

国际商务谈判

曹顺发 冯波 编著

育出版社

# 国际商务谈判

WTO 国际商务英汉双语丛书

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曹顺发 冯波 编著

International  
Business  
Negotiation

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辽宁教育出版社

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WTO 国际商务英汉双语丛书

*International Business English-Chinese Series*

# 国际商务谈判

*International Business Negotiation*

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## 《WTO 国际商务英汉双语丛书》总序\*

于光远

中国加入 WTO 不仅是中国的需要，也是世界上其他国家的需要。

“中国在国际贸易中的份额不断增加，地位持续上升，已成为全球举足轻重的贸易大国。世界贸易组织如无中国参加，就失去其普遍性。它接纳中国是全球一体化的必然。”联合国副秘书长金永健先生是这样评价中国参加 WTO 的重要性和必然性的。

加入 WTO，就要在我国普及 WTO 知识，包括普及 WTO 英语知识，使学习研究世界贸易专业的大学生、研究生、政府公务员、企业界人士，乃至各行各业人士都能熟悉 WTO。

因此，辽宁教育出版社出版《WTO 国际商务英汉双语丛书》是一项很有意义的事。我国从事商业领域，包括外贸、金融、商务、法律、海关、银行、会计等部门的专业人士和从业人员，都能从这套丛书中受益。

所以，我很高兴在这套丛书付梓的时候，为它写这样一篇总序。



2000 年 12 月 25 日于北京

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\* 于光远，中国社会科学院首任副院长，我国著名的经济学家和哲学家。

## 前 言

二十世纪已被圆满地画上了句号，二十一世纪在世人的寄托和期盼中到来。这个世纪将会是全球经济一体化发展更加迅速的时代。世界上各个国家，尤其是一些像中国这样经济尚待进一步发展的国家，纷纷把经济发展的着眼点放在增强国际竞争力及打好国际商贸和国际合作这几张牌上。因此，更多、更快、更好地培养出一批既是管理高手又是谈判高手的人才是有必要的。

由辽宁教育出版社出版的《WTO 国际商务英汉双语丛书》之《国际商务谈判》正是应时代之需而行。本书以“放眼世界”之眼光来关注世界各地之经贸活动，力图用最简洁、生动的语言来为热心于国际商务活动的读者及专业人士提供相关方面的理论、实践和注意事项。本书在内容上尽量注重实用性。全书共七章，内容包括谈判的概念、性质和阶段，对谈判人员的要求，谈判的策略和技巧，谈判的风格，以及国际商务谈判惯例。为方便读者理解原文内容和学习专业英语，本书以英汉对照形式编写并对较难理解之处加以注解。

由于作者水平有限，不足之处在所难免，敬请读者批评指正。

曹顺发 冯 波

2001 年 1 月

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# Chapter One: Basic Conception of Negotiation

## 1.1 *Conceptions of Negotiation*

### 1.1.1 **Origin of Negotiation**

The word "negotiation" is from its verb "negotiate", which derives from the Latin word *negotiar* with the meaning "of to trade or do business." This verb itself was derived from another word, *negare*, means "deny" and a noun, *otium*, means "leisure". Thus, the ancient Roman businessperson would mean, "deny leisure" until the deal had been settled.

#### **解说**

*negotiar* 拉丁文，即“做贸易或生意”的意思，为 *negotiate* 和 *negotiation* 两个词之来源

*negare* 拉丁文，即“拒绝”之意，为 *negotiate* 的出处

*otium* 拉丁文，意为“休闲”、连同 *negare* 构成 *negotiate* 以及其名词 *negotiation*

从谈判一词的来历，我们不难看出是一件颇费心思的活动。

### 1.1.2 **Negotiation**

Negotiation is a basic human activity as well as a process people undertake every day to manage their relationships such as between a husband and wife, children and parents, and a buyer and a seller. As the stakes in some of

these negotiations are not so high, people need not have to get preplans for the process and the outcome. But there are other cases like international business negotiations in which the stakes are too high to be ignored, people have to get prepared in a more careful way. This book intends to deal with business relationships of the latter type. Both sides in this kind of negotiation contact each other so as to get a better deal than simply accepting or rejecting what the other is offering. The entire process of negotiation is founded on the premise that both are interdependent, that is, one party cannot get what he/she wants without taking the other into consideration. In the process of negotiation, there are no rules, traditions, "rational methods" or higher authorities available to resolve their conflict once it crops up; it is a voluntary process of giving and taking where both parties modify their offers and expectations in order to come closer to each other and they can quit, at any time.

