

Nurture Your English Language Skills Sharpen Your Negotiation Techniques

ENGLISH FOR SMART NEGOTIATING IN BUSINESS

商务谈判英语

丁衡祁 张 静 编著



Realistic Situations · Idiomatic Language · Authentic Techniques

新 时 代 出 版 社

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Nurture Your English Language

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出版说明

在谈判桌上,人们得到的不是他们理应得到的东西,而是其谈判的结果。在涉外商务谈判中,一定的谈判知识和技巧加上较强的英语表达能力将为谈判者增加稳操胜券的机会。掌握规范、准确、地道、流利的英语表达,这四方面的能力将会带来“三效”,即效果(增强你的信心,掌握谈判的主动,给对方以能者的印象)、效率(使谈判顺利进行,节省时间、精力和开支)和效益(达成协议,签订合同,带来利润)。

中国加入 WTO 标志着我国进一步扩大对外开放。为了培训大批干练的涉外商务谈判人才,必须要有结合业务实际的、具有较强适用性的英语谈判教材或手册,否则便是“巧妇难为无米之炊”。编写本书就是为了适应商务英语课程建设和发展的需要,为了满足广大对外经贸专业的学生和涉外商务人员的需求。

本书的突出特点是通过谈判的内容来学习英语,而且强调英语语言的运用和对外国文化的了解。全书内容涉及对外商务谈判的各种场合,包括以下 4 个部分: Negotiation Dialogues (商务谈判对话)、Business Customs (各国商业习俗)、Useful Expressions (常用英语表达)以及 Tips and Advice(谈判技巧提示)等。

商务谈判对话共有 22 个单元,内容广泛、语言地道、非常实用,大多是根据英文原作改编的。主要资料来源包括 *Bid for Power* (BBC English), *English for Negotiating* by Jim Brims (E. J. Arnold & Son Limited), *How to Say It at Work* by Jack Griffin (Prentice Hall Press), *Starting Business English* by Christine Johnson and Jack Lonergain (BBC English), *The Export Training Package* of the International Trade Center, *A Course in Diplomatic English* (Oxford University Press) 等。每个单元的谈判对话内容如下:

1. Negotiating a Raise (谈增加薪水)	13. Negotiating an Exclusive Clause (谈排他条款)
2. Negotiating a Promotion (谈升职)	14. Negotiating a Takeover Bid (谈并购事宜)
3. Negotiating the Terms of Employment (谈聘用员工条件)	15. Negotiating an Oil Transaction (谈一笔石油交易)
4. Bargaining over Industrial Relations (谈劳资关系)	16. Negotiating a Deal for Land Use (谈土地使用权)
5. Striking a Bargain (讨价还价)	17. Negotiating a Bank Loan (谈银行贷款)
6. Negotiating Prices (价格谈判)	18. Negotiating a Transport Agreement (谈运输协议)
7. Negotiating a Sales Deal (谈一笔销售)	19. Preliminary Discussions on Setting Up Joint Ventures in China (谈在华建立合资企业)
8. Negotiating a Sales Contract (谈销售合同)	20. Discussions on Promoting Chinese Goods in the United States (谈在美推广中国商品)
9. Negotiating a Sole Distributorship Agreement (谈独家经销)	21. Discussions on Organizing an International Trade Fair in Beijing (谈在京举办国际贸易博览会)
10. Negotiating a Sole Agency Agreement (谈独家代理)	22. On Bilateral Economic Cooperation Between Two "Countries" (谈两国经济贸易合作)
11. Negotiating a Purchase Deal (谈购买合同)	
12. Negotiating a Bid (谈竞标)	

各国商业习俗涉及 30 多个国家的商业习俗和礼仪,内容十分详尽,既是学习英语的语言材料,又具有很大的实用参考价值。原始资料取自 Window on the World 网站。

常用英语表达出现在每个单元后面及附录中,包括汇编的众多谈判用的句型、完整句子、习语及主持会议用语。

谈判技巧提示共 30 篇,均取材自互联网,但经过改写。对上述原书原文的作者和出版者在此表示感谢。

本书的读者对象为对外经贸专业的学生、从事对外经贸工作的人员、就职于涉外企业的员工等。从本书中他们可以学到如何用英语主持会谈、创造气氛、讨论磋商、发表意见、说服对方、反驳对手、达成协议,掌握不同商业谈判场合的各种习惯表达和专用术语,等等。

由于水平有限,书中一定存在不少问题,敬请专家和读者指正。

编 著 者

FOREWORD

This book aims to hone the readers' English language skills for negotiating in business, and to sharpen their bargaining techniques across the negotiation table. It consists of two sections and two appendixes: Part 1 is made up of 22 negotiation dialogues in English on various subjects; Part 2 involves business customs, culture, protocol and etiquette of a number of selected countries; Appendix 1 provides a repertoire of English expressions and cultural notes used for or related to negotiating commercially; Appendix 2 supplies some tips for negotiation techniques.

