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## **THE MAIN PRINCIPLES OF R. FISHER AND W.URY'S APPROACH TO THE NEGOTIATION PROCESS**

### **Introduction**

For the modern globalized business world, negotiations are becoming increasingly important. A significant reduction in barriers to trade flows not only increases competition but also increases business opportunities to penetrate other markets. In this context, it is crucial to select a successful approach to negotiations.

### **Discussion**

Zartman [3] differentiated five approaches in negotiation theory. The first is a structural approach. Within this theory, negotiated outcomes are considered to be structural features, which define each particular negotiation [3]. The idea behind this theory is a win-lose situation.

The second approach is strategic. It focuses on the role of goals in determining outcomes and presupposes a win-lose assumption.

Behavioral approach is the third theory distinguished by Zartman. The emphasis here is made on the role of negotiators' personalities which determine the course and outcome of negotiated agreements. This approach has a win-lose assumption as well.

The fourth approach is called a concession approach. The key idea is the focus on concession making behavior. Similar to the previous theories, it implies a win-lose assumption.

Finally, an approach developed by Roger Fisher, William Urey and Bruce Patten is principled negotiations. This method book *Getting to Yes: Negotiating Agreement Without Giving in* [2]. Fisher, Ury and Patten interpreted the definition of negotiation

as «back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.» [2, p. 6]

The essence of this theory is the principle of a win-win approach and mutual benefit of the negotiation parties. The idea is that the opposite side is seen as a partner not a rival.

Among the key points of this approach to the negotiation process are the focus on interests instead of positions and importance of being receptive to other people's ideas instead of focusing on personal characteristics of the other party. Here also belong the insistence on the use of the objective criterion making sure that the negotiations do not go beyond the stated topic and remain productive and find a subjective norm. The authors of this approach insist that it is crucial to separate people from the problem, come up with mutually beneficial and diverse options, and look for a compromise that will suit both parties equally.

Further, as the principled negotiation approach developed, it became a basis for the integrative negotiations.

#### Conclusion

Before the development of the principled negotiation approach, the main negotiation strategy was considered to be a fight with one winner. The principled negotiation approach allows to reveal the true interests of the parties, create comfortable conditions for discussion and maintain relations between the participants in the negotiation process. Based on its main assumptions, the negotiator creates trustful relationships and basis for further interaction with opponents. This approach can be applicable both in everyday life and in the case of international economic relations.

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