

Mc
Graw
Hill
Education

高等学校经济类双语教学推荐教材

*economics
classics*

经济学经典教材·国际贸易系列

Economics
Classics

国际商务谈判

(英文版·第六版)

(Sixth Edition)

International Business Negotiation

罗伊·J·列维奇 (Roy J. Lewicki)

布鲁斯·巴里 (Bruce Barry) 著

戴维·M·桑德斯 (David M. Saunders)

中国人民大学出版社

Mc
Graw
Hill
Education

高等学校经济类双语教学推荐教材



ECONOMICS
CLASSICS

经济学经典教材·国际贸易系列

Classics

国际商务谈判

(英文版·第六版)

(Sixth Edition)

International Business Negotiation

罗伊·J·列维奇 (Roy J. Lewicki)

布鲁斯·巴里 (Bruce Barry)

戴维·M·桑德斯 (David M. Saunders)

中国人民大学出版社

· 北京 ·

图书在版编目 (CIP) 数据

国际商务谈判: 第6版: 英文/列维奇, 巴里, 桑德斯著. —北京: 中国人民大学出版社, 2013. 10
经济学经典教材·国际贸易系列
ISBN 978-7-300-18174-5

I. ①国… II. ①列… ②巴… ③桑… III. ①国际商务-商务谈判-高等学校-教材-英文 IV. ①F740.41

中国版本图书馆 CIP 数据核字 (2013) 第 235919 号

高等学校经济类双语教学推荐教材
经济学经典教材·国际贸易系列
国际商务谈判 (英文版·第六版)

罗伊·J·列维奇

布鲁斯·巴里 著

戴维·M·桑德斯

Guoji Shangwu Tanpan

出版发行 中国人民大学出版社

社 址 北京中关村大街 31 号

邮政编码 100080

电 话 010-62511242 (总编室)

010-62511398 (质管部)

010-82501766 (邮购部)

010-62514148 (门市部)

010-62515195 (发行公司)

010-62515275 (盗版举报)

网 址 <http://www.crup.com.cn>

<http://www.ttrnet.com> (人大教研网)

经 销 新华书店

印 刷 三河市汇鑫印务有限公司

规 格 215 mm×275 mm 16 开本

版 次 2014 年 1 月第 1 版

印 张 26 插页 1

印 次 2014 年 1 月第 1 次印刷

字 数 687 000

定 价 49.00 元

出版说明

入世十年，我国已完全融入到经济全球化的浪潮中。党的十六大确立了“引进来，走出去”的发展战略，使得“国际化”复合型人才的需求不断增加。这就对我国一般本科院校多年来所采取的单一语言（母语）教学提出严峻挑战，经济类专业双语教学改革迫在眉睫。

为配合高校经济类专业双语教学改革，中国人民大学出版社携手培生、麦格劳-希尔、圣智等众多国际知名出版公司，倾情打造了该套“经济类双语系列教材”，本套教材包括：经济管理类专业开设的核心课程、经济学专业开设的主干课程以及财政金融专业和国际贸易专业的主要课程。所选教材均为国外最优秀的本科层次经济类教材。

我们在组织、引进和出版该系列教材的过程中，严把质量关。聘请国内著名经济学家、学者以及一线授课教师审核国外原版教材，广泛听取意见，努力做到把国外真正高水平的适合国内实际教学需求的优秀教材引进来，供国内广大师生参考、研究和学习。

本系列教材主要有以下特点：

第一，教材体系设计完整。本系列教材全部为国外知名出版公司的优秀教材，涵盖了经济类专业的所有主要课程。

第二，英文原版教材特色。本系列教材依据国内实际教学需要以及广泛适应性，部分对原版教材进行了全文影印，部分在保持原版教材体系结构和内容特色的基础上进行了适当删减。

第三，内容紧扣学科前沿。本系列教材在原著选择上紧扣国外教学前沿，基本上都是国外最流行教材的最新版本。

第四，篇幅合理、价格适中。本系列教材一方面在内容和篇幅上很好地适应了国内双语教学的实际需要，另一方面，低定价策略又避免了国外原版图书高额的购买费用。

第五，提供强大的教学支持。依托国外知名出版公司的资源，本系列教材为教师提供丰富的配套教辅资源，如教师手册、PPT课堂演示文稿、试题库等，并配套有内容丰富的网络资源，使教学更为便利。

