

# 国际商务谈判英语

PRACTICAL ENGLISH  
FOR INTERNATIONAL  
BUSINESS NEGOTIATION

吕才红 傅 浩 编著



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## 序

随着我国对外开放格局向深层次、多领域全方位拓展，我国对外商务活动日益频繁，对外商务谈判也迅速增多。商务活动离不开商务谈判，商务谈判既是商务活动的重要内容，又是商务活动的必要手段。商务谈判关系到商务活动的成败以及企业的生存和发展。成功的商务谈判可以产生出极大的经济效益和社会效益。因此，要顺利地开展商务活动首先要能够成功地进行商务谈判。

在长期国际商务活动的实践过程中，经济合作，贸易往来的信息交流，意向表达，交易达成，契约（合同）拟定、执行等各种形式的商务，各个环节的操作都形成了一整套的专业术语、惯用表达法、套语等，必须深入全面了解和掌握这些专业性语言，才能顺利开展国际商务活动，才可能进行国际性商务谈判。

在国际商务谈判中要想取得成功，首先必须掌握谈判中双方使用的语言。大多数情况下，国际商务谈判使用的语言是英语。使用英语进行商务谈判是国际商务领域的基本特色。为了使商务进展顺利，要求谈判语言简单、清楚、具体、完整，才易于为对方领会、吸收，从而做出相应的反应。因此，掌握国际商务专业英语及其表达方式是从事国际商务活动必备的基本技能。为了帮助从事国际商务谈判人员或有志于商务谈判的人士尽快熟悉和掌握运用这些基本技能，吕才红等同志以创新开拓的精神尝试着编写了本书。本书的特点是简明、易懂、实用，将商务谈判与英语学习结合起来，适合读者既学英语又学商务谈判。只要掌握了英语2000个单词以上的人士，均能通过自学，接受消化全书的基本内

容，掌握运用英语进行商务谈判的技巧。

由于目前我国有关国际商务谈判英语的著作还不多，参考资料有限，加之编写本书的时间又比较仓促，因此本书还存在有不足之处，我把它推荐给读者，目的是抛砖引玉，希望读者广泛评论，充分提出批评、给予指正。

赵锡琤

1994年3月4日

## 前 言

近年来,英语作为对外经济贸易交流的作用愈加加强。如何在掌握英语基本功的基础上,进一步熟练地运用英语从事国际商务活动,已成为人们学习英语的努力方向。本书正是顺应这一社会需要,帮助读者掌握国际商务领域英语的表达及背景知识而作。

全书分两大部分,共十九章。第一部分包括第一章至第十一章,其正文部分重点介绍国际商务谈判知识和技能,内容包括面谈和函电谈判及其写作要领,并配备了一项反映外贸全过程的实例,目的是向读者展示国际商务活动谈判的概貌,随后以实用例句、句型的方式配备大量实用素材,内容包括商务洽谈常用语、业务洽谈及其意向表达、商务函电惯用表达、实用套语等。正文与商谈实用素材相配合,意在引导读者顺利地跨入国际商务谈判领域的大门。

第二部分包括第十二章至第十九章,正文部分着重阐述国际商务合同谈判,并相应地交待各种商务合同谈判的知识、要点和技能,内容包括国际购销、经销与代理、加工与装配、投标与建筑工程、许可经营及合资经营。各章还相应地配有各种商务合同的中英文对照实例,供读者参考使用。为方便读者,第二部分各章还相应地配有大量的中英文对照合同条款范例和实用例句。从层次上讲,第二部分难度略大一些,也是国际商务谈判的核心内容。

