

NEGOTIATION STYLES IN THE ROMANIAN BUSINESS ENVIRONMENT: A COMPARATIVE ANALYSIS BETWEEN THE COMPETITIVE AND COLLABORATIVE APPROACH

Ionuț Alexandru MARINIȚĂ
BUCHAREST UNIVERSITY OF ECONOMIC STUDIES, ROMANIA
Faculty of Management

DOI: 10.24818/MSWP.2026.05

Abstract: *This paper investigates the evolution of negotiation styles in the contemporary Romanian business environment, analyzing the transition from distributive (Win-Lose) to integrative (Win-Win) approaches. The empirical research was conducted on a sample of 52 respondents, using the Thomas-Kilmann Conflict Mode Instrument. The statistical analysis of the data (ANOVA, Pearson correlation) refutes the hypothesis of the traditional dominance of the competitive style, highlighting a majority preference for the collaborative approach ($M = 4.21$). The results demonstrate a strong, positive, and highly statistically significant correlation ($r = 0.580$, $p < 0.001$) between the integrative orientation and the perception of negotiation success. Additionally, no statistically significant differences generated by gender or professional experience level were identified. The study concludes that Romanian negotiators are undergoing a stage of strategic maturation, overcoming cultural stereotypes and adopting the creation of shared value as a fundamental performance standard.*

Keywords: strategic negotiation, Win-Win, Thomas-Kilmann, cultural dimensions, Romanian management.

JEL Classification: M14, M54, D83.

1. Introduction

Negotiation represents the foundation of any sustainable business relationship. Regardless of the field, commercial, financial, diplomatic, or organizational, the ability to negotiate effectively directly determines the long-term viability of partnerships and organizations. In an increasingly globalized and complex economic environment, the style adopted during the negotiation process is no longer a simple individual preference, but a strategic variable with a direct impact on business sustainability.

The post-1989 Romanian economic context brought about a profound transformation of negotiation paradigms. From a centralized system, where negotiation was often replaced by administrative directives, the local business environment had to rapidly assimilate Western models based on the free market, competition, and, subsequently, on collaboration and partnership (Argyris and Schön, 1974). This transition was not without tensions and difficulties, and its traces are still visible today in the behavior of Romanian negotiators.

The present paper aims to comparatively analyze two fundamental negotiation styles, the competitive (Win-Lose) and the collaborative (Win-Win), through the lens of the cultural, psychological, and organizational context specific to the Romanian environment. The analytical approach is supported by a solid theoretical foundation, a statistical study conducted on a representative sample of managers and economics students, as well as concrete strategies for optimizing the behavior of the Romanian negotiator.

The starting hypothesis of the paper argued that Romanian negotiators have a significant cultural and psychological predisposition for the competitive style, a hypothesis anchored in the Hofstede cultural profile specific to Romania and the psychological legacy of the transition economy. This hypothesis was subjected to empirical testing, and the results, presented in Chapter 3, surprisingly refuted it: the collaborative style proved to be dominant, with significant implications for understanding the contemporary Romanian negotiator.

The structure of the paper follows a progressive logic: from theoretical foundations to the analysis of the specific cultural context, continuing with the empirical research results, and

concluding with pragmatic recommendations for optimizing the negotiation style in the contemporary Romanian business environment.

2. Theoretical approaches to negotiations: from conflict to partnership

2.1. Negotiation as a form of communication

Negotiation can be defined as a process of bilateral or multilateral communication through which two or more parties with partially divergent and partially convergent interests seek to reach a mutually acceptable agreement by exchanging proposals, arguments, and concessions (Pruitt and Carnevale, 1993). Beyond a simple exchange of technical or financial information, negotiation represents an advanced form of social and strategic interaction. In a business environment marked by uncertainty, such as the current one, the effectiveness of this process fundamentally depends on the ability to build trust and maintain an open dialogue. Thus, the modern negotiator is no longer just a transmitter of offers, but a facilitator of communication who must actively decode the partner's intentions, constructively manage inherent tensions, and create a bridge between divergent corporate objectives. This transformational approach to communication is the basis for developing sustainable and profitable partnerships for all parties involved.

