, which are installed and developed between the negotiating partners and which result from the behavioral confrontations of the negotiations.

Commercial negotiation in tourism becomes necessary and is possible whenever ***three conditions are met*** on the tourism market:

a) the existence of complementary interests between two parties, between which the tourist market agent launched the offer and the consumer-tourist accepted it in principle. However, the offer made by the tourist market agent does not fully correspond to the request formulated by the consumer-tourist, there is disagreement, but not a substantive one;

b) the existence of the desire and interest of the parties in obtaining an agreement for which they are willing to make mutual concessions;

c) the lack of pre-established and mandatory procedures that impose the agreement beyond the will of the parties. Thus, the agent of the tourist market, as well as the consumer-tourist, are forced to jointly seek and create the conditions for the performance of the contract for the provision of tourist services.

As long as the negotiation is conducted with the conscious and deliberate participation of the parties, who seek together a solution to a common problem, its approach involves a certain ethics and principledness.

From an economic point of view, in general and from a tourism point of view, in particular, negotiations are a series of discussions, negotiations between two or more business partners, in relation to a common economic subject, in order to achieve tourist agreements or transactions.

Understood as a communication process between the actors of the tourism market, *the negotiation of business in tourism* involves a series of aspects and characteristics that particularize it. Table 3 presents the particularities of business negotiation in tourism.

Table 3. Specifics and particularities of negotiations in tourism

No.	Specifics of the negotiations	Particularities of the negotiations
1.	Organized process	It is materialized in a set of contacts, confrontations and exchanges of messages, which take place between the actors of the tourist market, where certain rules and customs of protocol are observed in a determined economic and legal environment. The negotiations are carried out in a more or less formal framework, based on more or less determined principles, procedures and customs and are carried out by more or less qualified negotiators, who have the legal capacity to present the interests of the tourist enterprise they represent.
2.	Competitive process	Since the aspirations of the parties start from common and complementary interests, they pursue the goal of concluding an agreement or a contract for the realization of a transaction, which ensures mutually beneficial results. Since the aspirations of the parties start from common and complementary interests, they pursue the goal of concluding an agreement or a contract for the realization of a transaction, which ensures mutually beneficial results.
3.	Process of adjustment of the distinct interests of tourism market actors	Beyond the competitive nature of the relations between the parties, the agreement of will or the collaboration contract must become a mutually advantageous one. Business negotiation in tourism should not be approached as a game in which one side wins and the other loses. All parties involved in the negotiations must to some extent win the case and no party must lose.
4.	Goal-oriented process	The outcome of the negotiations must be expressed through the conclusion of an agreement or contract. The evaluation of success is made by its finality, materialized in a more or less advantageous understanding. What matters, in the end, are the results of the negotiation.

Source: Adapted by the author from sources [3],[28],[31],[42]

As a continuation of the above, we believe that in order for the negotiation of tourism businesses to be initiated correctly and carried out with maximum efficiency, it is necessary to identify the phases related to this process.

In our opinion, *the phases related to the negotiation process* are:

Phase I. Gathering information about opponents who will be part of the negotiation process. This will give us the opportunity to identify the weak parts and the strong parts of the opponents, preparing various scenarios for the negotiation process.

Phase II. Initiation of business correspondence. This phase will give us the opportunity to inform the potential business partner about our intention to cooperate in the tourism business.

Phase III. Continuous analysis of the messages sent. Given that the potential partner may have other collaboration options, it is necessary to maintain control over business correspondence.

Phase IV. Availability for concession. At this stage we will find out whether the potential partner has serious intentions to cooperate with our company and whether he is ready for concessions in negotiations.

Phase V. Identification of the area of common interest. If the potential partner has complied with the request for cooperation, it is necessary to clearly formulate the object of the trade negotiations, by mutually adjusting the common point where the interests of the parties meet.

Phase VI. Closing the transaction. If consensus has been reached as a result of the negotiations, then the parties sign the agreement or the collaboration contract.

Phase VII. Compliance with the agreement or contract concluded as a result of the negotiation. An important element in maintaining collaboration between the parties is related to the business ethics of cooperation. Each side must be aware that the concessions made in the negotiations must be respected.

Practice has shown that a simple approach to the process of organizing negotiations in the tourism business is not enough. The goals set do not simply have to be declared, but require an achievement of changes in the behavior of those involved in the negotiation process, so that they are prepared to achieve organizational performance.

Negotiation expert Vasile Dragos is of the opinion that "*the preparation of the negotiation must include diagnosing the negotiation situation, setting objectives and adopting strategic and tactical decisions through which they can be achieved*" [5, p.114].

Thus, the steps prior to the negotiation must include the following steps, presented in Figure 3.

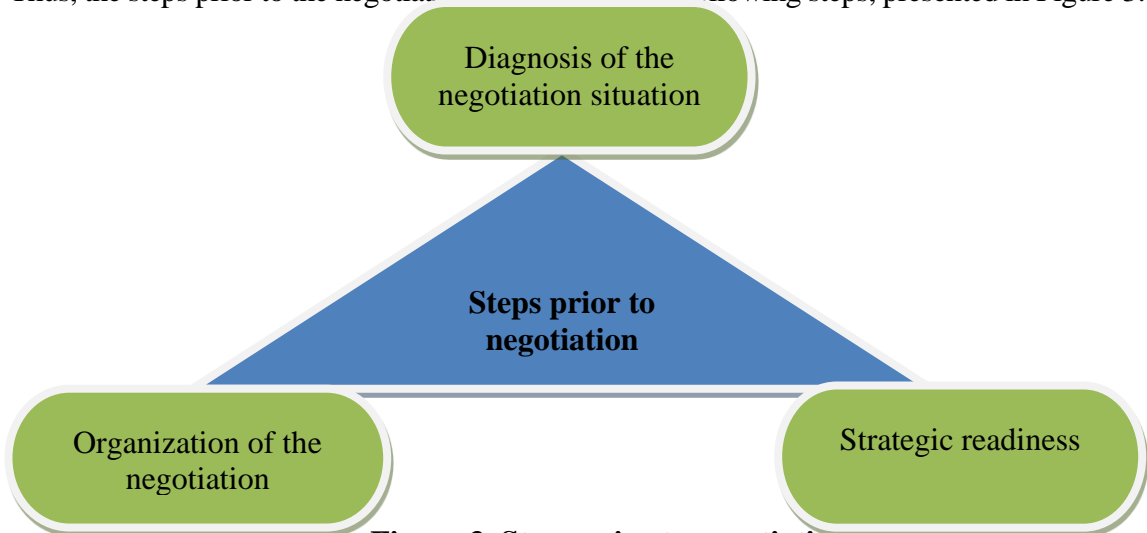


Figure 3. Steps prior to negotiation

Source: Adapted by the author from Vasile Dragos [5, p.114]

