Тема №11. Ведение переговоров.

1. Переведите слова и словосочетания.

contingency bargaining, unstable political and economic situation, negotiators , resolution, logical arguing, apparent from their behaviors, underestimate the strength of your negotiating position, rarely shared, counterparts, universal principles

1. Прочитайте текст и просмотрите предложения, данные после текста. Отметьте правильные предложения (T) true, или (F) неправильные (false) и исправьте их.

**Negotiation**

*Attitudes and Styles* - In Russia, the primary approach to negotiating is to employ distributive and contingency bargaining. The buyer is often in a strongly favorable position and may try to push the responsibility to reach agreement to the seller. Given the country’s relatively unstable political and economic situation, negotiators may focus mostly on the near-term benefits of the business deal. The primary negotiation style in the country is very competitive and people may become outright adversarial. Most Russians view negotiating a zero-sum game in which one side’s gain equals the other side’s loss. Negotiations may become more personable and at least a little more cooperative if strong relationships have been established between the parties.

Should a dispute arise at any stage of a negotiation, it is advantageous first to let some time pass to allow things to blow over. Then, you might be able to reach resolution through logical arguing, presenting lots of supporting information, or making a different, though not necessarily better proposal. What you offer may be more valuable to your counterparts than is apparent from their behaviors. Russians love technology, have great respect for western expertise, and are easily impressed by size and numbers. Do not underestimate the strength of your negotiating position.

*Sharing of Information* - Information is rarely shared freely, since Russians believe that privileged information creates bargaining advantages.

*Pace of Negotiation* – Expect negotiations to be very slow and protracted. Especially during the early bargaining stages you may feel that you are making little progress; discussions often stay high level for quite some time until your counterparts eventually decide to get down to the details of the deal. Success requires extreme patience in this country.

**Russians generally employ a polychronic work style. They are used to pursuing multiple actions and goals in parallel. When negotiating, they often take a holistic approach and may jump back and forth between topics rather than addressing them in sequential order. It is not unusual for them to re-open a discussion over items that had already been agreed upon. Negotiators from strongly monochronic cultures, such as Germany, the United Kingdom, or the United States, may find this style confusing, irritating, and even annoying. It is crucial to keep track of the bargaining progress at all times.**

If your counterparts appear to be stalling the negotiation, assess carefully whether their slowing down the process indicates that they are evaluating alternatives or that they are not interested in doing business with you. More often than not, though, this behavior indicates an attempt to create time pressure or ‘wear you down’ in order to obtain concessions.

*Decision Making* – Companies can be very hierarchical, and people expect to work within clearly established lines of authority. Openly disagreeing with or **criticizing** superiors is unacceptable. Decision makers are usually senior executives who consider the best interest of the group or organization. They will likely consult with others before making the call. Subordinates may be reluctant to accept responsibility. Decision makers also rarely delegate their authority, so it is important to deal with senior executives. Decisions can take a long time and requires patience.

In Russia’s still-shaky political and economic environment, company decisions are rarely independent of outside influences. Never underestimate the role of government officials and bureaucrats, who may have to support and approve company decisions. Similarly, crime groups have gained significant influence across many industries. It is important to come prepared to deal with these outside forces. In extreme cases, you might be well-advised to withdraw from a negotiation should you feel personally threatened. It can be advantageous to indicate to the Russian side that threats would only motivate you to look for other markets and partners.

When making decisions, businesspeople usually consider the specific situation rather than follow universal principles. Personal feelings and experiences may weigh more strongly than empirical evidence and other objective facts do. Russians are often reluctant to take risks. If you expect them to support a risky decision, you may need to find ways for them to become comfortable with it first.

You are much more likely to succeed if the relationship with your counterparts is strong and you managed to win their trust.

1. Negotiators may focus mostly on the near-term benefits of the business deal.

2. The primary negotiation style in the country is very simple and people may become friendly.

3. Negotiations never become more personable and at least a little more cooperative if strong relationships have been established between the parties.

4. You might be able to reach resolution through logical arguing, presenting lots of supporting information.

5.Russians never employ a polychronic work style.

6.Ddisagreeing with or criticizing superiors is normal.

7. Decision makers are usually senior executives who consider the best interest of the group or organization.

8. Subordinates may be willinglyto accept responsibility.

9. Decision makers also rarely delegate their authority, so it is important to deal with senior executives.

10.Crime groups have gained significant influence across many industries.

11. You should estimate the role of government officials and bureaucrats, who may have to support and approve company decisions.

1. Переведите 4 абзац текста письменно.

4. Выполните ТЕСТ.

1. TOMORROW AT 9.30 JANE \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (WATCH) HER FAVOURITE FILM:

1) will be watching;

2) will watch;

3) will watching;

4) was watching;

2. CAN WE MEET TOMORROW MORNING? – NO, I \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (WORK):

1) will be working;

2) have worked;

3) will work;

4) working;

3. TOMORROW FROM 7 TILL 7.30 MIKE AND JULIA \_\_\_\_\_\_\_\_\_\_ (HAVE) BREAKFAST.:

1) will be having;

2) will having;

3) have;

4) will have;

4. THIS TIME NEXT WEEK I \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (SWIM) IN THE SEA.:

1) will be swimming;

2) will swim;

3) was swimming;

4) am swimming;

5. DON’T PHONE ME TOMORROW BETWEEN 6 AND 7. I \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (HAVE) DINNER WITH MY BOSS:

1) will be having;

2) will have;

3) was having;

4) have had;

6. AT 11 O’CLOCK TOMORROW I \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (WASH) MY CAR.:

1) will be washing;

2) will wash;

3) washed;

4) willl have washed;

7. TOMORROW AFTERNOON WE ARE GOING TO PLAY TENNIS FROM 2 UNTIL 4. SO AT 3 O’CLOCK WE \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (PLAY).:

1) will be playing;

2) will play;

3) play;

4) played;

8. ANDREW \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (WRITE) A LETTER WHEN SHE COMES.:

1) will be writing;

2) will write;

3) writes;

4) wrote;

9. I \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (COOK) DINNER WHEN YOU RETURN.:

1) will be cooking;

2) will cook;

3) cook;

4) was cooking;

10. DON’T COME TO MY HOUSE AT FIVE O’CLOCK. I \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (HAVE) AN ITALIAN LESSON.:

1) will be having;

2) will have;

3) was having;

4) had;