

21世纪高职高专商务英语规划教材

# English

主 编：张 泉 顾秀梅

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## 实用商务英语谈判与实务



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21世纪高职高专商务英语规划教材

# 实用商务英语谈判与实务

APPLIED BUSINESS NEGOTIATION  
ENGLISH & PRACTICE

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## 内 容 提 要

本书是高职高专商务英语系列教材之一,通过大量的情景对话、互动练习、阅读材料、背景知识的介绍以及实训案例,全面提高学生商务谈判英语应用能力。本书可供高职高专院校外经贸、商务英语等专业学生作为教材,也适合外贸单位工作人员自学之用。

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# 总 序

二十一世纪是全球经济一体化的时代,给人们带来了更多的机遇与挑战。随着国际经贸方法的更加灵活多样,对外商务联系与交往的日趋频繁,以及中国经济融入世界经济的进程愈来愈快,努力培养和造就一大批具有国际视野、精通经贸业务、熟练掌握外语、能积极有效地参与国际竞争与合作的高素质商务人才已成为非常紧迫的时代课题。

高职高专教育是高层次的职业技术教育,是高等教育的一个重要组成部分。如何改革高职高专的商务英语教育机制,加强这一层次的商务英语学科建设、课程体系建设,特别是教材建设,对人才培养具有十分重要的现实意义。为此,东南大学出版社和江苏省几十所高职高专院校联合推出了一整套全新的高职高专商务英语系列教材。该套教材基于继承传统、重在创新的编写理念,以高职高专商务英语基本课程建设为依据,紧紧围绕国际商务的各种主题与实际的业务内容,广泛取材于当代国内外商务活动,材料新颖,内容充实,语言规范,信息量大,体现了知识性、实用性、系统性和技能性的有机结合,从而使学习者既学习国际经贸知识,又掌握当代流行的国际商务英语,注重培养学习者运用商务英语知识与技能从事国际商务工作的实际应用能力。

本套系列教材共分三个系列。第一系列为商务英语基础课程教材,包括《实用商务英语综合教程》(1-4册)、《实用商务英语阅读教程》(1-2册)、《实用商务英语听说教程》(1-3册)、《实用商务英语口语教程》(1-2册)、《实用商务英语函电》、《实用商务英语写作教程》、《实用商务英语谈判与实务》、《实用进出口单证与实务》、《实用国际贸易与实务》、《实用大学英语语法》等。今后还将陆续推出第二、三系列教材:商务英语专业核心课程教材和商务英语文化课程教材等。各套教材自成体系,同时又形成一个有机的整体。

本套系列教材的编写者都是多年来从事国际商务英语教学和工作的专家、学者和优秀的一线教师,有丰富的教学与实践经验,保证了教材的编写质量,具有一定的指导性与权威性。

本套教材的编写始终得到了各院校、东南大学出版社的关心和支持,我们在此特致以衷心的感谢。

总主编 程同春教授

2006年8月

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# 前言

本书是东南大学出版社精心组织编写的高职高专商务英语系列教材之一。近年来我国高职高专教育事业随着国民经济科学、健康、高速的增长也得到了蓬勃发展,编写适合高职高专教学用的教科书,成了当务之急。我们本着贴近学生实际,贴近就业需要,贴近商贸英语谈判特点的宗旨编写了本书。本书在编写过程中既注重通用英语的基础语言知识,又注重职业技能英语的实训,体现了语言教学的知识性、规范性、针对性、技能性和实用性的紧密结合。全书共分为四个部分:谈判简介、谈判实务、谈判实训以及课文译文。第二部分谈判实务包括十二个单元,概括了商务英语谈判的主要环节,每个 Unit (单元)包括了四个部分,主要内容介绍如下:

Part I Situational Conversations (情景对话)。此部分结合每单元的教学内容,编写两个以上的情景对话,展示双方通过各种谈判技巧由分歧到达成一致的谈判过程,对其中实用的句子编写了 Notes (注释),让学生正确理解和模仿。

