

Universal Negotiation Course

谈判的性质

谈判的类型

谈判的策略

谈判中的策略选择

谈判问题的界定和最佳谈判协议备选方案

说服的技巧

谈判资讯

建立和谐的谈判关系

谈判人员与谈判团队

谈判程序

准备谈判

实施谈判

通用

谈判教程

◎ 华 英 马永堂 编著



经济管理出版社

ECONOMY & MANAGEMENT PUBLISHING HOUSE

Universal Negotiation Course

通用谈判教程

华 英 马永堂 马 啸 编著

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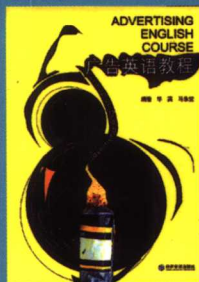
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Foreword

前 言

古往今来，谈判一直是国际上、国家间、组织间和个人间协调关系、调整利益、化解矛盾、消除分歧、解决争端和发展合作的有效手段。在世界经济全球化日益加快，科技进步日趋迅猛，国际竞争日趋激烈以及我国改革开放力度进一步增强，融入国际经济的广度和深度进一步加大的今天，谈判就更加成为我们赖以维护世界和平和实现自身和平发展的重要途径。

谈判可大可小，大到国际上国家间的政治、经济、军事、外交和贸易等方面的谈判；中到社团群体和经济组织之间的谈判，如工会组织同雇主或雇主组织之间就职工工资、福利和其他就业条件进行的集体谈判，行业、企业或企业组织之间就原料、生产、加工和销售等方面的商务谈判；小到个人为求职、租房、购物，同事间或邻里间就某种利益冲突或失和而进行的谈判等。总之，谈判随时随地都在发生，已成为当今人类社会经济和谐发展及个人利益得以公平实现的一种通用工具和技能。对于面临各种激烈竞争的当代人来说，学习、掌握和运用好这一通用技能，尤为重要。

出于对市场需求、教学需要及专业谈判人员和大众渴



求学习、提高谈判技能愿望的考虑与回应，笔者多年来潜心收集了大量的中外谈判力作名著，并进行了深入、系统的学习和研究，做了大量笔记。在此充分准备的基础上，以国外同类教科书编写的先进模式为借鉴，结合自身编写专业英文教材的经验，精心编写了这本《通用谈判教程》。

我们之所以用英文编写这本《通用谈判教程》，主要有以下几种考虑：

- 一是便于直接用英语进行课堂教学，使读者快速掌握国际谈判的理念、规则和方法；
- 二是便于各类以英语为工具的专业谈判人员及时了解国际谈判理论和技能的最新变化趋势与动态；
- 三是便于广大非专业谈判人员学习和掌握通用谈判知识和技能，提高与他人进行沟通和合作的能力；
- 四是便于各类人员在学习通用谈判理论、知识和技能的同时，强化英语学习和训练，提高英语实际谈判能力，以便收到一石双鸟、事半功倍的学习效果。

该教程由主课、选读和附录三部分组成。主课是核心部分，分为 12 个单元，内容包括谈判的性质与定义、谈判的类型与原则、谈判的策略及选择、谈判问题的界定和最佳谈判协议备选方案、谈判的说服技巧与资讯、谈判中的人际关系与谈判程序、谈判人员与谈判团队的要素、准备谈判与实施谈判的步骤等。选读部分包括跨文化谈判、薪金谈判、谈判技能测试和谈判问题诊断等有关谈判的专门知识与技巧。附录部分主要是用中文表述的谈判案例背景



介绍、谈判需要的体力和环境以及练习答案、词汇表和参考书目。

教程的编写方式突破了传统的“主课文加练习”的模式，首先，在每个单元安排了课前思考、关键词句理解和讨论内容，目的在于使教师上课伊始就能引领学员进入热身准备和最佳学习状态，并便于从中观察学员对将要学习内容的把握，以便及时调整后面授课的内容与辅导重点。其次，在每个单元设立了头脑风暴、模拟训练、小组活动、分析读写、问答、填空和选择等多样化练习方式，以帮助学员消化吸收所学知识，提升其实际掌握和运用能力。

编写该书，是笔者长期合作或分别出版多部专著或译著之后的又一目标和宿愿，主要是想把早年在海外学到的谈判理论与技巧和后来从事某些谈判活动的实践体会与心得做一梳理和总结，并与大家共同分享研究成果。在有关章节及练习与思考题的初期编写过程中，得到了马啸、李舟、营莹、陈昊等人不同程度的参与和支持。经济管理出版社在出版方面给予了大力合作和支持，在此谨致以真诚的谢忱！

鉴于时间紧促和作者水平所限，书中疏漏错误之处，恐在所难免，敬请不吝指正。

马永堂 (Ma Yongtang)

华英 (Yanping Zhou)

2006年1月20日于北京

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Unit 1 The Nature of Negotiation

谈判的性质

Learning Outcomes

This is a warm-up unit. It will help you start and understand what you will learn in the following steps. When you have completed this unit you will be able to:

- demonstrate the understanding of the definitions of negotiation;
- examine your knowledge and awareness of the nature of negotiation; and
- set up your primary orientation to improve your negotiation skills.



