

THE FEATURES OF NEGOTIATIONS WITHIN SUPPLY CHAIN

Andrzej KOZINA, Tomasz MAŁKUS

Cracow University of Economics, Poland, EU, kozinaa@uek.krakow.pl, malkust@uek.krakow.pl

<https://doi.org/10.37904/clc.2022.4528>

Abstract

Integrating the cooperation of enterprises in supply chain is distinguished among the key factors enabling the achievement of competitive advantage and increasing performance effectiveness. In the supply chain, suppliers (of raw materials, materials, semi-finished products, parts), manufacturers, wholesalers, retailers, as well as providers of specialized logistics services cooperate with each other. In terms of the development of the concept of Green Supply Chain and Sustainable development, the companies operating in reverse logistics are also of great importance. This applies to service providers collecting waste and secondary raw materials, units disassembling used and spoiled products, companies processing secondary raw materials, as well as companies dealing with final waste disposal. Due to the diversity of enterprises participating in the supply chain activities, differences in the expected effects of cooperation, as well as the need to ensure continuity and security of cooperation, it is important to properly prepare and conduct negotiations, especially in bilateral relations. These negotiations are conducted in special conditions, in which the expectations and attitude to cooperation depend on the links with other partners. The objective of the paper is to present a concept for describing the specificity of negotiations within the supply chain. Firstly the features of supply chain as specific negotiations environment are presented. Within the subsequent parts of the paper in order to present the features of negotiations within supply chain the methodological framework was applied, comprising the key aspects of negotiation's definition, distinguished on the basis of literature analysis. The summary synthesizes the major features of the considered negotiations, and also indicates the directions of research enriching the proposed concept.

Keywords: Negotiations, supply chain, methodological framework, mutual dependence, communication, value creation

1. INTRODUCTION

Nowadays, cooperation in supply chains requires numerous changes to adapt to new operating conditions. The directions of the introduced changes are related to integration of supply chains, focus on cost reduction, ensuring of agility, e-business development, globalization, outsourcing and other changing practices in logistics. Frequent changes in the environment increase business risk and make supply chains more vulnerable to that risk. One of the main issues that require special treatment is to increase the resilience of logistics activities to changes in the environment [1].

Depending on the type of final product offered through the entire supply chain, there are many different types of activities represented by cooperating companies. In terms of the development of the concept of Green Supply Chain and Sustainable development, the companies operating the area of reverse logistics are also of great importance. All cooperating enterprises form a network in which information flows enable the realization of the flow of goods and fastening it.

Due to the diversity of enterprises participating in the supply chain, differences in the expected effects of cooperation, the need to ensure continuity and security of cooperation, it is important to properly prepare and conduct negotiations, especially in bilateral relations, in which each of the partners also cooperates with other

parties and is influenced by these parties. Negotiations are carried out to prepare the contract, as a result of contract incompleteness [2], as well as in cases when preparing to contract termination. Therefore, negotiations between partners in the supply chain are conducted in special conditions, in which the expectations and attitude to cooperation depend on relationships with other partners.

Considering the above statements the objective of the paper is to present a concept for describing the specificity of negotiation process in supply chain. Firstly, the description of supply chain as specific negotiations environment is presented, as. Within the subsequent parts of the paper in order to present the features of negotiations within supply chain the original methodological framework was applied [3], comprising the key aspects of negotiation's definition, distinguished on the basis of literature analysis [4-7], e.g. as a process, methods of conflict management and reaching agreement [8], mutual dependence of the parties and processes of: decision making, communication, mutual exchange and value creation. The summary synthesizes the major features of the considered negotiations, and also indicates the directions of research enriching the proposed concept .

2. ASSUMPTIONS OF RESEARCH

As the starting point of consideration in this article may be the definition of supply chain management can be implemented. In general, supply chain management is treated as a total system approach to managing the entire flow of information, products, and raw materials through factories and warehouses to the end customer [9-10]. Thus, processes related to supply, production and distribution are carried out in the supply chain, and a number of entities are responsible for their implementation, e.g. suppliers, manufacturers, intermediaries and recipients. Nowadays, supply chains are characterized by high complexity due to globalization and advanced information technology, which results in an increasing intensity of various types of flows between companies and customers, as well as in dynamic changes related to global consumption models. In the contemporary approach to organization of cooperation in the supply chain, reflected primarily in concepts of Green Supply Chain [11] and Sustainable development [12,13], the companies operating in reverse logistics are also of great importance.