Part II Communicative Activities (互动练习)。此部分包括: A. Model Dialogue (模拟对话),供学生模仿、套用; B. Role Play (角色扮演),建议由学生扮演不同谈判角色进行模拟对话交流,以培养学生的实用谈判能力; C. Useful Expressions (有用句型),收录了大量与本单元内容密切相关的有用句子,供学生在 Role Play 中应用; D. Vocabulary Enlargement (扩充词汇),这一部分着重收集了与本单元相关的实用词语,供学生在 Role Play 中应用,帮助学生尽快扩充商务谈判词汇。

Part III Reading Material (阅读材料)。此部分精选了一些与各单元教学内容相关的材料,让学生熟悉商务英语这一专门用途英语的语言特点,以便提高学生商务专业英语文章的阅读理解能力,扩大专业词汇量 and 专业知识。

Part IV Business Background Information (商务背景知识)。这一部分简要介绍了一些商务背景知识,是商务英语专业学生应该掌握的有关知识,可供学生自学。

本书适合高职高专金融、国际企业管理、物流、国际商务、国际贸易、国际营销等专业的教学之用,也适合于英语专业的本科生作为复合型专业英语教材使用;也适合外贸单位、进出口企业在职人员、政府机关公务员、英语爱好者学习商务英语之用。

本书的编者及其负责编写的单元是:

张泉(Part I About Business Negotiations, Unit 11 Negotiating for Sole Agent, Unit 12 Flexible Trade),沈艳(Unit 1 Introduction, Unit 2 Appointment),陈彩珍(Unit 3 Negotiating on Quality & Quantity, Unit 6 Negotiating on Packing),顾秀梅(Unit 4 Negotiating on Price, Part III Simulated Training for Business Negotiation),张蓁(Unit 5 Negotiating on Payment, Unit 7 Negotiating on Shipment, Unit 12 Flexible Trade),顾乾冰(Unit 8 Insurance, Unit 9 Contract & Amendment),吕晔(Unit 10 Complaint, Claim & Arbitration)。

本书由全国商务英语教学研究会常务理事单位南京理工大学程同春教授担任总主编。东南大学出版社的各位领导和责任编辑刘坚先生对本书的出版十分重视和关心,在此谨表示衷心的感谢。

由于编者水平有限,错误和不当之处在所难免,欢迎读者批评指正。

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# *Part I*

About Negotiation



# About Business Negotiation

## What is negotiation

Negotiation is the process we use to exchange ideas and discuss with our counterpart for agreement. It takes place between human beings. It is the most common form of social interaction. Almost everybody in the world is involved in negotiations in one way or another. People negotiate over where to go for dinner, which movie to watch, etc.

## What is business negotiation

Business negotiation, in its modern sense, may be defined as negotiation dealing with business affairs. It arranges the settlement of terms and conditions of trade by discussions. It may finally lead to agreement through negotiations and compromise. It includes consultation, bargaining, mediation, arbitration and sometimes, even litigation.

In international trade, the seller (the exporter) intends to sell the goods/services at a higher price while the buyer (the importer) intends to buy the goods/services at a lower price. They will conflict and cooperate at the same time. During the negotiation, if the participants want to come to some agreement (it is in their mutual interests), they have to hold out for more and make compromise as well. Therefore business negotiation is treated as an integral part of the total international business activity. Business negotiation is a tool to achieve the general commercial interests of the parties involved.

## Periods of negotiation

The process of negotiation includes a series of time scales. The first time scale is a period during which the negotiator must prepare for the negotiation and effect the initial contact. The second period follows during which the parties must reach agreement for the common interests. During the third period the agreement itself will be carried out. The operation of the agreement is not the end of the deal. It may give rise to the need of further negotiation (such as claims and arbitration). Finally there is the extended period during which the parties may think of continuing business relationship and negotiating for further common interests.

## The first period of negotiation, the phase of preparation

That adequate preparation in international business negotiation is essential is due to

its complexity. It involves deals that might have to be transacted in foreign languages. Participants must also pay attention to foreign laws, customs, regulations, culture as well as exchange rate variations. So a negotiating team must be carefully organized. It should include members with specialized skill, communicative ability, such as commercial, technical, financial and legal members. Of course one member may cover two or three areas, but the team should not be reduced to one member, no matter how well-qualified the negotiators may be. Once the negotiating team has been organized, the most basic step in preparation is to create an information base. It should cover information about the credit standing of the counterpart (you may obtain such data from relative banks, chamber of commerce, local newspapers, consultancy service company or from Chinese Embassy and Chinese Local company, bank, agents or businessmen), market situation etc.

