



中财 B0088700

工商管理精要系列·影印版

谈判

Negotiation

10210 4

吉恩·希尔特伯 著
希拉·尤德尔

Jean M. Hiltrop
Sheila Udall

中央财经大学图书馆藏书章

登录号 456789

分类号 F719



中国人民大学出版社



Prentice Hall 出版公司

图书在版编目 (CIP) 数据

谈判: 英文/希尔特伯、尤德尔著·影印版

北京: 中国人民大学出版社, 1997.8

(工商管理精要系列·影印版)

书名原文: The Essence of Negotiation

ISBN 7-300-02469-6/F·754

I. 谈…

II. ①希…②尤…

III. 贸易谈判-英文-影印版

IV. F715

中国版本图书馆 CIP 数据核字 (97) 第 17275 号

Jean M. Hiltrop and Sheila Udall: The Essence of Negotiation

Copyright © Prentice Hall International (UK) Ltd., 1995

All rights reserved. For sale in P.R. China only

本书英文影印版由中国人民大学出版社和 Prentice Hall 出版公司合作出版, 未经出版者书面许可, 不得以任何方式复制或抄袭本书的任何部分。

本书封面贴有 Prentice Hall 防伪标签, 无标签者不得销售。



版权所有, 翻印必究。

工商管理精要系列·影印版

谈 判

吉恩·M·希尔特伯 著

希拉·尤德尔

出 版:  中国人民大学出版社
(北京海淀路 175 号 邮码 100872)
 Prentice Hall 出版公司

发 行: 中国人民大学出版社

经 销: 新华书店

印 刷: 中国人民大学出版社印刷厂

开本: 787×1092 毫米 16 开 印张: 11.25 插页 1

1997 年 8 月第 1 版 1997 年 8 月第 1 次印刷

印数: 1-5 000 册

定价: 19.00 元

(图书出现印装问题, 本社负责调换)

《工商管理精要系列·影印版》

出 版 说 明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将90年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商 Prentice Hall 出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自90年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和 MBA 事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA 学生，以及想迅

速了解工商管理各专业核心领域的师生来说，本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果，中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本，使中国读者能借助本丛书，跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

Acknowledgements

Our colleagues, friends, students and course members have shared their experiences and observations on negotiating practices throughout the years. We are deeply grateful to them for their ideas.

About the authors

JEAN M. HILTROP is currently Professor of Human Resource Management at the International Institute for Management Development (IMD) in Switzerland. He received his PhD in Psychology from Tufts University in the US and an MBA from the Management Centre of the University of Bradford in England. He has been involved in executive education for many years and has been appointed as a Professor and Director of the MBA programme at the Department of Applied Economic Sciences of the Katholieke Universiteit Leuven in Belgium. He has published numerous articles on labour mediation and the resolution of international conflicts, and has worked for many years as a negotiator in Europe, Asia and the United States. He is currently leading an international research project, which examines the impact of national culture on the negotiation practices and effectiveness of European companies.

SHEILA UDALL is an independent training consultant with 20 years experience in management training and development in both the public and private sectors. Starting her career as a training advisor in the engineering industry, she has also taught postgraduates in higher education and worked for a major local authority before becoming an independent consultant in 1989. She has helped to develop strategies and undertaken management development in many organizations such as ICI, Rolls Royce, British Aerospace, Cadbury Schweppes and Unilever. After taking an MA in Organizational Psychology she moved into management development in the public sector and now much of her work is focused on the issues involved in changing the culture of organizations, helping people

with professional backgrounds to develop a more managerial orientation and the appropriate skills, including negotiating. She has co-authored a book called *People and Communication* and is researching another on the transition into management.

Contents

Introduction	1
Why are people afraid of negotiating?	2
What is the aim of this book?	3
How the book is organized	3
How to use the book	4
1 Key principles and mistakes	7
Basic principles	8
Common negotiating mistakes	10
Review questions	16
2 Managing the negotiation process	17
Step 1: Preparing for negotiation	18
Step 2: Developing a strategy	23
Step 3: Getting started	33
Step 4: Building understanding	35
Step 5: Bargaining	41
Step 6: Closing	47
Review questions	51
Case study: <i>The Temperamental Talent</i>	52
3 Negotiating within groups	58
Organizing successful meetings	59
Communicating with impact	61

Looking for creative solutions	64
Achieving consensus	69
Review questions	71
Case study: <i>Mawdesley Electronics Company</i>	71
4 Negotiating between groups	79
Teamwork	80
Forming coalitions	82
Building integrative agreements	85
Review questions	89
Case study: <i>International Computer Systems</i>	90
5 Negotiating among cultures	95
Understanding different cultures	96
Adopting culture-specific strategies	107
Review questions	110
Case study: <i>Borg-Warner Chemicals</i>	111
6 Toolbox	119
Guidelines for preparing your negotiation	119
Key questions in developing your strategy	120
Guidelines for opening the negotiation	121
Guidelines for building understanding	121
Guidelines for managing your concession making	122
Guidelines for breaking deadlocks	123
Guidelines for improved problem solving	124
Guidelines to facilitate movement towards agreement	124
Guidelines for closing the negotiation	125
Check-list for reviewing the negotiation	125
Bibliography	127
Appendix	129
Index	167

Introduction

Let us never negotiate out of fear. But let us never fear to negotiate. (J.F. Kennedy, 1961)

Negotiation is such a common activity that most people probably do it at some point every day, to sort out differences with other people, or to get what they want. For managers, negotiation is not only common but also essential for dealing with many organizational problems. Whether working out next year's budget, setting the delivery time of a product, building support for a new computer system, or deciding the due date of a work assignment, people tend to disagree and managers have to find a solution that is acceptable to those whose co-operation is vital, including customers, suppliers, peers, unions, bankers, government officials and a wide range of other people.

