

The Hybrid Approach to Negotiation: Bridging Traditional and Contemporary Practices in 2024

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Abstract. This article explores the evolution of negotiation practices in 2024, focusing on the integration of traditional and contemporary methods to address the complexities of a rapidly changing global landscape. Traditional negotiations, once defined by formal structures, hierarchical power dynamics, and slow decision-making, are giving way to contemporary approaches that prioritize flexibility, collaboration, and advanced technologies such as Artificial Intelligence (AI) and big data. In response to these shifts, this paper presents a hybrid negotiation model that combines the rigor and structure of traditional techniques with the adaptability and innovation of modern strategies.

The hybrid model not only allows negotiators to balance stability with rapid responsiveness but also addresses ethical and sustainability concerns that have become critical in today's global negotiations. By analyzing key factors such as globalization, technological change, and emotional intelligence, this study offers practical insights for negotiators navigating both local and international contexts. This integrated approach ensures more effective and ethical negotiations, fostering long-term partnerships and mutual success.

Keywords: *hybrid negotiation, traditional negotiation, contemporary practices, AI, globalized negotiations, ethics*

1. Introduction

The negotiation landscape in 2024 is defined by profound changes across the political, military, economic, social, and technological domains globally. Traditional negotiation practices, which were dominated by well-defined power relations, formality, and predictability, have significantly evolved in response to modern challenges and opportunities (Harvard Business Review, 2024).

This transition or evolution has been accelerated by factors such as globalization, advanced technology, shifts in power dynamics, and a heightened awareness of the importance of ethics and social responsibility in business (McKinsey & Company, 2023).

In the past, negotiation was often viewed as a static process, where the main focus was on gaining maximum advantage through well-calculated strategies within a rigid framework of rules and customs. Traditional negotiators relied heavily on hierarchy and positional power to influence the outcome, and the techniques used were specific.

Human interactions were more formal, and decision-making processes were usually slow, relying on extensive documentation and precise arguments (Thompson, 2020). However, in recent years, 2022-2024, this negotiation style has changed dramatically.

The contemporary negotiation landscape is characterized by increased flexibility and the need for rapid adaptation to environmental changes. Negotiation is no longer just about achieving maximum

gain, but about creating lasting partnerships and generating mutual value (Harvard Business Review, 2024).

Technological factors, such as artificial intelligence (AI) and automation, have introduced new ways of analysing data and evaluating options, facilitating faster and better-informed negotiations (McKinsey & Company, 2023). Additionally, power dynamics have diversified.

Negotiators now must navigate a more interconnected environment, where aspects related to culture, emotional intelligence, and sustainability play a critical role (World Economic Forum, 2024). Negotiations are no longer exclusively transactional, but increasingly focus on building trust, transparency, and achieving ethical outcomes (Forbes, 2024). Therefore, traditional and contemporary negotiation styles can no longer be seen as opposites, but rather as complementary approaches that must be integrated to address the complex and dynamic challenges of today's world.

2. Purpose and relevance of the article

The purpose of this article is to provide an updated perspective on the combination of traditional and contemporary negotiation approaches, highlighting how these styles can be integrated to address modern challenges. The detailed analysis of both approaches offers an opportunity to explore the strengths and limitations of each, enabling negotiators to adopt a flexible style adaptable to various contexts (Shell, 2006; Roth, 2015). Moreover, integrating traditional principles with modern methods contributes to developing hybrid solutions that optimize negotiation outcomes in the current environment (Harvard Business Review, 2024; McKinsey & Company, 2023).

Comparative research or a dual approach to describing the analysis of the two distinct paradigms helps better understand this subject and offers a practical solution for negotiators who must navigate a globalized and dynamic environment (McKinsey Quarterly, 2024; World Economic Forum, 2024). Comparing the styles not only clarifies their differences but also highlights their complementarity. This provides negotiators with an extensive set of tools, allowing them to customize their approach depending on the situation, context, and negotiating partners (Forbes, 2024).