### **The negotiating brief**

After solid preparation, the management may issue a written negotiating brief to the negotiating team. It should define the negotiating objectives in terms of the major issues to be discussed; state the minimum acceptable level for each of the major items; establish the time period within which the negotiations should be concluded; set up the lines for communication and reporting system.

### **The negotiating plan**

After studying the negotiating brief carefully, the negotiating team should make its negotiating plan which should define the initial strategy, develop the supporting arguments, decide on the location for the negotiation and ensure that appropriate administrative arrangements have been made.

### **The second period of negotiation, the phase of bargaining**

During the second period the negotiators are going to know each other and the issues before them. They will negotiate contract terms and conditions such as quality and quantity, price, payment, packing, shipment, insurance, claims and so on. Both parties would present their respective terms of the negotiating plans. One party may submit a proposal required by the other party or respond to one already provided by the other. Thus negotiation begins. Concessions are made and advantages are gained so that the gap between the two parties is narrowed to some extent. In this stage each party needs to adjust its demand and attitudes. This is a painstaking process of negotiation. It requires patience, wisdom and negotiating tactics. Sometimes it involves psychological analysis. When the gap is gradually narrowed and the outlines of the compromise get

clear, both parties are ready to strike the bargain. The final negotiation should be held with the senior officials from the counterpart's management. When drafting the agreement (contract), negotiators should pay attention to the wording as different terms, the use of words and the differences in different languages may lead to misunderstandings; for instance, price, does it cover taxes, duties and other charges? If so, who pays? Is the currency fixed against the exchange-rate fluctuations? Is it clear what contract price does not include? Acceptance; is it clearly defined? Does it include customer testing of the goods? When can the acceptance certificate be issued? On what conditions? Claims settlement; What is the scope of the settlement? Is it a final bar to any future legal proceedings? Of course the agreement (contract) should be made in written form and initiated by the participating parties.

### **The third period of negotiation, the phase of agreement implementation**

The agreement (contract) is implemented during the third period and this may give rise to the need for further negotiations (such as claims and arbitration). If it all goes well and both sides are satisfied with the results of the implementation of the agreement, then there will be the extended period during which the parties will think of a continuing business relationship and a new round of negotiations will start again.

### **Something important in negotiations**

During the course of negotiations, it is critical and necessary to create a mutual trust and friendly atmosphere. This is the foundation of co-operation between the two parties. What negotiators should do is to eliminate suspicions. Honesty, frankness, keeping promises and sincerity are characteristics participants should develop. Humor is also a useful regulator in negotiations. In the tense negotiations, humor may contribute a great deal. It may break the dull air and set the negotiation getting along well again. Another point negotiators must pay attention to is to make or require clarifications whenever there is a need to. As international business negotiations are usually seldom conducted in one's native language, misunderstandings may arise at any time. When one is not clear about what has just been said or becomes puzzled about a particular point mentioned earlier, he needs to ask his counterpart for a clarification and his opponent may give him his clarification on the spot. For instance, when one doesn't catch the meaning of the word "long ton", he may ask like this, "I'm sorry, I don't quite understand what you mean by long ton." To clarify the term, the other may reply, "What I am trying to say is that a long ton equals 2240 pounds." Thus, embarrassment caused by misunderstanding may be avoided and negotiations may be kept going on well.

## The impact of different cultures on negotiators

Another aspect that negotiators must care for is the impact of cultural differences on international business negotiations. Culture generally refers to the knowledge, beliefs, arts, laws, morals, customs and habits. Different cultures may have different impact on negotiators. For example, the Americans, at the stage of exchanging task-related information in business negotiations, are relatively direct with clear statements of needs and preferences. At the negotiating table they would keep the small talks to a minimum. They tend to spend most time in the stage of negotiation and persuasion. Generally, Americans openly disagree and use aggressive persuasive tactics such as threats and warnings. Americans tend to make concessions throughout the negotiations. Thus the final agreement is the result of some smaller concessions.

In Japanese culture, indirect and vague expression is more acceptable than direct and specific references. Sentences are frequently left unfinished so the other person may conclude in his own mind. When holding business negotiations with Japanese, attention should also be paid to avoid direct communication on money issues, leave this to the go-between or lower staff. Try not to praise your products or services directly, let your literature or go-between do that. So in order to secure the success of negotiations, different negotiating tactics should be adopted with different counterparts.