因此,本书与介绍外贸业务、外贸谈判及商务交涉会话方面的英文读物并行不悖,可配合使用,适合有志于从事国际商务活

动的读者，既学英语，又学业务的需要，又可作为涉外专业进一步提高经贸英语的教学参考书。本书初稿完成以后，先后得到了赵锡琮老师、魏素先老师、王志源老师的指点。特别是四川大学对外经济贸易系主任赵锡琮老师鼓励和支持了本书的写作，并作序，对外经济贸易系外语教研室主任王志源老师做了全面、详细的审校工作，并提出了宝贵的建议。在本书的出版过程中，得到了四川大学出版社李勇军同志的大力协助和支持，在校对时还得到了谢红丽、龙云安、林凤琴、张荣莉、范庆华等同志的协助，在编写过程中参阅了海内外有关资料及著作，特此表示诚挚的谢意。由于编著者水平有限，又由于本书尝试将学习英语与掌握专业知识相结合，错漏之处在所难免，恳请读者批评、指正，以便改进。

本书的具体分工是，吕才红负责全书的设计、修改和定稿，并编写第一部分全文及第二部分的第十二、十三、十四、十六、十七章的正文及全书例句，傅浩编写第二部分第十五、十八、十九章的正文部分。

吕才红

1993年4月

# 目 录 (Contents)

## 前 言 (Foreword)

### 第一部分 (Part One)

#### 国际商务谈判知识、技能和策略

(Knowledge, Skills And Tactics Of International Business Negotiation)

第一章	美国式谈判方式 (The American Negotiation Style)	( 1 )
	实用例句或对话: 商务接待和电话交谈用语	( 9 )
第二章	日本式谈判方式 (The Japanese Negotiation Style)	( 17 )
	实用例句或对话: 表达谈判意向常用语	( 25 )
第三章	谈判准备 (Preparation for Negotiation)	( 30 )
	实用例句或对话: 介绍公司及产品情况常用语	( 38 )
第四章	在谈判桌上(一) (At the Negotiation Table I)	( 43 )
	实用例句或对话: 价格磋商常用语	( 51 )
第五章	在谈判桌上(二) (At the Negotiation Table II)	( 58 )
	实用例句或对话: 业务谈判常用语	( 67 )
第六章	谈判以后 (After Negotiation)	( 75 )



	实用例句或对话: 商谈技巧与契约用语 .....	( 87 )
第七章	函电谈判 (Business Negotiation Through Correspondence) .....	( 95 )
	实用例句: 商函开端句型及开端结束例句 .....	(106)
第八章	商务交往与谈判写作(一) (Business Writing for Communication and Negotiation I) .....	(118)
	实用例句: 商谈信函往来业务惯用语 (一) .....	(126)
第九章	商务交往与谈判写作(二) (Business Writing for Communication and Negotiation II) .....	(133)
	实用例句: 商谈信函往来业务惯用语 (二) .....	(141)
第十章	商用电报电传 (Business Telegrams and Telex) .....	(149)
	实用例句: 电报例句表达及实例 .....	(159)
第十一章	外贸业务流程及实例 (Foreign Trade Process and A Specimen) .....	(165)

## 第二部分 (Part Two)

### 国际商务合同谈判知识、要点、技能和合同实例 (Knowledge, Essentials, Skills Of International Commercial Contract And Specimen Contract).

第十二章	进出口合同 (Import and Export Contract) .....	(187)
	商务合同要点: 国际商务合同总述 .....	(195)
	国际商务合同实例: 商业合同 (标准) .....	(200)
	商务合同条款例句 (一) .....	(213)
第十三章	购销合同 (一) (Sales and Purchase Contract I) .....	(224)

