

# Negotiation Behavior

DEAN G. PRUITT

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## ORGANIZATIONAL AND OCCUPATIONAL PSYCHOLOGY

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**To my mother, Grace G. Pruitt, and my wife, France J. Pruitt.  
Together they have provided me a lifetime of support and inspiration.**

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# Preface

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. It is most often identified by name in the realms of international, labor–management, and marketplace decision making. But it is actually a much broader phenomenon, occurring within and between business and government offices, in homes, and among friends and relatives. Indeed, it is found at so many levels of society and is so frequently encountered that its impact on human welfare can hardly be underestimated.

This book is a theoretical synthesis of what is known about negotiation as a *general phenomenon*. The principles presented are illustrated with examples of negotiation from many specific realms, but no realm is stressed over any other. The author is, by discipline, an experimental social psychologist. Hence, a great deal of attention is paid to the motives, perceptions, and other microprocesses underlying the behavior of negotiators and to the results of laboratory experiments on negotiation. However, social psychology is by no means an exclusive focus, and the author owes a considerable debt to writers in other fields, most notably economics, industrial relations, and international relations.

The book is organized as follows. The introduction takes an overview of the topic. Negotiation is defined and contrasted with other forms of multiparty decision making, the significance of negotiation is explored, information is provided about the nature of research on this phenomenon, and two fundamental theoretical notions are presented: the strategic choice model and the goal/expectation hypothesis. The first six chapters can be considered three groups of two chapters each. The first group is concerned with where bargainers place their demands. Chapter 1 takes a quantitative approach,

exploring demand level and concession rate, whereas Chapter 2 takes a qualitative approach, examining the conditions that make one alternative more prominent than another. The second group is concerned with strategies used by bargainers to foster their interests while moving toward agreement. Chapter 3 looks at competitive tactics, which have the aim of eliciting concessions from the other party, and Chapter 4 examines coordinative behavior, that is, efforts to collaborate with the other party in search of a mutually acceptable agreement. The third group is concerned with integrative bargaining, the processes by which bargainers find mutually beneficial (i.e., integrative) agreements. Chapter 5 deals with the forms taken by integrative agreements, while Chapter 6 is devoted to the antecedents of integrative agreements. Chapter 7 is not grouped with any other chapters, and it concerns third-party intervention in negotiation.

Without diminishing the value of the remainder of the book, it can be said that Chapters 4, 5, and 6 are the most original sections. In other words, the book's largest contribution is to an understanding of the constructive forces in negotiation.

Preparation of the manuscript was partly supported by grants from the John Simon Guggenheim Memorial Foundation and the National Science Foundation. Early in the project, conversations with Daniel Druckman and Melvin J. Kimmel were quite helpful. The author is also indebted to many people who made useful comments at one or another stage of manuscript development, especially Peter Carnevale, Patricia Carrington, Pamela Engram, Erlinda Henson, Jeanne Longley, John Magenau, Brenda Major, Robert Rice, Peter Sherer, D. Leasel Smith, Helena Syna, Virginia Vanderslice, and students in two courses on social conflict. A particular debt of gratitude is owed to Jeffrey Z. Rubin and Ralph K. White, who commented extensively on the entire manuscript in its next to last draft. Patient and efficient secretarial help by Linda Hereth is also gratefully acknowledged.

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