## Conclusion

Business negotiation is a course for one to learn lifelong. It requires the negotiators to master the knowledge of various aspects, such as international commerce, law, finance, engineering, and even geography and transportation etc. The success in negotiations is not measured by beating one's opponents, but by the contribution that the negotiation makes to the successful operation of the business activity as a whole. We must remember this by heart.

## New Words and Phrases

counterpart *n.*

对手

interaction *n.*

相互作用

settlement *n.*

解决

terms & conditions *n.*

条款

compromise *n.*

让步

mediation *n.*

和解

litigation *n.*

打官司

participant <i>n.</i>	参与方
mutual <i>a.</i>	相互的
involved <i>a.</i>	有关的
initial <i>a.</i>	最初的
phase <i>n.</i>	阶段
complexity <i>n.</i>	复杂性
transaction <i>n.</i>	办理, 处理
exchange-rate <i>n.</i>	汇率
variation <i>n.</i>	波动
well-qualified <i>a.</i>	够资格
credit-standing <i>n.</i>	信用状况
brief <i>n.</i>	方案, 任务提示
administrative <i>a.</i>	管理的
submit <i>v.</i>	提出
painstaking <i>a.</i>	艰苦的
certificate <i>n.</i>	证书
bar <i>n.</i>	裁判
initiate <i>v.</i>	草签
legal proceedings	法律程序
implement <i>v.</i>	贯彻, 执行
implementation <i>n.</i>	贯彻, 执行
eliminate <i>v.</i>	消除
impact <i>n.</i>	影响
small talk	闲聊
go-between	中间人
literature	文字说明
hold out	坚持
give rise to	造成, 引起

## Notes

1. Business negotiation is a tool to achieve the general commercial interests of the parties involved.  
商务谈判不过是为实现交易各方的商业利益而服务的工具。
2. One party may submit a proposal required by the other party or respond to one already provided by the other.

其中一方可根据另一方的要求提出建议,或向另一方还盘。

3. Is the currency fixed against the exchange-rate fluctuation?

合同使用的货币是否按汇率浮动?

4. For example, the Americans, at the stage of exchanging task-related information in business negotiations, are relatively direct with clear statements of needs and preferences.

比如美国人在谈判中交换相关信息的过程是比较直接的,需求与喜好会直接陈述出来。

5. Sentences are frequently left unfinished so the other person may conclude in his own mind.

话常常说了一半就打住了,让对方去琢磨。

6. The success in negotiations is not measured by beating one's opponents, but by the contribution the negotiations make to the successful operation of the activity as a whole.

谈判的成功与否不是以击败对方来衡量,而是以促进整个交易活动成功为标准来衡量的。

### Topics for discussion

1. What is negotiation? What is business negotiation?
2. How many phases can a business negotiation be divided? What are they?
3. What must a negotiator do during the phase of preparation?
4. How to assess a negotiation?
5. What is the qualified negotiator like?

### Business Background Information

#### Negotiation tips

##### I. Be prepared for negotiation.

Information is power. The more relevant information you have, the better your position is.

##### II. Understand the needs of your counterpart

What would your counterpart like to gain from the negotiation? Write down as many possible goals of theirs as you can think of. Identify the items you are willing to negotiate and those which are non-negotiable.



### **III. Know what your needs are**

What do you need out of the negotiation? More money? More flexibility? Better opportunities? Access to broader market? Make a list of those things before starting the negotiation.

### **IV. Negotiations involve on-going relationships.**

### **V. Every negotiation is different.**

### **VI. Never lie. Be fair. Be flexible.**

### **VII. Winning isn't everything.**

### **VIII. Ask your customers more questions about their purchasing behavior. Learn what is important to them, their needs and wants.**

### **IX. Practice negotiating at every opportunity**

Ask for discounts from your supplier. As a customer, develop the negotiating habit of asking for a price break when you buy from a retail store. Conditioning yourself to negotiate at every opportunity will help you become more comfortable, confident and successful when the time comes to negotiate for your business.

### **X. Maintain "walk away" power**

It is better to walk away from a sale than to make too large a concession or give too deep a discount.