



教育部经济管理类双语教学课程教材

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INTERNATIONAL BUSINESS CLASSICS

# 国际商务谈判：原理与实务

英文版

巴里·莫德 (Barry Maude) 著

INTERNATIONAL BUSINESS NEGOTIATION:  
PRINCIPLES AND PRACTICE

 中国人民大学出版社

全新版

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巴里·莫德 著

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## 出版说明

随着经济全球化的深入发展，国际贸易、投资和商务活动日益频繁，企业不可避免地要应对来自全球范围的更加激烈的竞争。与许多跨国公司相比，我国企业在国际化环境下成功运作的经验不足，国际化经营水平还比较低。更重要的是，我国国际商务专门人才极度短缺。

适应经济发展的要求，加速国际商务专门人才的培养和培训，已成为我国高等院校面临的紧迫任务。2010年，经国务院学位委员会批准，在部分高校设立国际商务硕士专业学位；2012年，教育部颁布了《普通高等学校本科专业目录（2012年）》，将国际商务专业从目录外专业调整为基本专业。

顺应这一教育发展趋势，中国人民大学出版社在成功出版“工商管理经典译丛”的基础上，精心策划并适时推出了“国际商务经典译丛”（翻译版）和“国际商务经典教材”（英文版）两套丛书。丛书所选书目，都是国际知名教授所著的经典教材，经过长期教学实践检验，多次再版且畅销不衰，被许多国家的著名大学和专业经管院校采用，包括查尔斯·希尔的《国际商务》、托马斯·普格尔的《国际贸易》和《国际金融》、沃伦·基根的《全球营销》等。

在引进和出版这两套丛书的过程中，我们力图基于目前国际商务专业的核心课程，兼顾企业国际化经营的实际需要。我们希望，通过政府相关部门的大力支持，通过教育机构、高等院校对企业需求和学科发展的关注，通过学生在学习过程中的积极努力和反馈，以及通过像中国人民大学出版社这样一批职业出版人的不懈追求，最终促进我国管理教育国际化的发展、我国企业国际竞争力的提升以及具有全球视野的国际商务专门人才的成长。

愿我们出版的这两套丛书，能对读者在系统学习国际商务基本理论知识、改善自身国际商务实践、全面提升自己的英语表达和跨文化沟通能力等方面有所助益。

中国人民大学出版社

# Preface

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## AIMS AND SCOPE OF THE BOOK

Throughout the world, hundreds of thousands of international business deals are negotiated every day using a wide range of communication methods. Many small firms, for instance, conduct their international business negotiations by phone or over the Internet. Today, so long as a firm has access to a website, its business is international. Virtually any individual or firm in any country can participate in business transactions with the company. Today, international business negotiators do not always have to travel to another country in order to negotiate a business deal face to face. Instead, the haggling can be done by email or fax or videoconference or text messaging. Many communication technologies are available to the international business negotiator.

But irrespective of the communication technologies used, successful international business negotiation depends on the *negotiation skills* of the negotiators. These skills are essential for a wide range of activities that include international sales negotiations, international procurement negotiations, outsourcing, establishing international business partnerships, contractual relationships and so on. In all these areas, unskilful or poorly conducted negotiations can create conflict and misunderstandings and lead to the loss of potential customers and overseas business. That is why the ability to successfully plan and conduct international business negotiations is one of the single most important global business skills – and one which involves building bridges between different cultures.

### Cultural differences

People from different countries often have strong and conflicting ideas about private investment, profit, the role of government, individual rights, and many other matters that may arise or be referred to during international business negotiations. That is one of the reasons why a company's negotiators need to know how to present their proposals and suggestions in ways that are culturally

sensitive and ideologically acceptable to the other side. Sometimes *tact* – developed, for instance, in role plays before negotiations begin – may be all it takes to enable a manager to respond in a culturally acceptable way to the demands and preferences expressed by the other party’s negotiating team.

## **Practical guidelines**

Managers need to know the principles they should observe and the actions they should take to become competent negotiators in the international business context. *International Business Negotiation: Principles and Practice* meets this need by translating negotiation theory and research into practical guidelines for people who participate (or will participate in the future) in international business negotiations. It does so by bringing together the main aspects of international business negotiation – both “principles” and “practice” – into a single volume.

Some competing books deal only with business negotiation in general and not with *international* business negotiation. Some books cover two-party negotiation, but neglect to examine multilateral business negotiation. However, *International Business Negotiation: Principles and Practice* offers a comprehensive coverage of the subject, and provides practical guidelines to negotiators in a wide range of international business situations. What makes the book stand out from other texts is that it shows how to prepare for and effectively participate in the *main kinds* of international business negotiation. Specific kinds of negotiation which are covered in the book are

- international buying and selling negotiations,
- strategic alliance negotiations,
- international joint venture (IJV) negotiations,
- negotiations to resolve international business disputes,
- international merger and acquisition (M&A) negotiations.