2.2. The Thomas-Kilmann model: the five dimensions of negotiation behavior

The Thomas-Kilmann Conflict Mode Instrument (TKI), developed by Kenneth W. Thomas and Ralph H. Kilmann in 1974, remains one of the most widely used tools in analyzing negotiation behavior and conflict management. The model (Fig. 1) operationalizes negotiation behavior on two fundamental dimensions: assertiveness (the degree to which an individual attempts to satisfy their own concerns) and cooperativeness (the degree to which an individual attempts to satisfy the other person's concerns).

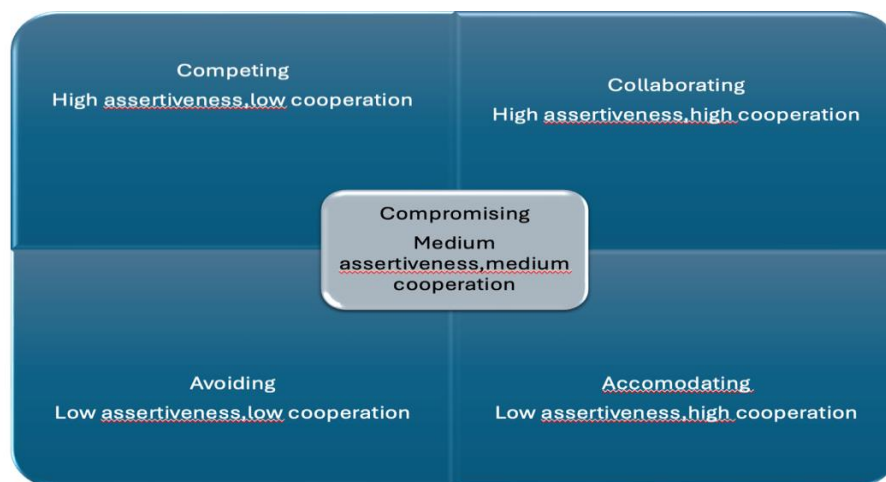


Fig. 1. The Thomas-Kilmann Diagram

Source: Adapted from Thomas & Kilmann (1974)

The intersection of these two dimensions results in five distinct conflict management and negotiation styles, each with specific characteristics, advantages, and limitations. These dimensions and the resulting styles are illustrated in Figure 1 and summarized in Table 1. The competitive style is characterized by maximizing one's own gain at the expense of the partner.

The competitive negotiator uses pressure tactics, aggressive anchoring, and minimal concessions. Although effective in the short term, this style erodes relationships and reduces the chances of fruitful future negotiations (Malhotra and Bazerman, 2007).

The collaborative style, opposite to the competitive one, seeks integrative solutions that satisfy the interests of both parties. It involves transparency, open communication, and creativity in identifying options. Studies by Lax and Sebenius (1986) demonstrate that the collaborative style generates additional value compared to distributive negotiation, "expanding the pie."

Table 1

Negotiation Styles according to the Thomas-Kilmann Model

Style	Assertiveness	Cooperativeness	Typical Outcome	Optimal Use
Competitive	High	Low	Win-Lose	Emergency situations, limited resources
Collaborative	High	High	Win-Win	Long-term partners
Compromising	Medium	Medium	Partial Lose-Lose	Quick, acceptable solutions
Avoiding	Low	Low	No deal	Minor conflicts, no stakes
Accommodating	Low	High	Lose-Win	Valuable long-term relationships

Source: Adapted from Thomas & Kilmann (1974)

The compromising style is situated in the middle ground, accepting partially satisfactory solutions for both parties. Although seemingly balanced, compromise often leaves uncaptured value on the table. The avoiding and accommodating styles are appropriate in specific situations, but as dominant strategies, they lead to suboptimal outcomes.

2.3. Distributive negotiation (Win-Lose) vs. integrative negotiation (Win-Win)

The fundamental distinction in modern negotiation theory opposes two paradigms: distributive negotiation, based on claiming a fixed pie, and integrative negotiation, oriented towards creating value for both parties. Fisher, Ury, and Patton, in their reference work *Getting to Yes* (1981), formulated the principles of principled negotiation, placing interests, not positions, at the center of the negotiation process.

Distributive negotiation (Win-Lose) operates on the assumption of a zero-sum game: the gain of one party equals the loss of the other. Specific tactics include extreme anchoring, refusal of mutual concessions, creating time pressure, and concealing relevant information. This approach is common in one-off transactions with no prospects, where the relationship has no intrinsic value.