本系列教材既适合高等院校经济类专业的本科教学使用，也适合从事经济类工作和研究的广大从业者的阅读和学习。我们在选书、改编过程中虽然全面听取了专家、学者和教师的意见，努力做到满足广大读者的需求，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，我们真诚希望广大读者提出宝贵意见和建议，以便我们在以后的版本中不断改进和完善。

中国人民大学出版社

Welcome to the sixth edition of *Negotiation!*

Those familiar with the fifth edition will note that there has been no substantial change in the fundamental organization of this book. As you are aware, we made substantial changes in the fifth edition, increasing the number of chapters in the book from 13 in the fourth edition to 20 in the fifth edition. This was accomplished by breaking many of the larger chapters, some of which often covered two or three separate major topics, into smaller chapters that focus on a narrower domain. This reorganization was done for two major reasons: first, the research literature in many of these areas continues to increase, requiring a more extensive treatment of that work; second, feedback from instructors indicated that many would use only parts of chapters (e.g., using the section on teams but not on coalitions, or using them in separate weeks of a course). A review of the organization of the chapters can be found at the end of Chapter 1.

While this reorganization was the most visible change, faculty familiar with previous editions will also note the following other changes:

1. All of this book has been revised and updated. The authors reviewed every chapter, utilizing extensive feedback from faculty who have used the book in previous editions. The content in some of the chapters has been reorganized to present the material more effectively.
2. In our continued effort to enhance the book's readability, we have also updated many of the features and cartoons that offer lively perspectives on negotiation dynamics.
3. We have further improved the graphics format and page layout of the book to make it visually more interesting and readable.
4. We have added learning objectives to the beginning of each chapter.
5. The new structure of this book will be paralleled by a significant revision to our readings and classroom activities book, *Negotiation: Readings, Exercises and Cases*, sixth edition, edited by Roy Lewicki, Bruce Barry, and David Saunders, to appear in 2010. This text and reader can be used together or separately. A shorter version of this text, *Essentials of Negotiation* (sixth edition), by Roy Lewicki, Bruce Barry, and David Saunders, will be released in 2010 and can also be used in conjunction with the readings book. We encourage instructors to contact their local McGraw-Hill/Irwin representative for an examination copy (or call 800-634-3963, or visit the Web site at www.mhhe.com).
6. Instructional resources—including a test bank, chapter outlines, PowerPoint slides, and extensive resource materials on teaching negotiation skills for new instructors—are available to accompany this volume. Instructors should contact their McGraw-Hill/Irwin representative.

Once again, this book could not have been completed without the assistance of numerous people. We especially thank

- Many of our colleagues in the negotiation and dispute resolution field, whose research efforts have made the growth of this field possible and who have given us helpful feedback about earlier editions to improve the content of this edition.
- The work of John Minton, who helped shape the second, third, and fourth editions of this book and passed away in the fall of 2007.
- The excellent editorial assistance of Steve Stenner, specifically for his help on copy-editing, permissions, and the bibliography and for refining the test bank and PowerPoint slides. In addition, Roy Lewicki would like to acknowledge the contributions of Curtis Gutter for his research assistance with locating resource materials, and Bruce Barry thanks his research assistant, Amanda Carrico, whose help on this revision has

been invaluable.

- The staff of McGraw-Hill/Irwin, especially our current editor, Laura Spell, and our previous editors, Ryan Blankenship, John Weimeister, John Biernat, Kurt Strand, and Karen Johnson; Jane Beck, Allison Cleland, and Trina Hauger, editorial assistants who can solve almost any problem; and Jodi Dowling, our tireless project manager who turns our confusing instructions and tedious prose into eminently readable and usable volumes!
- Our families, who continue to provide us with the time, inspiration, and opportunities for continued learning about effective negotiation and the personal support required to sustain this project.

Roy J. Lewicki
Bruce Barry
David M. Saunders

目 录

第一部分 谈判的基本要素

第 1 章 谈判的本质	(1)
关于我们风格和方法的几点说明	(2)
乔和休·卡特	(3)
谈判情形的特征	(5)
相互依赖	(8)
相互调整	(10)
价值主张和价值创造	(13)
冲突	(15)
有效的冲突管理	(19)
本书各章节概要	(21)
第 2 章 对立型谈判的战略与战术	(26)
对立型谈判情形	(27)
战术型任务	(34)
谈判中所持立场	(40)
承诺	(45)
结束谈判	(50)
强硬战略	(51)
对立型谈判策略适用于合作型谈判	(57)
第 3 章 合作型谈判的战略与战术	(59)
引言	(59)
合作型谈判过程概述	(60)
合作型谈判过程的关键步骤	(62)
促成合作型谈判的因素	(79)
为什么合作型谈判难以实现?	(85)
对立型谈判策略与合作型谈判	(87)
第 4 章 谈判: 战略和计划	(89)
目标——推动谈判策略的焦点	(90)
战略——实现目标的总体计划	(92)
理解谈判的流程: 进程与阶段	(97)
准备实施战略: 计划过程	(99)