Step 1. Diagnosis of the negotiation situation. This stage focuses on collecting data and information relevant to the negotiation situation, interpreting and analysing them, subsequently becoming a fundamental basis for subsequent decisions.

Step 2. Strategic preparation of the negotiation. That stage puts the negotiator in front of crucial decisions. A first set of questions refers to the objectives to be achieved and the strategic approach of the meeting.

Step 3. Organization of the negotiation. This stage, in the opinion of specialists, implies that "*in the negotiation process one should start from the premise that in business you do not receive what you deserve, but only what you negotiate*" [2, p.442].

The objectives set by the tourist enterprise must meet certain requirements: they must be precise and measurable, they must not be vague or abstract, they must be realistic and flexible [29, p.35-36].

The results of the negotiation are largely related to the performance of the negotiator. The more organized, the more flexible, the more inventive it will be in decision-making, the more favorable the results of the negotiation will be for the company. Under these circumstances, the author of the research is of the opinion that the performance of the negotiator is an important and essential one in the process of national and international trade negotiations.

If we take into account **Hypothesis three** that was established at the early stage of research, we are of the opinion that "*too rigid objectives can hinder the performance of the negotiator*". As an example, the situation may be useful when the negotiator prepares a single solution that, in his view, is reasonable and advantageous for both parties, but which is not accepted. The error in the one-size-fits-all approach is that the latter does not result in the contribution of both parties.

Based on these arguments, we believe that the negotiator's performance must be flexible, with the possibility of maneuvering, which would stimulate the contribution of both parties. ***So Hypothesis number three can be considered validated.***

It is well known that the negotiations' task is to identify and assess existing differences in order to resolve them through negotiations. Well-understood and coordinated negotiations can play an important role in gradually establishing a convenient relationship between partners, moving from an initial atmosphere of indifference, threat or even hostility to establishing relationships of trust and openness.

The spirit of negotiator is the quality necessary for a businessman in order to launch the business and achieve performance. Obtaining performance, however, presumes a consolidation of personal qualities and capacities oriented towards the strategic development of the enterprise, regardless of the type of activity. If we are to refer to the tourism business, then it is certainly no exception to this requirement. Without a trained and experienced person in the field of business negotiation, it is quite complicated to achieve beneficial results for the tourism business.

Various specialists sought to understand and prefigure the personality of the negotiator. This happened because, although many businessmen have good negotiation techniques, only some turn these negotiations into opportunities for the enterprise. This topic also interests us as young researchers.

Contemporary specialized research denotes the fact that the success of the negotiation process depends largely on the qualities and personality traits of the negotiator. So, the negotiator is a personality, who "*must align his personal values with the right principles, so that they will be freed from misperceptions and erroneous prejudices*" [15].

Personality, in the opinion of the Romanian researcher Ioan Popa, reflects, from a socio-psychological point of view, the intimate nature of a person, his individual self, while style is the way in which that person manifests himself externally, in interaction with other people. Style is the description of personality, as it manifests itself in a given time, space, and context [18].

In the opinion of the negotiation expert Toma Georgescu, "*the experienced negotiator is the innate one with the ability to communicate, he is the one who has the ability to know the psychological profile of those with whom he negotiates*" [10, p.16]. The specific characteristics of each type of psychological personality take into account three major factors, called in the literature innate bio-physiological factors [10, p.16]:

- ✓ ***emotionality*** – which represents the vivid reaction of an individual to certain events: enthusiasm, indignation, crying, laughter, etc.
- ✓ ***event response time*** – which is either a short, primary reaction or a long, secondary reaction;
- ✓ ***the active or inactive character of the individual*** – that outlines a typological result in correspondence with a certain personality type.

The development of negotiation skills can be achieved by gradually exposing managers to negotiation situations [23, p.372].

Practice has shown that a person could not become a good negotiator in tourism without going through a process of study, training and experimentation, of accumulating rhetorical skills over time, that is, without learning throughout life the secrets of argumentation, the secrets of psychology and interpersonal communication.

A good negotiator of the tourism industry must be characterized by several qualities, namely:

- ✓ the power to listen;
- ✓ self-control;
- ✓ analytical capacity;
- ✓ constructive spirit;
- ✓ to be self-critical;
- ✓ have a broad horizon of knowledge;
- ✓ have the ability to recognise their own mistakes and avoid them in the future;
- ✓ to have the power of synthesis, ease of expression, coherence, fidelity, balance and professional competence.

In order to bring added value to this research, we developed a inquiry-survey, based on which we determined the portrait of the negotiator related to the tourism branch. The results of the research on the inquiry-survey guided us to determine the portrait of the negotiator.

As a result of the study, we can affirm with certainty that the negotiator must be endowed with the following skills: be a good strategist; to be a good orator; to be operative in decision-making; to be able to maneuver in various situations; to quickly find solutions; to be a conciliatory person; to be able to formulate neutral solutions to solve the divergent problem; to be able to direct the negotiations to the bed of the compromise in the event of the danger of breaking them.

With reference to the knowledge that the negotiator must have, tourism practice elucidates the following aspects: entrepreneurial training; deep possession of the tourist business; language skills; legal and economic training.

Figure 4 shows the portrait of the negotiator in tourism.