Thus, this article is relevant and necessary for academia and for those seeking success in negotiations, whether international or local, in the context of rapid changes across various areas of interest and human interaction dynamics. In particular, it can serve as a valuable resource for professionals in fields such as business, diplomacy, and international relations, where negotiation skills are essential for building lasting and successful partnerships (Elkington, 1999).

Several significant real-life factors have led to substantial and profound changes in negotiation. Along with globalization, technological changes, artificial intelligence (AI), and shifts in emotional and cultural intelligence, other powerful factors influence the transition from traditional to contemporary negotiation (Harvard Business Review, 2024). These factors include power dynamics, sustainability, social responsibility, and the increasing importance of ethics and transparency (Journal of Business Ethics, 2023). These factors not only shape how negotiations are conducted today but also require a constant reevaluation of traditional practices to meet the demands of modern society (McKinsey & Company, 2023). The focus on ethics, transparency, and sustainability reflects a significant shift in negotiation priorities, providing a new framework for contemporary approaches, increasingly oriented toward social responsibility and long-term collaboration (Forbes, 2024; World Economic Forum, 2023).

3. Traditional Negotiation: Characteristics and Approaches

Negotiation is an interactive process where two or more parties with different interests and objectives seek a common agreement through communication and mutual concessions (Fells, 2009). It consists of distinct stages: preparation, discussion, exploring options, finalizing the negotiation, and

implementing the agreement (Lewicki et al., 2016). Traditional negotiation emphasizes formal processes, hierarchies, and rules.

A key feature of traditional negotiation is the use of positional power. Negotiators firmly defend their positions, aiming for maximum advantage, often using techniques like intimidation or offering minimal concessions. This approach focuses on securing positions rather than fostering long-term relationships (Lewicki et al., 2016).

Moreover, formality plays a central role in traditional negotiations, often governed by strict rules, especially in business, diplomacy, or legal contexts. Interactions are highly structured, professional, and follow established hierarchies (Zartman, 2015).

Detailed documentation and logical arguments are also essential. Negotiators rely on extensive data to defend their positions and influence the negotiation's outcome. Decisions are typically made slowly and deliberately, based on available information and organizational hierarchies (Fells, 2009).

Traditional negotiation is usually transactional, focused on immediate results and maximizing gains in a single negotiation round. While efficient in some contexts, this approach may limit long-term trust-building and flexibility in addressing modern challenges.

4. Contemporary Negotiation: Innovation and Adaptability

Contemporary negotiation differs from traditional models through its flexibility, collaboration, and emphasis on emotional intelligence. Instead of focusing solely on personal gain, modern negotiators adopt collaborative approaches, aiming to create mutually beneficial solutions (Thompson, 2020). Flexibility is key, allowing adaptation to the rapidly changing dynamics of business and international contexts, where priorities can shift during discussions (Lewicki et al., 2016).

Emotional intelligence plays a significant role, enabling negotiators to understand motivations and emotions, and to manage conflicts constructively, fostering long-term trust-based relationships (Goleman, 2005).

Technology has brought significant changes to negotiation processes. Artificial Intelligence (AI) and automation facilitate rapid data analysis and decision-making based on algorithms. AI can evaluate numerous variables, providing negotiators with more informed decisions and anticipations of possible outcomes (McKinsey & Company, 2023). For example, AI-powered platforms can analyze negotiation histories to identify patterns and offer optimal tactics (Forbes, 2024).

However, the use of AI also presents challenges. While it can speed up processes and reduce human errors, there is a risk of losing personal contact and critical human elements like empathy and creativity, which cannot be entirely replicated by algorithms (Thompson, 2020). Additionally, data security and privacy concerns remain important, especially in international business negotiations.

In the modern era, values such as ethics and sustainability play an essential role in negotiations. More organizations are prioritizing transparency and social responsibility, reflecting a shift in how long-term success and performance are perceived. Contemporary negotiators must be aware of the impact their decisions have on the environment, communities, and involved parties.

Ethical negotiation involves respecting fundamental principles such as fairness and integrity, while sustainability requires considering not only immediate benefits but also long-term implications for resources and the environment (Journal of Business Ethics, 2023). This represents a transition from profit-driven negotiations to those focused on creating value for all stakeholders, including society and the environment.