#### 解说

**stakes** 赌金, 赌注, 本文中指生意上的(投资)风险

**premise** (逻辑和法律方面的)前提

作为人类的一项基本的日常活动, 谈判无时不在, 无处不有; 它不仅包括处理家庭成员之间的事情, 更包括家庭以外的众多事务, 即广义上的谈判。

### 1. 1. 3 Why Negotiate

Negotiation is at the heart of every transaction and, for the most part, it comes down to the interaction between two sides with a common goal (profits) but divergent methods. These methods (the details) must be negotiated

to the satisfaction of both sides. As we will later find out that it can be a very trying process that is full of confrontation and concession. Whether it is trade or investment, one side will always arrive at the negotiation table in a position of greater power.

## 1.2 *Negotiation vs Bargaining*

"Negotiation" and "bargaining" are sometimes used interchangeably, but not here. It is held here by us that bargaining or "competitive bargaining" is more like haggling in a typical marketplace, for the aim of both sides is at maximizing their own benefit by sacrificing the other. It is a typical win-lose negotiation, where the resources are limited or fixed, and everyone wants to maximize his share of the resources. Usually neither side wants to share information with the other while both try to get as much information on and from the other. On the other hand, negotiation or "integrative bargaining", when handled wisely, is nothing but a win-win one in which both sides involved can bring home beneficial or handsome outcomes. Namely, both sides will win from instead of at the expense of the other. It is more related to a problem-solving approach, where both sides regard the negotiating process as a process to find a solution to a common problem. With negotiation, it is possible for both sides to achieve their objectives and neither gains completely at the cost of the other's concession.

### 解说

bargain 指生意或者商业方面的“讨价还价”

win-lose; win-win 谈判结果中出现的“输赢，双赢”等

常见说法, 另外还有 lose-lose(双输)之说

concession 让步, 买卖中为达到目的而采取的一种手段

如果说谈判和讨价有什么相同之处的话, 那恐怕就是双方均希望在交易中尽可能得到更多的利益, 但必须指出的是, 前者是建立在双方均有利可图的基础上的, 而后者却是以牺牲对方为代价的。

### 1. 2. 1 Characteristics of this Type of Negotiation

1) Both sides share open information. In this case, both sides sincerely disclose them and listen to the other's objectives in order to find something in common.

2) A search for a solution that satisfies both sides.

3) Both sides know that they have common and conflicting objectives, so they try to find a way to achieve common and complementary objectives acceptable to them both.

4) Both sides try to understand each other's point of view.

## 1. 3 Framework for International Business Negotiation

An overall framework for business negotiation is made up of the following three aspects: background factors, the process and the atmosphere.

### 解说

framework 构建事物所需的“构架, 框架”等

atmosphere 大气或空气, 这里指某一环境中所形成的人为“气氛”



这里需要说明的是，任何谈判人员都无法在该“框架”外进行谈判，否则会失败而告终

### 1.3.1 Background Factors

This group of variables, which is made up of objectives, environment, market position, third parties and negotiators, serves as a background to the process. It influences the process of negotiation and the atmosphere in a positive or negative way.

Objectives are defined as what each side desires to achieve in the end. They are often classified as common, conflicting or complementary, namely: a common interest in both sides' wanting a successful transaction to take place; their interests conflict as profit to one is cost to the other; and complementary interest brings them together. Here, common and complementary objectives leave direct and positive effects while conflicting objectives have negative ones on the negotiation process. Environment here refers to the political, social and structural factors related to both sides. Variation of the two sides with regard to environment in international negotiation often hinders the process. This is more typically the case with those sides that are unfamiliar to each other with their different backgrounds. Political and social aspects directly influence the process whereas market structure does the atmosphere. The market position of the sides plays an important role in the negotiation process. The third parties like governments, agents, consultants and so on may influence the process with their own objectives. And negotiators influence the ne-