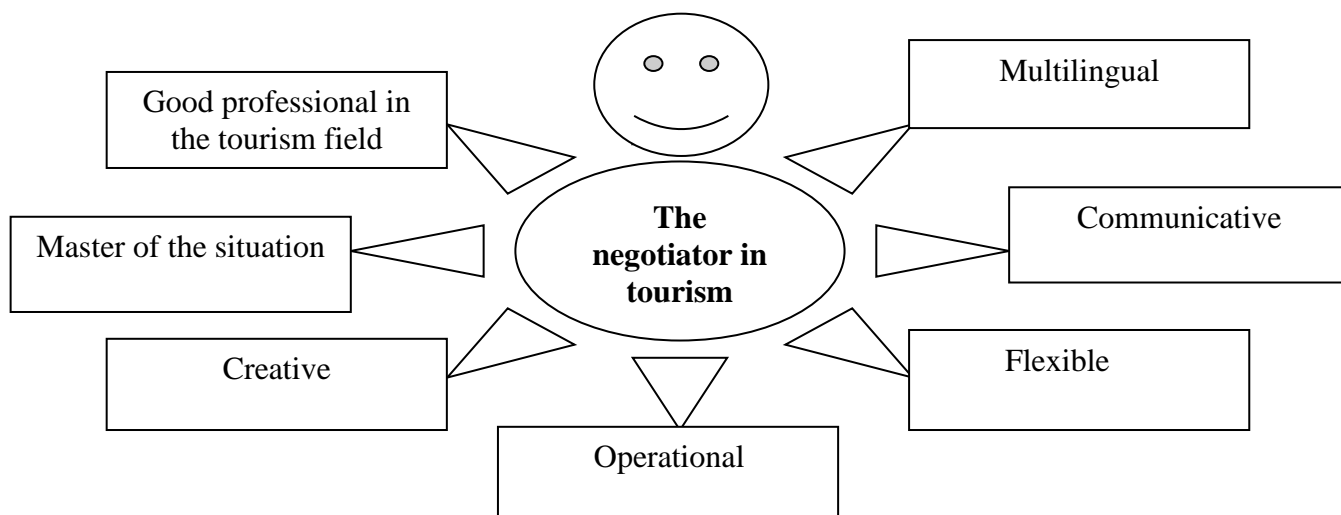


Figure 4. Portrait of the negotiator in tourism

Source: Prepared by the author

In addition to the qualities listed above, another rather important quality is needed, namely the spirit of negotiator, characterized by the use of a personalized style.

The customization of the negotiator's style has been described in the literature by many experts familiar with the art of negotiations. Most experts are of the opinion that the personalization of style is largely conditioned by the behavioral psychology of the individual.

Georges Louis Leclerc de Buffon's appraisal, to whom the words "style is the man himself" [34, p.64] are attributed, is fully justified. Experience has shown that no two negotiators are identical in terms of negotiation style. Each negotiator has a specific way of acting, it is unique in its own way, both in terms of the style of approach to the negotiation process and in the mood of the moment.

In addition to all this, there is also the influence of the environment to which the negotiator belongs, his education, the experience he has accumulated over time, his formation as an individual, his culture.

Ioan Deac in his work "Introduction to the Theory of Negotiation", considers that, as a rule, five styles can be identified in negotiation, depending on the personality of the negotiator [4, p.49-51]:

- **collaborative:** the negotiator recognizes the existence of divergence of interests and seeks to resolve problems in such a way that, when the agreement is concluded, both parties achieve their goals;

- **arbitrator:** the negotiator does not openly acknowledge the existence of a conflict of interest, hoping that an acceptable solution will be reached through circumvention, compromise solutions or recourse to a third party;

- **conciliatory:** the negotiator considers that the relations between the parties are more important than the interests at stake and resorts to concessions in order to maintain amicable relations with the partner;

- **authoritarian:** the negotiator pursues at all costs the achievement of his own interest, aims at gain without ceding anything to the other party;

- **avoidant:** the negotiator believes that a conflict must be avoided at all costs and does not take a firm stance when interests are opposed, preferring evasive and hesitant formulas.

Harvard Law's School of Negotiations has classified customization of negotiation styles into *four categories*, presented in Table 5.

Table 5. Negotiation Styles

No.	Styles of conducting negotiations	Features
1.	Individualist	It focuses mainly on maximizing its own results, showing little interest in pursuing the other party's goals
2.	Cooperative	It aims to maximize results, both one's own and that of the interlocutor. This is the surplus value generating style and corresponds to the main negotiation;
3.	Competitive	It aims to maximise the difference between one's own gain and that of the discussion partner, which has been qualified as destructive, as it does not allow cooperative solutions to be identified
4.	Altruist	Has as a priority the maximization of the result for the discussion partner

Source: Prepared by the author after Adriana Almasan [1, p.64], [46]

In most of the works on negotiation, references are made to a series of negotiation styles, related to the particularities of the countries from which the negotiators come [6], [10, p.16], [14], [24], [44].

The quality of the negotiations conducted, the finding of compromise solutions, the functionality of the tourism enterprise as a result of the negotiations, as well as the achievement of performance for the future, depend decisively on the negotiators and their negotiation style.

Under these circumstances, the personality traits of the negotiator, as well as the negotiation style used, can have a major influence on the way he behaves and approaches problems at the negotiating table.

Since negotiation styles depend on the negotiators and their countries of origin, it is opportune to research **Hypothesis number four**, which has as its object of study the extent to which the personalization of the style influences the course of negotiations.

In the process of research, I found that the personalization of the negotiation style for many people appears as a reflex. In the opinion of various scholars concerned with negotiations, "*the personalization of the style is the most important step of the negotiation process*" [9], [20], [21], [16]. As a result of the above, we can deduce that "*the negotiation style is acquired through daily activity*

in the exercise of the function, the negotiator being the one in a position to select and adopt an appropriate style" [39].

We can say with certainty that the personalization of the style is the most important step of the negotiation process, thus **validating** the content **of the fourth hypothesis**.

