

全国高等院校国际

商务英语

统编教材

# 商务英语谈判 自学手册

主编 谢晓莺

BUSINESS NEGOTIATION  
IN ENGLISH



中国商务出版社  
CHINA COMMERCE AND TRADE PRESS

# BUSINESS ENGLISH

全国高等院校国际商务英语统编教材

# 商务英语谈判 自学手册

---

主 编 谢晓莺



中国商务出版社

## 图书在版编目(CIP)数据

商务英语谈判自学手册 / 谢晓莺主编. —北京: 中国  
商务出版社, 2005. 3

全国高等院校国际商务英语统编教材

ISBN 7-80181-339-1

I. 商... II. 谢... III. 贸易谈判—英语—高等学  
校—自学参考资料 IV. H31

中国版本图书馆 CIP 数据核字 (2005) 第 019053 号

---

全国高等院校国际商务英语统编教材

**商务英语谈判自学手册**

主编 谢晓莺

中国商务出版社出版

(北京市安定门外大街东后巷 28 号)

邮政编码: 100710

电话: 010—64269744(编辑室)

010—64220120(发行二部)

网址: [www.cctpress.com](http://www.cctpress.com)

E-mail: [cctpress@cctpress.com](mailto:cctpress@cctpress.com)

新华书店北京发行所发行

三河汇鑫印务有限公司印刷

787×1092毫米 16开本

13.5印张 250千字

2005年4月 第1版

2005年4月 第1次印刷

印数: 4000册

ISBN 7-80181-339-1

G·152

定价: 22.00元

---

版权专有 侵权必究

举报电话: (010)64212247

◎责任编辑 一文  
吴小京

◎封面设计 张健

◎版式设计 张瑞文

◎责任校对 张丽珠

## 全国高等院校国际商务英语统编教材编委会

总顾问 黄震华

顾问 常玉田 宓智瑛

主任 钱建初 李学新

副主任 吴小京

编委 (以汉语拼音为序)

陈洁 丁溪 胡鉴明 李波阳 李小飞

潘红 王晓群 王学成 谢晓莺 严明

## 编 委 会

---

主 编 谢晓莺

副主编 朱万忠 张祝祥

编 者 刘 茜 陈 愉 冯亚娟 高丽霞

胡 戈 李晓滢 陆 敏 王 妍

吴志刚 谢建奎 谢晓莺 晏生宏

杨飞雪 杨 雯



# 目 录

---

## 第一部分 教材辅导

|        |   |      |
|--------|---|------|
| Unit 1 | An Introduction to Negotiation .....      | (1)  |
|        | Brainstorming .....                       | (1)  |
|        | Text .....                                | (3)  |
|        | Knowledge Input .....                     | (5)  |
|        | Knowledge Consolidation .....             | (6)  |
|        | Case Study and Practice .....             | (11) |
| Unit 2 | Principles of Business Negotiations ..... | (13) |
|        | Brainstorming .....                       | (13) |
|        | Text .....                                | (14) |
|        | Knowledge Input .....                     | (14) |
|        | Knowledge Consolidation .....             | (16) |
|        | Case Study and Practice .....             | (17) |
| Unit 3 | Goals for Negotiations .....              | (19) |
|        | Brainstorming .....                       | (19) |
|        | Text .....                                | (20) |
|        | Knowledge Consolidation .....             | (21) |
|        | Case Study and Practice .....             | (24) |
| Unit 4 | Composing of Negotiating Team .....       | (26) |
|        | Brainstorming .....                       | (26) |
|        | Text .....                                | (26) |
|        | Knowledge Consolidation .....             | (28) |

