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Mark A. Trombley

(美) 马克·A. 特朗布利 著

Accounting for Derivatives and Hedging

衍生与套期会计

立信会计出版社
LIXIN ACCOUNTING PUBLISHING HOUSE

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图书在版编目(CIP)数据

衍生与套期会计=Accounting for Derivatives and Hedging/(美)特朗布利(Trombley, M. A.)著. —上海:立信会计出版社, 2006. 12

ISBN 978-7-5429-1701-0

I. 衍… II. 特… III. 财务会计-英文 IV. F830.42

中国版本图书馆 CIP 数据核字(2006)第 151242 号

责任编辑 方士华

封面设计 周崇文

书 名 衍生与套期会计
Accounting for Derivatives and Hedging

出版发行 立信会计出版社
地 址 上海市中山西路 2230 号
邮政编码 200235
电 话 (021)64411389
传 真 (021)64411325
网 址 www.lixinaph.com E-mail lxaph@sh163.net
网上书店 www.lixinbook.com Tel: (021)64411071
经 销 各地新华书店

印 刷 立信会计常熟市印刷联营厂
开 本 787 毫米×960 毫米 1/16
印 张 13.25
插 页 1
字 数 260 千字
版 次 2006 年 12 月第 1 版
印 次 2006 年 12 月第 1 次
印 数 1—3 000
书 号 ISBN 978-7-5429-1701-0/F·1519
定 价 27.00 元

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21 世纪国际经济与贸易系列教材

出版说明

经济学学科专业目录调整后,下设经济学、国际经济与贸易、金融学和财政学四个专业。这种调整显示出了国际经济与贸易在我国经济发展中特殊的理论和实践地位。为适应中国加入 WTO 的需要,提高国际经济与贸易专业的高等教育教学和科研水平,使我们的教学和研究真正与时俱进,我们决定编写出版“21 世纪国际经济与贸易系列教材”。

国际经济与贸易专业是主要面向涉外经济与贸易部门的学科。在经济全球化、一体化与区域集团化迅猛发展,以及我国加入 WTO 的大背景下,尽快培养出涉外经贸业务的高级管理人才和国际化人才,已经成为我国社会主义市场经济实践迫在眉睫的任务。我们编写“21 世纪国际经济与贸易系列教材”,不仅有利于这一专业教学与科研工作的发展,有利于外向型人才的培养,而且也是我国改革开放不断深入及与国际接轨的需要。本系列教材涉及国际经济与贸易专业的专业基础课和一些选修课,如国际经济学、国际贸易教程、国际金融、世界经济学、国际贸易结算与信贷、国际服务贸易等。从作者队伍来看,我们将依托中国人民大学经济学院国际经济系的中青年教学科研学术带头人,同时吸纳其他院校有造诣的学者。每一部教材都力求保证理论上的系统性、严密性,并及时反映该学科理论和实践中的成果。

当然,这是一项十分艰巨的系统工程,因为编写并出版一套完整的国际经济与贸易专业教材,对于即使在中国学术界和出版界享有较高声誉的中国人民大学出版社亦属首次。本系列教材的选题是开放式的,我们真诚地希望这个领域的专家、学者在关注本系列教材的同时,能给予我们更多的支持;同时,对教材中的不足提出批评和建议,使之进一步完善。

中国人民大学出版社

2002 年 6 月

前 言

根据专家预测,中国加入世贸组织以后,商务谈判人才是七大类急需人才中的一类,因此,培养既有谈判理论基础又懂谈判实践的高素质人才是本书所要达到的主要目标。为达到该目标,本书尝试从理论上对谈判这一普遍的社会现象,从谈判产生的原因、谈判结构、影响谈判结果的诸多因素、谈判者个人心理和文化背景等诸方面进行全面系统的研究,使学习者了解谈判的普遍规律,掌握谈判的策略,而非仅仅知道谈判的表面现象和记住一些谈判的技巧。因此,本书的重点是谈判理论和谈判策略以及相应的案例研究,目的是使学生掌握谈判的一般规律,即无论谈判的地点、时间、背景、人物发生什么样的变化,谈判者都能够从容应对。