Starting from what is exposed in chapter II, the author formulated the following **conclusions**:

1. The negotiation can be carried out with seriousness and efficiency only on the basis of a thorough preparation, which necessarily involves extensive documentation and information regarding the developments in the tourist business, studying the domestic and foreign tourist market, potential partners, defining as precise and clear as possible of your own objectives and, as far as possible, identifying the objectives of your partners.

2. In order to train in an important negotiation, the actors of the tourist market must preventively carry out a series of actions regarding their preparation and start, to know the fundamental elements, the structure and characteristics of the negotiation process, to have qualified negotiators.

3. An important role in negotiation is attributed to the negotiator's personality. The portrait of the negotiator is a key attribute in the negotiation process, because the essential condition for the success of commercial negotiations related to the tourism business is the obtaining of advantages, able to favor the tourist enterprise in relation to the competitive environment, respectively by creating premises that would strengthen the positions this one.

4. In the negotiation, the balance of the interests of the parties, which are involved in the negotiations, must be respected. This fact will allow: the delimitation of areas of agreement and disagreement, compliance with ethics in the behavioral approach of negotiators, reaching the negotiation stake.

5. An essential distinction concerns the temperament of the negotiator. Each of the negotiators has a temperament, a characteristic way of reacting to the environment. Because each negotiator is guided by his own temperament, the same situation can produce very different reactions. What is extremely easy for one negotiator can be very difficult for another, what is stimulating for one can be boring for another. Therefore, in negotiations, the use of temperamental extremes is not recommended.

6. Once we proceed to the negotiations, once we are aware of their necessity, that the future of our business depends on their outcome, we must go through this exercise, regardless of ambitions, and the need for collaboration between the actors of the tourism market being a pressing one.

7. Negotiation style reflects the negotiator's personality. However, the negotiator's personality cannot be reduced to a certain pure style.

8. In tourism commercial negotiation, compliance with ethical requirements is a basic condition of reputation. advantageous and durable agreements cannot be achieved by violating moral norms.

In the third chapter, "Strategic Management in International Tourism Negotiations", the issue of selecting and using types of strategies in business negotiation in tourism is addressed, characterizing direct strategies, indirect strategies, conflicting strategies and cooperative strategies.

Raymond Alain Thietart considers strategy as *"the set of decisions and actions regarding the choice of means and the articulation of resources in order to achieve an objective"* [30, p.6-24].

Kenneth Richmond Andrew believes that strategy is *"a model of objectives, policies and actions that define the path by which an organization establishes its position in its environment"* [26, p.16].

The negotiation strategy represents *"the general plan of the communicative negotiation action, in which the objectives that lead to the achievement of the final goal and the ways of achieving them are projected"* [4, p.53-54].

The author's opinion on the strategy involves the set of decisions taken to meet the objectives pursued by the tourism enterprise and which takes into account both external and internal factors.

The strategy of a tourism enterprise must correspond to the set of decisions and actions, which guide it in a determined and long-term way, its mission and objectives being predetermined.

The negotiation strategy works using both the cold logic of rational arguments and the psychological energy of emotions and feelings. Next we will examine the types of strategies that can be applied in the tourism business:

- **Direct strategies.** Direct strategies are used when we are sure of the results of our actions. If the situation we are in is favorable to us, we get straight into the subject and hit the target directly.
- **Indirect strategies.** Indirect strategies are used in situations where the balance of forces and circumstances are not favorable to us. Under these conditions, we must choose alternative solutions, by using side kicks, including using psychological means, to limit the opponent's freedom of action.
- **Conflicting strategies.** Conflicting strategies are those in which advantages are sought without making any concessions. They are carried out under conditions in which one side wins and the other loses. These are tough and tense negotiations, based as a rule on the disproportion of the bargaining power between the parties.
- **Cooperative strategies.** Cooperative strategies are those that seek a balance between advantages and concessions, and that avoid open conflict by refusing to use aggressive means of pressure. They assume that you have a partner in front of you and not an opponent.

As for the transposition of the negotiation strategy into the tourism business, **according to hypothesis number five**, it can be said that the tourism enterprise is fighting a fierce battle to be competitive, the stake being survival on the tourism services market, exploring a maximum of options and establishing a negotiation plan, which it will try to achieve as best as possible. In this case, obtaining a net influence over competing tourism undertakings requires determining:

- the reason for the negotiations, i.e. the purpose pursued by the tourist enterprise as a result of the negotiations;
- place of negotiations;
- the ways of strategic struggle that will allow seizing opportunities and avoiding or eliminating constraints;
- the operative way of selecting the negotiation tactics: direct confrontation or rational and cooperative discussions;
- selection of strategic forms of negotiations.

So, consequently, **we can deduce the validity of hypothesis number five**, that the transposition of commercial negotiation strategies in the field of tourism performance can generate organizational performance for the tourism enterprise.

However, we must be aware that the strategy is dependent on the aspects and circumstances of the dispute itself and on the personality and negotiation style characteristic of the people involved. It is essential that the strategy matches the personality of the negotiator, with his character, with the values of the specific culture. The task of the negotiation method must ensure the premises for the development of the negotiator's thinking, character and foresee, as far as possible, an efficient applicability of the strategies, regardless of the situations in which the negotiation process begins.

We are aware of the fact that the business environment exercises significant control over human behavior. Most managers in the world seem to have too little in common. They are different in gender, age, and race. They use very different styles and have distinct purposes. And yet, despite their differences, great managers have one thing in common: they don't shy away from breaking all the rules considered sacred by traditional management.

This is due to the fact that people's actions and reactions can be determined by forces and constraints specific to the business environment, which is currently a very controversial one. Words, slogans, phrases, statements, etc., to a certain extent, can have the power to influence the individual, directing their reactions and behavior. We must note the fact that many times the individual can be influenced, without him realizing this situation.

In psychological terms, we can speak of manipulation when a certain situation in negotiations is deliberately created in order to influence the reactions and behavior of the opponent in the sense desired by the negotiating partner, who uses various manipulation techniques.