In the description of the supply chain as a specific environment in which negotiations are conducted, it is also important to indicate the main features that distinguish negotiations between partners in the chain from negotiations conducted in other social and economic relationships. From this point of view, in general terms, the following features should be highlighted:

- the need to negotiate within different types of relationships – starting from common, bilateral, including e.g. supplier and recipient of goods, supplier or recipient of goods and a specialized logistics service provider, to more complex, multilateral relationships, including e.g. supplier, logistics service provider and recipient of goods; supplier and several representatives of recipients, sometimes at the same time,
- taking into consideration various scopes of negotiated issues, depending on the role of a partner in the supply chain - negotiations may concern the conditions for the production and delivery of goods, the implementation of forwarding services, the performance of certain types of logistics tasks in the delivery of goods to recipients, as well as the handling of (combined, used) waste and recyclable products in reverse logistics, the use of IT tools supporting logistics cooperation, principles of risk management in cooperation,
- treating negotiations as a process that is carried out both before the start of cooperation (agreeing on conditions that should be included in contract), as well as starting this process during cooperation, when it is necessary to adapt the rules of cooperation to changes in the environment,
- taking into account the impact of individual interests of other partners cooperating with each of the negotiating parties and on the other hand, also the influence of agreements between negotiating partners on other partners,

- the need to adjust the expectations in bilateral, trilateral relationships to the most important strategy defined for the entire supply chain,
- ensuring the compliance of the logistic expectations of the negotiating parties with the guidelines developed by the provider of complex logistics service integrating activity in the entire supply chain - this applies to activities in the chain, the architecture of which takes into account such an integrator of logistics activities of partners, responsible for negotiation of new terms of cooperation with individual partners in chain,
- different duration of cooperation, as a result also the agreed terms between partners - relationships in the supply chain may be long-term (participants preparing an offer for the final buyer), but may also be short-term (in terms of targeting frequent changes of carriers, when transactions may be one-off).

It should be emphasized, that all successive types of companies mentioned above negotiating with partners in the supply chain can be treated as a negotiation channel, which stands out among marketing channels together with logistics channel, ownership channel, financing channel and promotions channel [14]. The results of negotiations in one part of supply chain can affect the terms of cooperation in other, subsequent parts of the supply chain. Moreover, activities taken in the negotiations channel affect solutions in other channels. From the point of view of the issues covered in this article, the influence of negotiations channel on the logistics channel is of particular importance.

Results of research presented in further parts are based first of all on own experience of authors, on the analysis of sources related to the essence of negotiations conducted between companies, sources related to the organisation of supply chain logistics, assumptions of success of cooperation in supply chain, contemporary concepts in the development of the supply chain, as well as on the basis of sources on factors influencing transaction costs between cooperating parties.

3. RESULTS OF RESEARCH

3.1 Conditions for the implementation of the negotiation process in the supply chain

Negotiations constitute a complex activity extended over time, including a number of sub-processes (stages, phases), and within them, detailed activities carried out sequentially, in parallel and/or cyclically, as well as a series of events and interactions between the parties to the negotiations. The consequence of treating them in such a way is their variability, which makes their modeling difficult. It is the most general and widespread way of interpreting negotiations, applicable to most of their cases in socio-economic life. Negotiation processes are auxiliary in relation to the basic processes and projects performed by their parties.

Negotiations do not tend to be structured easily due to their nature. It is rather difficult to programme and formalise them via procedures. The models of negotiations are usually too simplified. Many activities, especially in the sub-process of conducting negotiations, must be carried out intuitively [15].

The main circumstances in which negotiations in the supply chain are conducted these are preparation for signing a contract and starting cooperation, as well as changes in operating conditions requiring adaptation of the principles of cooperation. The implementation of considered negotiation processes requires direct and multidirectional coordination of activities, carried out in networks of numerous interactions. It is necessary to consider many different issues in each negotiation process and to achieve various interests and objectives, both common and contradictory. The specificity of cooperation in the supply chain may require negotiating with many partners at the same time. Moreover, the attitudes of the parties in bilateral relations may be influenced by individual, different interests of other partners, as well as by common objectives of entire supply chain, at the same time (**Figure 1**). Therefore, the negotiation processes in the supply chain are very complex, changeable and flexible. Considering, in particular, negotiation process conducted in order to agree on the principles of adaptation to changes in the conditions of cooperation it is implemented to a large extent

spontaneously, as if instinctively, directly in those areas of activity where the problem that requires their use arises.

