

大学商务英语

谈判教程

BUSINESS ENGLISH FOR COLLEGE STUDENTS
NEGOTIATION

黄庐进 王晓光 主编



复旦大学出版社

大学商务英语谈判教程

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内 容 提 要

《大学商务英语谈判教程》集商务谈判的基本概念、理论知识及实践技巧为一体讲授,涉及到商务活动的各大环节。

全书分两大部分,共 16 章,主体结构是每一课均分为理论篇和实践篇。理论篇为商务谈判的理论及技巧选读,并通过提出问题检验学生的理解程度。实践篇为谈判对话操练,并配有紧扣课文内容的详细注释,以便学生们掌握谈判技巧和实务知识。同时,结合课文中所学到的知识,配以情景谈判练习。每课最后的 Negotiation Tips(谈判小贴士)将对学生今后的国际商务谈判会起到指导作用。

前 言

随着经济全球化,文化国际化的趋势越来越明显,各国间的经贸关系呈现出愈加紧密的态势。英语是一门国际语言(International Language),这已成为世界人民的共识。拥有用英语谈判的能力在职场上也受到了前所未有的重视。

当今世界,我们的生活中充满了谈判,从儿时为了买一件自己想要的玩具与父母、家人的讨价还价,到成年后在做与不做之间所做出的选择,谈判几乎伴随着我们的一生。(Life is negotiation, and negotiation is life.)

本书的特点是:1. 理论与经贸实践相结合。作者精心选摘了一些近年来海外流行的谈判理论框架和技巧方面的文章,作为阅读资料,并以提问的形式,对学生的理解加以引导,使广大读者不会感到理论的深奥和枯燥。2. 可操作性强。成功的谈判必须掌握必要的谈判技巧和基本的商务、贸易知识体系。由此,编著者在谈判对话操练部分增加了大量的知识性注解,使学生们可以真正掌握其内在含义及一些跨文化沟通技巧。3. 本书配有课件,使用方便。每课都有精心选编的 Negotiation Tips,琅琅上口,体现其趣味性,又有现实意义。4. 本书紧跟时代潮流,在撰写编著阶段,采访了许多外贸实务人员,查阅了许多资料,以求能真正成为学生们在进入职场前的必读之物。

本书的编著者集多年在国际经贸和商务英语教学、外贸公司调研、实践之经验和体会,精心策划和编写了这本教材。黄庐进和王晓光负责对全书及课件的框架构思,阅读资料的筛选,注释及审阅工作。朱凌负责第一部分(Unite One)第一章~第八章;金春岚负责第二部分(Unite Two)第一章~第八章的对话部分;满媛媛负责第二部分(Unite Two)第一章~第八章的部分阅读课文及案例收集等工作。英国外教 Wilton Mills 先生对英语谈判对话部分做了审稿工作。

由于编著者水平有限,书中不妥之处在所难免,敬请广大读者批评指正。

编 者

2005年6月于上海

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Unit

One

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Lesson One

Introduction

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Section I READINGS

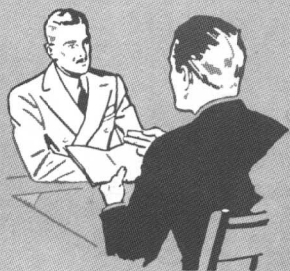
Article 1

Introduction to Negotiation

Everyone negotiates.

While many people think of negotiation as something that takes place only between a buyer and a seller or a union and management, in its various forms, negotiation is used every day to resolve differences and allocate resources.^① It occurs between all sorts of people — colleagues, spouses, children, neighbors, strangers, corporate entities, even nations negotiate. Whether you run a corporation, buy a used car, or sometimes disagree with a colleague or your spouse, you need to know how to negotiate.