The pressure of different types of manipulations can be perceived in the most common sequences of socio-economic life. The importance given to interpersonal relationships, the observance of ethical rules, the emotion produced by minor rewards, the innocent smile, the benevolent compliment or the friendly gesture, all can represent consequences of the manipulative effect.

Mainly, manipulation techniques are used to make it possible to attack the negotiating partner without hesitation and without remorse, the purpose being to obtain maximum advantage in negotiations.

Manipulation can be done both from a position of domination, associated with distrust in the other, critical attitude towards the partner, offensive behavior, and from the position of a defensive behavior, a false impression of a cooperative and constructive negotiator in discussions.

In the retrospective scientific works [25],[38],[41],[45],[43] dedicated to the negotiation process, it was written about the realization of this process from constructive positions such as: reason, cooperation, desire to succeed, etc., and from less constructive positions such as: coercion, intimidation, aggression, etc., however, without paying attention to the psycho-human aspects related to manipulation.

What are the causes of manipulation and why do some negotiators resort to stratagems, maneuvers and manipulation techniques?

Negotiation specialist Hassan Souni has identified *four psychological causes* that incite negotiators to manipulate their business partners. These causes are reflected in Table 6.

Table 6. Causes of manipulation

No	The cause	The description of the cause
1.	Fear of failure	It manifests itself through a lack of self-confidence, and the negotiator shows a precarious emotional balance.
2.	Lack of trust in people	It manifests itself if the protagonist of the business has a negative image of the partner with whom he intends to trade a business.
3.	The tendency towards self-centeredness	It manifests itself in the belief that you are the only person capable of making a decision and the only one who knows what is right.
4.	Inclination towards combinations and confusions	It manifests itself through the individual's desire to succeed at any cost, using various combinations, and not all legal ones.

Source: Adapted by the authors from Hassan Souni [25]

As a result of the above, in our opinion, business negotiation, regardless of the field in which it is started, cannot be carried out completely and efficiently without psychological involvement and manipulation maneuvers.

Starting from the idea that the main objective of international trade negotiations is the conclusion of tourism cooperation agreements and contracts, the negotiator must:

- apply handling maneuvers in a dosed manner;
- have a strong sense of reality;
- manifest the necessary diplomatic tact;
- intervenes according to the arguments brought by the partner;
- use select vocabulary and suggestive expressions that capture interest.

If we are to analyze the international commercial negotiation in the light of the tourist service, in our opinion, we can deduce that the negotiation is an organized process of communication between tourism companies and suppliers and providers of tourist services, which aim to progressively adapt their interests, related to the object of the negotiation in order to achieve a mutually acceptable business agreement, materialized in the international contract.

Generalizing the above, we are of the opinion that *"business negotiation in tourism is a complex process of interaction between at least two parties, with different visions, but with*

complementary interests, centered on communication between them, with the aim of finding a mutually advantageous compromise or agreement, meant to ensure good collaboration in the provision of tourism services".

In the business practice of international tourism activity, a series of concrete *rules and requirements* have been imposed on the conduct of negotiations, as follows:

- a tourist offer cannot be withdrawn if the withdrawal would cause undue prejudice to the business partner;
- a scheduled negotiation cannot be counter-mandated without a serious reason;
- mutual commitments must be clearly defined, in a language understood by both parties;
- the content of the contract must be balanced, not contain unfair terms and not be excessively in favor of one party;
- the parties participating in the negotiations must be aware of the risks they are taking, the advantages they can obtain, the guarantees they can benefit from;
- the premeditated omission, for the purpose of deception, of the elements about which, under normal conditions, the partner should have been informed is unacceptable.

International trade negotiations, as a rule, involve certain risks, but also high financial costs. An important variable that often creates adversarial disputes in tourism trade negotiations is the price.

The launch of discussions, negotiations and decision-making, through which the objectives are achieved and the promotion of the interests of the tourism market actors are pursued, can take place only if the negotiated price is favorable for both parties. Under these conditions, the price component becomes the most important variable of the negotiation process, as it can have both beneficial consequences on the act of negotiation and serious consequences on the outcome of this process. From this perspective, negotiators constantly use this variable to influence the outcome of the negotiations.

It is well known that the price that is set between business partners must be negotiated. In most cases, the price written in a contract is different from the one launched by direct offer. However, the price can be influenced to a certain extent by the trust shown by the partner or by the age and stability over time of the business relationship.

Experts in negotiations consider that the use of price as an important tool of the negotiation process goes far beyond its strictly economic dimensions, giving it valences that derive from the theory and practice of international negotiations. The determination of prices, their use in the competitive environment, the integration of bidders, suppliers and providers of tourism services in the price equation, are just some of the aspects that define the use of price policy as an important tool in negotiation. The complexity of this problem area is also increased by the place that pricing policy holds in establishing sustainable business partnerships. Therefore, the major importance in the organization and successful conduct of the negotiation process is the knowledge of the economic and financial state of the tourist service providers and suppliers, their solvency and commercial reputation. The analysis of the economic and financial activity of the potential business partner must be done with maximum caution, because that information about it will protect us from possible risks in the future.

Thus, *Hypothesis six*, that price is an important tool of the negotiation process, is validated by the arguments set out above.

Starting from what is exposed in chapter III, the author formulated the following conclusions:

1. The success of the negotiation must be evaluated not only in terms of the momentary gain obtained, but also by the extent to which the parties involved will develop friendly business relations in the future.

2. The result of a negotiation must be evaluated under two aspects: the gain of a patrimonial nature, which is expressed in money, and the gain of a psychological nature, which is expressed in satisfaction and increased professional image.

3. Viewed from an objective perspective, the negotiation must ensure the reflection of the legitimate interests of both parties.