5. Key Factors in the Transition from Traditional to Contemporary Negotiation

5.1. Globalization and Power Dynamics

Globalization has fundamentally reshaped power dynamics in negotiations, introducing economic, political, and cultural interdependence that significantly affects relationships between states and organizations. Traditionally, negotiation power was determined by tangible factors such as economic resources and geopolitical influence. Dominant actors, like powerful states or multinational corporations, held clear advantages due to access to strategic resources and privileged information (Zartman, 2015).

However, with the advancement of globalization, power dynamics have shifted considerably. In a globalized environment, power is no longer concentrated solely in the hands of traditional actors. Technology, innovation, and social capital are becoming increasingly important. Smaller players, whether emerging companies or developing countries, can now actively participate in global negotiations due to easier access to information and resources (Friedman, 2005; Gelfand & Brett, 2004).

Another major effect of globalization is the fragmentation of power. Emerging economies, such as China and India, have become central players on the global stage, and negotiators must adapt to this new multipolar dynamic. There is no longer a clear hierarchy of power, requiring negotiators to be flexible and adopt strategies that leverage the interdependent relationships between different nations and organizations (Kim, 2017; PwC Global CEO Survey, 2024).

Furthermore, digital technology and artificial intelligence (AI) play a crucial role in contemporary negotiations. The use of digital platforms and big data tools allows negotiators to access real-time information, rapidly changing power dynamics during discussions. A recent study by Jang and McSweeney (2020) shows how digital platforms can amplify the power of smaller parties in negotiations by giving them access to data and strategies that were previously available only to powerful actors. Thus, the democratization of information reduces power imbalances and creates a more balanced negotiation framework.

Additionally, globalization has introduced an increase in economic interdependence, meaning that long-term strategic alliances and partnerships have become essential for negotiation success (Brett, 2016). Negotiators must consider not only their own interests but also those of other parties involved, as the outcomes of a negotiation often affect multiple countries and regions. As a result, globalization has brought about a transition from force-based negotiation to one based on collaboration and cooperation (Bacharach & Lawler, 2008).

In conclusion, globalization has profoundly transformed power dynamics in contemporary negotiation, shifting the focus from economic and military power to interdependence and technology. Negotiators must be able to navigate a rapidly changing global environment, where information, collaboration, and flexibility are essential for success.

5.2. Emotional and Cultural Intelligence

Negotiation is no longer purely a rational process based strictly on data and logical analyses. Emotional and cultural factors increasingly influence human interactions. **Emotional intelligence (EI)**, defined as the ability to recognize, understand, and manage one's emotions and those of others, has become an essential aspect of contemporary negotiation (Goleman, 2005). Negotiators with high EI can build trust faster, manage conflicts more efficiently, and identify collaboration opportunities more easily (Thompson, 2020).

In addition to EI, **cultural intelligence (CI)** plays a vital role in international negotiations, where business partners from various cultures bring distinct norms, values, and communication styles. Negotiators with a high level of CI can understand cultural subtleties and adjust communication and

behavior based on intercultural contexts. A study by Earley and Mosakowski (2004) shows that CI directly influences success in global negotiations, as it helps negotiators manage cultural differences and avoid conflicts arising from intercultural misunderstandings.

In contemporary negotiations, where actors from different cultures and regions work together to find common solutions, empathy and adaptability are essential elements. Gelfand and Brett (2004) highlighted that intercultural empathy enables negotiators to put themselves in the shoes of others, understand different perspectives, and find solutions that reflect the interests of both parties. Empathy not only reduces conflicts but also increases the likelihood of reaching mutually beneficial agreements.

Moreover, in a globalized context, **non-verbal communication** and cultural symbols play an important role. Negotiators must be aware of the impact of cultural symbols and social norms on the negotiation process, as these can vary dramatically across cultures. A study published in the *Journal of Applied Psychology* emphasizes that failing to understand these subtleties can lead to misunderstandings, frustrations, and failed negotiations (Ang et al., 2007).