|  |      |
|--|------|
| Case Study and Practice .....                            | (28) |
| Unit 5 Preparation for Negotiations .....                | (30) |
| Brainstorming .....                                      | (30) |
| Text .....   | (31) |
| Knowledge Consolidation .....                            | (33) |
| Case Study and Practice .....                            | (33) |
| Unit 6 Business Negotiation Procedure .....              | (35) |
| Objectives .....   | (35) |
| Refreshment .....  | (35) |
| Text .....   | (36) |
| Knowledge Input .....                                    | (39) |
| Knowledge Consolidation .....                            | (39) |
| Case Study and Practice .....                            | (43) |
| Unit 7 Negotiation Strategies .....                      | (46) |
| Brainstorming .....                                      | (46) |
| Text .....   | (46) |
| Knowledge Consolidation .....                            | (49) |
| Case Study and Practice .....                            | (51) |
| Unit 8 Beneficial Relationships of the Negotiation ..... | (55) |
| Brainstorming .....                                      | (55) |
| Text .....   | (56) |
| Knowledge Consolidation .....                            | (58) |
| Case Study and Practice .....                            | (59) |
| Unit 9 Conflicts in Negotiation .....                    | (60) |
| Brainstorming .....                                      | (60) |
| Text .....   | (60) |
| Knowledge Consolidation .....                            | (63) |
| Case Study and Practice .....                            | (65) |



|         |  |       |
|---------|--|-------|
| Unit 10 | Negotiation Memo .....                   | (71)  |
|         | Brainstorming .....                      | (71)  |
|         | Text .....                               | (71)  |
|         | Knowledge Consolidation .....            | (73)  |
|         | Case study and Practice .....            | (74)  |
| Unit 11 | Closing the Negotiation .....            | (77)  |
|         | Brainstorming .....                      | (77)  |
|         | Text .....                               | (78)  |
|         | Knowledge Consolidation .....            | (80)  |
|         | Case study and Practice .....            | (82)  |
| Unit 12 | Language for Negotiations (Part I) ..... | (84)  |
|         | Brainstorming .....                      | (84)  |
|         | Text .....                               | (84)  |
|         | Knowledge Consolidation .....            | (85)  |
|         | Case Study and Practice .....            | (86)  |
| Unit 13 | Language for Negotiation (Part II) ..... | (89)  |
|         | Brainstorming .....                      | (89)  |
|         | Text .....                               | (89)  |
|         | Knowledge Input .....                    | (92)  |
|         | Knowledge Consolidation .....            | (92)  |
|         | Case Study and Practice .....            | (94)  |
| Unit 14 | Cultural Influence on Negotiations ..... | (96)  |
|         | Brainstorming .....                      | (96)  |
|         | Text .....                               | (96)  |
|         | Knowledge Input .....                    | (97)  |
|         | Knowledge Consolidation .....            | (98)  |
|         | Case Study and Practice .....            | (98)  |
| Unit 15 | Negotiation Styles .....                 | (100) |
|         | Brainstorming .....                      | (100) |
|         | Text .....                               | (102) |

|   |       |
|---|-------|
| Knowledge Consolidation .....               | (108) |
| Case Study and Practice .....               | (111) |
| Unit 16 Integrated Negotiation Drills ..... | (117) |
| Knowledge Review .....                      | (117) |
| Drills .....                                | (117) |

## 第二部分 课文参考译文

|                   |       |
|-------------------|-------|
| 第一单元 谈判概述 .....   | (121) |
| 谈判的性质 .....       | (121) |
| 谈判不是竞争性的活动 .....  | (123) |
| 第二单元 商务谈判原则 ..... | (127) |
| 商务谈判原则 .....      | (127) |
| 如何成为精明的谈判人员 ..... | (131) |
| 第三单元 谈判目标 .....   | (136) |
| 双重关注模式和责任 .....   | (136) |
| 多重谈判目标 .....      | (138) |
| 第四单元 谈判团队构成 ..... | (142) |
| 谈判团队构成 .....      | (142) |
| 谈判成员的素质 .....     | (144) |
| 第五单元 谈判准备 .....   | (148) |
| 谈判准备概述 .....      | (148) |
| 谈判实用技巧 .....      | (149) |
| 第六单元 谈判步骤 .....   | (152) |
| 商务谈判阶段 .....      | (152) |
| 商务谈判的基本步骤 .....   | (157) |
| 第七单元 谈判策略 .....   | (159) |
| 谈判策略和技巧概述 .....   | (159) |