Language Preference in Business Negotiation

Apart from the major English-speaking countries such as Great Britain, the United States, Canada, Australia, and New Zealand, English is commonly used in business circles in some Western European countries, such as in the Benelux countries (Belgium, Netherlands, and Luxemburg), Germany, and France. However, in France your counterpart may expect you to speak French or to use an interpreter, although he may be fully conversant in English.

In some other countries in Western Europe, such as in Spain, Portugal, and Italy, business people do not commonly speak English. You will probably need an interpreter during the negotiations. Your counterpart will also expect you to present him with a detailed written proposal in the local language.

You will need an interpreter in many countries where English is not a common language. These countries include Russia and Eastern European countries.

English is widely spoken in business circles in the Pacific Rim countries and in Latin America. In some Middle East countries, it is mainly the educated classes who can speak English. In Israel, however, many people can speak English.

English is a common language in Southern Africa. In South Africa there are eleven official languages for various ethnic groups. However, English is the main

business language, with Afrikaans taking second place.

In some countries the other side may require you to agree to write the contract in both English and the local language.

In general, English is the most widely used language at the negotiation table around the world.

Cross-Cultural Confusion and Cross-Cultural Communication

Cultural differences are an important factor in international negotiations. In addition to language differences, different cultures have differing values, perceptions, and philosophies. As a result, certain ideas may have very different connotations in different cultures. For instance, Americans and Japanese tend to have a different view of the purpose of negotiations. Americans see the goal of negotiations as to produce a binding contract which creates specific rights and obligations. Japanese see the goal of negotiations as to create a relationship between the two parties; the written contract is simply an expression of that relationship. What the Japanese see as a reasonable willingness to modify a contract to reflect changes in the parties relationship, Americans see as a tendency to renege. American insistence on adherence to the original terms of the contract may be perceived as distrust by the Japanese.

Some cultures prefer to start from agreement on general principles, while other prefer to address each issue individually. Some cultures prefer to negotiate by “building up” from an initial minimum proposal; other prefer to “build-down” from a more comprehensive opening proposal. Cultural differences also show up in the preferred pacing of negotiations and in decision – making styles. However individual negotiators do not always conform to cultural stereotypes.

Effective communication with people of different cultures is especially challenging. Cultures provide people with ways of thinking—ways of seeing, hearing, and interpreting the world. Thus the same words can mean different things to people from different cultures, even when they talk the “same” language. When the languages are different, and translation has to be used to communicate, the potential for misunderstandings increases.

Factors like behavior constraints and emotional constraints tend to lead to communication problems. If the people involved are not aware of the potential for such problems, they are even more likely to fall victim to them, although it takes more

than awareness to overcome these problems and communicate effectively across cultures.

When negotiating across cultures one must be aware of the dimensions of culture, which include language, values, patterns of thinking, religion, artifacts, and time and space orientations.

Crossing the Language Barrier and Cultural Hurdles

With the further opening up of China's economy, today's managers and executives expand their business activities far beyond local markets, often reaching out to foreign lands. They must therefore deal with linguistically and culturally diverse clients or counterparts. Developing their English and cultural competencies necessary to supplement their technical and management skills is becoming essential for survival in the expanding global marketplace they are faced with today.

All that was discussed above has led us to the conclusion: The successful global manager and negotiator must acquire the English language proficiency and adapt to the values of other cultures while at the same time maintaining his or her own set of values. The successful business executive must resemble a tree that has strong roots and branches but flexible leaves that can adapt to the sunny, stormy, and windy external environment—the international marketplace, which is characteristic of intensifying competition.

Conducting Negotiation Discussions

The principal negotiator must assume leadership responsibility during the discussion conference even if the principal negotiator is not the team leader at other times. This includes:

- Actively leading the team throughout discussions;
- Opening the discussion conference;
- Reviewing facts and identifying discussion issues;
- Bargaining on the issues;
- Reaching an agreement.

The key leadership responsibility of leading a negotiation team is to make sure that preparations are complete before opening the discussion conference:

- Assure that team support is available when needed.

- Control team member participation.
- Use caucuses to maintain a unified government position.
- Use breaks to relieve tension and control the pace of discussions.

When opening the discussion conference, the chief negotiators must greet the opposite team, introduce the members of their own team and try to work up the atmosphere:

- Take time for introductions.
- Help attendees feel more at ease.
- Briefly review background information.
- Emphasize the goal of a win/win outcome.
- Review the discussion agenda.

