

# 商务谈判英语

# SHANGWUTANPANYINGYU



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### 课程介绍

我们每天都要面对许多谈判,每天都会扮演谈判者的角色,但谈判是否成功,主要取决于谈判者的理论功底、谈判理念的有效运用以及谈判策略和技巧的灵活掌握。所以说如何使谈判达成双赢是我们应研究的一个课题。

商务英语谈判是一门理论与实践并重的学科,它集政策性、知识性、艺术性于一体。在理论上,它涉及多门学科的内容,运用了多学科的基础知识;在实践上,它又是一门注重实践,重在解决实际问题的应用科学。商务英语谈判既有其规律性和原则性,更具有灵活性和创造性。

本教材共分为3部分:

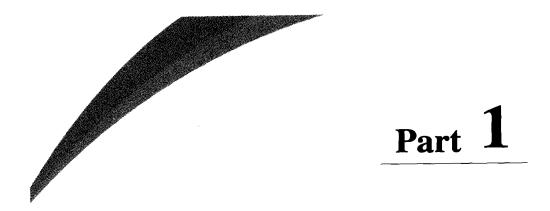
第一部分,重点介绍商务谈判理论与谈判原理(即谈判应具有的理念、原则),以及谈判前应做好的准备工作(即掌握谈判的科学性)。

第二部分,介绍商务谈判中一些策略的运用,即掌握谈判的灵活性。

第三部分,介绍国际商务知识和几个主要国家的谈判风格的差异性。

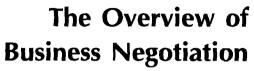
全书内容理论与实务兼备,并有丰富的案例讨论、对话及课文延伸,以加强 学生对所学知识的理解,提高实际运用能力。本书将谈判的整个过程、基本知识、原理与要领囊括其中,深具系统性、实用性和可操作性。

本教材在编写过程中以理论知识够用、实用为原则,注重学生商务英语谈判 基本理论与职业岗位的对接,有助于学生不断提高商务英语运用能力。











#### Learning Focus (学习要点)

- > Understand that negotiation is a common phenomenon in human society. 了解谈判是人类社会的一种普遍现象。
- > Get to know deeply about the characteristics and motives of business negotiation.
  - 加深对商务谈判特点和谈判动机的了解。
- ➤ Comprehend correctly the complexity of the international business negotiation.

正确把握国际商务谈判的复杂性。

#### Negotiation Awareness

Negotiation is a basic activity of human beings. It has become an essential part of daily life. Man and woman, old and young, are likely to negotiate with others anywhere at anytime. Whether you believe it or not, indeed, each of us plays the role of a negotiator every day. When you bargain for clothes in the shop and food in the market or for the salary with your boss to get a job, you have become a negotiator.

Since human originated or language came into being, there have existed negotiation. On one hand, negotiation, as a social activity, is an important approach to dealing with disagreements and even conflicts among people; on the other hand, it is the product of social competition and has become one of the elements of the core competitiveness of enterprises. Negotiation has become a common social phenomenon.



#### The conception of negotiation

Fisher and Ury pointed it out that "negotiation is the basic tool by which you can get from others what you need, you may have common interest with your partner, or may have his objections against you, but negotiation is the necessary communication in order to reach an agreement."

Negotiation is a dynamic process of adjustment. In import and export trade operations, the buyer and the seller confer together to reach a mutually satisfying agreement on a matter of common interest. This is because each of the parties has his own objective in trade operations, e. g. the seller intends to sell the goods/services at a higher price, while the buyer intends to buy the same goods/services at a lower price. Each party presses for the attainment of its own goal. The two parties need to adjust themselves by exchanging their ideas on the common interest, and then the negotiation begins.

In short, negotiation is a bargaining situation in which two or more players have a common interest to cooperate, but at the same time they have conflicting interests over exactly how to share. In other words, the parties can mutually benefit from reaching an agreement on an outcome from a set of possible outcomes, but have conflicting interests over the set of outcomes.

- (1) Negotiation is built on the basis of people's needs;
- (2) Negotiation is between two or more communication parties;
- (3) Negotiation is to clarify the differences between parties concerned;
- (4) Negotiation is interpersonal communication;
- (5) Negotiation is a process of coordinating actions.

