



高职高专商务英语、应用英语专业规划教材

# 商务英语谈判

主 编 王秀萍 李全福

副主编 郭李红 叶扬珍 顾晓栋

Business  
Negotiation

BN



ZHEJIANG UNIVERSITY PRESS

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商务英语谈判

王秀萍 李全福 主编

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## 编者说明

《商务英语谈判》为浙大出版社组织编写的高职高专商务英语、应用英语专业规划教材之一。本教材按照以就业为导向、以工学结合为特征、以英语语言在涉外商务谈判中的实际应用为宗旨进行编写。在编写过程中充分考虑高职高专学生的特点，强调够用为度、突出实训的编写理念。

本教材共设 16 个单元，课内教学 32 课时，可用多媒体教学，能满足一个学期的学习需要。根据涉外谈判的特点，本教材每单元设四大基本板块：

**主题知识阅读。**本教材以谈判环节为主线，设计一系列进出口贸易谈判中的常见主题。各主题知识介绍分布在各单元之中，一单元一主题。主题知识阅读，意在引出谈判对话的内容和使同学熟悉谈判中常用的商务词汇。本板块为一小篇英文文章，一般为 100—200 字左右。主题知识阅读前后设问答、讨论、理解题，引导同学概括性地了解本单元的主题内容。

**谈判英语会话。**每单元分别设计两篇一对一范例会话，内容紧贴主题，并将常用商务口语交谈中的重要句型平均分配在各单元中，使同学在学习完课文后能较准确地掌握有关专业术语、英语相关表达方式和专业知识。会话板块练习题引导同学做课堂即时会话练习，一般为两个同学一组，务使同学当堂掌握若干口语句型。

**谈判知识与技巧。**对谈判知识与技巧的灵活应用是提高企业和商品竞争力的重要因素，因此参加谈判人员要掌握一些这方面的知识和技巧。本教材对常用的知识和技巧作了简单的介绍，每单元一题，以小贴士的形式穿插在各单元之中。每个小贴士仍设讨论题，引导同学深入理解并正确使用谈判知识与技巧。

**模拟谈判。**就本单元的主题内容，进行模拟谈判。模拟谈判形式依教学条件而定，可分为两人或四人一组在台前演示，其他同学



进行评论；有条件的学校也可采用直接在谈判实验教室进行教学和模拟谈判。师资力量雄厚、技术力量强的学校，也可对同学模拟情景录像进行回放点评，这样效果会更好。

最后两单元设计为同学成果展示环节。在学习此两单元时，同学们可分为若干大组，综合本教材内谈判主题和会话内容进行模拟谈判展示(Student Presentation)。

本教材拟根据每单元内容制作与教材配套的视频光盘一套，供课堂和课后模仿使用。

本教材由王秀萍、李全福任主编；郭李红、叶扬珍、顾晓栋任副主编；于丽丽、相廷礼、刘宁、叶磊、钱丽莉参与了本书的编写。具体分工如下：王秀萍编写第1章，李全福编写第2章，刘宁编写第3、4章，郭李红编写第5章，叶扬珍编写第6章，叶磊编写第8、9章，于丽丽编写第10、15、16章，钱丽莉编写第11、12章，相廷礼编写第7、13、14章，顾晓栋负责PPT制作与全书插图，由王秀萍负责大纲编写和组稿，并对全书进行定稿。

在本书的编写过程中，得到了台州学院外国语学院李荣庆老师的热情帮助，使我们获取了大量相关的资料；我们也参考并借鉴了国内外出版的有关书籍和资料与相关网站的资料，在此一并感谢。

由于编者水平有限，书中不足之处在所难免，敬请各相关高职高专院校和读者在使用过程中给予指正，并将改进意见及时反馈给我们，以便在下次修订时完善。

编者

2008年12月

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# UNIT 1

## Business Negotiations 商务谈判

### lead-in

商务谈判是商务活动的重要环节，而建立融洽的关系是商务谈判的开始。除了如何在机场接机、安排住宿、商谈时间表外，在国际商务谈判中，还应特别注意各个国家不同的文化背景。本单元以文化沟通为中心内容。

## 1.1 Pre-reading Activities

1. Is the proper protocol important in the international business negotiation?
2. Before studying the text, make predictions about the French conversation style.