第二部分 谈判的主要过程

第 5 章 感知、认知和情感	(116)
感知	(116)
框架	(119)
谈判中的认知偏差	(126)

应对谈判中的错误感知和认知偏差	(135)
情绪、情感和谈判	(138)
第 6 章 沟通	(145)
沟通的基本模型	(145)
谈判中要沟通什么?	(149)
谈判中如何进行沟通?	(153)
谈判中如何提高沟通质量?	(160)
谈判结束时特殊的沟通考虑	(164)
第 7 章 发现并利用谈判权力	(167)
为什么权力对于谈判很重要?	(167)
权力的定义	(168)
权力的来源——人们如何获得权力	(170)
应对更具有权力的人	(184)
第 8 章 影响	(186)
影响的两种路线: 组织模型	(186)
中心路线影响: 信息及其传递	(187)
外围路线影响	(194)
接收者的作用——影响的目标	(208)
第 9 章 谈判中的伦理	(214)
伦理标准实例	(214)
对“伦理”的定义及其为什么与谈判有关?	(216)
伦理推理的四种方式	(218)
谈判中会产生哪些有关伦理行为的问题?	(224)
为什么使用欺骗性战术: 动机与结果	(230)
哪些因素使得谈判者倾向于使用非伦理战术?	(237)
谈判者应如何应对对方的欺骗行为?	(247)

第三部分 跨文化谈判

第 10 章 国际和跨文化谈判	(252)
国际谈判: 艺术和科学	(254)
什么使得国际谈判如此不同?	(255)
文化的概念与谈判	(259)
文化对于谈判的影响: 管理视角	(264)
文化对于谈判的影响: 研究视角	(268)
针对文化的谈判战略	(274)

第四部分 解决差异

第 11 章 应对谈判僵局	(280)
“难以解决”的谈判特点及其产生原因	(280)
导致僵局的根本性错误	(287)
防止僵局产生	(288)
如何解决僵局	(288)

第 12 章 应对困难的谈判	(305)
应对影子谈判和社会契约	(306)
对谈判对手艰难的分配型战术的回应	(308)
谈判对手更有实力时的回应	(309)
处理最后通牒的特殊问题	(311)
当对方难以对付时的回应	(312)
第 13 章 应对谈判困难：第三方途径	(319)
将第三方引入双方谈判过程	(319)
第三方介入的类型	(323)
正式介入的方法	(323)
非正式介入的方法	(337)
选择性争端解决体系	(343)
第五部分 总结	
第 14 章 谈判中的最佳实践	(349)
1. 有所准备	(349)
2. 判断谈判的基本结构	(350)
3. 识别以及为 BATNA 工作	(350)
4. 乐于走开	(351)
5. 掌握谈判矛盾的关键	(351)
6. 记住无形因素	(353)
7. 积极应对联合	(355)
8. 欣赏并保护你的声誉	(355)
9. 记住合理性和公平性是相对的	(356)
10. 继续从你的经验中学习	(356)
参考文献	(357)

Part 1: Negotiation Fundamentals

Chapter 1

The Nature of Negotiation 1

- A Few Words about Our Style and Approach 2
- Joe and Sue Carter 3
- Characteristics of a Negotiation Situation 5
- Interdependence 8
- Mutual Adjustment 10
- Value Claiming and Value Creation 13
- Conflict 15
- Effective Conflict Management 19
- Overview of the Chapters in This Book 21

Chapter 2

Strategy and Tactics of Distributive Bargaining 26

- The Distributive Bargaining Situation 27
- Tactical Tasks 34
- Positions Taken during Negotiation 40
- Commitment 45
- Closing the Deal 50
- Hardball Tactics 51
- Distributive Bargaining Skills Applicable to Integrative Negotiations 57

