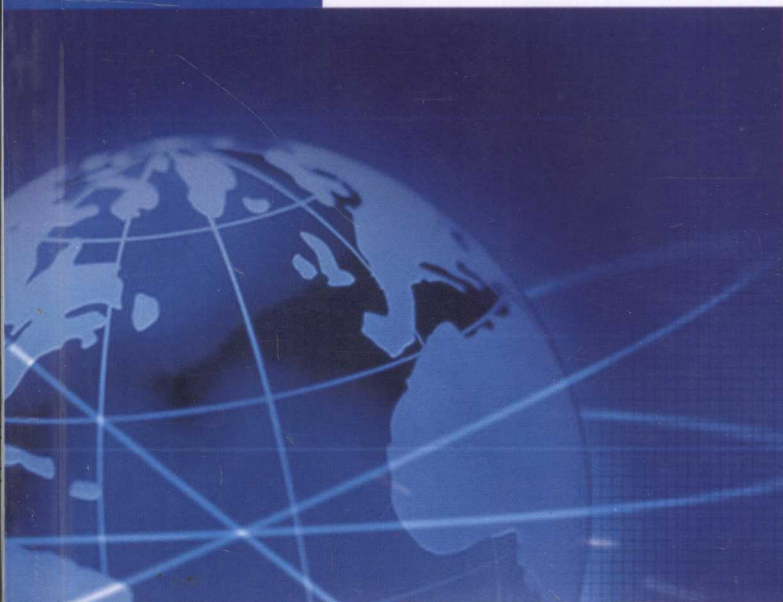



新视角系列

商务英语谈判

English for Business Negotiation

■ 主 编 耿 民 孟广芬
■ 副主编 张金龙 陈红波 王 莹




 **北京理工大学出版社**
BEIJING INSTITUTE OF TECHNOLOGY PRESS

H31
.914

商务英语谈判

English for Business Negotiation

主 编	耿 民	孟广芬		
副主编	张金龙	陈红波	王 莹	
编 者	侯 玲	杜文耸	王 健	
	丁 婧	罗桂萍	江 波	

 北京理工大学出版社

BEIJING INSTITUTE OF TECHNOLOGY PRESS

内 容 简 介

商务英语谈判课程的理论性较强,涉及多门学科的交叉综合,针对这一特点,本教材以商务英语专业学生易懂、易掌握的商务英语谈判基础知识为出发点,以培养商务英语专业学生具备参与商务活动职业能力为重点的思路进行构思与编写。

全书共10章,每章的编排体例包括学习要点、主课文、课后练习、课文拓展、谈判术语5个部分,内容涉及商务英语谈判的概述、步骤、环节,商务谈判人员的基本素质,商务英语谈判礼仪和禁忌,商务英语谈判策略和技巧,商务英语谈判中的索赔、调解、仲裁,以及商务谈判中的跨文化问题。

版权专有 侵权必究

图书在版编目(CIP)数据

商务英语谈判/耿民,孟广芬主编. —北京:北京理工大学出版社,
2009.5

ISBN 978 - 7 - 5640 - 2180 - 1

I. 商… II. ①耿…②孟… III. 贸易谈判 - 英语 - 高等学校 - 教材
IV. H31

中国版本图书馆CIP数据核字(2009)第068058号

出版发行 / 北京理工大学出版社

社 址 / 北京市海淀区中关村南大街5号

邮 编 / 100081

电 话 / (010)68914775(办公室) 68944990(批销中心) 68911084(读者服务部)

网 址 / <http://www.bitpress.com.cn>

经 销 / 全国各地新华书店

印 刷 / 保定市中国画美凯印刷有限公司

开 本 / 787毫米×960毫米 1/16

印 张 / 9.75

字 数 / 181千字

版 次 / 2009年5月第1版 2009年5月第1次印刷

印 数 / 1~2000册

定 价 / 20.00元

责任校对 / 陈玉梅

责任印制 / 边心超

图书出现印装质量问题,本社负责调换

丛书编写委员会

主任委员：王盈秋

副主任委员：吕迎春 金 郁 战海林 赵淑燕
钱福东

委 员 (以姓氏笔画为序)：

毕 莹	陈红波	丁 嫜	杜文耸	高 衡
耿 民	顾云龙	侯冠男	侯 玲	胡晓棠
黄 超	黄明娇	黄迎新	纪 述	江 波
康 伟	李丽丽	李凌云	李 涛	李雯艳
李熠妍	李永忱	梁 昕	刘德娟	刘佳妮
刘亚珍	刘 颖	栾 贺	罗桂萍	罗 颖
罗勇胜	孟广芬	牛 达	綦 颖	邵燕妮
苏 琳	苏 欣	孙丽华	孙 岩	谭志明
唐冰然	王 健	王维佳	王 欣	冼昌艳
于 兰	岳 宏	岳 文	张春瑶	张 惠
张金龙	张 莉	张 爽	张 楹	张 訾
周 丹	周 密	朱振香		