	商务合同要点：国际购销合同 .....	(234)
	国际商务合同实例：一、订单 .....	(240)
	二、售货确认书 .....	(242)
	商务合同条款例句（二） .....	(245)
第十四章	购销合同（二）(Sales and Purchase Contract II) .....	(257)
	商务合同要点：国际商务合同语言特色 .....	(266)
	国际商务合同实例：售货确认书（全式） .....	(274)
	商务合同条款例句（三） .....	(280)
第十五章	经销代理 (Agency and Distributorship) .....	(288)
	商务合同要点：代理协议与经销协议 .....	(294)
	国际商务合同实例：销售代理协议 .....	(296)
	实用例句：经销与代理 .....	(301)
第十六章	加工与装配 (Processing and Assembling) .....	(307)
	商务合同要点：委托加工合同 .....	(311)
	国际商务合同实例：一、来料加工合同 .....	(312)
	二、来件装配合同 .....	(317)
	实用例句：加工与装配 .....	(322)
第十七章	投标和建筑工程合同 (Bid and Contract for Construction Project) .....	(326)
	商务合同要点：投标和建筑工程 .....	(334)
	国际商务合同实例：一、招标通告 .....	(335)
	二、投标书 .....	(337)
	三、工程合同 .....	(340)
	实用例句：投标与建筑工程 .....	(346)
第十八章	许可经营 (Licensing) .....	(351)
	商务合同要点：国际许可合同 .....	(358)

	国际商务合同实例：技术转让和进口设备的许可合同	
	.....	(361)
	实用例句：许可经营 .....	(371)
第十九章	合营企业 (Joint Venture) .....	(377)
	商务合同要点：合营企业协议 .....	(383)
	国际商务合同实例：合营协议 .....	(385)
	实用例句：合营协议 .....	(402)

## Chapter 1

# The American Negotiation Style

Probably no single statement better summarizes the American negotiation style than “shoot first, ask questions later”.<sup>①</sup> To understand the American approach to bargaining, we must consider more basic aspects of their culture background—in particular, their immigrant heritage, their frontier history, and finally, much of the training in their present-day business and law schools.

Throughout its history, America has been a nation influenced by its immigrants. The continuous mixing of ideas and perspectives brought from across the seas has enriched their experiences.<sup>②</sup> Every newcomer has to work hard to succeed—the powerful work ethic of America. And they are a fierce independence—a characteristic necessary for survival in such a competitive country.

Americans as a group haven't had much practice negotiating because they have always been able to go elsewhere if conflicts arose. The long distances between people allowed a social system to develop with not only fewer negotiations but also shorter ones. It is important to settle things quickly and leave no loose ends to bargain. “Tell me yes, or tell me no—but give a straight answer.” Candor is highly valued and expected.

Throughout the American educational system they are taught to compete, both academically and on the sporting field. Adversary relationships and winning are essential themes of the American so-

cialization process. Students who make the best arguments, marshal the best evidence, or demolish the opponent's arguments win both the respect of classmates and high marks. <sup>③</sup>Such skills will be very important at the negotiation table.

American negotiation style is composed of these attitudes, expectations, and habitual behaviors. Each characteristic is discussed separately below, but it should be understood that each factor is connected to the others to form the foundation for a series of typical American negotiation strategies and tactics. <sup>④</sup>

### **I Can Go It Alone**

Most American executives feel they should be able to handle any negotiation situation by themselves. "Four Foreigners versus one American is no problem. I don't need any help. I can think and talk fast enough to get what I want, what the company needs." So goes American rationalization. And there's an economic justification: "Why take more people than I need?" Another more subtle reason might be: "Why not take full credit for my success?"

In a negotiation situation, several things are going on at once—talking, listening, preparing arguments and explanations, asking questions, and seeking approval. Numbers help in obvious ways with most of the above. Negotiation is very much a social activity, and the approval and agreement of others can have critical effects on negotiation outcomes. Numbers can also be a subtle indicator of the seriousness and commitment of both parties to a negotiation.

### **Just Call me John**

Americans more than any other cultural group value informali-

ty and equality in human relations. They emphasize individual equality rather than social status distinction. They go out of their way to make their clients feel comfortable by playing down status distinctions such as titles and by eliminating unnecessary formalities such as lengthy introduction. ®

### **Check with the Home Office**

It is not always easy to identify the key decisionmaker in international business negotiations. Indeed, American bargainers become very upset when halfway through a negotiation the other side says, "I'll have to check with the home office." This makes it known that the decisionmakers aren't even at the negotiation table. In such a situation, Americans feel they've wasted time or even been misled.