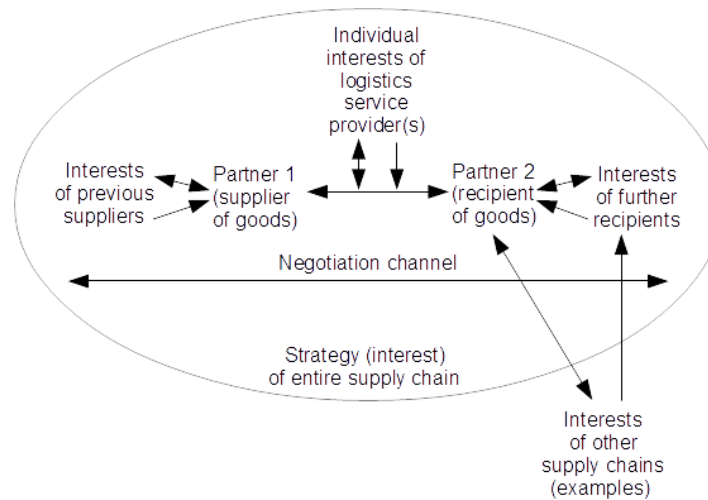


Figure 1 Conditions for negotiations within supply chain (source: own research)

3.2 Negotiations in supply chain as a method of conflict management

This is a competitive dimension of the negotiations as their parties strive to achieve their own goals and obtain the best possible results. Negotiators have divergent goals and views on particular issues in the scope of the negotiations. The contradictions also concern the values, principles, expectations, perceptions, etc., which create the emotional context of the negotiation that requires identification due to its significant impact on substantive issues. Therefore, in the negotiation process, it is necessary to look for a solution to one or more disputable issues, e.g. the resolution of emerging conflicts [16].

Numerous and various conflicts occur between participants of supply chain as a result of a great deal of interactions among them. Conflicts are resolved on a regular basis, at the moment they occur, with their respective parties being responsible for managing them. Conflicts may be related to the lack of understanding of expectations of each party to contract, unclear regulations in the contract, which may affect the organization of cooperation, as well as technical and technological solutions used in cooperation. In addition, conflicts may also be related to opportunistic changes of attitudes of parties, which may appear in connection with changes in the environment of cooperation. Considering the positive features of conflicts, especially their motivational role, as well as the stimulation of changes that improve organisational performance can be highlighted. It should be the interest of each party to the conflict to use this conflict to improve cooperation and, as a result to use the advantages of cooperation in the supply chain, as well as to use logistics as a source of competitive advantage for the entire chain.

On the one hand, due to the large amount of data in the area under consideration, a number of potential, various conflicts, especially during cooperation may arise between the negotiation participants, as a result of many various interactions between them. Taking into account the widespread typology of conflicts according to C.M. Moore [17], in the discussed case, mainly data conflicts may appear, very often occurring in practice and sometimes difficult to recognize, resulting from both their lack and excess, which also causes unnecessary disputes. The participants of the negotiations are then not able to properly identify and assess the negotiating situation. The data available to them may be unreliable, erroneous, selective, inadequately compiled, etc., or differently interpreted by negotiators. Unnecessary data conflicts can cause other unnecessary misunderstandings, mainly regarding relationships, and even stimulate real conflicts of interest.

On the other hand, the increasing speed of action and the virtualization of relationships, and sometimes the anonymity of partners, mean that possible conflicts are short-lived or even unnoticeable, they cannot fully

reveal themselves, let alone develop. Moreover, it is much more difficult to use competitive negotiation techniques, to use the effect of surprise or asymmetry of information, to strengthen bargaining power, to threaten and promise, bluff, etc., because the parties are "well-informed". It is much easier to explain the nature of possible conflicts, their causes and effects. They are and must be dealt with on an ongoing basis, when and where they appear, directly through their website. You can make better use of their positive functions, especially stimulating changes that improve performance.