Negotiators with a high degree of cultural and emotional intelligence are better equipped to handle the complexity of modern negotiations. They can overcome cultural and emotional barriers, building stronger partnerships, thus fostering cooperation and mutual trust

5.3. Technological Changes and Artificial Intelligence (AI)

Artificial Intelligence (AI) and advanced digital technologies have radically transformed negotiation methods, providing negotiators with new tools to analyze and process information more efficiently. Before the advent of AI, negotiations mainly relied on human skills, intuition, and limited data. Now, AI algorithms allow negotiators to access and analyze big data, identifying patterns and trends that would have been impossible to detect with traditional methods (Kersten et al., 2021).

AI in negotiation can automate complex processes such as option evaluation, result simulation, and analyzing the behavior of the involved parties. For example, AI systems can analyze negotiation histories to predict future behaviors and suggest optimal strategies to maximize outcomes. This capability gives negotiators a clear advantage, allowing them to make faster and more informed decisions (Tomasik et al., 2021).

Another significant impact of AI is the automation of repetitive negotiations. In certain industries, such as e-commerce or financial transactions, AI can handle repetitive tasks like price negotiations without human intervention. Automated negotiation platforms allow parties to set negotiation parameters and let AI manage the interactions, saving time and human resources (Kolain et al., 2020).

In addition to process automation, AI can analyze and model the emotional behaviors of the involved parties. Advanced AI systems can evaluate tone of voice and body language during online negotiations, helping negotiators better understand the emotions and intentions of their discussion partners (Klein et al., 2022). These analyses can suggest the optimal time to make concessions or apply pressure, thus optimizing the negotiation dynamics.

However, the use of AI in negotiation does not come without challenges. Although the technology facilitates the processing of vast amounts of data and can reduce human error, risks are associated with it, such as a lack of transparency in algorithmic decisions and concerns about data confidentiality (Liu et al., 2021). It is essential for negotiators to be aware of these risks and adopt protective measures to ensure that the data used is safeguarded and that the algorithms are correctly programmed and verified.

Thus, technological changes and the use of AI have substantially reshaped the negotiation process, offering numerous advantages, such as decision optimization, automation of repetitive tasks, and better analysis of participants' behaviors. However, these advancements require careful management to ensure ethical and data security standards. Negotiators must balance adopting technological innovations and preserving essential human skills such as empathy and adaptability to achieve sustainable and fair outcomes

6. Integration of Traditional and Contemporary Negotiation: A Hybrid Model

As negotiation environments become increasingly complex and dynamic, integrating traditional elements with contemporary approaches is essential to respond effectively to current challenges. Thus, a **Hybrid Negotiation Model** emerges, combining the structure and rigor of the traditional style with the flexibility and innovation of modern approaches.

The **Hybrid Negotiation Model** represents an integrated approach that merges the fundamental elements of traditional negotiation with the innovative principles of contemporary negotiation. This combination allows negotiators to leverage the rigor and structure provided by the traditional style while also incorporating the flexibility and collaboration characteristic of the modern style. Traditional negotiation is defined by hierarchy, strategic positioning, and formality, providing stability and clarity in the process. In contrast, contemporary negotiation focuses on collaboration, empathy, technology, and adaptability, facilitating quick and innovative solutions in a dynamic environment (Lewicki et al., 2016).

The **Hybrid Model** focuses on utilizing the formal rules and structures characteristic of the traditional style where control and predictability are needed, while at the same time adopting flexible strategies and technological innovations specific to contemporary negotiation. This approach is ideal in situations where the negotiation context is dynamic and complex, such as the international business environment or multicultural negotiations, where interdependencies and cultural differences play an important role (Gelfand & Brett, 2004).

6.1. Benefits of a Combined Approach

A. Balance Between Stability and Adaptability

The Hybrid Model combines the stability and structure offered by traditional negotiation with the flexibility of contemporary negotiation. Traditional elements like clear hierarchy and formality provide a solid framework, reducing the risk of conflict or major misunderstandings. At the same time, the flexibility and collaboration brought by contemporary negotiation allow negotiators to quickly respond to unexpected changes in business or international relations (Fells, 2009).