改革开放的30年是中国敞开对外开放的大门，高速发展、逐渐融入世界经济，并在国际舞台上发挥越来越重要作用的30年。在这段历程中，中国加入世界贸易组织是一个重要的里程碑，极大地推动了中国经济与世界经济的接轨与融合。经济全球化的趋势迫切需要培养大批熟练掌握英语、精通商务知识、熟悉国际商务环境、善于跨文化交际的国际型、复合型专业人才。

此类商务人才的成功培养是诸多环节与因素共同发挥作用的结果，其中必不可少、至关重要的一环就是有一套以此目标为导向的、编写意图明确、选材新颖、针对性强、实用性高的高质量教材。因为教材是一切教学活动得以顺利开展的基础和前提，而学校又是向各行业输送专业人才的重要基地。

本套“新视角系列”规划教材在体系上分为商务英语基础课程教材《商务英语听力教程》《商务英语口语教程》《商务英语阅读教程》《商务英语翻译教程》《商务英语写作教程》等，和商务英语专业核心课程教材《国际贸易实务》《商务英语谈判》《国际贸易函电》《货代操作英语》《报关员实务》《报检员实务》《单证员实务》等。每本教材自成体系，整套教材又是一个有机的整体，形成了科学的商务英语教学体系。另外，本套教材不是封闭的系列，将随着高校课程改革以及现实的经济不断发展情况不断推出新的书目。

本套教材体现了编写者努力将语言技能训练和商务知识学习有机融合的思路和理念，其宗旨是服务于复合型、应用型人才培养的目标。编写者们都是有着多年一线教学经验的资深教师，不仅熟悉英语教学的重点、难点，同时具备丰富的商务贸易领域的专业知识。

本套教材在编写过程中得到了北京理工大学出版社的大力支持，在此表示衷心感谢。

丛书编写委员会



前言

伴随着改革开放的不断深化与市场经济的快速发展,对外商务往来频繁活跃,商务谈判已经成为各类工商企业、行业经营与发展、合作与销售的重要活动内容,已成为我国国际商务活动中的一个关键环节,是提高商品国际竞争力、扩大成交额、维护商家利益的一个重要因素。

商务英语谈判课程的理论性较强,涉及多门学科知识的交叉,针对这一特点,本教材以高等教育的培养目标为依据,以商务英语专业学生易懂、易掌握的商务英语谈判基础知识为出发点,以培养商务英语专业学生参与商务活动的职业应用能力为重点,进行构思与编写。本教材充分考虑了目前高等院校学生的英语现状,突出教材的实用性、应用性、实践性、针对性,注重创新能力的培养。通过“学、练、用”三位一体的编写体系,帮助学生将理论知识和应用能力有效结合,最终达到学可轻松、掌握扎实、运用自如的目标。

本教材的编写者从事商务英语教学多年,对商务英语教学有着丰富的经验。在结合商务英语专业的教学特点和学生的实际需要以及广泛参考和借鉴国内外有关商务英语谈判专著和教材的基础上,精选和提炼了商务英语谈判涉及的最常见、最适用的内容,注重培养学生的实践能力,具有鲜明的实用特色。

该教材编写安排是:第一章由耿民编写,第二章由杜文耸编写,第三章由侯玲编写,第四章由王健编写,第五章由罗桂萍编写,第六章由丁嬿编写,第七章由张金龙编写,第八章由陈红波编写,第九章由江波编写,第十章由孟广芬编写。耿民副教授还承担了书稿修改、统纂和定稿的工作及“谈判术语”的编写工作,王莹对上述工作提供了帮助。