3.3 Supply chain negotiations as a method for reaching and improvement of understanding between parties

This aspect concerns the intended result of the negotiations, beneficial to all their participants, i.e. satisfying their needs. The parties cooperating in supply chain also have common goals. By definition, therefore, they are interested in the implementation of negotiations, and especially in their effects, which constitute important values for them (tangible and intangible). The cooperation of the parties is therefore necessary to achieve the expected level of effectiveness. This, in turn, requires concluding a number of contracts (open and virtual) specifying the terms of the agreement between them. Such an interpretation is rarely adopted without emphasizing other attributes of the negotiation. It is therefore their cooperative dimension. It does not fully reflect their nature, but it is a necessary "logical complement" to another aspect that determines their taking up [18].

Contemporarily operating conditions make it possible to identify a greater number of potential partners for cooperation. There is a higher than usual likelihood of establishing and maintaining positive and beneficial relationships with them based on mutual trust [19]. The assumptions of cooperation in the supply chain require a reliable analysis of the partners' credibility. Unfortunately, there are some limitations in access to information that allows partner verification. Limitations may be related to the lack of knowledge that the types of information considered are available, but also the cost of obtaining the information may be assessed as too high. Therefore parties to cooperation sometimes resign from obtaining certain types of information or even underestimate the value of information for the success of relationship. As a result, there are cases of wrong decisions as to their choice and/or disloyalty on their part, related to the abuse of trust [20]. In addition, in the current reality, limited, short-term or even virtual contracts are often concluded, which on the one hand may increase flexibility of partners, but on the other hand, it increases the risk of losses due to the failure to comply with contractual arrangements or the conclusion of incomplete contracts. It should be noted, however, that nowadays, in the conditions of applying solutions enabling access to a wide range of data, signals about disloyal or unreliable partners may be easily available in the negotiating environment. However, searching for and obtaining them can be time-consuming. Generally, the "well-informed" negotiating parties are more likely to establish and maintain positive relationships, and are more likely to use cooperative-oriented negotiation techniques.

3.4 Negotiations as reflection of dependence between parties influenced by a large amount of data

There is an interaction of the dimensions of cooperation (collaboration) and competition (rivalry), i.e. the coexistence of contradictory and convergent goals of negotiation participants. It expresses the efforts of the parties to achieve a favorable result, conditioned by the necessity to resolve the conflict between them. Neither party can achieve its goals on its own, and at the same time, each of them can help the other in achieving its goals. If the partners saw alternative and more effective ways of achieving their goals, they would not negotiate. Therefore, this dependence expresses a close relationship between the two previous aspects of negotiations definition [21].

A large amount of available data and information about participants (suppliers, recipients, service providers) on the market and about their offers, on one hand, broadens the group of potential partners and may contribute to shaping positive relationships with them. On the other hand, however, the excess of data and information, difficulties in identifying the most important of them, as well as difficulties in assessing the reliability of data

and information sources make it difficult to search for and select the right partners and analyze them in the context of possible negotiations. Competition between potential partners (e.g. suppliers), as well as related conflicts, may intensify. Rivalry may lead to the interested party restricting access to some unfavorable information. Although, of course, the aim is to shape partnership relations based trust and cooperation beneficial for the parties involved, but it is not always possible and/or necessary. Cooperation and competition coexist in the form of a coopeitition strategy [22]. Moreover, the interactions between the negotiating parties are numerous and varied, multi-directional and multi-faceted, symmetrical and asymmetrical, stronger and weaker, positive and negative, incidental and permanent, etc., creating complex networks of connections. Therefore, they are difficult to identify and shape.

Along with the excess of information and the related difficulties in assessing the most important of them and difficulties in assessing the credibility of the sources of this information, an important problem may also be the asymmetry in the access of cooperating parties to the required information. It is the problem considered in agency theory, reflected in „agent-principal“ relationship [23]. If the data or information may prove to be disadvantageous to the party performing certain tasks/services ordered by principal, the provider may select the information for the principal. On this basis, it is possible, that the principal has improper view of results of provider's activity. Principal is not able to react in the right time, by renegotiating the terms of cooperation with the service provider or by negotiating the terms of termination of cooperation.