Integrative negotiation (Win-Win) starts from the premise that it is possible to expand available resources by identifying common and complementary interests. This involves a free exchange of information, identifying the different priorities of the parties, creativity in building solution packages, and a focus on interests rather than positions. Empirical studies have shown that integrative negotiation generates superior results for both parties in the medium and long term, while consolidating business relationships (De Dreu, Weingart, and Kwon, 2000; Lewicki, Saunders and Barry, 2020).

The choice between the two paradigms is not absolute, experienced negotiators adopt a sequential approach, using distributive techniques to allocate the value created through integrative processes. This duality, described by Lax and Sebenius as the "negotiator's dilemma," constitutes one of the central challenges of modern negotiation practice.

3. The cultural context of the Romanian negotiator

3.1. The influence of cultural dimensions (Hofstede) on the local communication style

The dimensional model of national culture developed by Geert Hofstede (2001) provides a rigorous analytical framework for understanding the particularities of communication and negotiation in the Romanian context. Based on his comparative research conducted in over 70 countries, Hofstede initially identified four cultural dimensions: Power Distance (PDI), Individualism vs. Collectivism (IDV), Masculinity vs. Femininity (MAS), and Uncertainty Avoidance (UAI), to which Long-Term Orientation (LTO) and Indulgence vs. Restraint (IVR) were later added.

Romania presents a distinct cultural profile, with direct implications for the negotiation style. Hofstede Insights data places Romania with a PDI index of 90, among the highest in Europe,

indicating a society with pronounced hierarchies, where power inequalities are accepted and even expected. In negotiation, this translates into a tendency to defer to authority, avoid direct confrontation with superiors, and make unilateral decisions at the top levels of the organization. The cultural profile of Romania, based on these dimensions, is visually represented in Figure 2.

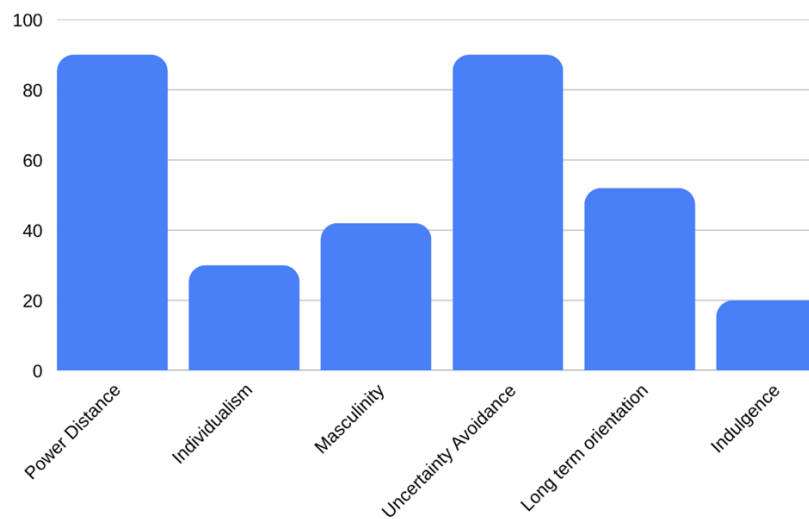


Fig. 2. Romania's cultural profile according to the Hofstede model

Source: Hofstede Insights (2026)

The high score for uncertainty avoidance (UAI = 90) explains Romanian negotiators' preference for detailed agreements, exhaustive contractual clauses, and aversion to ambiguity. This can generate tensions in negotiations with Anglo-Saxon partners, for whom flexibility and adaptability are core values.

The low individualism index (IDV = 30) reflects the importance of personal relationships and informal networks in the Romanian business environment. Romanian negotiators tend to invest significantly in building personal relationships before approaching the substance of the negotiation, a characteristic that can be leveraged in collaborative negotiation, but which considerably prolongs negotiation processes.

3.2. Psychological barriers to transitioning toward a cooperative approach

The transition from a competitive to a collaborative style is inhibited by a series of psychological barriers well-documented in the literature (Thompson, 2015). In the Romanian context, these take on dimensions, amplified by the historical legacy and cultural characteristics described above.