In brief, negotiation is a basic human activity. More and more problems need to be resolved through negotiations. People undertake negotiations every day to manage their relationships such as a buyer and a seller, a husband and a wife, children and parents. As the stakes in some of these negotiations are not very high, people need not have to get preparations for the process and the outcome. But in international business negotiation, the stakes are usually high. So they have to get preplans in a more careful way. Both parties in this kind of negotiation should contact each other so that they can get a better deal rather than simply accepting or rejecting what the other is offering. The whole process of negotiation is based upon the premise that both parties are interdependent, that is, one side cannot get what he (she) wants without

taking the other into consideration.

#### The characteristics of negotiation

Negotiation is a social phenomenon and a special embodiment of human relations. Negotiation is a process of information exchange between two sides. Due to mutual contact, conflicts and differences in viewpoints, needs, basic interests and action modes, both parties try to persuade the other party to understand or accept their viewpoints and to satisfy their own needs.

In negotiations, both parties should know the four characteristics of negotiation:

- (1) People negotiate because there is disagreement between the two sides in views, interests and behaviors;
- (2) Negotiators communicate in different ways for a common goal (profit) in order to reach an agreement;
  - (3) Negotiation is a process of conflicts and compromises;
- (4) Negotiators are counterparts of matched qualification and rather independent in material force, personality and social status, so either party can not force the other.

#### The motive of negotiation

The motive of negotiation is the driving power which promotes negotiators to do the negotiating behavior. Motive usually depends on two aspects: internal factors and external conditions. The internal factors refer to the need and attitude, and the external conditions include a variety of stimuli outside individuals, that is to say, the external stimulus is from physical and social environments.

- Whether human needs can be converted into motivation depends on the two factors need and desire;
  - It is motive that makes your needs be met by you negotiating partners;
- The more negotiating opponents you have, who expect to be met by you, the more likely you are to get success.

#### Overview of international business negotiations

International business negotiations are a consultative process between governments, trade organizations, multinational enterprises, private business firms, buyers and sellers in relation to investment and import and export of products, machinery and equipments and technology. Negotiation is one of the important steps taken towards completing import and export trade agreements.

International business negotiations take place across national boundaries. This means that understanding the different cultural environments that exist among nations and considering cultural differences in all facets of business is very

important to the operation of international business negotiations. Transcending cultural limits is a formidable but essential task if negotiations with foreign parties are to succeed, so international business negotiations are far more complex than domestic ones.

**Firstly**, the difficulties are due to the big difference between the two parties in a negotiation in language, beliefs, living habits, values, conceptions, behavior patterns, moral standards and mentalities. All those factors are playing crucial roles in negotiations.

Secondly, in an international business negotiation, the parties concerned must deal with such uncontrollable factors as laws, policies, economy and culture concerning more than one nation, and therefore they must take appropriate measures for these differences.

Thirdly, language is the key tool to communicate with each other in negotiations, and especially in international negotiations. It is the primary obstacle that hinders the negotiation to go on wheels. There are many instances that have shown that the difference in the use of languages may prevent one party in a negotiation from accurately and correctly understanding the other party, and hence brings about misunderstanding and bifurcation. Therefore, the first thing that needs to be clarified in such kind of negotiations is what language to be used as the tool.

Fourthly, since the relative value of different currencies varies over time, the actual value of the price or payments set by contract may vary, and result in unexpected losses or gains. Another problem is that each government generally seeks to control the flow of domestic and foreign currencies across their national boundaries, so business deals will often depend upon the willingness of governments to make currency available. Unexpected changes in such governmental currency policies can have dramatic effects on international business deals.

Fifthly, both parties come from different countries in business negotiations, so there must be psychological hindrance of behavior differences between them. Most people, unconsciously, use their personal cultural background as a guide for judging the actions, views, customs, or manners of others. We may condemn someone because his or her views do not coincide with ours and lose sight of the fact that our words and actions may also be misunderstood in the same way. Great importance should be attached to the psychological training of negotiators to make them ready for facing various difficulties.