3.5 Considered negotiations as a decision making process

This is the most important interpretation of the concept under consideration, as it is aimed at finding solutions to the negotiated issues directly by the parties involved [24]. In the preparatory phase, this process is first carried out by the parties to the negotiations, that they act usually independently of each other, from the point of view of the essence of the company's market activity [25,26]. Each of them analyzes the negotiating situation from the point of view of their goals and interests. On this basis, they determine initial solutions to negotiated problems based on their own criteria for selecting solutions. At the same time, being involved in the supply chain, they have to take into consideration assumptions of strategy of entire supply chain. All these negotiating parties iteratively make the necessary arrangements of variants, determining the area of negotiation, i.e. a set of acceptable solutions to negotiated problems, based on the analysis of the community and the divergence of goals and interests. By adopting common selection criteria and rules, they find a solution acceptable to everyone. By disseminating the chain strategy among the participants and their consent to adapt to the assumptions of this strategy, the involvement of the leading company (as main coordinator) in the supply chain in each individual negotiation is limited.

The general assumption of the availability of information on the conditions of cooperation in the chain means that the information needs of negotiators as decision makers are met much better. This significantly reduces the risk of the effects of negotiations and subsequent action on the basis of agreed conditions. It also allows for a reliable analysis of the decision-making situation in negotiations, and especially supports the creative search and formulation of solution options, which significantly increases the quality of decisions. In this case, the difficulty may be the excessive amount of information, requiring its careful selection, as well as the aforementioned individual opportunistic attitudes of the negotiating parties, aimed at limiting the access of the other party to unfavorable information.

3.6 Considered negotiations as a communication process

This process concerns the mutual exchange of information, "penetrating" all activities of the parties in the negotiation process, from the initial presentation of positions, through:, formulating and exchanging offers, shaping relationships, persuading, asking questions and answering, listening, clarifying doubts, etc., to final arrangements and drafting the contract [27].

With a large amount of data, all negotiating participants have virtually access to most of the necessary information in real time. Transparency of communication allows each negotiator to determine how to better achieve the goals. Data and information necessary to undertake joint actions (e.g. included in the part of the contract called Service Level Agreement) become public, made available to everyone on the forum.

By definition, a large amount and variety of data effectively supports negotiation processes in terms of information, especially analytical and diagnostic activities in the sub-processes of planning and summing up negotiations. In turn, while conducting them, it significantly enriches the tools used in this sub-process, i.e. it increases the number and quality of offers, increases the accuracy of arguments, improves the effectiveness of questions, facilitates clarification of doubts and the effective selection of negotiation techniques.

Generally, it allows to meet the information needs of negotiation participants to a greater extent, improves the capacity of multidirectional communication channels and increases the usefulness of information in terms of its detailed parameters, e.g. reliability, authenticity, proper form, appropriate detail, etc. It is also possible to reduce opportunistic attitudes related to access restriction to unfavorable information when the benefits of long-term cooperation are exposed, which in the supply chain is based on the benefits obtained by all participants.

3.7 Supply chain negotiations as a process of mutual exchange preparation

The exchange - through mutual agreements and necessary concessions - takes place on the terms agreed by the parties. It is favored by the differences in the hierarchy of their goals, i.e. it seeks to obtain significant resources and values, giving back less important but important to other parties in return. It applies not only to measurable resources, as well as intangible ones, e.g. ideas, concepts of solutions. This aspect is closely related to the previous one, as the communication process is a form of exchange of information as such and data about other resources. In this way, negotiation is an effective means of acquiring the value that their parties need [27].

Cooperation in the supply chain is based on a set of market transactions agreed between partners. These transactions can be directly related to the creation of the product offered to the recipients of the chain, but they can also be related to the transactions supporting the product development process in the supply chain. Therefore, the formation of relationships related directly to manufacturing of a product plays a fundamental role. Transactions for ensuring the implementation of support activities are subordinated to product development.

Big datasets generate wider possibilities for the selection of potential exchange partners and their offers. They make it possible to obtain and transmit complete and reliable information about the needs of the parties, it is easier to obtain data already in the initial stage of negotiations, as they are widely available. Possibilities of further, non-equivalent exchange are limited.

