

全国高等院校国际 **商务英语** 统编教材

# 商务英语 谈判

主编 谢晓莺

BUSINESS NEGOTIATION  
IN ENGLISH



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BUSINESS ENGLISH

全国高等院校国际商务英语统编教材

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# 商务英语

## 谈判

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# 前 言

自改革开放,尤其是成功加入世界贸易组织以来,我国正积极地参与国际竞争,与世界其他国家之间的商务往来也逐年增加。在这种形势下,学习和掌握英语这一国际商务通用语言在中国显得尤为重要,由此,新世纪对复合型国际商务英语人才的需求也日益增大。为了提高中国在国际市场上的竞争力,为了满足我国经济发展的迫切需求,培养新型的复合型商务英语人才已刻不容缓。目前乃至在将来很长一段时间内,培养一大批既有良好的外语语言技能,又精通商务专业知识的人才才是英语教学的一个重要发展方向。

商务谈判是国际商务活动中一个至关重要的环节。在商务谈判中,谈判人员良好的业务素质、娴熟的谈判技巧和语言运用能力是能否赢得谈判成功的关键。《商务英语谈判》一书正是为适应当前的形势发展、培养符合国际市场需求的人才而策划、编写的一本实用商务英语教材。

《商务英语谈判》共分为 16 个单元,内容涉及谈判概述、谈判原则、谈判目标、谈判团队构成、谈判准备、谈判步骤、谈判策略、谈判的利益关系、谈判冲突、谈判纪要、结束谈判、谈判语言(上、下)、文化对谈判的影响、谈判风格等。每个单元主要包括以下部分:

**1. Objectives:** 旨在让学生明确本单元的学习目标,做到有目的地进行学习。

**2. Brainstorming:** 在学生学习本单元之前,通过对问题的讨论,使学生充分发挥其学习的主动性,力求把学生的原有知识加以挖掘并与将要学习的新知识加以结合。

**3. Texts:** 此部分由两篇阅读文章组成,是培养学生阅读理解能力和获取谈判知识的主要部分。

**4. Knowledge Input:** 强调学生在本单元学习中需要重点掌握的知识; 提供常用的谈判专业用语和句型, 以拓宽学生的知识面, 尽快熟悉谈判语言。此项采用中英文对照形式, 方便学生的理解和记忆。另外还列出若干网址, 以供学生上网查找有关信息资料。

**5. Knowledge Consolidation:** 提供与本单元内容相关的英语语言知识的练习, 为学生有效地学习和巩固国际商务谈判知识和技巧设置了重要的语言平台。另外, 还就谈判的不同侧面安排单项练习, 从多角度帮助学生对本单元所学的商务谈判知识加深理解。

**6. Case Study and Practice:** 此部分就本单元所涉及的内容安排了案例学习和分析, 同时提供模拟谈判练习让学生运用所学知识进行模拟谈判或就某一谈判环节进行策划, 以求对谈判知识的进一步掌握和运用。

**7. Tips:** 每个单元均编写了一些小知识、小窍门或与本单元内容相符合的谈判要点, 以供学生学习并熟练掌握和运用。

**8. Vocabulary and Technical Terms, Notes:** 每单元均编写了词汇和专业术语表, 以及课文注释, 方便学生学习、理解课文。

谈判知识的学习, 其目的是在于运用, 在谈判知识的运用过程中又能进一步提高学生的语言能力。对此, 本教材编写的指导思想是以谈判知识运用和谈判语言实践为主, 其特点体现在以下几个方面:

1. 谈判知识的系统性。本教材在 16 个单元中涵盖了谈判活动中的各个方面, 比较全面地介绍了国际商务实际谈判所涉及的知识、要领和必须重视的问题。

2. 信息提供。为了拓宽学生的视野, 使其能更多更快地学习谈判知识和谈判技巧, 本教材提供了一些涉及谈判内容的专业网站, 以利于学生在网上进行自主学习, 不断扩大知识面。

3. 选材地道, 语言规范。本教材文章多选自国外的专业书刊和专业网站, 内容上力求知识的权威性, 语言上做到“原汁原味”。

4. 突出知识的运用。本教材编写的练习多为运用型的, 如案例分析、模拟谈判等等, 旨在培养学生实际操作的能力。

5. 重视对学生跨文化交际意识和能力的培养。

本教材适用于高等院校的英语、国际经贸、工商管理等专业的学

生，以及从事国际商务活动的工作人员。

广西大学外国语学院谢晓莺教授为本教材主编，重庆大学外国语学院朱万忠教授及辽宁工业大学英语系张祝祥教授为副主编。本教材各单元由下列编著者完成：第一单元：谢晓莺；第二单元：胡戈；第三单元：谢建奎；第四单元：冯亚娟；第五单元：刘茜；第六单元：杨雯；第七单元：陈愉；第八单元：刘茜；第九单元：晏生宏；第十单元：高丽霞；第十一单元：陆敏；第十二单元：吴志刚、杨飞雪；第十三单元：李晓滢；第十四单元：吴志刚、王妍；第十五单元：晏生宏；第十六单元：陈愉。