目前,国内商务谈判的书籍基本上都是用中文编写。为适应入世的要求,培养国际化的商务人才,急需更多的用英语编写的专业课教材,本书即是顺应这一需求而用英语编写的我国自己的商务谈判教材,它将商务知识、谈判知识和英语语言知识融为一体。此外,为适应不同学习者的需求,本书另有一中文版本。

本书分为三大部分。

理论部分。融合了国内外经典的谈判理论,从谈判动因、结构、利益、谈判力、信任、心理、文化、谈判类型等方面,运用模型和实例分析对影响谈判全过程的主要因素进行了比较全面的分析。

案例研究。结合理论部分的讲解,提供相应的案例分析,所提供的案例主要是世界著名谈判案例,具有典型性和普遍指导意义。有些案例是作者在对著名国际商务谈判长时间的追踪调查的基础上完成的,如中美知识产权谈判、美日汽车谈判等;还有些案例取自作者所参与的谈判活动和实践。

模拟谈判。模拟谈判的素材取自真实事例,经过必要的编写以适应课堂练习的需要。学习者在谈判结束后可以比较实际谈判的结果和自己谈判的结果,以便收到更好的效果。模拟谈判的目的是使学习者通过实际操练体会谈判理论的指导意义,获得比较接近实际的真实体验。通过亲身实践获得的经验教训对他们来说更为生动、具体。除模拟谈判外,每章结束后都有结合本章内容设计的思考题和练习题。

本教材在教学中结合国内外先进的教学方法,重点从以下几方面进行了尝试:

- 在讲解理论的同时结合案例分析,并就案例中的问题再用理论进行分析,使学生通

过课堂讨论真正理解所学的知识。

- 全学期组织四五次模拟谈判，让每个学生都积极参与到谈判中。在谈判前要求学生进行认真的准备，谈判后根据学生达成的协议再进行具体分析，总结成功的经验和失败的教训。
- 我国学生由于受应试教育的影响，自学能力较强而合作精神不足，这一点通过教材中的性格测试得到证实，这在国际经济合作日益成为经济领域主旋律的国际社会中是一个重要的缺陷。为加强学生的合作精神，课堂上的练习以及课后的案例分析作业都力求突出合作精神的培养，如通过分工合作的方式以小组为单位完成模拟谈判，共同完成一项案例分析作业，并在课堂上作集体报告等。

本书写作历时六载，并结合教学先后进行过多次修改，以适应教学的需要。本教材中的材料在本科生、研究生和在职研究生中多次使用，反映良好。本教材适合主修对外经济领域各学科的学生，如国际贸易、国际经济合作、世界经济、MBA、国际关系、国际金融、国际投资等。

PREFACE

Projection for future job market indicates that there is an urgent need of specialists on business negotiation after China's accession into WTO. For this regard, the book of International Business Negotiation has been compiled to contribute to high qualified negotiation specialists, who will possess necessary knowledge in both negotiation theories and practices. To this end, the book has developed a comprehensive knowledge system consisting of negotiation motives, procedure and structure, preparation, basic negotiation theories and principles, negotiators' psychological behavior and personality styles, negotiation categories, culture patterns, exercises and cases. Through learning, the students will be able to:

1. Increase understanding the characteristics of a negotiation;
2. Develop ability to analyze the process and structure of a negotiation;
3. Increase awareness of attitudes, mind-set and basic theories in different negotiation situations; and
4. Increase awareness of one's psychological behavior and personality style as they are backed by one's culture.

The focus of the book is on negotiation theories and principles, case studies and practices rather than negotiation skills. The deliberation of the writer is to let students understand the general characteristics of a negotiation so that they will be able to deal with all kinds of negotiations no matter where, when and with whom they are talking with.

The book has three components:

1. Lectures: concentrating on motives, structure, basic theories and principles, personality styles and culture patterns.
2. Case studies: to facilitate better understanding of lectures, both famous cases and cases happening in normal business activities provided for analysis, for example, Sino-US Intellectual Property Right Case, US-Japan Negotiation on Auto and Auto Parts, and cases based on writer's personal experiences.
3. Simulations: compiled in light of true stories to suit for class practices. Students can, after negotiating among themselves, compare their results and results actually happened and

find out the discrepancy. Simulations and other purposely designed exercises aid learning of (1) different negotiation situations, (2) absorbing information and sizing up a situation quickly, (3) condensing and intensifying what happens in business and personal situations, (4) connecting theory with practice.