#### The main content of international business negotiations

The content of international negotiations is comparatively broader because the trade of goods is conducted among countries, which may include the quantity, the price, the quality, the package, the transportation, and the technology of production. It may also include the discussion of some issues of bilateral trade, such as the trade protection acts, embargo clauses, the difference of requirements by export and import countries to the technology and capability of production and to the installation and use of the products, international trade conventions, and so on. Still, issues like insurance, disputes, claims, and arbitration, etc. should not be ignored in negotiations.

In general, a business negotiation is conducted in the four phases: the preparation phase, the opening phase, the bargaining phase, the concluding and contract signing phase. In the whole process, both parties need to overcome barriers and resolve their conflicts in order to reach a mutually satisfying agreement in which two sides try to maximize their own interests.



#### Case study

A prisoner, confined in prison alone, was idle all day long. One day, he suddenly smelled the Marlboro cigarette, which was one of his favorite brands. It turned out that porch guards were smoking, which stimulated his addiction. With his fingers the prisoner gently knocked at the door before the guard came over and arrogantly said, "What's up?" The prisoner replied, "Please give me a cigarette the same as your Marlboro." The guard felt very surprised for the prisoner even dared to ask for cigarettes, which was really fantastic. He snorted mockingly and turned away.

- → Is this a negotiation?
- → Is this a successful negotiation?

And then, the prisoner knocked at the door again, with the dignity of his manner. The soldier expelled the smoke, angrily turned around and asked, "Why are you here again?" Prisoner replied: "Excuse me, give me a cigarette in 30 seconds; otherwise I will knock my head against the concrete wall until I am badly mutilated and unconscious. However, when I wake up, I will say all this is done by you. It is very likely that the authorities do not believe me. But you have to attend every public hearing, and constantly try to prove you're innocent; you must complete the kinds of reports — just because you refuse to give me a poor Marlboro! But if you give me only one cigarette right now, I promise not to trouble you any longer." Consequently, from

#### 商务谈判英语

the small window, the guard handed him a cigarette and lighted it up.

- → Is this a successful negotiation for the prisoner?
- → How did the prisoner achieve his purpose through negotiation?



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#### New Words

negotiation [ ni <sub> </sub> gəuʃiːˈeiʃən]	n.	协商,商议,谈判
bargain [ 'bargin]	<i>v</i> .	讨价还价; 商谈
outcome ['autk <sub>A</sub> m]	n.	结果
conceivable [  kən'sizvəbl]	· a.	可想到的,可相信的,可想象的
stake [steik]	n.	赌注,投资,风险
interdependent [ intədi pendənt ]	a.	互相依赖的,互相依存的
conflict ['kənflikt]	n.	冲突,抵触
amend [ə'mend]	ν.	改良;修改,修订
modify [ 'modifai]	<i>v</i> .	修改,更改
embodiment [ im'bodimənt ]	n.	体现; 化身
counterpart [ 'kauntəpa:t ]	n.	与对方地位相当的人,与另一方作用
		相当的物
expertise [  ekspə'tiz]	n.	专门知识或技能
insurance [in'fuərəns]	n.	保险
complaint [kəm'pleint]	n.	投诉,控告
dispute [dis'pjurt]	n.	辩论、争端、争执
arbitration [ˈaːbiˈtreiʃən]	n.	仲裁
claim [ kleim ]	n.	要求
assumption [ə'sʌmpʃən]	n.	假定, 臆断
constructive [kən'straktiv]	a.	建设的、建设性的
realization [ ¡riəlai zei ʃən ]	n.	实现
collaborate [kəˈlæbəreit]	ν.	合作
domestic [dəˈmestik]	a.	本国的、国内的
background [ 'bækgraund]	n.	背景
obstacle [ 'abstakl]	n.	障碍 (物), 妨碍, 障碍物; 绊脚石
adequate [ˈædikwit]	<i>a</i> .	充分的,充足的;适当的,胜任的
prevent [pri'vent]	ν.	预防, 阻碍; 阻挠, 阻止
hindrance [ hindrans]	n.	阻碍者,起妨碍作用的人(或事物):
-		障碍物
		1 7 77



#### Phrases & Expressions

distribution property giving and taking counter-offer to some degree bargaining mix in the process of take... into consideration to reach an agreement on account of

due to
depend on
multinational enterprise
private business firm
trade organization

to what extent

由于 依靠,依赖

多国企业, 跨国公司

私营企业 贸易组织



#### Notes

1. Negotiation is a dynamic process of adjustment. In import and export trade operations, the buyer and the seller confer together to reach a mutually satisfying agreement on a matter of common interest.