Chapter 3

Strategy and Tactics of Integrative Negotiation 59

- Introduction 59
- An Overview of the Integrative Negotiation Process 60
- Key Steps in the Integrative Negotiation Process 62
- Factors That Facilitate Successful Integrative Negotiation 79
- Why Integrative Negotiation Is Difficult to Achieve 85
- Distributive Bargaining versus Integrative Negotiation 87

Chapter 4

Negotiation: Strategy and Planning 89

- Goals—The Focus That Drives a Negotiation

- Strategy 90

Strategy—The Overall Plan to Achieve

- One's Goals 92

Understanding the Flow of Negotiations: Stages and Phases 97

Getting Ready to Implement the Strategy:

- The Planning Process 99

Part 2: Negotiation Subprocesses

Chapter 5

Perception, Cognition, and Emotion 116

- Perception 116

Framing 119

Cognitive Biases in Negotiation 126

Managing Misperceptions and Cognitive Biases in Negotiation 135

Mood, Emotion, and Negotiation 138

Chapter 6

Communication 145

Basic Models of Communication 145

What Is Communicated during Negotiation? 149

How People Communicate in Negotiation 153

How to Improve Communication in Negotiation 160

Special Communication Considerations at the Close of Negotiations 164

Chapter 7

Finding and Using Negotiation Power 167

Why Is Power Important to Negotiators? 167

A Definition of Power 168

Sources of Power—How People Acquire Power 170

Dealing with Others Who Have More Power 184

Chapter 8

Influence 186

Two Routes to Influence: An Organizing Model 186

The Central Route to Influence: The Message and Its Delivery 187

Peripheral Routes to Influence 194

The Role of Receivers—Targets of Influence 208

Chapter 9

Ethics in Negotiation 214

- A Sampling of Ethical Quandaries 214
- What Do We Mean by “Ethics,” and Why Do They Matter in Negotiation? 216
- Four Approaches to Ethical Reasoning 218
- What Questions of Ethical Conduct Arise in Negotiation? 224
- Why Use Deceptive Tactics? Motives and Consequences 230
- What Factors Shape a Negotiator’s Predisposition to Use Unethical Tactics? 237
- How Can Negotiators Deal with the Other Party’s Use of Deception? 247

Part 3: Negotiation across Cultures

Chapter 10

International and Cross-Cultural Negotiation 252

- International Negotiation: Art and Science 254
- What Makes International Negotiation Different? 255
- Conceptualizing Culture and Negotiation 259
- The Influence of Culture on Negotiation: Managerial Perspectives 264
- The Influence of Culture on Negotiation: Research Perspectives 268
- Culturally Responsive Negotiation Strategies 274

Part 4: Resolving Differences

Chapter 11

Managing Negotiation Impasses 280

- The Nature of Difficult-to-Resolve Negotiations and Why They Occur 280
- Fundamental Mistakes That Cause Impasses 287
- Preventing Impasses 288
- How to Resolve Impasses 288

Chapter 12

Managing Difficult Negotiations 305

- Managing the Shadow Negotiation and Social Contract 306
- Responding to the Other Side’s Hard Distributive Tactics 308
- Responding When the Other Side Has More Power 309
- The Special Problem of Handling Ultimatums 311
- Responding When the Other Side Is Being Difficult 312

Chapter 13

Third-Party Approaches to Managing Difficult Negotiations 319

- Adding Third Parties to the Two-Party Negotiation Process 319
- Types of Third-Party Intervention 323
- Formal Intervention Methods 323
- Informal Intervention Methods 337
- Alternative Dispute Resolution Systems 343

Part 5: Summary

Chapter 14

Best Practices in Negotiations 349

1. Be Prepared 349
2. Diagnose the Fundamental Structure of the Negotiation 350
3. Identify and Work the BATNA 350
4. Be Willing to Walk Away 351
5. Master the Key Paradoxes of Negotiation 351
6. Remember the Intangibles 353
7. Actively Manage Coalitions 355
8. Savor and Protect Your Reputation 355
9. Remember That Rationality and Fairness Are Relative 356
10. Continue to Learn from Your Experience 356

Bibliography 357

The Nature of Negotiation

Objectives

1. Understand the definition of *negotiation*, the key elements of a negotiation process, and the distinct types of negotiation.
 2. Explore how people use negotiation to manage situations of interdependence—that is, that they depend on each other for achieving their goals.
 3. Consider how negotiation fits within the broader perspective of processes for managing conflict.
 4. Gain an overview of the organization of this book and the content of its chapters.
-

“That’s it! I’ve had it! This car is dead!” screamed Chang Yang, pounding on the steering wheel and kicking the door shut on his 10-year-old Toysun sedan. The car had refused to start again, and Chang was going to be late for class (again)! Chang wasn’t doing well in that management class, and he couldn’t afford to miss any more classes. Recognizing that it was finally time to do something about the car, which had been having numerous mechanical problems for the last three months, Chang decided he would trade the Toysun in for another used car, one that would hopefully get him through graduation. After classes that day, he got a ride to the nearby shopping area, where there were several repair garages and used car lots. He knew almost nothing about cars, and didn’t think he needed to—all he needed was reliable transportation to get him through the next 18 months.

