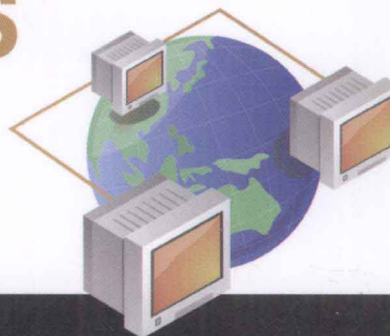




浙江省“十一五”重点教材建设项目

Business Communication Fundamentals

21世纪商务英语系列教材



商务沟通基础 (英文版)

周仕宝 / 主编



北京大学出版社
PEKING UNIVERSITY PRESS

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沟通是人类活动中至关重要的一项基础性工作,而商务活动中的沟通有效与否直接影响到企业的产出和效益,日本松下集团的创始人松下幸之助曾经说过:“企业的活动过去是沟通,现在是沟通,将来还是沟通。”

21世纪的中国是走向广泛国际合作的中国,自中国加入 WTO 以来,国际著名跨国集团公司、金融机构、工商企业纷纷来中国设立分支机构、分公司,招聘大量中国雇员。同时,中国工商贸易企业,特别是大量的私营企业也在不断地加大出口力度,在国内外建立跨国公司,聘用来自不同文化背景的雇员。因此,在应用型商务英语本科人才培养中把跨文化的商务沟通能力的培养放在主要位置已成共识。

本教材编写宗旨是编辑一部适合中国国情的商务沟通教材。国外英文版的书籍对沟通理论、沟通技巧都有全面、精辟的论述,但其沟通思路和侧重点与中国国情有比较大的差异,使中国学生在理解和应用上有较大困难;国内中文版教材受传统教材编辑思路的影响,几乎千篇一律由宏观到微观的“安全”、“可靠”、“规范”的编排格式。有鉴于此,作者根据多年的跨文化交际和商务沟通的教学经验,参考了大量国内外最新的相关材料,编写了这本《商务沟通基础(英文版)》教材,希望该教材既适合中国商务国情,又能为高等学校英语和相关专业学生以及商务人员切实提高商务沟通理论与技巧服务,同时增强他们的英语语言能力。

全书共分为三大部分,15章。第一部分为商务沟通的基础理论,包括商务沟通的定义、作用、分类,沟通策略,跨文化沟通、商务人文地理、沟通的性别差异等等。第二部分为商务沟通技巧,包括自我沟通、说服沟通、非语言沟通、公众演说技巧、辩论技巧、团队沟通等等。第三部分为商务沟通的综合运用,包括书面沟通、商务谈判、会议沟通、面试沟通、沟通中的欺辱与对策、自主创业等等。

本教材希望体现如下主要特色:

1. 目标清晰,重点突出。商务活动中的沟通内容十分丰富,有效与否直接

影响到企业的产出和效益,本教材以效益与产出作为衡量标准,共精选出 15 章内容,每章内容精炼,重点清晰,绝无不谓的浪费。

2. 知识体系完善,技能涵盖全面。三大部分 15 章节包括了商务沟通的基础理论、沟通技巧和综合应用,结合中西方教材编写的多项优点。

3. 本教材内容深入浅出,形式生动活泼,强调师生互动。每章第一部分是名家名言等精辟论述,具有画龙点睛的功效;导入练习包括案例分析、开篇故事、问卷调查等,深入浅出、趣味性较强。融理论入操练,汲知识于互动。

4. 与时俱进,紧跟时代步伐,充分体现本学科的现当代研究成果。沟通中的性别差异、沟通中的欺辱与对策等章节都为商务沟通作了首创。

5. 凸显中国文化,使中国学生不但能了解西方沟通的观点,也能从我国特定的人文环境中体会商务沟通的特色。在介绍商务沟通基础理论、商务沟通技巧、商务沟通综合应用中时时涉及中国元素,认为只有在中国特定环境中的应用才是有效的应用。

6. 倡导学以致用,力求理论结合实际,加强对学生的说服力。通过教学,要求学生能在掌握理论知识、沟通技巧的基础上综合运用到实际的商务活动中去,教材所涵盖的商务谈判、面试沟通、自主创业等章节主要是为了培养学生学以致用能力。