Unfortunately, many managers do not think that negotiating will solve problems so they do not handle situations as effectively as they might. In fact, even after recognizing the need to negotiate, many people still find the idea of negotiating with others uncomfortable, even distasteful; and, as a result, they prefer to resort to some obvious, but often ineffective, techniques for dealing with difficult situations, such as coercion, giving in, avoiding, blaming, fighting, manipulating, referring the matter to a superior and so on.

Why are people afraid of negotiating?

This question can be answered by listening to the types of (self-defeating) comments which inexperienced managers make before embarking on negotiation. Two such comments are very common:

(1) *'I may lose something important.'*

While this is an understandable and realistic concern, it is possible to take into account what both parties want, and develop win-win solutions. Negotiation does not have to be an unpleasant activity in which an agreement has to be reached at any cost. Goals are not necessarily mutually exclusive. In fact, many negotiators make themselves vulnerable because they have preconceived ideas. They may prepare, enter and conduct negotiations with not only an established view of what the issues are, but also with a view that the two parties' perception of the issues are directly opposed, that 'their win is our loss'. So they lock themselves into a strategy beforehand, with no option for responding to the obstacles, pitfalls and opportunities that are virtually certain to occur during the negotiation.

(2) *'I am not the right sort of person for this.'*

Many people believe successful negotiating requires skills and abilities they do not possess, or do not want to be seen as possessing. They believe that people get what they want in negotiations through being tough, aggressive, dishonest, forceful and so on. While such tactics are sometimes used and can be effective if used appropriately, their importance is often greatly exaggerated. In fact there are other, more subtle tactics and strategies that can be used and will increase the likelihood of success in negotiation. Whilst there are people who get what they want through being dishonest, misleading and so on, this does not mean that these behaviours make successful negotiators. On the contrary, studies have shown that successful negotiators are often understanding and conciliatory. They are quiet and listen to the other side, explain their point of view without bullying, often concede when the other side has a valid point and even change their positions and preferred solutions. This suggests that to be successful, many people need to have a somewhat different view of what negotiation involves and what skills are needed to be effective.

What is the aim of this book?

In this book we aim to help you, as a manager, to become a better negotiator. Although some people are better natural negotiators than others, developing basic negotiation skills is far less difficult than it appears. It involves three main elements:

1. Acquiring **knowledge** of the basic principles of negotiation, the common (and costly) negotiating mistakes, and how to avoid them.
2. Developing interactive **skills** and the ability to communicate effectively.
3. Developing the **ability to recognize the specific feelings, values and beliefs** that other people have about proper conduct in negotiation, and to adjust one's attitudes and behaviour to the issues and personalities involved in the particular case.

Obviously, we cannot guarantee that every person who reads this book will become a good negotiator. Nor do we guarantee that we have the key to every problem you may encounter at the bargaining table. But, for people who have the potential of developing the personal qualities of a good negotiator, we strongly believe mastery of the practical insights and guidelines provided in this book will vastly increase their chances of resolving differences and achieving satisfactory solutions through negotiation.

How the book is organized

The book puts together a wide range of ideas and materials from a variety of sources. It is organized in six chapters:

Chapter 1. Describes various **basic principles of negotiation**, different aspects of the process and the common mistakes people make.

Chapter 2. Reviews the **key steps to effective negotiation**, including how to prepare your negotiations, how to open the discussions and how to make concessions.

Chapter 3. Is concerned with **within-group negotiation**, summarizing some of the factors contributing to success and some of the traps you can encounter when negotiating within groups, functions or departments.

Chapter 4. Looks at **inter-group negotiations**, such as pay bargaining between union and management, or the settlement of a commercial contract between customers and suppliers.

Chapter 5. Discusses how to manage **inter-cultural negotiations**. Clearly, negotiating becomes more difficult when the parties involved have different national and cultural backgrounds, and therefore do not share the same ways of thinking, feeling, and behaving. This section looks at some of these differences and their implications for negotiating.

Chapter 6. Is a **toolbox** or a **collection of instruments** that can be used to get a better understanding of the basic aspects of negotiating. Most of these instruments are in the form of check-lists. Once you know when and how to use these tools, the materials provided in the final part of the book will provide a practical aid for preparing your negotiation and determining which strategy to adopt at the bargaining table.

The Appendix contains a set of figures that can be used as presentation materials to summarize or illustrate the key learning points.

How to use the book

In our experience busy managers rarely have the time to sit down and read a book from cover to cover, so we have tried to make each chapter largely self-contained so that you should be able to dip into the book on a selective basis. Equally, we know that managers are usually looking for practical help (key learning points), before they explore ideas and information in more detail.

To help you get to grips with our main messages most efficiently we suggest that you:

- Read the **boxed sections** of each chapter first which summarize the essential learning points, the dos and don'ts, as well as potential pitfalls to avoid.
- Then read the **main text**, which illustrates and amplifies these points, drawing out their implications for negotiating.

- Finally, go through the **review questions and case studies** provided at the end of each chapter. This will improve your understanding of your personal negotiating abilities and help you practice the various skills needed to carry out actual negotiations.

Good luck!