4. Although the parties involved in the negotiation process have divergent interests, their goals are complementary.
5. After the completion of the negotiation process, the parties involved in the negotiations must agree on the way to execute the agreed concessions, with precise deadlines for each activity being established.
6. Although international negotiations develop in a global context, we must be aware that their action and impact is local.
7. Negotiation is a dynamic and complex process in which an actor of the tourism market can resort to certain manipulation techniques. Using ethical rules means respecting business culture.
8. Price is the basis of any commercial transaction. The success or failure of a business depends on its competitiveness.
9. Abusive interference in partners' affairs can have unpredictable consequences on bilateral relations.
10. Obtaining easy advantages in negotiation should put you on guard if you do not understand the pretext of concessions.

GENERAL CONCLUSIONS

Business negotiation in tourism is an activity of great complexity, and this complexity derives from the changes in the conjuncture that take place on the tourism services market. Some of these changes have a number of beneficial effects for tourism market players, but others carry numerous risks that can have disastrous effects for those who do not keep up with the pace of change occurring in the tourism industry.

Generalizing the theories and practices of business negotiation management in tourism, which are the result of research, the author defined this science as: "*the process of interaction of the interests of the parties in which opportunities for collaboration are discussed, each party having its own vision of the dispute, but at the same time being willing to make certain concessions, without affecting their own interests, the result being the conclusion of an agreement or a transaction.*"

At the same time, the management of business negotiation in tourism, as a distinct part of the management of commercial negotiations, sets objectives and tasks specific to the tourism branch, allocates and mobilizes human, material, financial and informational resources to achieve its set goals, generates a complex range of activities, which can ensure the competitiveness and solvency of the tourism enterprise in an existing competitive environment.

Also, the author considers that the experienced negotiator as an integral part of the negotiation process, is a very important attribute of business negotiations in tourism, because the result obtained as a consequence of negotiations largely depends on his competence and professional qualities.

Another opinion invoked by the author is related to the fact that the management of business negotiation in tourism is closely related to the management functions, because negotiations transit all management functions through: planning activities, organizing them, coordinating the process, motivating the employees who participate in the negotiations, and, finally, the entire result of the negotiations is evaluated.

The author, in his doctoral thesis, also described the interdependent relations of business negotiation management with strategic management. The selection and application of different types of strategies, the use of stratagems, maneuvers and manipulation techniques, can consequently influence the balance of forces at the negotiating table and direct the negotiations towards a precise finality, expressed by concluding a concrete transaction. It is obvious that in the success of these negotiations there are components that cannot be estimated by figures and signed documents, but, nevertheless, the negotiation of tourism businesses is determined by the benefits found in the final acts signed by the negotiating parties.

The author is of the opinion that the management of business negotiation in tourism represents a rather important direction of study of the organization's management, because its content and effectiveness directly condition the competitiveness of the tourism enterprise, both in the short term and in the medium and long term.

Studies have shown that negotiation is an unrepeatable process, not only through the circumstantial modification of the conditions in which the negotiations are conducted, but also through the styles used by the negotiators, which derive from the social and cultural differences of the participants in the negotiation.

Consequently, the knowledge of how to use the negotiation tools and the strategic concepts related to their correct adaptation, thanks to this study, will make it possible to correctly establish the object of the negotiations, to create a system of well-argued presumptions regarding the negotiation conditions, to select a successful team, which is perfectly aware of its obligations and powers, to rigorously prepare the file and to define the negotiation margin in a reasoned manner.

In conclusion, the synthesis of certain suggestions on how to conduct the negotiations for the future, based on the present experience, may be useful, but it does not guarantee the reproduction of perfect effects on all types of negotiations, which have to do with the tourism services market.

PROPOSALS AND RECOMMENDATIONS

At the same time as the area of problems that concern negotiators from professional non-governmental organizations is broadening, this activity becomes difficult for them also due to the fact that the legislative framework, which has always served as a conceptual and functional support, is outdated. There are contradictions between the provisions of the legal norms, there are arrears to the legislation, and some government decisions are obsolete or have remained unexamined.

We can therefore deduce that the level of organization of disputes and negotiations on legislative topics will ensure the efficiency of the activity of NGOs in the field of tourism, which will guarantee the efficiency of the cooperation of the links of the entire specialized central public administration system with the tourism business environment.

In the context of the above and in the result of the scientific research carried out, we put forward the following proposals and recommendations:

I. For the Ministry of Education

1. Elaboration and introduction of the university course "Business Negotiation Management in Tourism" for tourism specialties within higher education institutions.

2. Elaboration and introduction of the course "Theory and Practice of Business Negotiation" within specialized secondary education institutions.

3. At the continuing education courses in the field of tourism, it is necessary to accredit and introduce the study module "Customization of negotiations in the tourism branch."

II. For the Ministry of Culture

4. Making changes in the normative-legal framework, which would aim at the elaboration and practical implementation of the code of professional ethics of the tourism negotiator.

5. Resuming discussions with the Ministry of Economic Development and Digitalization and the Ministry of Finance on the implementation of the legal norm provided by the Civil Code of the Republic of Moldova, which refers to the introduction of financial guarantees in tourism, a necessary measure to ensure consumer protection and counteract possible frauds in the tourism sector.

6. Conducting negotiations with international media stations, bloggers and vloggers in order to popularize the Republic of Moldova as a competitive and safe tourist destination for tourist traffic.

III. For the National Tourist Office

7. Creation of a national platform under the aegis of the National Tourism Office, which will be in charge of selecting international tourism exhibitions, where the Republic of Moldova intends to participate with a national stand, in order to negotiate preferential prices for participation.

8. Organization of informative tours to the Republic of Moldova of the agents of the Western tourism market, in order to launch the negotiation process that refers to the introduction of the national tourist offer in the list of tourist destinations operated by them.

IV. For the Union of Legal Entities "National Association of Tourism Economic Agents of Moldova" (ANAT)

9. Creation of the ethics college among the actors of the tourism market, who have notoriety in the field of tourism, in order to settle the conflicts resulting from the start of the negotiation process related to the tourism branch.

10. Identification of professional negotiators in the tourism sector, who would hold negotiations with foreign air operators on their access to the tourism market of the Republic of Moldova, in order to increase the number of tourist destinations for outbound tourism.