谢晓莺、朱万忠、刘茜为本教材内容的策划和体例的形成做出了主要的贡献；他们三人以及胡戈、谢建奎、杨雯、李晓滢在本教材文字修改和校对方面做了大量的工作。本教材的编写以及最后的成功出版得到了中国商务出版社的大力支持，他们为此书的设计、出版付出了辛勤的劳动，我们借此机会向他们表示由衷的感谢。另外，在编著过程中，编著者参考了国内外的有关书籍以及互联网上的信息资料，在此也一并向书作者及在网上提供信息资料的专家学者表示衷心的感谢。由于编著者水平有限，难免有不足之处，甚至有错误的地方，恳请有关专家、使用本教材的广大教师和学生不吝指正。

编 著 者

2004年6月

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## Unit 1

# An Introduction to Negotiation

### Objectives:

- Probing into the nature of negotiation
- Defining negotiation
- Realizing necessity of negotiation
- Understanding the essence of negotiation

### I. Brainstorming

Work in pairs or in groups to discuss the given questions.

1. What do you know about negotiations?
2. Have you ever had negotiations? What did you negotiate about?
3. What do you think of the significance of negotiations?
4. What is your opinion about the increasing need for negotiations in international business with today's rapid development of the global economy?
5. What do you think of win/lose and win/win approaches?
6. Can you offer an example to show that a good outcome in negotiation is one on which both sides win?
7. What's your opinion about a complete business negotiator?

## II. Text

**Tips:**

***Business is negotiation. It means that the business life is a permanent negotiation with other people who are defending their own interests.***

## Passage One

## Nature of Negotiation

What do you think of negotiation when you hear the word? The president is trying to persuade Congress to pass his budget? The former Los Angeles chief of police, Daryl Gates, trying to persuade the L. A. City Council he was worthy of retaining his job? Exxon fighting with the environmentalists to decide how much the company should pay to clean up the Alaskan shoreline marred by the Valdez oil spill? A department manager is trying to secure more personnel or a larger budget? Labor and management locked in a twelfth-hour contract struggle? Buyer and seller are haggling over the price of a house or a car? Although "negotiation" may be a rather intimidating word for some people, it may help to know that negotiation is a skill which we have already used to some degree almost on a daily basis, on major things like a job, at other times on relatively minor issues, such as who will wash the dishes? So, many daily duties on the job involve some form of negotiations. The structure and processes of negotiation are fundamentally the same at the personal level as they are at the diplomatic and corporate levels, and probably many more times than we realize.

The word "negotiation" derives from the Latin infinitive *negotari* meaning

“to trade or do business”. This verb itself was derived from another, *negare*, meaning “to deny” and a noun, *otium*, meaning “leisure”. Thus, the ancient Roman business person would “deny leisure” until the deal had been settled. Negotiation is at the heart of every transaction and, for the most part, it comes down to the interaction between two sides with a common good (profits) but divergent methods. ① These methods (the details of the contract) must be negotiated to the satisfaction of both parties. As we will see, it can be a very trying process that’s rife with confrontation and concession. Whether it’s trade or investment, one side will always arrive at the negotiation table in a position of greater power. That power (e. g. , the potential for profit) may derive from the extent of the “demand” or from the ability to “supply”. The purpose of negotiation is to redistribute that potential.

Many negotiators and researchers have been trying to assign a working definition to the word negotiation. They define the word from different viewpoints and help clarify people’s understanding of the negotiation process. In the following are some examples:

- 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.

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 con-

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. And gone are the days when employees blindly do anything the boss orders. If we want to manage successfully, we'd better have good reasons for what we're asking, and we'd better be darned persuasive. Moreover, we are far more likely to find agreeable counterparties for joint decision-making if we can offer something that is important to them.

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 occur only occasionally. ②

International business negotiations are never straightforward and simple. Any negotiation of this kind between people from different national backgrounds will be difficult, as communication between the parties will be complicated by the clash of cultures that occurs. Each side will be influenced by its own frame of reference and its own way of doing bizarre. ③ While compromise is necessary in all these negotiations, it becomes even more compelling when different cultural backgrounds are involved.

A commercial shown around America describes the prevalent American mindset of negotiating. Have you seen it? As a customer approaches the car salesman, you hear him go over key points in his head. The key points he keeps repeating are: Size up your opponent! ④ Appear knowledgeable! From the way he approaches the salesman another key point he must have picked up is to look stern and uncompromising. "I better look displeased, so I can get a better deal!" Although the commercial is meant to be comical, it is believed it accurately portrays how most people approach negotiations.