Negotiation is a dynamic process of adjustment.^② In a negotiation the two parties confer together to reach a mutually satisfying agreement on a matter of common interest. This is because each of the parties has its own objective and each presses for the attainment of its own goal. But some element of cooperation must be present, otherwise there will be no agreement at all and the opportunity to take part in the activity will be lost.



The dual elements of conflict and cooperation are described here; it is in the mutual interest of participants to come to some agreement and this provides a cooperative aspect; however, the interests of participants are opposed, and this is the basis for rivalry. The negotiator is pulled in two directions at the same time: towards holding out for more with the risk of losing all; towards agreeing to his opponent's demands and securing the bargain with sacrificing the chance of a possible higher reward.^③

The two parties need to adjust themselves by exchanging their ideas on the interest, and then the negotiation begins. Over a span of time, a final agreement is reached. Maybe neither of the parties is wholly satisfied but both recognize that it is more beneficial for them to agree than to disagree. Negotiation has its end result on a basis profitable to both parties.

As recently as twenty years ago, however, negotiation courses were rarely taught in management schools or executive education programs in the United States; ten years ago, they belonged to the most popular courses across the United States; now they begin to get welcomed in China as well.

Why is negotiation attracting such attention? Why have negotiation courses become so popular in the last two decades? One answer is that recent social and economic changes have made good negotiating skills not just more important, but more difficult to master. It seems inevitable that keen negotiation skills will be a critical tool for the successful executive of the 21st century.

New Words and Expressions to Article 1

entity <i>n.</i>	实体
dynamic <i>a.</i>	有生气的, 有力的
confer <i>v.</i>	协议, 把……赠与, 协商, 交换意见
attainment <i>n.</i>	达到
participant <i>n.</i>	参与者, 共享者
<i>a.</i>	参与的
rivalry <i>n.</i>	竞争, 竞赛, 敌对, 敌对状态
sacrifice <i>n.</i>	牺牲, 献身, 祭品, 供奉
<i>v.</i>	牺牲, 献出, 献祭, 供奉牺牲
inevitable <i>a.</i>	不可避免的, 必然的

① While many people think of negotiation as something that takes place only between a buyer and a seller or a union and management, in its various forms, negotiation is used every day to resolve differences and allocate resources. 虽然许多人认为谈判

仅发生在买卖双方之间或者工会与管理层之间,但是我们每天都会用各种形式的谈判来解决分歧、配置资源。

② Negotiation is a dynamic process of adjustment. 谈判是一个不断调整的动态过程。

③ The negotiator is pulled in two directions at the same time: towards holding out for more with the risk of losing all; towards agreeing to his opponent's demands and securing the bargain with sacrificing the chance of a possible higher reward. 谈判者同时面临着两种选择:要么冒着谈判失败、失去一切的风险,提出更多的要求;要么同意对方的要求、不再争取那可能得到的更高的回报,以此来确保谈判的成功。

Questions

1. What is negotiation?
2. Why has a negotiation course become charming in the past twenty years?
3. Do you think that negotiation always happens between two companies? If not, please give some examples about negotiation taking place beyond two firms.

Article 2

Impressive Behavior

First impressions are a big part of society and business as a whole, and they're even more significant in international business. ① Starting off "on the wrong foot" can seriously damage negotiations before they've even started. It does not take long to create a good impression and even less time to create a bad one. The following tips can spell the difference between a negotiation success and a lengthy, expensive failure.

Punctuality

No one in the history of commerce has ever erred by being on time. Plan on setting out for meetings with time to spare, particularly when unfamiliar with

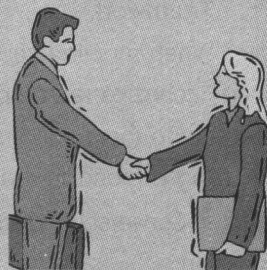
the location. Even when counterparts have a seeming indifference to time, punctuality will always keep the professional ball in your court.