|                             |              |
|-----------------------------|--------------|
| 如何建立有效的谈判策略 .....           | (161)        |
| <b>第八单元 谈判的利益关系 .....</b>   | <b>(164)</b> |
| 谈判中的相互利益关系 .....            | (164)        |
| 谈判的正确基调 .....               | (165)        |
| <b>第九单元 谈判冲突 .....</b>      | <b>(167)</b> |
| 解决冲突 .....                  | (167)        |
| 生活中常见的冲突 .....              | (170)        |
| <b>第十单元 谈判纪要 .....</b>      | <b>(176)</b> |
| 谈判纪要概述 .....                | (176)        |
| 会议纪要的组成部分 .....             | (178)        |
| <b>第十一单元 结束谈判 .....</b>     | <b>(182)</b> |
| 结束谈判 .....                  | (182)        |
| 商品买卖的谈判 .....               | (184)        |
| <b>第十二单元 谈判语言(上) .....</b>  | <b>(188)</b> |
| 不同谈判风格的语言技巧 .....           | (188)        |
| 实用技巧 .....                  | (189)        |
| 谈判语言 .....                  | (190)        |
| <b>第十三单元 谈判语言(下) .....</b>  | <b>(192)</b> |
| 语言能力和国际商务谈判 .....           | (192)        |
| 语言的作用 .....                 | (194)        |
| <b>第十四单元 文化对谈判的影响 .....</b> | <b>(196)</b> |
| 文化对商务和谈判的影响 .....           | (196)        |
| 文化差异及谈判中的文化技巧 .....         | (197)        |
| <b>第十五单元 谈判风格 .....</b>     | <b>(200)</b> |
| 国际谈判 .....                  | (200)        |
| 谈判风格 .....                  | (202)        |

parties who can respond to our interests, our needs will not be satisfied. The negotiations that take place in our daily life to free hostages, to keep peace between nations, or to end a labor strike, etc. dramatize the need for bargaining and its capabilities.

# 第一部分 教材辅导

4. Since almost everything is negotiable, there are so many negotiations taking place anywhere and anytime. Among them, the international business negotiations are counted as one of the most important kind of negotiation. The frequency of international business negotiation is increasing rapidly as business negotiations have become the norm for many organizations, rather than an exotic activity that occurs only occasionally.

## Unit 1

### An Introduction to Negotiation

2. Win/lose and win/win approaches are proposed by any book on negotiations and commonly adopted by negotiators. Negotiations conducted in win/lose manner end with the final result of one side's victory and the other side's loss, while negotiations conducted in win/win approach allow both or all sides to obtain their objectives.

#### I. Brainstorming

The following are suggested answers. Encourage and stimulate students to think and any reasonable response from students should be accepted.

1. First, negotiation depends on communication, that is, it occurs between individuals. Whenever people exchange ideas with the intention of changing relationships, and whenever they consider for agreement, they are negotiating. Secondly, negotiation takes place only over issues that are "negotiable". Thirdly, negotiation takes place only between people who have the same interest. Fourthly, negotiation takes place only when negotiators are interested not only in taking but also in giving; and finally, negotiation takes place only when negotiating parties trust each other to some extent.
2. Students are encouraged to talk about the negotiations they experienced, from the daily ones to the formal ones.
3. If everyone, an individual or a company, had everything they wanted, there would be no particular reason to negotiate, bargain, or collaborate in decision-making. But in the real world, we do not have everything; the resources we control or influence do not serve all of our interests. Unless we can find and reach agreements with

parties who can respond to our interests, our needs will not be satisfied. The negotiations that take place in our daily life to free hostages, to keep peace between nations, or to end a labor strike, etc. dramatize the need for bargaining and its capabilities as a dispute management process. With the growth of teams and project management, the need to negotiate becomes critical.