Warm-up Questions 热身思考题

You could work individually to answer the following questions or complete the task in pairs/groups:

1. What came into your mind when you decide to study **negotiations**?
2. Have you participated in any **negotiations**? What are they?
3. What do you expect for the class?



Key Words Challenge 关键词挑战

Please translate the bold KEY terms into Chinese.
(Several answers are possible.)

1. Negotiation is generally defined as “a **communication process** _____ that people use to reach an agreement or resolve conflict”.
2. One of the thesauruses writes that “a round of negotiating” is conference (会议), **consultation** _____, **meeting** (会见), **colloquy** (谈话), and **discussion** _____.



3. To negotiate is to confer with another or others in order to come to **terms** _____ or reach an **agreement** _____.
4. Negotiation can be done cooperatively, as it is in **principled negotiation** _____, or it can be done in a competitive way as is typical in distributive bargaining.
5. Negotiation is not about the past or present, it is about how and where the parties will in future work together to create **added value** _____.
6. Negotiation is one of the tools that help settling a **conflict** _____.
7. In a number of thesauruses, "the process of negotiating" is compromise (妥协), arbitration (仲裁), **intervention** _____, mediation (调停), **diplomacy** _____, bargaining (讨价), **transaction** _____, and wheeling and dealing (不择手段).

The Nature of Negotiation

谈判的性质

When most people think of negotiations, they think of



situations related to business or, perhaps, the purchase of a home or a car. In reality, negotiation skill can be applied to almost every aspect of our life right down to our personal relationships.

Two words may state the precise meaning that **“everyone negotiates”**. Nearly every person negotiates over small matters, if not large ones, on a daily basis: with friends, family members, colleagues, merchants, or customers. By this definition, it is difficult to imagine how people can get through a single day without negotiation. In truth, negotiation comes into play when people participate in important meetings, get new assignments, head a team, participate in a reorganization process, and set priorities for their work unit. Ideally, negotiation should be second nature, but often, it is not.

What Exactly Is “Negotiation”

Negotiation once was perceived as a response to a “two dogs, one bone” conflict or a “get him before he gets me” situation—a chance to find out “how much can I



get for how little?” Nowadays negotiation is regarded as an interactive communication process by which two or more parties who lack identical interests attempt to find a way to coordinate their behavior or allocate scarce resources in a way that will make them better off than they could be if they were to act alone. This broad definition suggests that negotiation is nearly as ubiquitous as human interaction itself. For instance, negotiation can be considered the fundamental form of dispute resolution. Essentially it involves two or more parties working together to examine their interests and needs, and working out a solution that will give the best possible outcome to both sides. Exactly speaking, negotiation is the deliberation which takes place between the parties touching a proposed agreement.

Albert Einstein put it well when he said: “The significant problems we face cannot be solved at the same level of thinking we were at when we created them.” Negotiation is one of the tools that can help settling a conflict, reaching an agreement or transacting diverse kinds of terms. Negotiation is not about fixing the past or the present. It is primarily about where and how the human beings will be living tomorrow.



Various Definitions

多种定义

There are many definitions for negotiation. The following selected definitions are given for the verb “**negotiate**”

- to confer with another so as to arrive at the settlement of some matter;
- to find a way over or through an obstacle or difficult path;
- to arrange or settle by discussion and mutual agreement;
- to come terms especially in state matters by meetings and discussions, e. g. negotiated with somebody on the political and economic program to be carried out;
- to communicate or confer with another so as to arrive at the settlement of some matter;
- to confer with another or others in order to come to terms or reach an agreement;
- to influence successfully in a desired way by discussions and agreements or compromises;
- to meet with another so as to arrive through discussion at some kind of agreement or compromise about something;



and

- to try to reach an agreement or compromise by discussion.

**The definitions below are relevant
for the noun “negotiation”**

- Negotiation means a business transaction.
- Negotiation is an interpersonal decision-making process by which two or more people agree how to allocate scarce resources.
- Negotiation is an interactive process, whereby parties create and explore alternatives together, in their common quest to reach a value-added agreement that is mutually acceptable and that will be honored by both parties.
- Negotiation is the process by which we search for terms to obtain what we want from somebody who wants something from us.

Let's Define Negotiation

Negotiation comes from the practice, not the theory.

This is the definition you need to remember.



Remember

- Negotiation is a process that transforms over time.
- Negotiation is not about the past or present, it is about how and where the parties will in future work together to create added value.

Notes

- “get him before he gets me” situation 出奇制胜
- “how much can I get for how little” 以少胜多
- “two dogs, one bone” conflict “双狗夺一骨”般的冲突
- **added value** 附加值, 增值 — The intangible, subjective, perceived difference setting one brand apart from another in the mind of a consumer. 在消费者的脑海中, 将一商标区别于另一商标的无形的、主观的和感知的差异。
- **Albert Einstein** 艾伯特·爱因斯坦 (1879~1955) — German-born American theoretical physicist whose special and general theories of relativity revolutionized modern thought on the nature of space and time and formed a theoretical base for the exploitation of atomic energy. He won a 1921 Nobel Prize for his explanation of the photoelectric effect. 德裔美国理论物理学家, 他