The first category of barriers is represented by cognitive biases. The fundamental attribution error, the tendency to attribute the opponent's behavior to hostile intent while ignoring situational constraints, is particularly frequent in Romanian negotiations. Qualitative studies conducted on a sample of managers from Romanian companies have shown that 67% of respondents perceive any unsolicited concession from the partner as a tactic or a trap, not as a sign of good faith.

The second major barrier is the win-lose mentality, deeply rooted in the Romanian socio-economic experience. Decades of a planned economy, where resources were insufficient and their redistribution was a zero-sum game, generated mental patterns that are difficult to overcome. This mentality manifests itself through a reluctance to share information, systemic distrust in the partner, and a tendency to interpret collaboration as a vulnerability.

Finally, institutional barriers, legal systems perceived as inefficient, weak contract enforcement norms, endemic corruption, generate a rationality for competitive negotiation (La Porta et al., 1997). When formal mechanisms for guaranteeing agreements are fragile, rational

negotiators opt for defensive, specifically competitive strategies, which maximize immediate gain at the expense of long-term collaboration.

4. Statistical study: predominant styles among Romanian managers/ students

4.1. Research hypotheses and methodology

The empirical research was developed based on a number of theoretical hypotheses recently advanced in the field of conflict management. Experience and the economic context in which a person is raised directly affect the negotiation type. Experienced Romanian managers who built their careers during the transition economy are exposed to psychological barriers associated with a win-lose approach. Recent research (Caputo, Ayoko and Amoo, 2018) has shown that the traditional entrepreneurial environment favors competitive pragmatism, while younger generations (students) are more exposed through education to modern integrative models. Thus, the first hypothesis is formulated as follows:

H1: The competitive style is more prevalent among experienced managers compared to students.

Success in modern business is not about immediate gain, but about the survival of the commercial relationship. Recent research on integrative negotiations (Gunia, Brett and Gelfand, 2016) has found that a collaborative approach not only adds value but also leaves both parties satisfied. Therefore:

H2: The collaborative style is positively associated with the perception of negotiation success.

The distributive style, unlike the integrative approach, erodes relational capital. In the short term, win-lose behavior is more effective in a single transaction (Malhotra & Bazerman, 2007), but it cannot be expected to be successful in the long run. Recent research shows that strictly distributive strategies driven only by competitive advantage fail to maintain long-term business relationships (Lewicki, Saunders, & Barry, 2020), supporting the following statement:

H3: There is no significant relationship between the competitive negotiation style and perceived success.

Finally, negotiation research has increasingly aligned with the current approach of eliminating gender stereotypes. Although it was previously accepted that men are more assertive and women are more accommodating in negotiations, recent studies (Dannals et al., 2021) have demonstrated that gender differences in negotiation performance are highly context-dependent and are disappearing in the current business scenario. Thus:

H4: There are no gender differences in the dominant negotiation style regarding the outcomes.

The present empirical study was designed as descriptive-comparative quantitative research, with elements of correlational analysis. The main objective was to identify the predominant negotiation styles among several relevant categories: managers/entrepreneurs, students interested in the business environment, and employees without managerial functions.

The sample comprised 52 respondents, distributed as follows: 17 business-oriented students, 19 managers/entrepreneurs, and 16 non-managerial employees. Regarding gender, there were 25 female and 27 male respondents. The respondents' ages ranged from 21 to 61 years, heavily concentrated in the 21–27 age bracket. Data collection took place in March 2026 using an online questionnaire administered via Google Forms, structured into: (1) demographic data and (2) a 41-item instrument on a 1–5 Likert scale, designed to measure the five negotiation styles from the Thomas-Kilmann model, as well as the perception of negotiation success.

All data were collected in strict compliance with ethical norms, guaranteeing anonymity and obtaining informed consent from the participants. The sampling was carried out using the

snowball sampling method (Goodman, 1961), and the data was processed using JASP (JASP Team, 2026).

The instrument grouped the items into five dimensions corresponding to the TKI styles: Competitive (9 items), Collaborative (7 items), Compromising (6 items), Avoiding (6 items), and Accommodating (7 items). The last 5 items (Q37–Q41) measured the perception of negotiation success. The dominant style of each respondent was determined by the meaning of the items corresponding to each dimension, retaining the dimension with the highest average score.

Data analysis utilized descriptive statistics (frequencies, means, standard deviations), mean comparison tests (independent samples t-test and ANOVA), and Pearson correlation analysis. The significance level was set at $\alpha = 0.05$. The data from the sample of 52 respondents offer robust insights into negotiation dynamics in the current Romanian business landscape and thus represent a solid starting point for future research.