4. Since almost everything is negotiable, there are so many negotiations taking place anywhere and anytime. Among them, the international business negotiations are counted as one of the most important kind of negotiation. The frequency of international business negotiation is increasing rapidly as business becomes more international in scope and extent. Thus, international business negotiations have become the norm for many organizations, rather than an exotic activity that occurs only occasionally.
5. Win/lose and win/win approaches are proposed by any book on negotiations and commonly adopted by negotiators. Negotiations conducted in win/lose manner end with the final result of one side's victory and the other side's loss, while negotiations conducted in win/win approach allow both or all sides to obtain a favored outcome, which theoretically should be beneficial to the organization as well. The heart of win-win thinking is the foundation of belief that one person's success is not achieved at the expense of another. People for win/win approach hold that the essence of negotiations is that it is not about winning or losing, but about striking a deal which is satisfactory to both sides.
6. Before or after practical examples are given by the students, the following lines are suggested to the students as the theoretical support to their answers.

In an ideal situation, you will find that the other person wants what you are prepared to trade, and that you are prepared to give what the other person wants. The objective of "win-win negotiation" is to obtain a solution to the conflict that results in positive outcomes for all the parties involved in the conflict. This is easier said than done. The basis for successful "win-win negotiation" is the frame of mind. Both sides of the negotiation must perceive the conflict as an opportunity to find a higher ground. It should be clear that this type of negotiation is going to take more effort than a situation where someone uses his/her authority to force an outcome. It is also clear that this type of negotiation will need the cooperation of all sides of the conflict. Another necessity for achieving win-win negotiations is that they must make

the effort to understand positions of both parties. This might take prior research and careful listening during the negotiation process, but it serves to keep the focus of the negotiation on the issues at hand rather than on the people and the positions.

7. The very best negotiators take a broader approach to setting up and solving the right problem. With a keen sense of the potential value to be created as their guiding beacon, these negotiators are game-changing entrepreneurs. They envision the most promising architecture and take action to bring it into being. These virtuoso negotiators not only play the game as given at the table, they are masters at setting it up and changing it away from the table to maximize the chances for better results. To advance the full set of their interests, they understand and shape the other side's choice—deal versus no deal—such that the other chooses what they want. As Francois de Callieres, an eighteenth-century commentator, once put it, negotiation masters possess “the supreme art of making every man offer him as a gift which it was his chief design to secure.”

## **II. Text**

### **1. Background of negotiation—A fanciful history.**

A potted history of the process of reaching agreement could say that in the old days, two property owners who had a disagreement would hire knights to determine who was right. The process was called waging war. Several centuries ago, someone invented lawyers, and as a consequence, the process of determining who's right in a dispute became one of waging law. Using this line of reasoning, negotiation could be viewed as waging peace. However, if negotiation is viewed as a means for determining who is right, it retains the underlying sense that, as a consequence, some parties end up winning and others emerge as losers. In warfare or litigation—or the use of negotiation as a tool that yields winners and losers—competition is the best description of what's taking place. While the pursuit of war and law—as well as sports and other activities—may tend to be competitive, it makes far more sense to recognize that negotiation is not a competitive sport. One step in negotiation's history, one that advanced it beyond the view that it is competitive, was the development of what too many people call the “win/win” approach. Win/win sounds as if it yields a result that allows each party to walk away from the bargaining

table satisfied that the gains achieved by both parties are equal. This is certainly a more civilized way to reach an agreement than the positional bargaining approach. However, a more realistic, real-world description of interest-based negotiation would say that it is a process that yields an agreement that each party will willingly fulfill.

