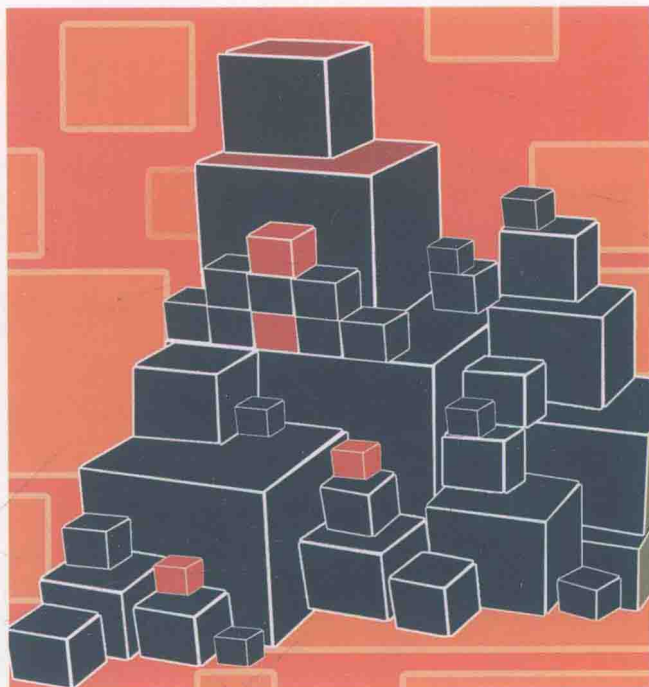




全国高等院校基于工作过程的校企合作系列教材



English for
Business Negotiation

商务英语谈判

主 编 童成寿
企业顾问 黄小宁



对外经济贸易大学出版社
University of International Business and Economics Press



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中国·北京

图书在版编目 (CIP) 数据

商务英语谈判 / 童成寿主编. —北京: 对外经济贸易大学出版社, 2015

全国高等院校基于工作过程的校企合作系列教材

ISBN 978-7-5663-1394-2

I. ①商… II. ①童… III. ①商务谈判-英语-高等学校-教材 IV. ①H31

中国版本图书馆 CIP 数据核字 (2015) 第 160430 号

© 2015 年 对外经济贸易大学出版社出版发行

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English for Business Negotiation

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对外经济贸易大学出版社

北京市朝阳区惠新东街 10 号 邮政编码: 100029

邮购电话: 010-64492338 发行部电话: 010-64492342

网址: <http://www.uibep.com> E-mail: uibep@126.com

北京时代华都印刷有限公司印装 新华书店北京发行所发行

成品尺寸: 185mm×260mm 12.5 印张 289 千字

2015 年 9 月北京第 1 版 2015 年 9 月第 1 次印刷

ISBN 978-7-5663-1394-2

印数: 0 001-3 000 册 定价: 28.00 元

出版说明

教育部[2006]16号文中提出：“要积极推行与生产劳动和社会实践相结合的学习模式，把工学结合作为高等职业教育人才培养模式改革的重要切入点，带动专业调整与建设，引导课程设置、教学内容和教学方法改革。”与之相对应的课程开发方式和课程内容的改革模式是“与行业企业共同开发紧密结合生产实际的实训教材，并确保优质教材进课堂”。“全国高等院校基于工作过程的校企合作系列教材”正是对外经济贸易大学出版社在高等职业教育课程建设领域的最新研究成果。

本系列教材适用于全国高职高专院校英语专业的商务/应用/外贸/旅游等英语方向以及国际贸易、国际商务或财经专业的学生；同时适用于全国各高等院校应用型本科英语专业的商务英语方向和国际贸易、国际经济、国际商务及国际工商管理等商科专业的学生。

本系列教材主要呈现以下特点：

1. 体现“基于工作过程”

在我国高等职业教育新一轮课程改革中，我们学习、引进并发展了德国职业教育的一种新的课程模式——基于工作过程的课程模式，指“为完成一件工作任务并获得工作成果而进行的一个完整的工作程序”建立起来的课程体系。