Being used as teaching materials for undergraduates, postgraduates and trainees, the book has been revised repeatedly to fit the teaching purpose. The final version of the book is applicable for students majored in subjects in international business, such as trade, economic cooperation, MBA, investment, finance, world economy, and international relation.

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Chapter 1

Negotiation Motives and Key Terminology

Human beings live in a finite world, but their appetites are oriented to the infinite. As a result, man's unlimited demand has constantly given rise to conflicts between such demand and limited, scarce natural resources. To find a way out, the science of economics has been developed to study alternative ways to use scarce and limited but productive resources to produce goods and services to satisfy man's unlimited demand. Man's endless need and demand not only produce confrontation against nature but trigger conflicts among themselves. The long lasting negotiations between Israel and Syria on returning of Israeli occupied territory-Golan high site an example to the point. On the 11 % of the territory Israel agreed to return, there is a lake providing fresh water to Israeli people. Because of serious shortage of fresh water in that area, the lake becomes vital to the people of the both countries. Israeli government's target in the negotiation was to make sure that after the returning of the territory, Israel could continuously fetch water from the lake. So the water issue became the focus of the negotiation and increased complexity of the talks.

Water conflict in the Middle East is simply one typical issue among countless disputes of similar nature among countries and nations. Territory in Kashmir, oil in the Middle East and diamond in the South Africa have all provoked and stirred up serious and long lasting military and political confrontations among countries both nearby and far away. There are also other serious confrontations and conflicts induced by social, religious, cultural and political events, however the majority of the conflicts have direct and indirect economic background. Human beings are living in a world full of contradictions, disputes and confrontations.

How to resolve and tackle these problems has always been the chief concern of

all countries and states. To look throughout human history, generally speaking, two approaches have been applied to conflict settlement: military means and peaceful means. Countless battles and wars, both worldwide wars and regional wars have been fought resulting in loss of millions of lives and ruin of property. As an alternative to military forces, weapons and guns, negotiations have also been employed to manage conflicts and settle disputes, thus negotiations are also referred to as peaceful means or political approaches. The two approaches have always backed each other and functioned in an alternative way. However after the World War II, the devastating consequence of the war has made people all over the world realized a solid fact that coordination through negotiations is no doubt a better option for various conflicts and disputes. With the further development of economic globalization and integration, negotiations have been widely practised in social life of all kinds particularly in business activities. To adapt to nowadays business world, it is all necessary for business majored students to have a better understanding of the activities of negotiations, and be able to answer the questions of why negotiation happens and how it happens.

It is misleading to conceive that negotiations are only applied to significant issues. As a matter of fact, negotiations are applied to all situations of conflicts, arguments and bargaining arising in the normal course of business, personal relations and daily life. Everyone has been engaged in negotiations in such daily activities as shopping, arguing with someone else and dealing with people around.

Like it or not, everyone is a negotiator. Negotiation is a fact of life. You may discuss the chance of promotion with your boss. You try to agree with a stranger on a price for his house. Two lawyers try to settle a lawsuit arising from a car accident. A group of oil companies plan a joint venture exploring for offshore oil. A city official meets with union leaders to avert a transit strike. The prime minister of a country sits down with his counterpart to seek an agreement limiting nuclear arms. All these are negotiations. Everyone negotiates something every day. People negotiate even when they don't think of themselves as doing so. You negotiate with

your spouse about where to go for dinner and with your child about when the lights go out.

More and more occasions require negotiations; conflict is a growing industry. Everyone wants to participate in decisions that affect him; fewer and fewer people will accept decisions dictated by someone else. People differ, and they use negotiation to handle their differences. Whether in business, government, or the family, people reach most decisions through negotiations. Even when they go to court, they almost always negotiate a settlement before trial. Negotiation is such a common phenomenon, it is of great importance to define the meaning of negotiation and generalize activities that can be called negotiations in a more concise way called definition.

Negotiation

A negotiation is a process of communication between parties to manage conflicts in order for them to come to an agreement, solve a problem or make arrangements. Negotiation is a basic means of getting what you want from others. It is back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.