谈判是一个动态的过程。在进出口贸易中,买卖双方就共同感兴趣的问题进行磋商,以达成令彼此满意的协议。to confer 商量、磋商。

- e. g. She returned to confer with her husband. 她转过来和她丈夫商量。
- 2. But in international business negotiations, the stakes are usually high, so they have to get pre-plans in a more careful way.

但是在国际商务谈判中,风险往往很高,所以必须以更加谨慎的方式做好谈判前期计划准备工作。

3. The whole process of negotiation is based upon the foundation that both parties are interdependent.

谈判的整个过程是建立在双方相互依赖的基础上的。be based upon (on) ... 以……为基础,常用于被动语态。

4. Due to mutual contact, conflicts and differences in viewpoints, needs, basic

interests and action modes, both parties try to persuade the other party to understand or accept their viewpoints and to satisfy their own needs.

谈判中由于双方既相联系又相冲突,彼此在观点、需求、根本利益和行为模式上存在不同,因此双方都力求说服对方理解或接受自己的观点,彼此达到各自的目的。

due to 的意思是由于、因为,相当于 because of。

- e. g. The company's problems are due to a poor management.
- Whether human needs can be converted into motivation depends on these two factors — need and desire.

人的需要是否转化为动机取决于两个因素:需要和渴望。



#### **Exercises**

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

- 1. What is the main problem that the players should do in negotiations?
- 2. What should both parties know in negotiations? Do you think that the characteristics in negotiations are very important?
- 3. How do we correctly understand the negotiation process?
- 4. Would you say out the motives of negotiations without looking at the book? What do you think of them?
- 5. What is the main content of the international business negotiation?

#### II. Match the words in column A with their definitions in column B.

To all the state of the state o			
	A		В
1.	adjustment	A.	help the growth or development of
2.	motive	В.	the metal or paper medium of exchange that is presently used
3.	authorities	C.	making or becoming suitable; adjusting to circumstances
4.	foster	D.	be changed easily to suit any new situation
5.	conceivable	E.	someone who offers opposition
6.	distribution	F.	the reason for the action
7.	expertise	G.	the organization that is the governing authority of a political unit
8.	flexible	H.	knowledge in a particular subject

- 9. currency

  H. knowledge in a particular subjection of the subjec
- 10. opponent J. an arrangement of values of a variable showing their observed or theoretical frequency of occurrence

ш.	Kea	id t	he following sentences, and then judge the sentences with "I" for true
	and	l "]	F" for false.
(	)	1.	They are counterparts of matched qualification and rather independent in
			material force, personality and social status.
(	)	2.	In foreign trade negotiations, price is not the key point because it doesn't
			concern the economic benefits to both sides.
(	)	3.	To reach the desired results, the negotiators must seriously carry out the
			relative trade policies of their own countries.
(	)	4.	Negotiation is an element of human behavior. It depends on
			communication, that is, it occurs between individuals.
(	)	5.	Negotiation takes place only between people who have the same interest.
(	)	6.	Negotiation is built on the basis of people's needs.
(	)	7.	Negotiation takes place only when the negotiators are interested not only in
			taking but also in giving.
(	)	8.	Success in negotiations is seen not to be measured in points scored off
			one's opponent.
(	)	9.	To achieve more satisfactory results, both parties will have to decide how
			open and honest they should be about personal preferences and needs.
(	)	10.	. Collaborative negotiation involves people with diverse interests working
			together to achieve mutually satisfying outcomes.