Pick up any book on negotiations and it generally proposes two approaches, the “competitive”—as exemplified by the car commercial—and the “cooperative” approaches. Most people are familiar with the competitive approach because the majority of negotiations are conducted in this manner. The seller asks for one price, usually above the price the buyer is willing to pay. The buyer responds by offering a price below the asked price of the seller. They typically exchange prices until a compromise is reached. “Cooperative” approach means that people should sit down and share their true interests instead of focusing on their positions. Searching for common ground and being creative will result in a negotiated agreement and a much richer relationship.

Most of us do tend to think of negotiation in terms of win/lose scenarios. ⑤ The essence of negotiation is that it is not about winning or losing. It is about striking a deal which is satisfactory to both sides. Of course, your efforts should be directed towards ensuring that it is more satisfactory to your side than to the other. If one of the negotiators holds all the aces and the other knows it, then we are not talking about true negotiation but simply about squeezing out as much gain for the person with all the advantages, regardless of the wishes or needs of the other. A good outcome in negotiation is one in which both sides win. A trading relationship should be mutually beneficial to both sides and ought to be given serious consideration whenever agreements are struck. Business negotiation should not be an event with a winner and a loser. Thus, in a true commercial negotiation, both parties have something to offer and something to gain.

**Tips:**

***There is no right or wrong position in a negotiation,  
so ignore bargaining over positions.***

**Notes:**

- ① Negotiation is at the heart of every transaction and, for the most part, it comes down to the interaction between two sides with a common good (profits) but divergent methods.

at the heart of; key to 关键

for the most part; most of the time; in most cases 经常

come down to; mean or be equal to in fact 归结为

② Thus, international business negotiations have become the norm for many organizations, rather than an exotic activity that occurs only occasionally.

become the norm 成为日常行为, norm 原意为:标准,规范

③ Each side will be influenced by its own frame of reference and its own way of doing bizarre.

frame of reference; cultural framework 文化框架

way of doing bizarre; customs of practice 行为习惯

④ Size up your opponent.

size up; to make assessment; measure up 衡量,估量

e. g. Sizing up the wall, we decided that we should need three tins of paint.

我们把墙的大小估计了一下,确定我们将需要三听油漆。

⑤ Most of us do tend to think of negotiation in terms of win/lose scenarios.

think of negotiation in terms of win/lose scenarios; take negotiation as a competitive activity with the final result of victory or loss.

全句译为:我们大多数人把谈判视为一争输赢的竞技活动。

## Passage Two

### Negotiation Is Not a Competitive Sport

Taking a hard line may be fine but only in the short term, and only if you really believe that your counterpart is your adversary. But negotiation is often a series of episodes, which means that considering your counterpart as a partner or a collaborator is the foundation of trusting and fruitful and ongoing negotiation. How the game is played matters more than who won. Some parties' negotiating styles put them in a bind, literally; the unilateral decision-making and the resulting demands particular to such styles give these parties little leeway for achieving favorable results. When one party says, "My way or the highway," it puts itself in a position it can't get out of without losing face.<sup>①</sup> This is as true in international diplomacy as it is when a parent tries to reach an agreement with a fif-



teen-year-old child. When parties adopt a position, locking themselves into a narrow range of “acceptable” outcomes, they often conclude that the most appropriate approach to negotiation is to treat the process as competitive—where the outcome has to yield winners and losers. The short-term thinking that underlies this approach tends to vitiate the likelihood of serving the long term interests of the “winner” in a win/lose competitive negotiation, even if the short-term objectives are achieved. This article will describe how to avoid that approach and build a foundation for successful, trusting and ongoing negotiation.

### **Why Parties Compete?**

The primary objective of competition is to “Beat the other guy.” This approach makes a great deal of sense in many areas of life. However, since negotiation should yield a willing commitment among the parties to an agreement, any process that leaves a party feeling like a loser will reduce the loser’s enthusiasm for honoring and fulfilling the deal. If commitment and fulfillment do not ultimately result from the bargaining process, no deal has been reached and the bargaining/negotiation has been a failed exercise. People can make a case for adopting a negotiating strategy that leads to a deal which falls apart. ② The party that is “stood up” by another party who reneges on a deal may gain the moral high ground that it might be used as leverage in future dealings with the “reneging” party or may gain a sympathy vote from other negotiation partners. ③

### **Who’s in Charge Here?**

Most people would like to be able to manage all the resources they need to meet their objectives. Vertically integrated businesses were developed with that very end in view—with automobile manufacturers owning everything from the mines yielding raw materials to distribution facilities and controlling dealer networks. A similar approach led to the development of cartels that may have had a variety of owners controlling different elements of an overall industry, but who also shared interlocking arrangements to cooperate. In these cases, there were likely to be winners and losers. The manufacturers won and the customers generally had to accept what they were offered. Henry Ford’s comment that buyers of his cars could have “any color they wanted, as long as it was black.” was an outstanding example of this approach. ④ A more open market with a larger number of participants means that consumers of business to business services or products or