A major international airline company is close to bankruptcy. The fear of terrorism, a number of new “budget-fare” airlines, and rising costs for fuel have all put the airline under massive economic pressure. The company seeks \$800 million in wage and benefit cuts from the pilots’ union, the third round of cuts in two years, in order to head off the bankruptcy. Rebuffed by the chief union negotiator for the pilots, the company seeks to go directly to the officers of the Air Line Pilots Association—the international union—to discuss the cuts. If the pilots do not agree to concessions, it is unlikely that other unions—flight attendants, mechanics, and so on—will agree, and bankruptcy will be inevitable.

Janet and Jocelyn are roommates. They share a one-bedroom apartment in a big city where they are both working. Janet, an accountant, has a solid job with a good company, but she has decided that it is time to go back to school to get her MBA. She has enrolled in Big City University’s evening MBA program and is now taking classes. Jocelyn works for an advertising company and is on the fast track. Her job not only requires a lot of travel, but also requires a lot of time socializing with clients. The problem is that when Janet is not in evening class, she needs the apartment to read and study and has to have quiet to get her work done. However, when Jocelyn is at the apartment, she talks a lot on the phone, brings friends home for dinner, and is either getting ready to go out for the evening or coming back in very late (and noisily!). Janet has had enough of this disruption and is about to confront Jocelyn.

Thousands of demonstrators opposed to the policies of a nation’s government seek to protest a national political convention that will nominate the government’s leader to run for reelection. City police forbid protesters from demonstrating near the convention site and

authorize a protest location under a crumbling urban expressway, half a mile away from the convention. In response, demonstration organizers request permission to hold a rally in one of the city's major metropolitan parks. The city attempts to ban the demonstration because that park was recently landscaped at a major expense to the city, and it fears the mass of demonstrators will ruin the work. Each side attempts negotiation but also pursues complex legal maneuvers to get the courts on their side.

Ashley Johnson is one of the most qualified recruits this year from a top 25 business school. She is delighted to have secured a second interview with a major consumer goods company, which has invited her to its headquarters city and put her up in a four-star hotel that is world-renowned for its quality facilities and service. After getting in late the night before due to flight delays, she wakes at 7:30 a.m. to get ready for an 8 a.m. breakfast meeting with the senior company recruiter. She steps in the shower, grabs the water control knob to turn it, and the knob falls off in her hand! There is no water in the shower at all; apparently, repairmen started a repair job on it, turned the water off somewhere, and left the job unfinished. Ashley panics at the thought of how she is going to deal with this crisis and look good for her breakfast meeting in 30 minutes.

Do these incidents look and sound familiar? These are all examples of negotiation—negotiations that are about to happen, are in the process of happening, or have happened in the past and created consequences for the present. And they all serve as examples of the problems, issues, and dynamics that we will address throughout this book.

People negotiate all the time. Friends negotiate to decide where to have dinner. Children negotiate to decide which television program to watch. Businesses negotiate to purchase materials and sell their products. Lawyers negotiate to settle legal claims before they go to court. The police negotiate with terrorists to free hostages. Nations negotiate to open their borders to free trade. Negotiation is not a process reserved only for the skilled diplomat, top salesperson, or ardent advocate for an organized lobby; it is something that everyone does, almost daily. Although the stakes are not usually as dramatic as peace accords or large corporate mergers, everyone negotiates; sometimes people negotiate for major things like a new job, other times for relatively minor things like who will wash the dishes.