3.8 Considered negotiations as a process of creating value

The interdependence of the parties and the process of mutual exchange in the negotiations allow the parties to the negotiations to achieve mutual benefits by creating additional value, which would not be possible without negotiation. These common values are a synergistic effect of the cooperation of the parties. Creating them is also possible when one party has something to offer that is not worth much for itself, but is of great value to other negotiating participants - and vice versa. By exchanging these values, each side loses little, but gains a lot [27].

Generating value for the user is one of the attributes of Big Data. Undoubtedly, many of them reflect the various values constituting the context of negotiations and at the same time being their subject. Obviously, there may be differences in the assessment of the values represented by the participants of the negotiations, although it is thanks to these differences that the possibility of reaching an agreement arises [28]. Wider possibilities of

generating value in negotiation processes concern mainly intangible assets, especially in virtual space, which leads to the co-creation and sharing of value by the negotiating parties in the form of innovative concepts and ideas, based on exhaustive and easily available information. There may, of course, be the danger of unjustified appropriation of values, and as a result, reliable partners must be relied on in the search for common values. In addition, cases of such unethical activities are exposed online and widely stigmatized. In turn, potential conflicts of values should be resolved by explaining their causes and mutual conviction about the positive impact of different values on negotiations. A large amount of data makes it easier.

When negotiating the terms of cooperation between partners in the supply chain, value is created in several different forms:

- knowledge of the market of suppliers of goods and services by the potential recipient, including awareness of the possibilities and limitations in the scope of the supply of services and goods on the market, adequacy of the recipient's expectations towards suppliers,
- knowing and understanding the expectations of each party,
- shaping the company's image with a partner,
- new concepts, approaches, and methods to perform specific tasks,
- the basis of trust, i.e. the reliance on the partner,
- related to reliance facilitating orientation to ensure a long period of cooperation, based on benefits for each of the negotiating parties,
- the reliance-related perspective of the possibility of extending and tightening cooperation,
- synergy effect in the form of developing new, creative solutions.

Obtaining the above-mentioned values is a prerequisite for achieving the values later in the course of future cooperation. This value may apply to e.g. processing of raw material, material into a semi-finished product and a finished product, with services adding value to the offer created in the chain, increasing the level of customer confidence in the offer. The types and scale of the impact of the negotiated cooperation conditions on the value achieved in the supply chain depends on the subject of the negotiated cooperation.

4. CONCLUSIONS

On the basis of the considerations presented so far, several guidelines for negotiating the terms of cooperation in the supply chain can be presented::

- significant acceleration of the implementation of these processes, especially pre-negotiation analysis,
- significantly increasing the scope of such analysis in a wider negotiating environment,
- searching for trusted negotiation partners as well as shaping and maintaining positive relations with them,
- on the other hand, exercising particular caution when establishing relationships, i.e. applying the principle of limited trust,
- focus on management of contract risk, related to e.g. with virtual contracts,
- adopting a broader perspective of entire supply chain activity, when looking for possible solutions,
- increased flexibility of operation, especially when looking for options for solutions,
- searching for new strategies and negotiation techniques aimed at finding a balance between cooperation and competition,
- enriching the tools of multilateral negotiation, dominant in contemporary socio-economic life,
- full acceptance of the multiculturalism of the negotiating environment and its creative use,

- paying much more attention to information security,
- using modern systems of supporting negotiations via Internet.

The concept of the description of negotiations in the supply chain presented in the article is a preliminary, largely hypothetical approach to the issues under consideration, due to the fact that they are relatively new, poorly recognized in theory and research, as well as in socio-economic practice. Therefore, the authors will strive to enrich and broaden their concept, mainly by searching for more precise characteristics of the negotiation processes under consideration. It is also planned to conduct comparative empirical research comprising a number of supply chains in order to verify the usefulness of this concept. A promising line of research will be to address the more general issue of relationship management, not just the negotiation itself.

ACKNOWLEDGEMENTS

The Project has been financed by the Ministry of Science and Higher Education within “Regional Initiative of Excellence” Program for 2019-2022. Project no.: 021/RID/2018/19.