Having limited authority at the negotiation table is a common circumstance overseas and can be a useful bargaining tactic. Such a bargaining tactic helps to maintain harmony at the negotiation table by letting the home office take the blame for saying no.

But such tactics go against the grain of the American bargaining style. Americans pride themselves in having full authority to make a deal. They never have to check with the home office.

### **To the Point**

Americans prefer to get to the heart of the matter as quickly as possible. Unfortunately, what is considered the heart of the matter in a business negotiation varies across cultures. In every country we have found business negotiations to proceed in the following four stages:

1. nontask sounding;

2. task-related exchange of information;
3. persuasion; and
4. concessions and agreement.

The first stage includes all those activities that help establish a relation. It does not include information related to the business of the meeting. The information exchanged in the second stage of business negotiations regards the parties' needs and preferences. The third stage involves their attempts to change each others mind through the use of various persuasive tactics. The final stage is the consummation of an agreement which is often the summation of a series of concession.

From the American point of view, the heart of the matter is the third stage—persuasion. They tend to go through the first two stages quickly. They do talk about golf or the weather or family, but relative to other culture, they spend little time doing so. ® They tend to be more interested in logical arguments than the people with whom they're negotiating. ⑦

### **Tell Truth**

Americans expect honest information at the negotiation table. When they don't get it, negotiation often ends abruptly. They also understand that, like dollors, information must be traded. "You tell me what you want and I'll tell you what we want". They just view honest information and direct answer as the token of mutual cooperation.

### **Speak up and Insist on**

Americans are uncomfortable with silence during negotiation.

The American style of conversation consists of few long silent periods—that is, ten seconds or greater. American negotiators react to silence in one of two ways. Either they make some kind of concession or they fill the gap in the conversation with a persuasive appeal. The latter tactic has two poor results: (1) the American does most of the talking, and (2) he or she learns little about his or her opponent's point of view.

Persistence is highly valued by Americans. They are taught from the earliest age to be aggressive and to win. Subsequently, they view a negotiation as something to be won. They expect a negotiation to have a definite conclusion, a signed contract. American can take a loss—consoling themselves that they'll do better next time—but not the ambiguity of no outcome.

### **One Thing at a Time**

Americans tend to attack a complex negotiation task. That is, they separate the issues and settle them one at a time. For example, we have heard American bargainers say, "Let's settle the quantity first and then discuss price." Thus in an American negotiation, the final agreement is a sum of the several concessions made on individual issues, and progress can be measured easily. "We're halfway done when we're through half the issues." However, in other countries, particularly Far Eastern Cultures, concessions tend to be made only at the end of a negotiation. All issues are discussed by using a friendly approach, and nothing is settled until the end. ®

### **I Am What I Am**

Most Americans take pride in determination, not changing



one's mind even given difficult circumstances. Their character and behavior was constant and predictable. He treated everyone and every situation with an action-oriented, forthright style. Many American bargainers take the same attitudes with them to the negotiation table. Competition, persistence and determination, no matter what, they seldom change their mind, even with negotiation strategy or tactics.

## New Words and Expressions

summarize	vt. 总结, 概括
negotiation	n. 谈判; 协商
bargain	vt. vi. 议价
	n. 交易; 成交
immigrant heritage	移民传统
frontier	n. 边界; 边境
perspective	n. 观点, 看法
enrich	vt. 丰富
ethic	n. 道德, 伦理
characteristic	n. 特征
conflict	vi. n. 冲突
social system	社会体系; 社会制度
loose	a. 不明确的, 不确切的
candor	n. 直率
value	vt. 重视; 尊重
academically	ad. 学业上
adversary	n. 对手, 敌手
marshal	vt. 安排, 整理
demolish	vt. 推翻; 破坏
high marks	高分