### 1.1.1 Introduction

English negotiators reflect their cultural characteristics: they are very formal and polite and place great importance on proper protocol. They are also concerned with proper etiquette. British negotiation behavior is characterized by the soft sell. British negotiators are reserved and mannered. The status and the role of the negotiators are extremely important. The British culture is such a relatively high context that nuances of communication are important. In general, most Westerners expect a prompt answer when they make a statement or ask a question. The French expect everyone to behave like they do





when doing business, even speak their language. Negotiations are likely to be in French unless they occur outside France. The French enjoy conversation for the sake of conversation, but they are also very pragmatic about details of the agreement during negotiations. They are very much individualists and have a sense of pride that is sometimes interpreted as supremacy. Protocol is important and formal in Germany. Dress is conservative; correct posture and manners are required. Germans tend to use a handshake at the beginning and end of meetings. One must remember to use titles when addressing members of the negotiating team and to use please and thank you freely.

Resources: Donald W. Hendon. *Cross-cultural Business Negotiations*. Westport, CT: Praeger Publishers, 1996. P. 31.

### 1.1.2 Vocabulary

Find the words in the text which mean the following.

- \_\_\_\_\_ 1. a person who is involved in formal political or financial discussions
- \_\_\_\_\_ 2. behaviour that is considered to be polite in a particular society or culture (*pl.*)
- \_\_\_\_\_ 3. an act of shaking sb.'s hand with your own, used especially as a greeting
- \_\_\_\_\_ 4. a system of fixed rules and formal behaviour used at official meetings
- \_\_\_\_\_ 5. a word in front of a person's name to show their rank or profession; a name that describes a job

### 1.1.3 Comprehension

I. According to the passage, decide whether each of the following statements is True (T) or False (F).

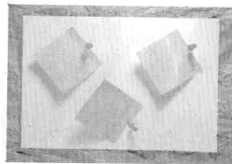
- [ ] 1. English negotiators are very informal and rude.
- [ ] 2. English negotiators are never concerned with proper etiquette.
- [ ] 3. Most Westerners hope quick responses when they ask questions.
- [ ] 4. The British culture is a relatively low context.
- [ ] 5. Conservative dress and correct posture and manners are very important in Germany.

II. Choose the best answer for each of the following items with the information from the passage.

- 1. The main purpose of this passage is to tell us the information about \_\_\_\_\_.  
 A. shipment                      B. cultural difference      C. checking-in hotel      D. business
- 2. Which country is NOT mentioned in the passage?  
 A. Britain.                      B. French.                      C. Germany.                      D. Italia.
- 3. The best definition of "soft sell" is \_\_\_\_\_.  
 A. a method of selling persuading sb. to buy sth.

- B. a method of selling using aggressive methods  
 C. a method of selling putting a lot of pressure on the customer to buy it  
 D. to be offered at the price mentioned
4. When addressing members of the negotiating team, which should be remembered?  
 A. Using title. B. Calling family name.  
 C. Calling nickname. D. Calling given name.
5. Which country often expects everyone to speak their language?  
 A. Italia. B. Britain. C. French. D. Germany.

## 1.2 Oral Practice



### 1.2.1 Pattern Drills

Please read the following patterns, then follow the examples and make sentences.