本教材已在四届英语专业本科学生、非英语专业后续课程中试用,取得了较好的教学效果。学生通过理论学习、课堂内外小组任务、案例分析、教学实践等手段,学习了商务沟通的理论与技巧。本教材还适用于相关专业的商务沟通教学和广大商务人士的商务沟通培训教材,使用者可根据内容安排一个学期教学,也可根据需要选择其中章节教学专题学习和讨论。

英国北安普顿大学 Dave Burnapp 博士对本书稿进行了细致的审阅,并提出了不少中肯的意见。衢州学院外语系鲍彬主任、台州学院外语学院王秀萍院长、绍兴文理学院曹冬梅、段超英、马嫣、孙玉琦、杜一炜、朱超琴等师生参与了本教材的编写与校对工作。北京大学出版社叶丹编辑为此书的出版作了大量的辛勤努力和具体工作,借此机会一并表示由衷的感谢。

教材在教学中得到改进,但由于编者水平有限以及其他客观原因,书中遗漏与错误在所难免,希望本教材的使用者提出批评和建议,以便不断改进。

周仕宝

2010 年 8 月于绍兴

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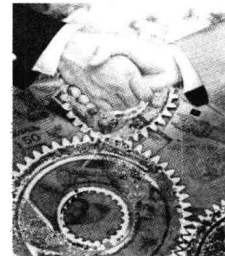
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Part I

Chapter 1

Getting Ready: Business Communication Fundamentals

- Communication is like the air you breathe; it's everywhere!
- Human communication is as old as mankind. Adults spend about 60% of their waking time communicating.
- Everyone knows the importance of communication but we are seldom trained to better our communication skills. (Carnegie Foundation for the Advancement of Teaching)



- i The Definition of Business Communication**
- ii The Function of Business Communication**
- iii The Categories of Business Communication**
- iv The Characteristics of Business Communication**
- v Over to You**

On Monday morning, Mr. Li, CEO of Rising Sun Incorporated, started to deal with a pile of documents which his secretary puts on his desk every working day.

On opening the first page, the bell rang. It was Mr. Robinson, CTO of the corporation, who called to notice about his resignation. The rumor came true that a strong rival had headhunted Mr. Robinson, who got a full grip on the firsthand information of the newly developed products. Mr. Robinson hung up before Mr. Li could make any explanation.

Nervously pacing on the floor, Mr. Li lost his mind, when his secretary entered to report that quite a few employees showed their discontent with the downsizing plan. They complained a lot, especially about the case of Lao Liu, who had contributed

almost his whole working life to the company, and three representatives were waiting at the meeting room for some explanation from CEO.

Mr. Li was really worried about how to face those fevered laid-off employees because the downsizing plan itself is a discouraging step. He paced on...

Has the rival already got the information?

Is it necessary to contact the rival company?

Is it better to negotiate with CTO face-to-face?

Shall he report to the board?

How can he explain to the laid-off employees about the actual situation of the corporation?

Communication, in business setting, is like the air you breathe; it's everywhere! A CEO, a manager, a supervisor, a group leader or even a common employee, should have the comprehensive competence of communicating, which serves as a key factor in fulfilling a task or getting promoted.



i. The Definition of Business Communication

What is communication? There is a fundamental, powerful, and universal need or desire among humans to interact with others. Communication in the business setting is the single most important leadership skill and the most important organizational topic to be discussed in this textbook.

Communication derives from a Latin word, *communis*, which means common. Communication is "the exchange of meanings between individuals through a common system of symbols" (*Britannica*, Volume 3, p.496). Communication can be defined in many different ways. We may define it as "shared meaning created among two or more people through verbal and nonverbal transaction" (Daniels and Spiker, 1994, p.27). This emphasizes the sharing of ideas and / or information. Communication is a process integrating communicators, message, medium, channel, code, noise, feedback, and context. Communication is transactional, inevitable, purposeful, multidimensional, and irreversible.