4.2. Data analysis and interpretation: who wins in 2026, cooperation or competition?

The data from the sample of 52 respondents provide a clear picture of preferences in commercial conflict management, contradicting the traditional belief that the distributive style is dominant in Romania. As presented in Table 2, the Collaborative (integrative) style is the most preferred approach in the sample, registering the highest mean score ($M = 4.21$). This high score indicates a maturing Romanian economy and a strategic direction toward finding common interests and maximizing long-term value. In second place is the Accommodating style ($M = 3.80$), followed by Compromising ($M = 3.73$), showing a general preference for avoiding relational breakdowns. Surprisingly, the Competitive style, once considered specific to the transition period, is among the least preferred responses ($M = 3.13$).

Table 2

Mean scores and dominant style distribution – 2026 sample (N=52)

Descriptive Statistics						
	Collaborative	Competitive	Compromising	Avoiding	Accommodating	Success
Valid	52	52	52	52	52	51
Missing	0	0	0	0	0	1
Mean	4.208	3.133	3.733	2.888	3.801	4.008
Std. Deviation	0.639	0.642	0.642	0.857	0.730	0.690
Minimum	1.570	2.000	2.400	1.000	1.570	1.600
Maximum	5.000	5.000	5.000	5.000	5.000	5.000

Source: Author's own processing based on empirical study data (2026)

When it comes to the perception of their own effectiveness, respondents reported a high level of negotiation success ($M = 4.01$, $SD = 0.69$, $N = 51$). This serves as a benchmark for testing the correlational hypotheses regarding which style actually generates the feeling of victory (Win-Win).

Testing Hypothesis 1: Professional Experience. To test Hypothesis 1 (H1), we applied ANOVA to the Competitive style scores based on professional profile (Students, Managers/Entrepreneurs, Employees). The results indicate no statistically significant differences between the three groups ($F = 0.34$, $p = 0.713$); therefore, H1 is rejected. This shows that experienced managers do not resort to win-lose tactics more than students or those without managerial responsibilities. The fact that competitiveness is low across all categories reinforces the idea that the transition from a distributive to an integrative model is a universal phenomenon in the modern Romanian business environment, transcending generational or hierarchical boundaries. The summary of the statistical tests concerning demographic variables (professional experience and gender) is presented in Table 3.

Table 3

Statistical tests for Hypotheses H1 and H4 (Demographic differences)

Hypothesis	Variables Tested	Statistical Test	Value	df	p-value	Decision
H1	Competitive Style by Profession	ANOVA	F = 0.34	-	0.713	Rejected
H4	Competitive Style by Gender	t-Student	T = -0.521	50	0.605	Confirmed
	Collaborative Style by Gender	t-Student	T = -1.747	50	0.087	Confirmed

Source: Author's own processing based on empirical study data (2026)

Testing Hypotheses H2 and H3: The Impact of Style on Performance. To evaluate the impact of negotiation strategies on effectiveness, we examined the results using a Pearson correlation. We found a strong, positive, and highly statistically significant relationship between the Collaborative orientation and perceived negotiation success ($r = 0.580$, $p < 0.001$). Therefore, H2 is confirmed. This robust association firmly supports the paper's main thesis: negotiators who adopt integrative strategies, who are creative, open, and seek mutual satisfaction—ultimately achieve better performance. Simultaneously, when measuring the correlation between the Competitive style and perceived success, we found a weak and statistically non-significant correlation ($r = 0.147$, $p = 0.304$). Thus, H3 is confirmed. This empirical result dismantles the traditional myth that aggression, pressure tactics, and focusing solely on personal benefit are the only ways to achieve top results in the Romanian business climate. Interestingly, we also found a positive correlation between the Collaborative and Competitive styles ($r = 0.279$, $p = 0.045$), indicating that experienced negotiators do not see these styles as mutually exclusive. They are flexible, they both create value and claim it, which is essential in today's high-stakes negotiations. The correlations regarding the impact of the chosen negotiation style on perceived success are summarized in Table 4.