1. Could you please explain...? 你能解释一下……吗?  
 e.g. Could you please explain why you don't like it?  
 Could you please explain \_\_\_\_\_?  
 Could you please explain \_\_\_\_\_?
2. How are you getting on / along with...? ……进展如何? /与……相处如何?  
 e.g. How are you getting on with your family?  
 How are you getting on with \_\_\_\_\_?  
 How are you getting along with \_\_\_\_\_?
3. I don't think it is necessary to... 我认为没有必要……  
 e.g. I don't think it is necessary to tell him the truth.  
 I don't think it is necessary to \_\_\_\_\_.  
 I don't think it is necessary to \_\_\_\_\_.
4. I used to... 我过去常常……  
 e.g. I used to live in Paris.  
 I used to \_\_\_\_\_.  
 I used to \_\_\_\_\_.
5. It's our duty to... ……是我们的责任。  
 e.g. It's our duty to report it to the police.  
 It's our duty to \_\_\_\_\_.  
 It's our duty to \_\_\_\_\_.
6. It is considered as one of... 它被认为是……之一。  
 e.g. It is considered as one of the greatest novels.  
 It is considered as one of \_\_\_\_\_.

It is considered as one of \_\_\_\_\_.

7. The reason why... is... ……的原因就是……

e.g. The reason why we aren't going is that we can't afford it.

The reason why \_\_\_\_\_ is \_\_\_\_\_.

The reason why \_\_\_\_\_ is \_\_\_\_\_.

8. ...doesn't make sense. ……没有道理/没有意义/不清楚。

e.g. This sentence doesn't make sense.

\_\_\_\_\_ doesn't make sense.

\_\_\_\_\_ doesn't make sense.

### 1.2.2 Dialogue 1

国际商务谈判中，常常需要与外商直接沟通。初次见面时，如何接机、安排食宿，都是建立一个良好商务关系的重要环节。以下是关于接机的内容，学习中，注意下列重点句型的领会，并在老师的指导下，开展课内对话练习。

重点句型：

1. The reason why... is... ……的原因就是……

2. I don't think it is necessary to... 我认为没有必要……

3. It's our duty to... ……是我们的责任。

4. I used to... 我过去常常……

#### Meeting a Guest

A: Excuse me, are you Mr. Smith from Britain?

B: Yes, I am.

A: Hi, I'm from the Shanghai Import and Export Corporation. I've come to meet you. My name is Jack Lee.

B: Hi, Jack. I'm sorry I'm so late. **The reason why I am late is the storm in London and we are delayed there.**

A: No, it's OK. **I don't think it is necessary to apologize to me for the late. It is my duty.** Is this your first trip to China?

B: No, **I used to live in Beijing.** The sights there impress me deeply. I like to come back China again.

A: Oh, good. Anyhow you must be tired after the long journey. I think it is best if we go to your hotel if that's OK. My car is outside. I'll accompany you to the hotel.

B: Wonderful.

A: Can I take one of your bags?

B: Oh, thank you so much. Here you are.



### 1.2.3 Dialogue 2

接机以后，考虑到客人旅途劳顿，一般都是首先送往酒店休息。以下是关于酒店谈话的内容，学习中，注意下列重点句型的领会，并在老师的指导下，开展课内对话练习。

重点句型：

1. It is considered as one of... ……它被认为是……之一。
2. How are you getting on / along with...? ……进展如何？/与……相处如何？
3. Could you please explain...? 你能解释一下……吗？
4. ...doesn't make sense. ……没有道理/没有意义/不清楚。

#### At the Hotel

**A:** You'll be staying at the Great Wall Hotel. **It is considered as one of the best hotels in Shanghai.** The services are first rate.

**B:** Oh, what a grand hotel!

(The two go over to the reception desk)

**A:** I have booked a standard room in the name of Mr. Smith.

**B:** Yes, I'm Mr. Smith. I'd like to check in now.

(In the room)

**A:** This is your room. How do you find it?

**B:** Oh, what a lovely room. By the way, **how are you getting on with the time schedule for the next days?**

**A:** I've drawn up an arrangement for the next days. Will you have a look?

**B:** (Looking) Mm, yes. **Could you please explain why there is a free afternoon for me? It doesn't make sense.**

**A:** Oh, we've arranged a free afternoon for you, in case you'd like to pay a visit to some old friends or go sightseeing.