11. Establishing collaborative partnerships with similar professional organizations in the field of tourism at international level, in order to stimulate the exchange of experience in the field of business negotiation in the tourism branch.

V. For the "Employers' Association of the Tourism Industry of the Republic of Moldova" (APIT)

12. Development and practical implementation of the Code of Ethics of the Tourism Negotiator.

13. Organization of the simulation of the negotiation at the level of the heads of tourism enterprises, which would constitute a dress rehearsal for the international trade negotiation on the subject of the development of domestic and inbound tourism. In this way, it would be possible to determine the negotiation options, which represent an important stage for the trade negotiation itself. The variants that can be formulated are to establish the priorities for the development of the tourism branch, the main problems faced by tourism and the secondary problems that will be solved.

14. Development of the tourism mediation process between the actors of the tourism market at the level of economic entity manager. In the Republic of Moldova, the concept of mediation is still poorly developed, and during negotiations, mediators can solve various issues amicably.

VI. For the Center for Information and Promotion in the Field of Tourism of the Republic of Moldova (CIPT)

15. Negotiation with the Local Public Administration of the possibilities of creating, in addition to the tourist attractions located in rural and urban areas, the Tourist Information Centers for local and foreign tourists, meant to consult visitors about the natural and anthropogenic tourism potential located in the respective area.

16. Negotiation with development partners on the possibility of editing in updated form the guide of tourist routes of the Republic of Moldova, necessary to boost domestic and inbound tourism.

VII. For the Association for the Development of Tourism in Moldova (ADTM)

17. Organizing round tables, conferences and professional seminars on the role of business negotiations in tourism activity.

18. Publication of scientific and practical materials, specific to business negotiation in tourism.

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Adnotare

Tatiana JURAVELI. „Organizarea și gestionarea afacerilor din domeniul turismului prin prisma strategiilor, tacticilor și tehnicilor de negocieri”.

Teză de doctor în științe economice. Chișinău, 2024.

Structura tezei: introducere, trei capitole, concluzii și recomandări, bibliografie din *168 surse*, conținutul fiind expus pe *126 pagini* text de bază, conține *27 de tabele*, *16 figuri*, *1 formulă* și *16 anexe*. Rezultatele obținute sunt publicate în *9 lucrări* științifice.

Cuvinte – cheie: negocieri, managementul negocierilor, negociere comercială, turism, business turistic, întreprinderi turistice, actorii pieței turistice, stiluri de negociere, tehnici de negociere, personalitatea negociatorului, strategii de negociere.

Domeniu de studiu: managementul negocierii afacerilor, managementul turismului.

Scopul cercetării constă în realizarea unei investigații complexe a cadrului conceptual ce se referă la aspectele teoretice, metodologice și practico-aplicative privind organizarea negocierilor din domeniul turismului, pentru a fi identificate și propuse soluții de remediere a problemelor, care generează un management defectuos în modul de desfășurare a acestora, având la bază realizarea unui studiu științific aprofundat.

Obiectivele cercetării: fundamentarea științifică a negocierii afacerilor în domeniul turismului ca știință aplicativă în domeniul managementului contemporan; particularizarea negocierilor prin prisma industriei turistice; cercetarea gradului de interacțiune a actorilor pieței turistice în contextul negocierilor; constatarea rolului negocierilor în procesul de desfășurare a negocierilor; identificarea deficiențelor cu care se confruntă negociatorii în proces de negociere; stabilirea problemelor și propunerea soluțiilor de eficientizare a procesului de organizare și desfășurare a negocierilor în industria turistică; estimarea puterii de negociere ca metodă de influențare a rezultatelor negocierii; aprecierea impactului tehnicilor de manipulare, a stratagemelor și manevrelor, care ar putea influența mersul negocierilor; formularea propunerilor și recomandărilor privind îmbunătățirea procesului de negociere aferent industriei turistice.

Noutatea și originalitatea științifică a rezultatelor obținute reiese din complexitatea temei investigate de autor, materializată prin: lărgirea dimensiunilor teoretice și metodologice ale procesului de organizare și desfășurare a negocierilor aferente businessului turistic ca parte integrantă a managementului negocierilor comerciale; examinarea și descrierea negocierilor comerciale prin prisma călătoriilor turistice; adaptarea elementelor fundamentale ale negocierilor comerciale în corespundere cu specificul și caracteristicile ramurii turistice; identificarea fazelor aferente negocierilor afacerilor în turism; elucidarea variabilelor care determină transformarea unei persoane în negociator; edificarea portretului negociatorului aferent businessului turistic; ajustarea strategiilor de negocieri în conformitatea cu particularitățile ramurii turistice; îmbinarea studiilor teoretice cu cele practice în materie de negociere a afacerilor în businessul turistic.

Rezultatele obținute ce contribuie la soluționarea problemei științifice importante: constau în dezvoltarea unei direcții noi de cercetare științifică a managementului, cu tangențe în domeniul businessului turistic, care include o abordare complexă și sistemică a modului de organizare și demarare a negocierilor comerciale, fiind identificate oportunități reale de creștere a eficacității acestora.

Semnificația teoretică: sistematizarea și sintetizarea abordărilor teoretice privind managementul negocierii afacerilor în ramura turistică.

Valoarea aplicativă a tezei: posibilitatea de a utiliza rezultatele tezei de doctorat pentru a îmbunătăți procesul de planificare, organizare și desfășurare a negocierilor comerciale în domeniul businessului turistic.

Implementarea rezultatelor științifice: rezultatele au fost desiminate în cadrul conferințelor naționale și internaționale, precum și publicate în reviste de specialitate. Recomandările formulate au fost valorificate și aplicate de către industria turistică a Republicii Moldova și organizațiile neguvernamentale din domeniul turismului.

ANNOTATION

Tatiana JURAVELI. „Organizing and managing tourism businesses through the prism of negotiation strategies, tactics and techniques". Doctoral Thesis in Economic Sciences. Chisinau, 2024.