B. Use of Power and Collaboration

In a hybrid model, negotiators have a wide range of strategies, from power-based to collaboration-based. In traditional negotiations, power is often used to impose certain conditions, while hierarchical structures help maintain control. However, by integrating the collaborative elements of contemporary negotiation, a more open environment is created for dialogue and finding win-win solutions (Zartman, 2015). This is essential in building long-term relationships, which is becoming increasingly important in today's globalized world.

C. Adaptability to Cultural and Contextual Differences

In a global environment, cultural diversity and communication style differences are inevitable. The Hybrid Model allows negotiators to integrate both the structure and formality that provide clarity and safety in intercultural negotiations, as well as the adaptability and emotional intelligence necessary to appropriately respond to cultural differences. This enables negotiators to overcome cultural barriers and create inclusive solutions that meet the needs of all involved parties (Gelfand & Brett, 2004).

D. Leveraging Technology and Data

By adopting contemporary tools such as artificial intelligence (AI) and big data, negotiators can make more informed decisions and analyze complex options in much less time. Technology brings efficiency to the negotiation process, allowing the analysis of large amounts of data and the simulation of various negotiation scenarios, which is essential in international commercial negotiations or dynamic markets (Kersten et al., 2021). Combining these with traditional principles of power management and rule adherence provides a solid foundation for achieving balanced and effective solutions.

6.2. Case Study: Negotiations for the Global Agreement on Artificial Intelligence (AI), 2023

In 2023, international negotiations took place between various governments and private sector actors to establish a global framework for regulating artificial intelligence (AI). Source: United Nations (2023), European Commission (2023), World Economic Forum (2023). These negotiations involved a mix of global powers, including the United States, the European Union, China, and India, as well as major technology companies such as Google, Microsoft, and Tencent. The negotiations, coordinated by the United Nations, aimed to establish global rules on the development and use of AI to protect human rights, ensure cybersecurity, and promote responsible innovation.

6.2.1. Traditional Elements in Negotiations

- **Formal Structure:** The negotiations followed a formal framework typical of international discussions, with multiple rounds of high-level meetings and bilateral talks between government delegations and private company representatives. Each session's objectives were clearly defined, and well-established rules guided the proceedings, reflecting a traditional negotiation style based on hierarchy and formal procedures.
- **Economic and Political Power:** Major economic powers like the U.S., the EU, and China used their geopolitical influence to secure advantageous terms. In particular, China and the U.S. pushed their viewpoints on AI development and implementation, each advocating for different regulatory standards.

6.2.2. Contemporary Elements in Negotiations

- **Collaboration and Adaptability:** Despite tensions among major economic powers, there was a shift toward a more collaborative approach. For example, the European Union promoted a collaborative framework that included smaller voices from non-governmental organizations and developing countries, demonstrating flexibility in finding a consensus that would satisfy all involved parties.
- **Transparency and Use of Technology:** The negotiations were highly transparent, with working documents and proposals published online for public and expert consultation. Additionally, digital platforms were utilized to facilitate virtual meetings between government and corporate representatives, who were unable to attend in person due to post-pandemic travel restriction

6.3. Impact of Contemporary Factors on Negotiations

As negotiations have evolved in the modern era, a series of key factors have fundamentally reshaped how this process takes place. The previous case study illustrated how negotiators adopted a hybrid model to adapt to the complex challenges generated by political, economic, and technological factors. However, beyond the specific nuances of a particular case, there are broader and recurring factors that have had a profound impact on global negotiations.

In the following sections, these factors will be analyzed from both traditional and contemporary perspectives to highlight how each has influenced negotiation dynamics over time. Nonetheless, the focus will be on the impact these factors have on contemporary negotiations, emphasizing the major changes they have caused in the adaptation of modern negotiation strategies. In doing so, we will explore not only the continuities but also the new developments these factors bring to the current negotiation landscape.