**B:** Great. The plan fits me very nicely. You've thought of everything.

**A:** It's my pleasure. Mr. Smith, if there is nothing else, I think I must leave now.

**B:** I think that's all. You are very considerate.

**A:** OK, I'll pick you up at the hotel at 9:30 a.m. Please wait at the lobby. Goodbye, have a good rest.

**B:** See you tomorrow.



### 1.2.4 In-class Practice

1. Students in pairs are to practise the dialogue in class for about 10 minutes. While one student takes the role of A, the other takes the role of B. When you do the practice, you may look at the dialogue text for the first couple of times, and then you should make the dialogue without consulting the text. Student A and student B should exchange the roles in the process.
2. One or two pairs of students are to demonstrate their dialogue skills based on the text. While they are doing the dialogue in front of the class, the other students are prepared to give them comments.

## 1.3 Negotiation Skills

### 1.3.1 Background Information

美国谈判学会会长杰勒德·I. 尼尔伦伯格在《谈判的艺术》一书中说：“谈判的定义最为简单，而涉及的范围最为广泛，每一个要求满足的愿望和每一项寻求满足的需要，至少都是诱发人们展开谈判过程的潜因。只要人们为了改变相互关系而交换观点，只要人们为了取得一致而磋商协议，他们就是在谈判。”据此，我们可以认为谈判是建立在人们某种需求的基础上，以满足某种利益为目标，以此形成谈判的动机，进而有双方或多方参与，互相协调矛盾，妥协利益纠纷，最后达成一致的一个过程。按谈判的性质可将谈判分为政治谈判、军事谈判、经济谈判和文化科技谈判等。在本单元中，我们把经济领域中的商务谈判作为我们的研究对象。

商务谈判，是指买卖双方为了促成交易而进行的活动，或是为了解决买卖双方的争端，并取得各自的经济利益的一种方法和手段。它是伴随商品经济的快速发展而产生的，已经成为现代经济生活中的重要部分。商务谈判作为一门科学，更作为一门艺术，除了包含一般谈判的特征以外，还有自己的一些特点。



#### 1. 商务谈判以获得经济利益为目的

外交谈判以国家利益为核心，政治谈判以党派或组织利益为核心，军事谈判以敌我双方的安全为核心，在商务谈判中有各种利益的纠葛，但一般都以经济利益为目的。不讲求经济利益的商务谈判就失去了价值和意义。

#### 2. 商务谈判以价值谈判为核心

参与商务谈判的双方都希望对方能按己方的意愿行事，因此利益上的矛盾和冲





突在所难免。如果一味排斥对方,就会导致谈判破裂。所以要不断调整自己的行为 and 态度,衡量价值谈判的尺度,多理解对方的需求,以双方的最终利益为出发点,达成满意的协议。

### 3. 商务谈判注重合同的严密性

商务谈判的结果往往以签订合同为结束。如果不注重合同条款的完整、准确、合理、合法,往往会使努力辛苦谈判的成果毁于一旦,严重的,经济上遭受重大损失。这样的例子在现实中屡屡发生。所以商务谈判不仅要注意口头协议,更要注意合同条款的严密性。

同时,商务谈判也是一种原则性很强的活动,它决定了谈判者在谈判中将采用什么谈判策略和谈判技巧,以及怎样运用这些策略和技巧。商务谈判的基本原则是指谈判各方应当遵循的指导思想和基本准则。概括来讲,主要有以下几方面:

#### 1. 平等合作的原则

商务谈判是企业进行经营活动和参与市场竞争的重要手段,但各方经济实力有强有弱,组织规模也有大有小,如果任何一方以强凌弱,仗势欺人,合作关系就无法建立,结果往往也是两败俱伤。所以要明白,在谈判中,你的谈判对手是你的朋友,你的合作对象,不是你的对手,也不是敌手,要充分考虑双方的实际利益,尊重对方,坚持诚挚与坦率的态度,首先建立起信任的基础,才会有长远合作的可能。