Negotiations occur for several reasons: (1) to agree on how to share or divide a limited resource, such as land, or property, or time; (2) to create something new that neither party could do on his or her own, or (3) to resolve a problem or dispute between the parties. Sometimes people fail to negotiate because they do not recognize that they are in a negotiation situation. By choosing options other than negotiation, they may fail to achieve their goals, get what they need, or manage their problems as smoothly as they might like to. People may also recognize the need for negotiation but do poorly because they misunderstand the process and do not have good negotiating skills. After reading this book, we hope you will be thoroughly prepared to recognize negotiation situations; understand how negotiation works; know how to plan, implement, and complete successful negotiations; and, most importantly, be able to maximize your results.

A Few Words about Our Style and Approach

Before we begin to dissect the complex social process known as negotiation, we need to say several things about how we will approach this subject. First we will briefly define negotiation. Negotiation is “a form of decision making in which two or more parties talk with one another in an effort to resolve their opposing interests” (Pruitt, 1981, p. xi). Moreover, we will be careful about how we use terminology in this book. For most people, *bargaining* and *negotiation* mean the same thing; however, we will be quite distinctive in the way we use the two words. We will use the term *bargaining* to describe the competitive, win–lose situations such as haggling over price that happens at a yard sale, flea market, or used car lot; we will use the term *negotiation* to refer to win–win situations such as those that occur

when parties are trying to find a mutually acceptable solution to a complex conflict.

Second, many people assume that the “heart of negotiation” is the give-and-take process used to reach an agreement. While that give-and-take process is extremely important, negotiation is a very complex social process; many of the most important factors that shape a negotiation result do not occur during the negotiation; they occur *before* the parties start to negotiate, or shape the context *around* the negotiation. In the first few chapters of the book, we will examine why people negotiate, the nature of negotiation as a tool for managing conflict, and the primary give-and-take processes by which people try to reach agreement. In the remaining chapters, we examine the many ways that the differences in substantive issues, the people involved, the processes they follow, and the context in which negotiation occurs enrich the complexity of the dynamics of negotiation. We will return to a more complete overview of the book at the end of this chapter.

Third, our insights into negotiation are drawn from three sources. The first is our experience as negotiators ourselves and the rich number of negotiations that occur every day in our own lives and in the lives of people around the world. The second source is the media—television, radio, newspaper, magazine, and Internet—that report on actual negotiations every day. We will use quotes and examples from the media to highlight key points, insights, and applications throughout the book. Finally, the third source is the wealth of social science research that has been conducted on numerous aspects of negotiation. This research has been conducted for more than 50 years in the fields of economics, psychology, political science, communication, labor relations, law, sociology, and anthropology. Each discipline approaches negotiation differently. Like the parable of the blind men who are attempting to describe the elephant by touching and feeling different parts of the animal, each social science discipline has its own theory and methods for studying elements of negotiation, and each tends to emphasize some parts and ignore others. Thus, the same negotiation events and outcome may be examined simultaneously from several different perspectives.¹ When standing alone, each perspective is limited; combined, we begin to understand the rich and complex dynamics of this amazing animal. We draw from all these research traditions in our approach to negotiation. When we need to acknowledge the authors of a major theory or set of research findings, we will use the standard social science research process of citing their work in the text by the author’s name and the date of publication of their work; complete references for that work can be found in the bibliography at the end of the book. When we have multiple sources to cite, or anecdotal side comments to make, that information will appear in an endnote at the end of each chapter.

We began this chapter with several examples of negotiations—future, present, and past. To further develop the reader’s understanding of the foundations of negotiation, we will develop a story about a husband and wife—Joe and Sue Carter—and a not-so-atypical day in their lives. In this day, they face the challenges of many major and minor negotiations. We will then use that story to highlight three important themes:

1. The definition of negotiation and the basic characteristics of negotiation situations.
2. An understanding of *interdependence*, the relationship between people and groups that most often leads them to need to negotiate.
3. The definition and exploration of the dynamics of conflict and conflict management processes, which will serve as a backdrop for different ways that people approach and manage negotiations.

Joe and Sue Carter

The day started early, as usual. Over breakfast, Sue Carter raised the question of where she and her husband, Joe, would go for their summer vacation. She wanted to sign up for a tour of the Far East being sponsored by her college’s alumni association. However, two weeks

on a guided tour with a lot of other people he barely knew was not what Joe had in mind. He needed to get away from people, crowds, and schedules, and he wanted to charter a sailboat and cruise the New England coast. The Carters had not argued (yet), but it was clear they had a real problem here. Some of their friends handled problems like this by taking separate vacations. With both of them working full-time, though, Joe and Sue did agree that they would take their vacation together.