Appearance

Often, hosting companies will wish to meet their visitors at the airport. Regardless of the visitor's fifteen-hour flight with the four-hour layover, a professional appearance must be maintained. Plan on changing into business attire (or at least a set of fresh clothes) prior to arrival. Wise travelers always carry a change of clothes and their toilet kit with them, just in case their check-in baggage gets lost. Never let your counterparts see you at your worst, especially if it's the first time they see you.

The visitor's accommodations must have facilities that permit the negotiators to maintain hygiene and laundry. This can sometimes be difficult in the developing economies and may even require equipment (e. g., irons, steamers) to be brought along.^② Negotiating staff must be capable of looking their best under the bleakest of circumstances. This is another reason why high maintenance personnel shouldn't be selected as negotiators.

Hosting negotiators also need to be concerned about their appearance, particularly when they're acting as sellers or attempting to attract investors. Researching their visitor's business standards and acting in accordance with them is recommended. Stubbornly adhering to "the way we do it here" will only make the negotiations an uphill battle.^③



Enthusiasm

Chief negotiators and those working solo must "psyche up" for every round of meetings as if it were the first round.^④ Any feeling of "here we go again" must be banished. Enthusiasm must flow from the top and every member of the team must feel its effect.

Visitors always have the more difficult time maintaining their level of enthusiasm and even more so as their international experience grows. The charm of travel soon becomes a burden and the long stays away from home wear on one's personal life. This isn't just true for negotiators who leave behind families, although the effects are more telling in their cases.

Assigning new duties or allowing subordinates to take key roles (with guidance) during meetings will keep everyone on their toes and force them to focus anew.^⑤ Another technique for rejuvenation is the inclusion of novices on the team. This can allow the old-hands to hold forth, and giving experienced team members the opportunity to "strut their stuff" can work wonders.^⑥

Keeping a good balance between work and play will also serve to maintain a high level of enthusiasm. Make sure enough free time is scheduled and that social events aren't entirely work related. Team members and solo players will need some time to themselves without being made to feel guilty. Burnout is rampant in international business (particularly for staff with high travel rates) and it's usually the result of over scheduling.^⑦

Teamwork

When meeting counterparts for the first time, it's important that an organized, cohesive team spirit be evident. The first meeting with counterparts will indicate to them just how much work lies ahead. The psychological impact of meeting a monolithic team that is both organized and directed can be devastating.^⑧ Conversely, disorganized, feuding teams spell success only for the opposition.

It's important that teamwork be demonstrable to some degree at the first meeting (airport or otherwise). Such visual cues as uniformity of dress, prominent company lapel pins, or even matching binders should be linked to a willing deference to the team leader. Counterparts will know that they've just met a team with a single purpose. Maintaining this level of cohesiveness will become essential if Divide and Conquer tactics are to be thwarted.^⑨

Congeniality

Like punctuality, congeniality is conspicuous in its absence. Being affable and outgoing at the first meeting will only serve to ingratiate you to counterparts. If the time comes to take a less cooperative stance, so be it. When necessary, it's always easier to move from congeniality to a less agreeable posture than in the reverse direction. Be aware that not every culture expresses its friendliness in the same way.^⑩ Cultural research will provide negotiators with the verbal and visual cues necessary to pick up on (or display) friendly behavior.

Respect

The term "respect" is often used but greatly misunderstood. In its literal sense, it means to "look at intently" (though few of us would consider staring a sign of respect). Some equate it with "admiration", while others construe in it a sense of "equality". Here respect will be viewed as the opposite of contempt.

Treating counterparts with a sense of respect (until they prove otherwise unworthy) is the most positive way to enter negotiations. As with congeniality, moving from respect to contempt is easier than the reverse. Also, if you're willing to fly halfway around the world to deal with contemptible companies just for the sake of profit, what does that say about your own company?