What will follow is the bargaining on the issues. Discussions should address issues related to price, delivery, technical requirements, contract type, or other terms of the proposed contract.

The discussion plan should be followed. Be sure to maintain the initiative throughout the discussions by sticking to the discussion plan. Make changes when it is appropriate.

- Use your agenda to address the issues.
- Ask questions. Listen and evaluate the answers for responsiveness, truth, and consistency.

The team should work closely together by employing appropriate tactics and countermeasures to achieve win/win results.

Good luck and rewarding negotiating!

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PART1

NEGOTIATION DIALOGUES

1 Negotiating a Raise

[Asking for a raise seems like a daunting task. This dialogue shows you how to ask for a raise without sound arrogant or demanding. When negotiating a raise, don' t just say you need a raise and you deserve a raise. You should focus on how you meet-and exceed the demands of your job by making a list of the highlights of your accomplishment. And before negotiation you should research what others-in similar positions, with similar duties, and in similar companies- get paid. Use this as a gauge for the request.]

Personnel Manager: How' s everything, Mr. Wang? Take a seat and make yourself comfortable.

Employee: Thanks for seeing me, Mr. Johnson. Things are getting on fine except one thing, which is what I' d like to discuss with you.

Personnel Manager: Of course, your salary. You request a raise, a 15 percent raise. Is that right?

Employee: Yes. You see, I' ve been with this firm for five years now- two years in sales and the past three in marketing. I believe you know the quality of my work I' ve been doing here. I mean, for example, since I took over the ABC project, we' ve penetrated two new major markets and at least one new territory. And the year' s not over yet! I' m confident that we' ll see similar results with the XYZ project, which I' ve just taken on. The company has given me a lot of creative freedom, and I' ve been able to run with that.

Personnel Manager: Good for you. I've heard a lot about the fine work you've been doing.

Employee: I've also been able to put together a terrific team: I'm supervising four people on the ABC project, and I plan to put together a six-person team on the XYZ project, at least through the start-up.

Personnel Manager: You do a wonderful job as marketing coordinator. That fact should be recognized and rewarded. And it *has* been. You've been promoted and raised for quite a few times, haven't you?

Employee: It's true that I've advanced pretty rapidly here, but, then, I've had to take on a lot of responsibilities. I believe that it's time for my salary to catch up to my level of responsibilities and achievements. Certainly it's time for my salary to get into step with industry-standard compensation for the kind of work I'm doing. Mr. Johnson, what do you think?

Personnel Manager: Mr. Wang, I am thrilled with the job you've been doing for us in the past five years. You've served the company a long time, and you've made a difference. I know you often beat deadlines, over-fulfill quotas, put in extra effort and help out when you don't have necessarily to. But you're already at the top level of compensation for your position. To be perfectly frank with you, a lot of people here are doing great jobs, and they're not getting the kind of increase you're asking.

Employee: I'm only talking about myself and about what is appropriate in my case. I think my performance has put me in line for a raise now.

Personnel Manager: I can't accommodate your request, I'm afraid. I can't offer you a 15 percent increase. That's for sure.

Employee: What about 10 percent?

Personnel Manager: Come on, there's no point of striking a bar-

gain. If it were up to me, there's no question you'd get the increase you want. I can make a recommendation, but I'm pretty much powerless.

Employee: What would you say if I come down to 8 percent?

Personnel Manager: Three, maybe 5 percent is more like it. I'm sorry, but this is the final. Five percent is as high as I can go.

Employee: ... Okay, I appreciate your consideration. I'll work at that salary provided that we have a firm understanding that in three months we'll review what I've done and where I've taken the team. I'm committed to this job, and I'm prepared to wait three months before re-opening this subject.

Personnel Manager: It may well be appropriate to reserve salary discussions until then. It will be the end of the year and a full-scale salary review procedure will take place.

(Adapted from *How to Say It at Work* by Jack Griffin)

NOTES

1. negotiate a raise: 就加薪问题进行谈判 (美式英语 raise; 英式英语用 rise)
2. daunting task: 艰巨的任务
3. arrogant or demanding: 显得傲慢或者要求过高
4. gauge: 衡量的尺度
5. beat deadline: 赶工期完成
6. the highlights of your accomplishment: 你的其他主要方面
7. We've penetrated two new major markets and at least one new territory: 我们的产品已推进了两个主要市场, 并且至少开拓了一个新的地区
8. The company has given me a lot of creative freedom and I've able to run with that: 公司给了我充分的创造空间, 而我也得心应手