Moreover, they were still not sure whether their teenage children—Tracy and Ted—would go with them. Tracy really wanted to go to a gymnastics camp, and Ted wanted to stay home and do yard work in the neighborhood so he could get in shape for the football team and buy a motor scooter with his earnings. Joe and Sue couldn't afford summer camp and a major vacation, let alone deal with the problem of who would keep an eye on the children while they were away.

As Joe drove to work, he thought about the vacation problem. What bothered Joe most was that there did not seem to be a good way to manage the conflict productively. With some family conflicts, they could compromise but, given what each wanted this time, a simple compromise didn't seem obvious. At other times they would flip a coin or take turns—that might work for choosing a restaurant (Joe and Ted like steak houses, Sue and Tracy prefer Chinese), but it seemed unwise in this case because of how much money was involved and how important vacation time was to them. In addition, flipping a coin might make someone feel like a loser, an argument could start, and in the end nobody would really feel satisfied.

Walking through the parking lot, Joe met his company's purchasing manager, Ed Laine. Joe was the head of the engineering design group for MicroWatt, a manufacturer of small electric motors. Ed reminded Joe that they had to settle a problem created by the engineers in Joe's department: the engineers were contacting vendors directly rather than going through MicroWatt's purchasing department. Joe knew that purchasing wanted all contacts with a vendor to go through them, but he also knew that his engineers badly needed technical information for design purposes and that waiting for the information to come through the purchasing department slowed things considerably. Ed Laine was aware of Joe's views about this problem, and Joe thought the two of them could probably find some way to resolve it if they really sat down to work on it. Joe and Ed were also both aware that upper management expected middle managers to settle differences among themselves; if this problem "went upstairs" to senior management, it would make both of them look bad.

Shortly after reaching his desk, Joe received a telephone call from an automobile salesman with whom he had been talking about a new car. The salesman asked whether Sue wanted to test-drive it. Joe wasn't quite sure that Sue would go along with his choice; Joe had picked out a sporty luxury import, and he expected Sue to say it was too expensive and not very fuel efficient. Joe was pleased with the latest offer the salesman had made on the price but thought he might still get a few more concessions out of him, so he introduced Sue's likely reluctance about the purchase, hoping that the resistance would put pressure on the salesman to lower the price and make the deal "unbeatable."

As soon as Joe hung up the phone, it rang again. It was Sue, calling to vent her frustration to Joe over some of the procedures at the local bank where she worked as a senior loan officer. Sue was frustrated working for an old "family-run" bank that was not very automated, heavily bureaucratic, and slow to respond to customer needs. Competitor banks were approving certain types of loans within three hours while Sue's bank still took a week. Sue had just lost landing two big new loans because of the bank's slowness and bureaucratic procedures, and this was becoming a regular occurrence. But whenever she tried to discuss the situation with the bank's senior management, she was met with resistance and a lecture on the importance of the bank's "traditional values."

Most of Joe's afternoon was taken up by the annual MicroWatt budget planning meeting. Joe hated these meetings. The people from the finance department came in and arbitrarily cut everyone's figures by 30 percent, and then all the managers had to argue endlessly to try to get some of their new-project money reinstated. Joe had learned to work

with a lot of people, some of whom he did not like very much, but these people from finance were the most arrogant and arbitrary number crunchers imaginable. He could not understand why the top brass did not see how much harm these people were doing to the engineering group's research and development efforts. Joe considered himself a reasonable guy, but the way these people acted made him feel like he had to draw the line and fight it out for as long as it took.

In the evening, Sue and Joe attended a meeting of their town's Conservation Commission, which, among other things, was charged with protecting the town's streams, wetlands, and nature preserves. Sue is a member of the Conservation Commission, and Sue and Joe both strongly believe in sound environmental protection and management. This evening's case involved a request by a real estate development firm to drain a swampy area and move a small creek to build a new regional shopping mall. All projections showed that the new shopping mall would attract jobs and revenue to the area and considerably increase the town's treasury. The new mall would keep more business in the community and discourage people from driving 15 miles to the current mall, but opponents—a coalition of local conservationists and businessmen—were concerned that it would significantly hurt the downtown business district and do major harm to the natural wetland and its wildlife. The debate raged for three hours, and the commission agreed to continue hearings the following week.

As Joe and Sue drove home from the council meeting, they discussed the things they had been involved in that day. Each privately reflected that life is kind of strange—sometimes things go very smoothly and other times things seem much too complicated. As they went to sleep later, they each thought about how they might have approached certain situations differently during the day and were thankful they had a relationship where they could discuss things openly with each other. But they still didn't know what they were going to do about that vacation. . . .