Business communication, communication in the business setting, normally refers to effective communication achieved in a series of business activities in organizations that are changing to meet new social, economic and technological demands. This book focuses on commercial organizations, but the main principles also apply to non-commercial and voluntary sectors, and to small, medium and large enterprises.



ii. The Function of Business Communication

Mr. Matsushita, the founder of Matsushita Group, attached great importance to communication as he once said, “corporate governance in the past is communication, communication, or communication in the future.”

In some TV interview, Michael Jordan and Scottie Pippen, two shining stars in the Dream Team of NBA—Chicago Bulls expressed almost with one voice, “Communication is the soul on the basketball court. It will be the doomsday of Chicago Bulls without our eye contacts, facial expressions and gestures.”

The function of business communication can fall into the following 6 points:

● Transferring Information

Markets are battlefields. Business opportunities are favorable only to those already prepared and good at seizing. Timely collection, scientific analysis and accurate evaluation of firsthand information will contribute a lot to seizing business opportunities. The firsthand information includes strategic objectives, policies and principles of the government, the status-quo and development trend of the enterprises of its kind, the latest development of consumer markets, common value orientation, etc.

Simultaneously, along the process of the enterprise development, inner communication should always receive best attention. Information exchange is the first manager. Communication between departments is the base of business management.

● Promoting Innovation

Many heads are definitely better than one. The horizons will spring wide upon one word from another person which is much better than one's rumination. Therefore, brainstorming is always a first choice facing a hard nut. Innovation usually derives from discussion, reflection, debating and united exploration.

● Improving Interpersonal Relationship

Effective communication between the management and the labor will result in motivating the employees. If the executives forget that the employees are the first important assets of the organization, what they get back will be indifference and inefficiency.

Through communication, the employees can set their moods to meet their social needs by showing their frustration and satisfaction. Interpersonal relationship is improved after releasing the stress and pressure.

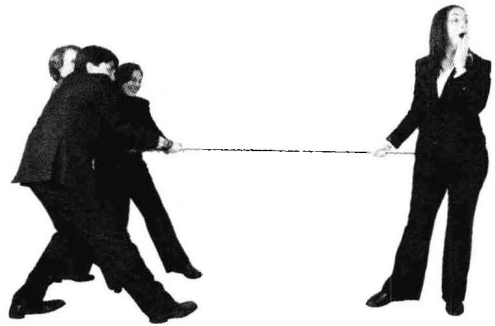
● Establishing Better Corporate Image

As a cell of the business sector, an enterprise develops in accordance with the cooperation and competition with other organizations, such as the suppliers, the distributors, the customers, the banks, and the media. Dynamic and uncertainty are the only definite factors in the survival process of an enterprise amidst the rapid changes in the international markets. Effective communication helps recognizing challenges and establishing better corporate image to stand

as a mainstay in the sector.

● **Stabilizing the Workforce**

Statistics show that 70% of the faults in management are caused by bad communication. Management cannot exist without communication. Successful executives spend over 60% of their waking time communicating. Communicative skills are indispensable to leadership. Communication, from a psychological aspect, is a process of an executive influencing the talents through his own attitude, value, emotion and behavior.



● **Reducing Organizational Risks**

Reducing risks is one of the key functions of a managing system which may become a question of “to be or not to be” to an organization. Communication is forever the best way in coping with crises. Facing crisis as grave worksite accidents, communicating with all related sectors, collecting all information involved, seeking solutions, communicating with the media and the employees will be of vital importance.



iii. The Categories of Business Communication

The classification of business communication categories differs according to different research angles. There are normally 6 different categories of business communication.

● **One-way Communication and Two-way Communication**

With the difference of feedback, communication can be divided into one-way communication and two-way communication. One-way communication, such as oral or written notice, instruction, prevails in its promptness, good sequence and without disturbance though with low efficiency and acceptability. In two-way communication, it is much easier for the transmitter to learn how the receiver understands the information and on the other hand, the receiver can verify what he interprets.

● **Formal Communication and Informal Communication**

With the difference of preparation, communication can be divided into formal communication and informal communication. Formal communication includes business negotiation, presentation, and business correspondence which are demanding in preparation with the features of seriousness and accuracy. All the tone, structure, diction or even punctuation may affect effective communication. Informal communication, or “internal transfer”, exists in corporate activities at various levels which can be unplanned and unprepared.