#### 2. 互惠互利的原则

互惠互利原则是指谈判达成的协议对双方都是有利的。谈判不是竞争比赛,不是一方胜利一方失败,一方盈利一方亏本,这种认为谈判双方的利益是对立的传统观念是片面的。现代的谈判观点认为,在谈判中每一方都有各自的利益,但每一方利益的焦点并不是完全对立的。而谈判所要做到的,就是找出双方各自的利益目标,获得谈判的成功。

#### 3. 对事不对人原则

所谓人事分开原则,就是对事不对人,就事论事,不因人误事,在谈判中区分人与问题。对事应当是强硬的,当仁不让的,坚持原则;对人则应是友好的,温和的,关系融洽的。

而商务谈判的观念随着时代发展也在发生变化,主要表现为:

(1)从旧的“输赢”谈判观向现代的“双赢”谈判观转变。因为谈判是一个合作与对抗并存的过程,结果也应该是互惠互利的,不应该对一方有极大的不公平。

(2)从旧的“价值分配”谈判观向现代的“价值创造”谈判观转变。因为强调价值分配,就会导致希望自己多分点东西,一味索取和占有,忽视对方利益;如果改变这种观念,站在双方立场甚至是对方立场,就能思考更优方案,使利益最大化。

(3)从旧的“重立场型”谈判观向现代的“重价值型”谈判观转变。因为过分强调立场,就会思维僵化,只愿按照自己的立场谈判,希望或者迫使对方改变立场,容易将本来简单的问题复杂化;而价值谈判则回归谈判的本质,把重点放在价值的沟通和协调上。

(4)从旧的交易型谈判观向现代关系型谈判观转变。因为交易型谈判把谈判看成仅仅是一种交易,不重视感情的交流,忽视建立长期关系及忠诚客户的远期利益;而关系型谈判不仅关心本次交易,也重视今后交易,更注重信誉。

所以在学习商务谈判的过程中,应注重与实践相结合,不断顺应时代发展的需要。



## 1.3.2 Comprehension Exercises

### I. 是非题

1. 商务谈判不是你死就是我亡。
2. 现在关系型谈判注重跟客户的感情交流，重视长期利益。
3. 商务谈判的结果有四种可能，即你赢我输，你输我赢，你输我输，你赢我赢。第四种情况是双方达到互惠互利的结果。
4. 商务谈判只要最后能达成口头协议就算是成功了。
5. 不管是商务谈判的原则还是商务谈判的发展趋势，都表明今后“双赢”谈判才是成功的谈判。

### II. 词组解释

1. 商务谈判
2. 对事不对人原则

### III. 讨论题

两人一组或者四人一组进行课堂分组讨论。讨论后，教师指定一组或两组同学向全班汇报讨论内容和心得。汇报时可以用中文。

1. 什么是商务谈判的特点，你是如何理解的？
2. 商务谈判应该遵循哪些原则，你是如何理解的？
3. 有一个例子：两个人争一个橘子，最后协商的结果是把橘子一分为二，第一个吃掉了分给他的一半，扔掉了皮；第二个人则扔掉了橘子，留下皮做药。问，如果双方秉着什么样的原则，就能很好地解决这个问题？最好的解决办法是什么？

## 1.4 Situational Dialogue Design

In this section, students are asked to design short situational dialogues.

Please design a negotiation dialogue for each of the two situations in which two persons represent two business parties to negotiate over the affairs as described below. Your design has to use some of the vocabularies and sentence patterns you have just learned in this unit. And the dialogue should be as long as at least about 10 sentences.

### 1.4.1 Situational Dialogue 1

Suppose your corporation has done very well in export and import transaction and therefore becomes a well-known company. Mr. Brown, an American enterprise manager, will come to

China to talk with you, intending to establish business relations with your company. Make a dialogue about meeting at airport and checking-in at the hotel.

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#### 1.4.2 Situational Dialogue 2

Work in a speaking pair and make a dialogue on your understanding of the importance of international business negotiation.

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