Factor	Traditional Negotiation	Contemporary Negotiation	Hybrid Model	Impact of Adopting Contemporary Negotiation
Globalization	Focus on long-term relationships and local cultural familiarity.	Global, flexible, adaptable negotiation based on cultures.	Combines local cultural expertise with global adaptability.	Positive: Expansion of global relationships. Negative: Loss of local values and cultural nuances.
Technological Changes	Limited access to technology; slower and formal process.	Uses AI, analytics, and technology for optimization and speed.	Leverages AI while maintaining formal, human-driven oversight where necessary.	Positive: Faster, more data-driven decisions and efficiency. Negative: Reduction in personal connection and reliance on human intuition.
Cultural Intelligence	More rigid, adhering to specific cultural norms.	Approaches cultural differences using cultural intelligence and flexibility.	Balances cultural norms with flexibility and adaptability to diverse cultures.	Positive: Flexible and empathetic approach. Negative: Difficulty in uniformly applying principles.
Stakeholder Diversity	Focus on primary parties involved (direct negotiators).	Involves multiple stakeholders, such as NGOs and regulatory bodies.	Integrates multiple stakeholders with a clear focus on main negotiators' concerns.	Positive: Fair involvement of multiple parties. Negative: More complex and difficult to manage processes.
Sustainability	Short-term profit is often	Integrates environmental and social	Focuses on short-term gains but balances them	Positive: Increases long-term value and reputation.

Factor	Traditional Negotiation	Contemporary Negotiation	Hybrid Model	Impact of Adopting Contemporary Negotiation
	the main priority.	considerations into decision-making.	with long-term sustainability and social goals.	Negative: Slows down the negotiation process.
Power Dynamics	Power was concentrated in a dominant party.	Power is redistributed due to widespread access to information and data.	Balances power between dominant and less influential parties with shared data access.	Positive: Fairer decisions. Negative: Fragmentation of power can create confusion.
Data-Driven Negotiation	Negotiators mostly relied on intuition and experience.	Based on data and analytics for quick and well-grounded decisions.	Uses data analytics but combines it with intuition and experience from negotiators.	Positive: Informed and efficient decisions. Negative: May reduce creativity and flexibility.
Ethics and Transparency	Ethical aspects were less formalized; focus on traditional trust.	Greater emphasis on transparency and ethics, important for reputation.	Ensures transparency while protecting sensitive information where necessary.	Positive: Increases trust and legitimacy. Negative: Excessive transparency can expose vulnerabilities.
Emotional Intelligence (EI)	Emotions were considered a sign of weakness and avoided.	Emotional intelligence is essential for managing relationships and conflicts.	Combines emotional intelligence with a focus on logical decision-making when necessary.	Positive: Helps build relationships and manage conflicts. Negative: Uncontrolled emotions can lead to personal or rash decisions.
Communication Patterns	Dominated by face-to-face interactions and formal letters.	Uses technology for remote communication and rapid collaboration.	Combines digital tools for efficiency with face-to-face meetings for relationship building.	Positive: Facilitates remote collaboration and speeds up the process. Negative: Can lead to a lack of personal connection and difficulty interpreting intentions.

Table 1.1 Contemporary / Traditional Factors on Negotiations

Conclusions

As negotiations continue to evolve amidst globalization and rapid technological developments, it is clear that no negotiation style can function in isolation. Integrating traditional and contemporary elements into a hybrid model offers the most effective way to navigate today's complex environment. This model merges the structure and hierarchy of traditional negotiation with the flexibility, innovation, and collaboration of contemporary approaches. It equips negotiators with adaptable strategies for diverse contexts.

Technological changes, like artificial intelligence (AI), and advances in emotional and cultural intelligence have significantly transformed modern negotiations. Successful negotiators must balance the efficiency provided by technology with essential human skills such as empathy, adaptability, and intercultural understanding. Furthermore, globalization and economic interdependence have shifted power dynamics toward collaboration rather than economic force alone.

The future of negotiation doesn't lie in choosing between traditional or contemporary styles but in combining both to harness their strengths. The hybrid model offers a flexible and adaptive solution that addresses current challenges while fostering sustainable and equitable negotiation frameworks across various fields, be it business, diplomacy, or international relations. Negotiators who adopt this hybrid model will be best equipped to face future challenges, ensuring both short-term success and long-lasting partnerships.

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