Often, people are unaware that they're expressing contempt or that they're being condescending or patronizing. Visitors who complain about food quality, accommodations, road conditions, local service personnel, or even the weather may cause their hosts to believe that the local culture falls beneath their guest's standards. Hosts who comment unfavorably on the conditions of the visitor's homeland or political situation will be causing similar harm. Feelings — and negotiations — can be hurt in a thousand avoidable ways.

New Words and Expressions to Article 2

punctuality	n.	准时
keep the professional ball in one's court		表现专业,技高一筹
layover	n.	临时滞留
attire	n.	服装
hygiene	n.	卫生,卫生学
bleak	a.	寒冷的,荒凉的,凄凉的,暗淡的
solo	n.	独奏曲
	a.	单独的
psyche	n.	心智,灵魂,精神
banish	v.	流放,驱逐,消除
wear on one's personal life		困扰个人生活
rejuvenate	v.	使年轻,使复原,使恢复精神,返老还童, 更新
novice	n.	新手,初学者
strut	n.	支柱,压杆
	v.	大摇大摆地走,肿胀,支撑,炫耀
burnout	n.	过度劳累,工作过量
rampant	a.	猖獗的,猛烈的,普遍存在的
monolithic	a.	完全统一的,整体的,坚如磐石的
spell	n.	一段时间,轮班
	v.	拼写,招致,轮替
demonstrable	a.	可论证的
binder	n.	装订工,包扎者,包扎工具,[法律]临时 契约
ingratiate	v.	使迎合,使讨好
stance	n.	姿态
equate	v.	使相等,[数]视为平等,等同
construe	v.	解释,分析,直译
contempt	n.	轻视,轻蔑,耻辱,[律]藐视法庭(或国 会)
contemptible	a.	可鄙的
condescend	v.	谦逊,屈尊

patronize v.

资助

① First impressions are a big part of society and business as a whole, and they're even more significant in international business. 总体上来说,第一印象是社会生活和商务活动的重要组成部分,在国际商务往来中第一印象甚至显得更为重要。

② This can sometimes be difficult in the developing economies and may even require equipment (e.g., irons, steamers) to be brought along. 在经济处于发展阶段的国家,有时可能很难做到这一点,因此来访者甚至可能需要自带(像熨斗、蒸干机等这样的)用具。

③ Stubbornly adhering to "the way we do it here" will only make the negotiations an uphill battle. 固执的坚持“按照自己的风俗习惯来办事”,这只会使谈判变得更加困难。

④ Chief negotiators and those working solo must "psyche up" for every round of meetings as if it were the first round. 主谈者和那些单打独斗的谈判者应在每轮谈判时都鼓足斗志,就像在第一轮谈判时那样。

⑤ Assigning new duties or allowing subordinates to take key roles (with guidance) during meetings will keep everyone on their toes and force them to focus anew. 在会议进行中给下属分配新任务或者让下属(在一定的指导下)挑起大梁担当重要角色,这样会使每个人保持警觉,重新投入谈判。

⑥ This can allow the old-hands to hold forth, and giving experienced team members the opportunity to "strut their stuff" can work wonders. 这能使谈判老手们滔滔不绝地讲述他们的经历,而让富有经验的谈判老手们有机会炫耀他们的光辉历史往往会(使现在的谈判)发生奇迹。

⑦ Burnout is rampant in international business (particularly for staff with high travel rates) and it's usually the result of over scheduling. 过量工作,使身体过于疲倦,这在国际商务活动中司空见惯(尤其对于那些经常出差的员工),而这些往往源于过量的工作计划和安排。

⑧ The psychological impact of meeting a monolithic team that is both organized and directed can be devastating. 当谈判小组团结合作、目标一致、齐心协力时,会使他们的对手产生畏惧。

⑨ Maintaining this level of cohesiveness will become essential if Divide and Conquer tactics are to be thwarted. 如果对方使用离间计,那么保持这种高度团结就变得非常重要。

⑩ Be aware that not every culture expresses its friendliness in the same way. 但有一点必须注意:不同的文化,表达友好的方式各不一样。