#### IV. Fill in the blanks with the proper forms of the following words.

apprised linguistic adept inspire nuance					
jargon attain regular optional interpreters					
There is an important but easily-overlooked problem in international trade					
negotiations. That is the interpreters. The ability to make oneself understood is					
essential if any agreement is to be reached. International negotiations often require the					
use of interpreters to (1) this goal. The (2) translator will					
understand both the (3) and the cultural (4) so necessary to					
communication. Interpreters must also be (5) at comprehending the					
intricacies of everything from body language to seating arrangement. The quality of					
the (6) involved will greatly influence the negotiation's outcome.					
It is very important that interpreters be made to feel that they are part of the					

negotiating team and process. They should be treated as (7) \_\_\_\_ and essential members of the team and included in social events related with respect, courtesy, and

friendship, this, in addition to their paych	neck may also (8) their loyalty.
Interpreters must be (9)	in advance of the basic technical data and
terms to be used in discussions. Profession	onal terms don't translate easily, and it is
unwise to expect the interpreters to come	up with interpretation for complex ideas or
technical (10) on the spot. It	t is also a good idea to let the interpreters
become familiar with each team member's	speech patterns.

#### V. Translate the following sentences into Chinese.

- 1. Negotiation is a basic human activity. More and more problems need to be resolved through negotiations.
- 2. Negotiation is a bargaining situation in which two or more players have a common interest to cooperate.
- 3. The more satisfactions negotiating opponents expect to find from you, the more likely the negotiation is to succeed.
- 4. Both parties come from different countries in business negotiations, which is the psychological hindrance of behavior differences between people from different cultural backgrounds.
- 5. The whole process of negotiation is based upon the premise that both parties are interdependent, that is, one side cannot get what he (she) wants without taking the other into consideration.
- 6. They are counterparts of matched qualification and rather independent in material force, personality and social status, either party can not force the other.
- 7. International business negotiation is a consultative process between governments, trade organizations, multinational enterprises, private business firms, buyers and sellers in relation to investment and import and export of products, machinery and equipment and technology.
- 8. As the stakes in some of these negotiations are not very high, people need not have to get preparations for the process and the outcome.
- 9. Negotiation motive is the driving power which motivates the negotiators to meet the negotiating behavior.
- 10. Language is the key tool to communicate with each other in negotiations, and especially in international negotiations. It is the primary obstacle that hinders the negotiation to go on wheels.

- VI. Translate the following sentences into English by using the phrases given in the brackets.
- 1. 谈判是你从别人那里取得你所需要的东西的基本手段。你或许与对方有共同利益,或许遭到对方反对。(get from)
- 2. 你有越多对手想从你那里得到满足,你就越有可能成功。(expect to be)
- 3. 在某种程度上,谈判依赖于彼此的信任和交流。(to some extent)
- 4. 双方相互了解才能找到一个有效的方式解决问题。(look for)
- 5. 国际商务谈判远比国内谈判复杂得多。(be far more)



#### 国际商务谈判概述

#### 谈判意识

谈判是人类的一项基本活动,它已成为人们日常生活中不可缺少的组成部分。男女老少随时随地都会有进行谈判的可能。不管你是否相信,但是我们每个人每天的的确确都在扮演着谈判者的角色。当你去商店买衣服,去市场买菜,为谋求一个职位与老板谈薪资……你就已成为谈判者。

谈判从人类起源或说语言产生以来(早在撒旦劝诱亚当偷食苹果的时候), 人类就已经运用谈判了。一方面,谈判作为一项社会活动,是处理人类之间的分 歧和矛盾、解决冲突的重要方法;另一方面,谈判已成为企业核心竞争力的要素 之一,它已成为社会的普遍现象。



#### 谈判的概念

费希尔和尤瑞认为:"谈判是你从别人那里取得你所需要的东西的基本手段。 你或许与对方有共同利益,或许遭到对方反对,谈判是为达成协议而进行的 沟通。"

谈判是一个动态的调节过程。在进出口贸易中,买卖双方就共同感兴趣的问题进行磋商,以达成令彼此满意的协议。这是因为交易双方各有自己的目标,例如:卖方想以较高的价格卖出自己的商品,而买方想以较低的价格购买同一种商品和服务,双方都想达到自己的目的,这就需要双方通过共同的利益来交换意见,从而调整各自的想法,这样谈判就开始了。

简言之,谈判就是双方或多方进行讨价还价的过程,他们为共同的利益开展