All activities with the above characteristics can be categorized as negotiations. However, not all negotiations can be labelled as successful ones in a strict and rational sense, which means they must satisfy at least the following conditions:

1. The outcome of negotiation is a result of mutual giving and taking. One-sided concession or compromise can not be called a successful negotiation.
2. Negotiations happen due to the existence of conflicts, however, no negotiations can proceed smoothly and come to a satisfactory solution without collaboration between the participants.
3. In spite of unequal strength and power on the side of one party, it should

not be viewed as a success if the other party can not exercise veto right to the result of the negotiation, which is a show of equal right of the parties. The unfair result may be forced onto the weaker party if lack of such right. The point is that negotiating parties differ in size, financial strength, production capacity, political and economic supporters, which will create unbalanced negotiating power. The stronger side may take the advantage of the situation to reach a favorable agreement for itself. In situation as such, the weaker party should be able to say "no" to the result. Of course, the revocation should be expressed explicitly before signing the final agreement.

Negotiations occur when there are conflicts, which in turn are resulted from disputes over stakes of negotiating parties. Next, the definitions of conflicts and stakes will be expounded in detail.

Conflicts

Conflicts give rise to negotiations. Therefore a discussion on the nature of conflicts facilitates better understanding of negotiations.

A conflict is a dispute, disagreement or argument between two or more interdependent parties who have different and common interests. A conflict can block each other's ability to satisfy their interests.

The definition of conflicts states three points, which can be specified as:

First, parties in conflicts are interdependent, which means there remains a kind of relationship developed by interrelated interests and concerns. There would be no conflict if two parties were not interrelated and had nothing to do with each other.

Second, both different and common interests coexist, which appear to be illogical. However, if there are only contradictions and no sharing of common interests, negotiations become groundless and unnecessary.

Third, two parties in a conflict will naturally fight for each other's own

interests and make every effort to gain more from the other side, as a result it will reduce gain of interests expected initially.

People's attitudes toward conflicts differ greatly in certain contexts and are mixed in others. People who think negative of conflicts often cite devastating wars and fighting which caused huge loss of lives and property; those who conceive conflicts as positive often argue that conflicts can lead to innovation and social progress, such as computers created during the World War II . Still there are some other people who take middle ground. However, concerning relation between conflicts and negotiations, such aspects are taken into consideration: communication, creativity, relationship and outcomes. Let's examine the four aspects in view of good and bad features of conflicts (see Table 1.1).

Table 1.1 **Good and Bad Features of Conflicts**

	Good Features	Bad Features
Communication		
interests	disclose	suppress
issues	clarify	cloud
Creativity		
learning	help	hinder
innovation	stimulate	inhibit
Relationship		
tension	optimize	increase
satisfaction	increase	decrease
Outcomes		
benefit	high	low
escalation	control	incite

It can be inferred from the list that conflicts can bring about favorable as well as unfavorable results depending largely on how people manage conflicts so that bad effects may be diminished to the minimum degree. If the positive aspects of conflicts are amplified to the maximum and negative aspects are brought under

effective control, conflicts may end up in advancing human profits as the whole.

How to manage conflicts is a practical skill which requires advices and suggestions for successfully handling all types of discord and conquering rough terrain and builds, developing conflict resolution skills and negotiation skills to resolve various types of challenges, and developing personal tools and systems for dealing with tensions and pressures.

Stakes^①

If conflicts give rise to negotiations, then the conflict itself is caused due to clash of stakes or interests held by each party. Naturally the concept of negotiation will not be fully comprehended without explaining definition of stakes in detail in the first place.

Stakes are the value of benefits that may be gained or lost, and costs that may be incurred or avoided. Stakes are compared to the status quo, options and alternatives, and are expressed as interests, which can be long term or underlying desire and issues articulated for negotiation.

This definition of stake explains clearly how significant and crucial a negotiation can be for the parties involved. The three points it contains needs further clarification:

1. Negotiating parties will either gain the interests they expect to win from the negotiation or lose what they hope to attain, which indicates that the talks are pertinent to relevant parties' own affairs and interests. Only when a party has stakes connected with the issues to be talked, can it becomes actively engaged in the negotiation.

2. Free lunch is not provided at the negotiation table, in another word, to get what is desired, both parties have to pay for the gaining at either high cost or

① 利害关系，利益得失。