Total financing: 11 897 131,40 PLN

REFERENCES

- [1] WATERS, D. *Supply chain risk management. Vulnerability and resilience in logistics*. 2nd edition. London, Philadelphia, New Delhi: KoganPage, 2011.
- [2] HART O., MOORE, J. Incomplete Contracts and Renegotiation. *Econometrica*. 1988, vol. 56, iss. 4, pp. 755-785.
- [3] KOZINA, A. *Zasady negocjacji*. Kraków: Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie, 2018.
- [4] JUNG, S., KREBS, P. *The Essentials of Contract Negotiation*. New York: Springer, 2019.
- [5] LEWICKI, R.J., BARRY, B., SAUNDERS, D.M. *Negotiation. Readings, Exercises and Cases*. Seventh Edition. New York (NY): McGraw-Hill Education, 2015.
- [6] ROCKMANN, K.W., LANGFRED, C.W., CRONIN, M.A. *Negotiation: Moving From Conflict to Agreement*. Sage Publications Inc., Thousand Oaks, 2020.
- [7] THOMPSON L. *The Truth About Negotiations*. FT Press, 2013.
- [8] ROCKMANN, K.W., LANGFRED, C.W., CRONIN, M.A. *Negotiation: Moving From Conflict to Agreement*. Sage Publications Inc., Thousand Oaks, 2020.
- [9] BOWERSOX, D.J., CLOSS, D.J., COOPER, M.B. *Supply chain logistics management*. New York, NY: McGraw-Hill/Irwin, 2002.
- [10] LUTZ, H., VANG, D.O., Raffield, W.D. Using game theory to predict supply chain cooperation. *Performance Improvement*. 2012, vol. 51, iss. 3, pp. 19-23.
- [11] ZHU Q., SARKIS J., LAI K., Green Supply Chain Management Implications for “Closing the Loop”. *Transportation Research Part E*. 2008, vol. 44, iss. 1, pp. 1-18.
- [12] SARKIS, J. Manufacturing’s role in corporate environmental sustainability. *International Journal of Operations & Production Management*. 2001, vol. 21, iss. 5/6, pp. 666-686.
- [13] SARKIS, J., HELMS, M., Hervani, A. Reverse logistics and social sustainability. *Corporate Social Responsibility & Environmental Management*. 2010, vol. 17, iss. 6, pp. 337-354.
- [14] MURPHY Jr, P.R., KNEMEYER, A.M. *Contemporary Logistics*. Twelfth Edition. Pearson Education Limited, 2018.
- [15] KOZINA, A. *Zasady negocjacji*. Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie. Kraków, 2018.
- [16] KOZINA, A. *Zasady negocjacji*. Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie. Kraków, 2018.
- [17] MOORE, C.W. *Mediation Process. Practical Strategies for Resolving Conflict*. New York: Jossey Bass Wiley, 2014.
- [18] KOZINA, A. *Zasady negocjacji*. Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie. Kraków, 2018.
- [19] MAŁKUS, T. Assumptions of trust in logistics cooperation. *Acta Logistica*. 2017, vol. 4, iss. 3, pp. 1-4.



- [20] MAŁKUS, T. Limitations of trust concept in description of cooperation terms. *Acta Logistica*. 2017, vol. 4, iss. 2, pp. 7-10.
- [21] KOZINA, A. *Zasady negocjacji*. Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie. Kraków, 2018.
- [22] CZAKON W., Emerging Coopetition: An Empirical Investigation of Coopetition as Interorganizational Relationship Instability". In: *Coopetition: Winning strategies for the 21st Century*, S. Yami, S. Castaldo, F. LeRoy (eds.), Edward Elgar, Cheltenham, 2010, p. 58-73.
- [23] JENSEN M.C., MECKLING W.H. Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure. *Journal of Financial Economics*. 1976, vol. 3, iss. 4, pp. 305-360.
- [24] KOZINA, A. *Zasady negocjacji*. Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie. Kraków, 2018.
- [25] COASE, R.H. *The firm, the market and the law*. London: The University of Chicago Press, 1988.
- [26] WILLIAMSON, O.E. *The Economic institutions of capitalism. Firms, markets, relational contracting*. New York: The Free Press, A Division of Macmillan Inc., 1985.
- [27] KOZINA, A. *Zasady negocjacji*. Wydawnictwo Uniwersytetu Ekonomicznego w Krakowie. Kraków, 2018.
- [28] ROCKMANN, K.W., LANGFRED, C.W., CRONIN, M.A. *Negotiation: Moving from Conflict to Agreement*. Sage Publications Inc., Thousand Oaks, 2020.