本教材在编写过程中,得到了有关英语专家、对外贸易行业一线工作人员以及很多同行的关心与帮助,参阅了部分外文专著和其他相关资料,在此一并表示感谢。

由于时间仓促,编者的水平与能力有限,教材中难免有疏漏或不足之处,欢迎读者朋友批评指正。

编者



本教材共分 10 章，每章的编排体例是一致的，分为学习要点、主课文、课后练习、课文拓展、谈判术语 5 个部分。具体说明如下：

学习要点 (Learning Focus)：提出对于全章学习的具体要求，明确应该掌握、了解、熟悉的内容。明确目标，做到有的放矢。

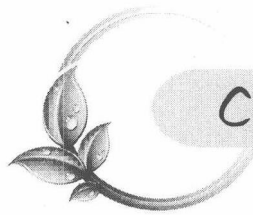
主课文 (Text)：课文围绕“谈判”这个主题展开，分别从 10 个方面阐述商务英语谈判的全过程，并且配有 Notes (注释)、New Words (生词)、Phrases and Expressions (短语)、Exercises (课后练习)。通过学习真正达到学、用、练融会贯通，掌握课文内容的目的。

课后练习 (Exercises)：共设 7 个练习，主要是围绕课文的内容展开，并有常规的语言练习，要求由自己认真完成。

课文拓展 (Text Extension)：对于有一定基础的学生，可以通过阅读的方式进行自学，也可由教师进行讲解。

谈判术语 (Negotiation Terms)：学生可以作为提高专业水平扩充词汇量的补充资料加以学习。

建议本书的教学时数为 72 ~ 100 学时，可供一学期使用，教学时间为 18 ~ 20 周，每周 4 ~ 5 学时。也可根据不同学校的实际情况进行调整。



Contents

Chapter One	The Overview of Business Negotiation 商务英语谈判概述	1
Chapter Two	The General Procedures of Business Negotiation 商务英语谈判步骤	14
Chapter Three	The Main Contents of Business Negotiation 商务英语谈判主要内容	27
Chapter Four	The Basic Qualities of Business Negotiators 商务英语谈判人员的基本素质	40
Chapter Five	The Etiquette and Taboo of Business Negotiation 商务英语谈判的礼仪和禁忌	54
Chapter Six	The Strategies of Business Negotiation 商务英语谈判策略	66
Chapter Seven	The Skills of Business Negotiation 商务英语谈判技巧	79
Chapter Eight	The Claims, Conciliation and Arbitration of Business Negotiation 商务英语谈判索赔、调解和仲裁	91
Chapter Nine	The Styles of Business Negotiation 商务英语谈判的风格	108
Chapter Ten	The Intercultural Problems of Business Negotiation 商务英语谈判的跨文化问题	122
参考答案	137

Chapter One

The Overview of Business Negotiation 商务英语谈判概述



Learning Focus 学习要点

1. Learn the conception of business negotiation by heart.
记住商务英语谈判的概念。
2. Get to know deeply about the characteristics of business negotiation.
加深对商务英语谈判特点的了解。
3. Master the main content of business negotiation.
掌握商务英语谈判的主要内容。
4. Comprehend correctly the basic rules and principles of business negotiation.
准确把握商务英语谈判的基本规则和原则。
5. Read the Text Extension freely.
熟读拓展课文。



Text

The Overview of Business Negotiation

I. The Comprehension of Business Negotiation

Negotiation is a bargaining situation in which two or more players have a common interest to



cooperate, but at the same time they have conflicting interests over exactly how to share. In other words, the players can mutually benefit from reaching an agreement on an outcome from a set of possible outcomes, but have conflicting interests over the set of outcomes.

The main problem that confronts the players in a bargaining situation is the need to reach an agreement over exactly how to cooperate before their actual cooperation. Each player would like to reach some agreement that is as favorable to him as possible. It is conceivable that the players will reach an agreement successfully or fail to do so.

The theory of negotiation has two aspects. They are “efficiency and distribution properties”.

In a word, negotiation is a basic human activity as well as a process people undertake everyday to manage their relationships such as a buyer and a seller, a husband and wife, children and parents. As the stakes in some of these negotiations are not very high, people need not have to get preparations for the process and the outcome. But in international business negotiations, the stakes are usually high, and people cannot ignore this fact, so they have to get preplans in a more careful way. Both parties in this kind of negotiation should contact each other so that they can get a better deal rather than simply accepting or rejecting what the other is offering. The whole process of negotiation is based upon the premise that both parties are interdependent, that is, one side 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.

But it is the basic activity of human being. It concerns the following elements.

- 1) “negotiation” is an element of human behavior. It depends on communication, that is, it occurs between individuals.
- 2) “negotiation” takes place only over issues that are “negotiable”.
- 3) “negotiation” takes place only between people who have the same interest.
- 4) “negotiation” takes place only when negotiators are interested not only in taking but also in giving.
- 5) “negotiation” takes place only when negotiating parties trust each other to some extent.
- 6) “negotiation” is a voluntary process of giving and taking where both parties amend their offers and modify their expectations so as to come closer to each other and they can quit, at any time.