The book describes the practical experiences of managers and entrepreneurs who have successfully conducted international business negotiations of various kinds in countries around the world. Yet throughout, the author’s comments are grounded in relevant research and theories.

## **Blend of theory and practice**

*International Business Negotiation: Principles and Practice* is an essential guide to negotiating skills required for effectively participating in the main kinds of international business negotiation in which managers become involved. The book identifies both the opportunities and the problems and pitfalls faced by international business negotiators. It examines how the problems can be reduced – by using various self-help actions, for instance, or by a change of negotiating strategy in the middle of a negotiation.

Blending theory and practice, the book refers to relevant theories and research findings, and illustrates key points with numerous examples and cases drawn from real-life negotiations. Drawing on the author's experience of negotiating and implementing consultancy and training assignments in countries around the world, *International Business Negotiation: Principles and Practice* offers practical and realistic guidelines for improving negotiation practice in a wide range of international and cross-cultural contexts.

## READERSHIP

*International Business Negotiation: Principles and Practice* has been written for undergraduate and postgraduate business and management students, and for students in international management courses. *International Business Negotiation: Principles and Practice* is the only book on the subject that many of these readers will need to buy. The book covers all topics that students need to know about from the point of view of examinations and written assignments. Relevant theories and research are discussed.

Students will buy the book because it is a readable, non-simplistic treatment of the subject. The book presents many real-life cases and situations that the reader will readily relate to, and gives practical recommendations for participating effectively in specific kinds of international business negotiation. The book will also be read by practitioners, that is, managers and business people who participate in international business negotiations from time to time.

## HOW THE BOOK IS ORGANISED

The book is organised in two parts – Principles and Practice.

### **Part 1: Principles**

The five chapters comprising Part 1 describe what international business negotiation is and why managers need to be effective negotiators. The different components of negotiation process and the impact made by culture on negotiations are described. The many differences between domestic and international business negotiations, and between two-party and multiparty business negotiations are examined. Major issues that managers must address when conducting international business negotiations are identified.

### **Part 2: Practice**

Part 2 presents clear and practical guidelines for effective participation in international business negotiations. Actions that negotiators can take to reach

mutually acceptable agreements are described, including choosing appropriate negotiating strategies. The skills that international business negotiators need to acquire to be effective are discussed, such as the skills required to manage the cross-cultural aspects of negotiation. The most important kinds of international business negotiation are described.

### **Part 1: Principles**

1. International Business Negotiation: An Overview
2. Culture and Negotiation
3. Negotiating Power
4. Negotiation Process
5. Multilateral Business Negotiation

### **Part 2: Practice**

6. Negotiator Selection and Training
7. Pre-negotiation Activities
8. Negotiation Strategies
9. International Buying/Selling Negotiations
10. Alliance, IJV and International M&A Negotiations
11. Dispute Resolution

## **KEY FEATURES OF THE BOOK**

### **Pedagogic method**

The book is structured around short, to-the-point introductions to the theory, followed by many real-life mini-cases and situations that the reader will readily relate to. In support of the student, each chapter ends with a list of key points as well as questions for discussion and written assignments. This structure will be appreciated by students and also by lecturers, who will find it easy to design their classes around the book.

### **Mini-cases and longer case studies**

Various difficulties and dilemmas drawn from international business negotiations in real life are presented in the form of mini-cases. Mini-cases are widely used throughout the book since by comparing and discussing several mini-cases – as opposed to a single long case study – students will have an opportunity to achieve a greater understanding of the underlying negotiation process.



A few somewhat longer case studies are also presented, which go into sufficient detail to allow students to draw conclusions about the dynamics and issues involved. Both mini-cases and longer cases are followed by questions for small-group or classroom discussion.

### **Summary of key points**

In support of the student, each chapter ends with a summary of key points made in the chapter.

### **Questions for discussion and written assignments**

Questions for discussion and written assignments are listed at the end of each chapter for use in classroom discussions, or to provide topics for written assignments.

### **Small group exercises**

Working in pairs or small groups, students discuss key questions posed by the text and develop answers that can then be compared with the answers of other groups.

### **Graphical illustrations**

Some of the concepts, theories and processes discussed in the text are also presented in graphical form. To facilitate classroom discussion, graphical illustrations that are used in the text could be presented by means of PowerPoint or overhead transparencies.

# Acknowledgements

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**Part 1**

**Principles**