## **2. Negotiating on the same page.**

In the bargaining process, one must accept the fact that information moves between the parties more than any other commodity. One needs information about price, product specifications, delivery and a host of other elements of the deal. Information is the fundamental currency of negotiation. Here again, a competitive approach undercuts the likelihood that the information that moves between the parties will be reliable—and thus convincing. When negotiating parties trade information, they have the opportunity to narrow their focus so that the ultimate agreement, the commitments that are made, reflects common understandings. If each party only listens to his or her points, each runs the risk of being participants in a pair (or more if there are more parties) of dueling monologues. It is all well and good to understand oneself—but unless negotiating parties understand one another, even if they shake hands or sign a contract, each may walk away thinking there has been agreement on a specific deal that is different than the one other parties have agreed upon. To avoid wasting time and effort to reach a mutually-incomprehensible deal, negotiators have to bifurcate themselves, focusing first and foremost on their own interests, keeping a close eye on the process—particularly its fairness—and most significantly, soaking up every bit of information they can learn from or about the interests of their negotiation partners. In a competition, parties may spy on each other with the aim of undercutting their opponents' capacity to utilize resources to gain a satisfactory result. In collaborative decision-making, the objective of spying—of gathering information—is to increase the likelihood of ending up on the same page and thus reaching an agreement that means the same thing to each party. Part of the obligation of negotiators is to pay attention to details. An agreement that reflects a lack of mutual understanding can cause one set of problems—with each party fulfilling a different deal. Agreements that contain surprises present a similar problem; if one party attempts to pull the wool over another's eyes, it can also lead parties to get out of a bad deal, and perhaps, even to a soured relationship.



### **III. Knowledge Input**

#### **1. 2. 3. (略)**

#### **4. By the following passage we are told about the American view of negotiations and some traits of the American negotiation history. Learn it by heart.**

For a better explanation to the students, it is suggested that students should first know some main characteristics of American negotiators shown as follows:

- 1) American negotiators tend to be optimistic—it seems to be one of the few generic American traits. They are confident and positive and readily flow into exuberant conversation. They go to the negotiation table confidently and talking emulate. To them, whether in business or in diplomacy, there is ALWAYS a deal to be made.
- 2) American negotiators are very direct and they try to demand the same from counterparts. They openly disagree and use aggressive persuasive tactics such as threats and warnings.
- 3) American negotiators tend to make concessions throughout the negotiations, settling one issue, then going to the next. Thus the final agreement is a sequence of several smaller concessions.
- 4) American negotiators are outgoing, and quickly convey sincerity and warmth.
- 5) American negotiators enthusiastically start negotiations from a strong position, appreciate this attitude of the search for economic gain. Their strengths are particularly high in the bargaining phases of negotiation and they move quickly towards those phases.
- 6) American negotiators focus on monochronic time; and get annoyed with too much extraneous socializing or postponement. They are used to cutting deals short just to save time.
- 7) American negotiators make decisions based upon the bottom line and on cold, hard facts. They do not play favorites. Economics and performance count, not people. Business is business.

## IV. Knowledge Consolidation

### 1. Answer the following questions according to the text.

- 1) Negotiation is something you do every day of your life, but may not realize it. And it's absolutely critical to career success.

Negotiation is a discussion intended to produce an agreement; a treating with another respecting sale or purchase; a transaction of business between nations; the mutual intercourse of governments by diplomatic agents, in making treaties, composing difference, etc.

Negotiation is an activity that all managers and professionals engage in. It's necessary to negotiate at every stage of a project or business transaction, in order to reach an agreement.

Negotiation is a basic, generic human activity—a process that is often used in labor—management relation, in business deals like mergers and sales, in international affairs, and in our everyday activities.

Negotiation is an ancient art. It is a form of decision-making where two or more parties approach a problem or situation wanting to achieve their own objectives, which may or may not turn out to be the same.

...

- 2) A potted history of the process of reaching agreement could say that in the old days, two property owners who had a disagreement would hire knights to determine who was right. The process was called waging war. Several centuries ago, someone invented lawyers, and as a consequence, the process of determining who's right in a dispute became one of waging law. Using this line of reasoning, negotiation could be viewed as waging peace.
- 3) Since almost everything is negotiable, there are so many negotiations taking place anywhere and anytime. Among them, the international business negotiations are counted as one of the most important kind of negotiation. The frequency of international business negotiation is increasing rapidly as business becomes more international in scope and extent. Thus, international business negotiations have become the norm for many organizations, rather than an exotic activity that occurs