II. The Characteristics of Business Negotiation

Negotiation is a social phenomenon and a special embodiment of human relations. Negotiation is a process of information exchange between two sides. They are counterparts of

matched qualification and rather independent in material force, personality and social status, etc. Due to mutual contact, conflicts and differences in viewpoints, needs, basic interests and action modes, both parties try to persuade the other party to understand or accept their view points and to satisfy their own needs.

In negotiations, both parties should know the six points: why they negotiate; who they negotiate with; what they negotiate about; where they negotiate; when they negotiate; how they negotiate.

In negotiations, both parties should know the six characteristics:

- 1) 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.
- 2) Negotiation is a very trying process with confrontation and concession.
- 3) Both parties share open information. Both sides should sincerely express their ideas and listen to the other's objectives in order to find something in common.
- 4) Both parties should try to understand each other's point of view.
- 5) Both parties should know their common objectives and try to find a way to achieve aids.
- 6) There's no such thing as "take it or leave it" in international business. Everything is negotiable. It all depends on the expertise of the negotiators.

III. The main Content of Business Negotiation

Generally speaking, the content of negotiations in international business activities mainly involves the following elements:

- price
- packing and shipping
- complaints, disputes and claims
- processing and assembling trade
- technology importation
- quality
- insurance
- terms of payment
- agency
- arbitration
- compensation trade
- joint venture

IV. The Basic Rules of Business Negotiation

Interdependence is very important for business negotiation. Both sides are locked together on account of their goals. A seller and a buyer cannot separate each other, which determines this relationship between them. In many business negotiations, both parties conceal their intentions and goals to better their chances of best deal possible. As this is an open secret, smooth communication and good mutual understanding will go to some degree difficult, which dose easily lead to misunderstanding. To achieve more satisfactory results, both parties will have to decide how open and honest they should be about personal preferences and needs, and to what extent they should trust the other side.



The focus of negotiation is the exchange of offers and proposals. In a “good faith” negotiation, an offer is made to be accepted or returned with a counter-offer, there is an unstated assumption in negotiation that both sides will show their exchange of offers to the process of finding a solution by making concessions to the other side’s offer. And through the process of offer and counter-offer, a point is reached on which both sides will agree. To be successful, a negotiator needs to be able to understand the events that are taking place during the exchange of the offers, to know how to use them to advantage, to keep the other side from using them to the negotiator’s disadvantage.

V. The Basic Principles of Business Negotiation

1. Principle of Collaborative Negotiation (合作式谈判原则)

Collaborative negotiation involves people with diverse interests working together to achieve mutually satisfying outcomes. It includes: problem-solving negotiation, interest-based negotiation, win-win negotiation. Its goal is to manage the dispute so that the outcome is more constructive than destructive. A constructive outcome fosters communication, problem-solving, and improves relationships. A destructive outcome results in damages.

2. Principle of Interest Distribution (利益分配原则)

The purpose of negotiation is to reach agreements between parties with different interests. Negotiation can take a variety of forms. While the traditional competitive approach to negotiation tries to maximize one party’s gain over the other party’s loss. No matter what form a negotiation may take, its aim will never change: interest realization.

3. Principle of Trust in Negotiation (信任原则)

Four principles of trust in negotiation are often used in business negotiation: deterrence-based trust (威慑型信任), calculus-based trust (预计型信任), knowledge-based trust (了解型信任), identification-based trust (识别型信任).

4. Principle of Integrative Negotiation (双赢原则)

It is an approach in which parties collaborate to look for a solution that maximizes joint gain and allows everyone to walk away feeling like they have won something. The basic idea is that both sides can achieve their objectives. Win-win bargaining focuses on developing mutually beneficial agreements based on the interest of the negotiators. Interest includes the needs, desires, concerns and fears important to each side. This is because the parties must be able to make trade-offs across issues in order that both sides are to be satisfied with the outcome.