● **Verbal Communication and Non-verbal Communication**

With the difference of information vehicle, communication can be divided into verbal communication and non-verbal communication. Verbal communication is communication

based on the vehicle of language. It can be subdivided into oral communication and written communication. Oral communication is normally the most efficient way since most people like face-to-face interpersonal communication while the main disadvantage of it is lack of written record. Written communication with document, bulletin, memorandum, email, facsimile, letter, report, recommendation and instruction prevails in its function of long-term record and more considered organization.

Non-verbal communication is an important subset of face-to-face communication and public presentations. Whenever the receivers can see the person who is talking to them, they will learn much from the speakers: facial expressions, tone of voice, eye contact, body posture and hand gestures. If the speaker sends a double message, the person is more likely to believe the non-verbal message than the words. A psychologist Mehrabian drew a conclusion through a series of psychological experiments, that “value placed against body language and voice tone is as follows: Tone of Voice 38%+Body Language 55% +Words Used 7%”(Mehrabian and Ferris, 1967).

● Interpersonal Communication and Group Communication

With the difference of communication body, communication can be divided into interpersonal communication and group communication. Interpersonal communication, as the name suggests, is communication between persons on emotions, attitudes, interests, opinions and characters. Self communication, a process of developing self-awareness, is a unique part in interpersonal communication where one learns to improve by understanding oneself.

Communication within groups is called group communication. Business negotiation is usually a form of group communication.

● Internal Communication and External Communication

With the different setting of communication body, communication can be divided into internal communication and external communication. Internal communication within the organization consists of three ways, i.e. instructions dictated from the managing level, reports from lower levels, and communication between parallel departments.

External communication refers to the communication between two separate communicating bodies. No enterprise can do without communicating with other organizations. Therefore, most companies have public relations department to cope with external relations as suppliers, customers, investors, bankers, officials and media.

● Innercultural Communication and Intercultural Communication

With the difference of cultural background, communication can be divided into innercultural communication and intercultural communication. Communication within the same cultural background runs much more smoothly than in a cross-cultural way. The difference in tradition, ideology, value, attitude, living environment, and religion, often leads to various cultural shocks. But, cross-cultural communication proves to be inevitable in business activities at the present time. Table 1.1 gives a good example of the distinct difference between American and Chinese negotiation styles.

Table 1.1 Comparison between American and Chinese Negotiation Styles

American	Chinese
Direct	Indirect
Decisive; Confident	Indecisive; Unconfident
Straight to the Point	Round-about
Hard Sell	Soft Sell
Short-term Based	Long-term Based
Eloquent	Clumsy of Speech
Aggressive	Moderate
In Favor of Verbal Communication	In Favor of Non-verbal Communication
Speech at Length	Careful of the Tongue
Lively	Silent
Direct Eye Contact	Less Eye Contact
Exaggerated Gestures	Fewer Gestures
Relatively Informal	Relatively Formal
Adventurous	Cautious
Adopting Majority	Adopting Unanimity



iv. The Characteristics of Business Communication

The following five characteristics of communication help us understand how business communication actually works.

- Communication is transactional.

As has been said previously, communication must take place between people and therefore has a consequence. Early theorists viewed communication as a fundamentally linear process. A message is formulated by the source and sent to the receiver. This view has given way to a more transactional conceptualization that stresses the dynamic and changing nature of the process. Communicators affect, and are affected by each other, in a system of reciprocal influence (Adler, et al. 1998).

- Communication is inevitable.

Communication has long been held to be inevitable in social situations where each is aware of each other's presence and is influenced in what is done as a result. Watzlawick et al. (1967:49) are responsible for the much quoted maxim that, in such circumstances, "one cannot not communicate." Imagine the situation where a shy boy and an attractive girl are seated opposite each other in the railway carriage. The attractive girl "catches" the shy boy eyeing her legs. She eases her skirt over her knees. Their eyes meet, the shy boy blushes and they both look away in embarrassment. Has communication taken place between them? Are all actions communication? What if I display behavior that I have little control over and do