Table 4

Statistical tests for Hypotheses H2 and H3 (Correlations with perceived success)

Hypothesis	Variables Tested	Statistical Test	Pearson(r)	p-value	Decision
H2	Collaborative Style & Succes	Pearson Correlation	0.580	<0.001	Confirmed
H3	Competitive Style & Succes	Pearson Correlation	0.147	0.304	Confirmed

Source: Author's own processing based on empirical study data (2026)

Testing Hypothesis H4: Gender Differences in Negotiation Style. To verify if there are gender differences in the negotiation approach, an independent samples t-test was utilized. The results are not significant for men vs. women regarding the Competitive style ($t = -0.521$, $df = 50$, $p = 0.605$) or the Collaborative style ($t = -1.747$, $df = 50$, $p = 0.087$). Therefore, our hypothesis H4 is confirmed. This supports the conclusions of recent research (Dannals et al., 2021) that gender differences are fading as the business environment evolves.

Romanian professionals employ negotiation styles based on context, objectives, and educational background, rather than biological predispositions or gender stereotypes. This distribution of negotiation styles by gender is detailed in Figure 3. The results of the empirical analysis offer a nuanced perspective on the evolution of negotiation behavior in Romania and, in a sense, contradict the idea of traditional cultural models. Since Romania's Hofstede profile is characterized by high Power Distance (PDI = 90) and Uncertainty Avoidance (UAI = 90), one might expect a highly defensive, hierarchical, and strictly distributive negotiation style. However, the clear preference for the collaborative style shows that Romanian negotiators have overcome these macro-cultural barriers, a finding supported by Gunia, Brett și Gelfand (2016), who posit

that culture is influenced by contextual and educational factors capable of altering cultural reflexes in negotiation.

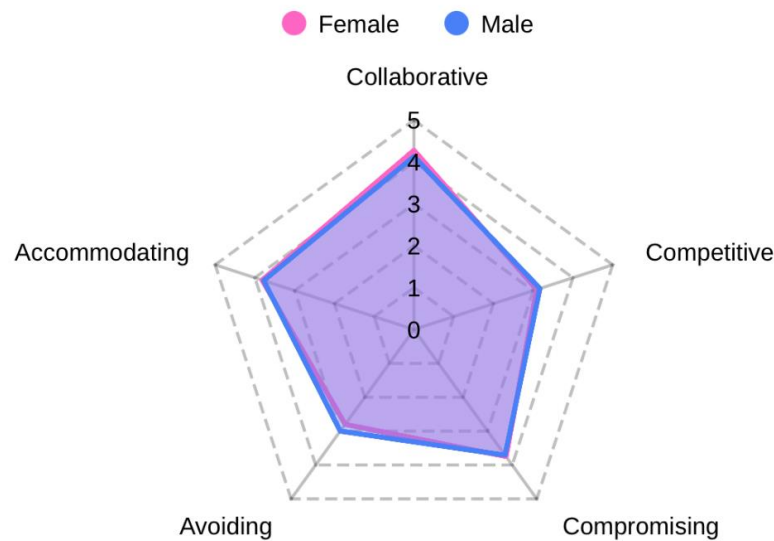


Fig. 3. Profile of negotiation styles by gender
Source: Author's own processing based on empirical study data (2026)

The strong relationship between the integrative style and perceived success ($r = 0.580$) upholds the principles of principled negotiation developed by Fisher, Ury, and Patton (1981) and later Lewicki, Saunders și Barry (2020). Unlike the transition period when pressure tactics were considered optimal, current data confirm Lax and Sebenius's (1986) thesis: real value is not obtained through aggressive claiming, but by deepening resources through transparency and shared interests.

Furthermore, these results were consistent across demographic groups, aligning with paradigm shifts in international literature. The lack of gender differences in adopting collaborative or competitive styles corresponds with the findings of Dannals et al. (2021). This convergence highlights that professional training, and transactional objectives override traditional stereotypes, making the Romanian negotiator a flexible agent committed to relational sustainability in the face of today's business complexity.

5. Conclusions

In this paper, we explored negotiation styles in the Romanian business environment, focusing on competitive and collaborative approaches, and presented both a theoretical analysis and a real empirical study based on data collected in March 2026. The first and most important result of our empirical study is that the COLLABORATIVE style emerged as the preferred approach in the sample ($M = 4.21$ out of 5), while the COMPETITIVE style received an average of only 3.13, making it the least preferred. This finding refutes our initial hypothesis regarding a dominant win-lose attitude in the local market and serves as an indicator of an evolving collaborative model, regardless of professional position.