→ New Words

negotiation [niˌgəʊʃi'eɪʃən]	n.	商议, 谈判
outcome ['aʊtkʌm]	n.	结果
confront [kən'frʌnt]	v.	使面临
bargain ['bɑ:ɡɪn]	v.	讨价还价
conceivable [kən'si:vəbl]	a.	可能的, 可想象的
property ['prɒpəti]	n.	特性, 资产
stake [steɪk]	n.	赌注, 投资, 风险
premise ['premɪs]	n.	前提
interdependent [ˌɪntə (:)'di:pəndənt]	a.	相互依赖的, 相互依存的
element ['elɪmənt]	n.	要素
conflict ['kɒnflɪkt]	v.	不一致; 冲突
player ['pleɪə]	n.	当事人
mutually ['mju:tʃuəli, -tʃuəli]	adv.	彼此地; 相互地
distribution [ˌdɪstrɪ'bju:ʃən]	n.	分配; 分布
individual [ˌɪndɪ'vɪdʒuəl]	n.	个体
issue ['ɪʃu:]	n.	问题, 争议; 期刊号
interest ['ɪntrɪst]	n.	利益
voluntary ['vɒləntəri; (US) -teri]	a.	志愿的
amend [ə'mend]	v.	修正, 调整
modify ['mɒdɪfaɪ]	v.	修改, 调节
quit [kwɪt]	v.	离开
phenomenon [fɪ'nɒmɪnən]	n.	现象
embodiment [ɪm'bɒdɪmənt]	n.	体现
counterpart ['kaʊntəpɑ:t]	n.	对方
material [mə'tɪəriəl]	a.	物质的, 实质的
viewpoint ['vju:, pɔɪnt]	n.	观点
mode [məʊd]	n.	模式, 方式
transaction [træn'zækʃən]	n.	交易
interaction [ˌɪntər'ækʃən]	n.	交互作用
confrontation [ˌkɒnfrʌn'teɪʃən]	n.	对抗, 对质
concession [kən'seʃən]	n.	承认; 让步
expertise [ˌekspə'ti:z]	n.	专家意见, 专门技术



quality ['kwɒləti]	n.	质量, 性质
arbitration [,ɑ:bi'treɪʃn]	n.	仲裁
expectation [,ekspek'teɪʃən]	n.	期望值
objective [əb'dʒektɪv]	n.	目标
lock [lɒk]	v.	封锁
conceal [kən'si:l]	v.	隐藏
preference ['prefərəns]	n.	偏爱, 优先选择
offer ['ɒfə]	n.	提议, 意图, 报盘
assumption [ə'sʌmpʃən]	n.	假定, 设想
solution [sə'lju:ʃən]	n.	解决方案
divers ['daɪvə:z]	a.	不一样的
dispute [dis'pju:t]	n.	争议
constructive [kən'strʌktɪv]	a.	建设性的
destructive [dis'trʌktɪv]	a.	破坏性的
foster ['fɒstə]	v.	培育, 促进, 推动
maximize ['mæksmaɪz]	v.	最大限度地利用, 使最大化

Phrases & Expressions

processing and assembling trade	加工与装配贸易
compensation trade	贸易补偿
technology importation	技术引进
joint venture	合资经营, 合资企业
bargaining mix	僵局
in the process of	在……过程中
take into consideration	记住; 考虑到……
crop up	突然发生, 意外发现
on account of	由于, 因为
to what extent	到什么程度
due to	由于

depend on	依靠, 依赖
to some degree	从某种程度来说
joint gain	双赢
trade-off	公平交易



Notes on the Text

- The main problem that confronts the players in a bargaining situation is the need to reach an agreement over exactly how to cooperate before their actual cooperation.

在讨价还价过程中, 当事人所遇到的主要问题是究竟如何在实际开展合作之前就合作的方式达成协议。to reach an agreement 是商务谈判中常用词组, 意思是达成协议。
- Negotiation is a process of information exchange between two sides. They are counterparts of matched qualification and rather independent in material force, personality and social status.

谈判是谈判双方交换信息的过程。谈判双方的资格相当并且在物力、特点和社会地位等方面相对独立。
- Due to mutual contact, conflicts and differences in viewpoints, needs, basic interests and action mode, both parties try to persuade the other party to understand or accept their view points and to satisfy their own needs.

由于双方磋商中的接触、冲突、不同观点、需求、根本利益和行为模式的原因, 双方都试图劝对方了解或接受自己的观点以达到自己的目的。

Due to 意思是由于、因为, 相当于 because of. e. g. The company's problems are due to a poor management.
- But in international business negotiations, the stakes are usually high, and people cannot ignore this fact, so they have to get pre-plans in a more careful way.

但是在国际商务谈判中, 风险往往很高, 人们不能忽视这个事实, 所以必须以更加仔细的方式做好前期计划。
- The whole process of negotiation is based upon the foundation that both parties are interdependent.

谈判的整个过程是建立在双方相互依赖的基础上的。be based upon (on) ... 以……为基础, 常用于被动语态。
- A constructive outcome fosters communication, problem-solving, and improves relationships. A destructive outcome results in damages.