Structure of the thesis: introduction, three chapters, conclusions and recommendations, bibliography from *168 sources, the content is presented on 126 pages of basic text, contains 27 tables, 16 figures, 1 formula and 16 appendices*. The obtained results are published in *9 scientific works*.

Key words: negotiations, management of negotiations, commercial negotiation, tourism, tourism business, tourism enterprises, tourism market actors, negotiation styles, negotiation techniques, negotiator's personality, negotiation strategies.

Field of study: business negotiation management, tourism management.

The purpose of the research is to carry out a complex investigation of the conceptual framework that refers to the theoretical, methodological and practical-applicative aspects regarding the organization of negotiations in the field of tourism, in order to identify and propose solutions to remedy the problems, which generate a faulty management in the way of their development, based on an in-depth scientific study.

Research objectives: the scientific foundation of business negotiation in the field of tourism as an applied science in the field of contemporary management; the specialization of negotiations through the prism of the tourism industry; researching the degree of interaction of tourism market actors in the context of negotiations; ascertaining the role of negotiations in the negotiation process; identifying the deficiencies faced by the negotiators in the negotiation process; establishing problems and proposing solutions to streamline the process of organizing and conducting negotiations in the tourism industry; estimating bargaining power as a method of influencing negotiation results; assessing the impact of manipulation techniques, stratagems and maneuvers, which could influence the course of negotiations; formulation of proposals and recommendations regarding the improvement of the negotiation process related to the tourism industry.

Scientific novelty and originality: broadening the theoretical and methodological dimensions of the process of organizing and conducting negotiations related to the tourism business as an integral part of the management of commercial negotiations; examination and description of trade negotiations through the lens of tourist travel; adapting the fundamental elements of commercial negotiations in accordance with the specifics and characteristics of the tourism branch; identifying the phases related to business negotiations in tourism; elucidating the variables that determine the transformation of a person into a negotiator; building the portrait of the negotiator related to the tourist business; adjusting negotiation strategies in accordance with the particularities of the tourism branch; combining theoretical and practical studies in business negotiation in the tourism business.

The results obtained that contribute to the solution of the important scientific problem: consist in the development of a new direction of scientific management research, with tangents in the field of tourism business, which includes a complex and systemic approach to the way of organizing and starting commercial negotiations, being identified real opportunities increasing their effectiveness.

Theoretical significance: systematization and synthesis of theoretical approaches regarding business negotiation management in the tourism industry.

The applied value of the thesis: the possibility of using the results of the doctoral thesis to improve the process of planning, organizing and conducting commercial negotiations in the field of tourism business.

Implementation of scientific results: the results were disseminated in national and international conferences and in the publications of specialized journals. The recommendations deduced were capitalized and implemented by the tourism business environment and NGOs in the tourism branch.

АННОТАЦИЯ

Татьяна Журавель. «Организация и управление туристическим бизнесом посредством стратегии, тактики и методов ведения переговоров».

Докторская диссертация на соискание степени доктора экономических наук,
Кишинэу, 2024

Структура диссертации: введение, три главы, выводы и рекомендации, библиография из *168 наименований*, содержание отражено на *126 страниц* основного текста, *27 таблиц*, *16 рисунков*, *1 формула* и *16 приложений*. Полученные результаты опубликованы в *9 научных работах*.

Ключевые слова: переговоры, ведение переговоров, коммерческие переговоры, туризм, туристический бизнес, туристические предприятия, участники туристического рынка, стили переговоров, техники ведения переговоров, личность переговорщика, переговорные стратегии.

Область исследования: менеджмент деловых переговоров, менеджмент туризма.

Цель исследования: - разработка теоретических, методологических, практических и прикладных основ процесса организации переговоров в туризме, путем выявления и анализа проблем, порождающих определенные недостатки в ходе ведения переговоров, а также сформулировать некоторые рекомендации по совершенствованию механизма проведения переговоров, путем проведения углубленного научного исследования, что существенно будет способствовать повышению организационной эффективности туристических предприятий.

Задачи исследования: научное обоснование деловых переговоров в сфере туризма как прикладной науки в сфере современного менеджмента; специализация переговоров в контексте туристической индустрии; исследование степени взаимодействия участников туристического рынка в процессе переговоров; установление роли переговорщиков в переговорном процессе; выявление недостатков, с которыми сталкиваются участники переговорного процесса; определение проблем и выявление решений по оптимизации процесса организации и проведения переговоров в сфере туризма; оценка силовых подходов как метод влияния на результаты переговоров; оценка воздействия методов манипулирования, уловок и маневров, которые могут повлиять на ход переговоров; формулирование предложений и рекомендаций по совершенствованию переговорного процесса, связанного с туристической отраслью.

Научная новизна и оригинальность: вытекает из сложности исследуемой автором темы, материализующейся за счет: проведения обширной документации и анализа особенностей, связанных с началом деловых переговоров в сфере туризма; описание всего логистического процесса организации и проведения переговоров, связанных с туристической отраслью; создание портрета переговорщика в сфере туризма; выявление основных недостатков, влияющих на переговорный процесс в сфере туризма; предложение решений и рекомендаций, которые способствуют повышению качества переговоров в сфере туризма; выяснение эффективных способов разрешения споров и противоречий, связанных с исследуемой сферой.

Полученные результаты, которые способствуют решению важной научной проблемы: заключаются в разработке нового направления научных управленческих исследований, имеющего касательные в области туристического бизнеса, включающего комплексный и системный подход к способам организации и ведения коммерческих переговоров, выявлению реальных возможностей повышения их эффективности.

Теоретическая значимость: систематизация и синтез теоретических подходов к ведению деловых переговоров в сфере туризма.

Прикладное значение диссертации: возможность использования результатов докторской диссертации для совершенствования процесса планирования, организации и проведения коммерческих переговоров в сфере туристического бизнеса.

Внедрение научных результатов: результаты исследования были озвучены на национальных и международных конференциях и в публикациях специализированных журналов. Выведенные рекомендации были использованы и внедрены туристической средой и неправительственными организациями в сфере туризма.

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