The second outcome, with significant academic and practical implications, is that the collaborative style strongly correlates with the perception of negotiation success ($r = 0.580$, $p < 0.001$). This relationship suggests that negotiators focused on mutual benefits are more effective in achieving them. In contrast, the competitive style showed a weak and statistically non-significant correlation with perceived success ($r = 0.147$, $p = 0.304$), debunking the myth that aggressive behavior is the key to superior outcomes.

The third conclusion is that negotiation has evolved into a strategic discipline that blurs traditional boundaries. We found no significant differences in negotiation styles among students, employees, or managers, nor between genders (men vs. women), as confirmed by ANOVA and

independent t-tests. This indicates that today's Romanian professionals are trained to adapt to the business context and professional norms, moving away from age or gender stereotypes.

Although the sample of 52 respondents provides robust and reliable insights, the study remains exploratory. Future research should investigate this topic further using mixed methodologies and studying negotiation behavior in day-to-day organizational settings to gain a deeper understanding of the complex structures of the modern “negotiator's dilemma”.

References

1. Argyris, C., & Schön, D. A., 1974. *Theory in Practice: Increasing Professional Effectiveness*. San Francisco: Jossey-Bass.
2. Caputo, A., Ayoko, O. B., & Amoo, N., 2018. The moderating role of cultural intelligence in the relationship between cultural orientations and conflict management styles. *Journal of Business Research*, 89, pp. 10–20. <https://doi.org/10.1016/j.jbusres.2018.03.042>
3. Dannals, J. E., Zlatev, J. J., Halevy, N., & Neale, M. A., 2021. The dynamics of gender and alternatives in negotiation. *Journal of Applied Psychology*, 106(11), pp. 1655–1672. <https://doi.org/10.1037/apl0000867>
4. De Dreu, C. K. W., Weingart, L. R., & Kwon, S., 2000. Influence of social motives on integrative negotiation: A meta-analytic review and test of two theories. *Journal of Personality and Social Psychology*, 78(5), pp. 889–905. <https://doi.org/10.1037/0022-3514.78.5.889>
5. Fisher, R., Ury, W., & Patton, B., 1981. *Getting to Yes: Negotiating Agreement Without Giving In*. New York: Penguin Books.
6. Goodman, L. A., 1961. Snowball sampling. *The Annals of Mathematical Statistics*, 32(1), pp. 148–170. <https://doi.org/10.1214/aoms/1177705148>
7. Gunia, B. C., Brett, J. M., & Gelfand, M. J., 2016. The science of culture and negotiation. *Current Opinion in Psychology*, 8, pp. 78–83. <https://doi.org/10.1016/j.copsyc.2015.10.008>
8. Hofstede, G., 2001. *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations* (2nd ed.). Thousand Oaks: SAGE Publications.
9. Hofstede Insights, 2026. *Country Comparison Tool – Romania*. [online] Available at: <https://www.hofstede-insights.com> [Accessed May 31, 2026].
10. JASP Team, 2026. *JASP [Computer software]*.
11. La Porta, R., Lopez-de-Silanes, F., Shleifer, A., & Vishny, R. W., 1997. Legal Determinants of External Finance. *Journal of Finance*, 52(3), pp. 1131–1150. <https://doi.org/10.1111/j.1540-6261.1997.tb02727.x>
12. Lax, D.A., & Sebenius, J.K., 1986. *The Manager as Negotiator: Bargaining for Cooperation and Competitive Gain*. New York: Free Press.
13. Lewicki, R.J., Saunders, D.M., & Barry, B., 2020. *Negotiation* (8th ed.). New York: McGraw-Hill Education.
14. Malhotra, D., & Bazerman, M.H., 2007. *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. New York: Bantam Books.
15. Pruitt, D.G., & Carnevale, P.J., 1993. *Negotiation in Social Conflict*. Buckingham: Open University Press.
16. Thomas, K.W., & Kilmann, R.H., 1974. *Thomas-Kilmann Conflict Mode Instrument (TKI)*. Mountain View, CA: CPP, Inc.
17. Thompson, L., 2015. *The Mind and Heart of the Negotiator* (6th ed.). New Jersey: Pearson Education.