Characteristics of a Negotiation Situation

The Joe and Sue Carter story highlights the variety of situations that can be handled by negotiation. Any of us might encounter one or more of these situations over the course of a few days or weeks. As we defined earlier, *negotiation* is a process by which two or more parties attempt to resolve their opposing interests. Thus, as we will point out later on this chapter, negotiation is one of several mechanisms by which people can resolve conflicts. Negotiation situations have fundamentally the same characteristics, whether they are peace negotiations between countries at war, business negotiations between buyer and seller or labor and management, or an angry guest trying to figure out how to get a hot shower before a critical interview. Those who have written extensively about negotiation argue that there are several characteristics common to all negotiation situations (see Lewicki, 1992; Rubin and Brown, 1975):

1. There are two or more parties—that is, two or more individuals, groups, or organizations. Although people can “negotiate” with themselves—as when someone debates whether to spend a Saturday afternoon studying, playing tennis, or going to the football game—we consider negotiation as a process *between* individuals, within groups, and between groups.² In the Carter story, Joe negotiates with his wife, the purchasing manager, and the auto salesman, and Sue negotiates with her husband, the senior management at the bank, and the Conservation Commission, among others. Both still face an upcoming negotiation with the children about the vacation.
2. There is a conflict of needs and desires between two or more parties—that is, what one wants is not necessarily what the other one wants—and the parties must search for a way to resolve the conflict. Joe and Sue face negotiations over vacations, management of their children, budgets, automobiles, company procedures, and community practices for issuing building permits and preserving natural resources, among others.

There are times when you should avoid negotiating. In these situations, stand your ground and you'll come out ahead.

When you'd lose the farm:

If you're in a situation where you could lose everything, choose other options rather than negotiate.

When you're sold out:

When you're running at capacity, don't deal. Raise your prices instead.

When the demands are unethical:

Don't negotiate if your counterpart asks for something you cannot support because it's illegal, unethical, or morally inappropriate—for example, either paying or accepting a bribe. When your character or your reputation is compromised, you lose in the long run.

When you don't care:

If you have no stake in the outcome, don't negotiate. You have everything to lose and nothing to gain.

When you don't have time:

When you're pressed for time, you may choose not to negotiate. If the time pressure works against you, you'll make mistakes, you give in too quickly, and you may fail to consider the implications of your concessions. When under the gun, you'll settle for less than you could otherwise get.

When they act in bad faith:

Stop the negotiation when your counterpart shows signs of acting in bad faith. If you can't trust their negotiating, you can't trust their agreement. In this case, negotiation is of little or no value. Stick to your guns and cover your position, or discredit them.

When waiting would improve your position:

Perhaps you'll have a new technology available soon. Maybe your financial situation will improve. Another opportunity may present itself. If the odds are good that you'll gain ground with a delay, wait.

When you're not prepared:

If you don't prepare, you'll think of all your best questions, responses, and concessions on the way home. Gathering your reconnaissance and rehearsing the negotiation will pay off handsomely. If you're not ready, just say "no."

Source: J. C. Levinson, M. S. A. Smith, and O. R. Wilson, Guerrilla Negotiating: Unconventional Weapons and Tactics to Get What You Want (New York: John Wiley, 1999), pp. 22–23. This material is used by permission of John Wiley & Sons, Inc.

3. The parties negotiate by *choice!* That is, they negotiate because they think they can get a better deal by negotiating than by simply accepting what the other side will voluntarily give them or let them have. Negotiation is largely a voluntary process. We negotiate because we think we can improve our outcome or result, compared with not negotiating or simply accepting what the other side offers. It is a strategy pursued by choice; seldom are we required to negotiate. There are times to negotiate and times not to negotiate (see Box 1.1 for examples of when we should not negotiate). Our experience is that most individuals in Western culture do not negotiate enough—that is, we assume a price or situation is nonnegotiable and don't even bother to ask or to make a counteroffer!

4. When we negotiate we expect a "give-and-take" process that is fundamental to the definition of negotiation itself. We expect that both sides will modify or move away from their opening statements, requests, or demands. Although both parties may at first argue strenuously for what they want—each pushing the other side to move first—ultimately both sides will modify their opening position in order to reach an agreement. This movement may be toward the "middle" of their positions, called a compromise. Truly cre-