

smagnete. Aber die Verbindung zwischen Tourismus und Naturschutz ist häufig widerspruchsvoll. So profitiert der Tourismus einerseits von der Attraktivität einer intakten Natur, kann jedoch durch übermäßige Nutzung der Umwelt zerstören. Andererseits kann Tourismus auch Instrument der Sicherung der natürlichen Ressourcen sein.

Die Erhaltung der Natur einerseits und ihre Erschließung für die Besucher andererseits sind zwei Ziele, die auf den ersten Blick schwer miteinander zu vereinbaren sind. Dies kann aber gelingen, wenn zum einen Touristen und Touristiker sich als Kooperations-Partner der Schutzgebiete sehen und deren Schutz- und Entwicklungsziele mittragen. Auch zeigt die Erfahrung produktiver Partnerschaften, dass die Zusammenarbeit von Tourismus und Naturschutz — als Konflikt- und Kooperationspartner — für beide (und für weitere Akteure) positive Effekte zeitigen kann.

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## INTERNATIONAL NEGOTIATIONS МЕЖДУНАРОДНЫЕ ПЕРЕГОВОРЫ

Автор работы рассматривает тактики ведения переговоров, качества, необходимые для успешного заключения сделок, роль межкультурного влияния. Переговоры как средство урегулирования конфликтных и кризисных ситуаций и обеспечения сотрудничества различных социальных субъектов приходят на смену силовым и командным методам, обеспечивая наиболее гармоничное развитие социальной и экономической жизни.

Politics has often been defined as the "art of the possible". Knowing about the intricacies of multilateral negotiations one may be tempted to define the trade as the "art of the impossible". So many uncertainties, so many conflicting needs and objectives play major roles that outside observers truly wonder how agreements could ever be successfully negotiated. Why are negotiations so difficult in the first place?

There has been a great deal of research into the art of negotiation, and, in particular into what makes a good negotiator. One point most researchers seem to agree on is that good negotiators try to create a harmonious atmosphere at the start of the negotiation. They make an effort to establish a good rapport with their counterpart, so that there is a willingness — on both sides — to make concessions, if this should prove necessary.

Good negotiators generally wish to reach an agreement which meets the interests of both sides. They therefore tend to take a long-term view, ensuring that the agreement will improve, or at least not harm, their

relation with the other party. On the other hand, a poor negotiator tends to look for immediate gains, forgetting that the real benefits of a deal may come much later.

Skilful negotiators are flexible. They do not "lock themselves" into a position of losing their face if they have to compromise. They have a range of objectives, thus allowing themselves to make concessions, for example, "I aim to buy this machine for \$ 2000" and not "I must buy for \$ 2000". Poor negotiators have limited objectives, and may not even work out a "fall back" position.

Successful negotiators do not want a negotiation to break down. If problems arise, they suggest ways of resolving them. This suggests that tenacity is an important quality. Finally, it is essential to be a good listener. Finally, it is essential to be a good listener and to check frequently that everything has been understood by both parties.

The inability to bargain effectively can result in consequences far beyond the mere loss of money as it happened in 1938 when the Prime Minister Chamberlain did an incredibly poor job in Munich at the negotiations with Hitler as a result of which Czechoslovakia ceased to exist. Chamberlain, businessman turned politician, had lost the greatest negotiation of all times. As a result, 25 million people were soon to lose their lives.

In the bargaining process the person is representing the face of his nation, country or company. That's why it is so responsible and important to make it successful. For example, the president of the USA is often criticized for the wrong pronunciation and accent. But he can make use of this mistake to show his closeness to ordinary people. The heads of big companies don't have such privilege.

Taking into consideration national features and cultures proves to be extremely important. Negotiators have different national cultural backgrounds. It is essential that they share the natural culture and values of the country they represent, because otherwise they will not be trusted by their own side.

The negotiators create professional culture, which considerably facilitates the negotiation process, as it is always easier to communicate with people from other countries sharing the same professional culture than with those who do not. If one knows the approximate position of a country's national cultural value system on the various cultural dimensions, he can predict aspects of the negotiation style of its participants. So it is important that cultural differences in international negotiations be recognized as a legitimate phenomenon, worthy of study, and as a liability that skilled and well-trained negotiators can turn into an asset.