2. 突出“校企合作”

课程体系的“校企合作”以教师和企业人员参与为主体，是“校企合作，工学结合”的人才培养模式发展的必然产物，旨在提高学生的综合能力，尤其是实践能力和就业能力，实现学校教学与工作实践的零距离。

“全国高等院校基于工作过程的校企合作系列教材”的课程方案与传统的课程方案相比，它打破了高等职业教育学科系统化的课程体系，在分析典型职业活动工作过程的前提下，按照工作过程中的需要来设计课程，以突出工作过程在课程框架中的主线地位，整合优化了理论知识与实践活动。教材编写过程中，教师结合自身的教学实践、调研论证和外贸专家对工作岗位的实际要求来安排课程结构和内容，形成了具有特色的基于工作过程的校企合作系列教材体系。

本套教材涵盖三大模块：语言技能类、专业英语类、专业知识类。作者都是本专业的“双师型”教师，不仅具有丰富的语言教学经验，而且具备企业第一线的工作经历，主持或参与过多项国家或省市级相关科研项目，这为本套教材的编写质量提供了有力的保证。

语言技能类

商务英语听说
实用商务英语口语教程
国际商务英语口语实训
致用商务英语阅读（上册）
致用商务英语阅读（下册）
外贸函电与单证实训教程

商务英语函电
旅游英语写作实训教程
商务翻译实务
商务英语口译
经贸英语口语译实训教程
英语语法实训教程

专业英语类

外贸交际英语
会展实务英语
酒店实务英语
商务礼仪实务英语
外事接待实务英语

中英文酒店服务实训教程
旅游英语口语
旅游实务英语
中英文导游实训教程

专业知识类

外贸跟单实务
外贸单证实务
进出口报关实务
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国际市场营销实务
涉外企业管理实务（英文版）
生产物流运作实务

集装箱运输实务
国际贸易实务（双语版）
国际货运代理实务
国际商务单证实务
跨文化交际技巧——如何与西方人交往
商务英语谈判

值得注意的是，本系列教材不是封闭的，它随着教学模式和课程设置的变化，将不断推出新的内容，以丰富整个体系。

同时，本套教材均配有 PPT 课件等立体化教学资源，供教师教学参考（下载网址：<http://www.uibep.com>）。

对外经济贸易大学出版社

2015 年 1 月

前 言

为贯彻落实国家教育部教高[2006]114号和教高[2006]16号文件精神,根据当前高等职业教育教学实际,结合当前社会经济发展趋势对商务英语人才培养提出的更高要求,在通过多年教学实践和广泛调研论证、结合商务谈判专业人员对工作岗位的实际要求的基础上,我们编写了“基于工作过程”的《商务英语谈判》。本书的编写理念是:按照工作过程中活动与知识的关系来设计课程,突出工作过程在课程框架中的主线地位,按照工作过程的需要来选择知识,以工作任务为中心整合理论与实践。

《商务英语谈判》打破了传统的教材编写理念,以培养职业能力为核心,以工作实践为主线,以工作过程(项目)为导向,采用案例、项目、任务驱动等模式进行编写,突出和优化了实训课程结构和内容的实用性和实践性,接近真实岗位和工作需要,实现理论与实践一体化,从而缩短了学校模拟实训与外贸谈判过程之间的距离。

本书包含2大模块共14个项目。第1个模块商务谈判理论,由4个项目构成。第1个项目主要介绍商务谈判的有关基本知识,包括谈判类型、风格以及商务谈判中必须遵循的准则等。第2个项目主要介绍文化对商务谈判的影响并提出了一些建议。第3个项目介绍了商务谈判的礼仪。在第4个项目中,我们首先把谈判的过程分为3个阶段:谈判前、谈判中和谈判后,同时详细介绍了各个阶段的工作内容和注意事项。最后,介绍了国际贸易的最基本的流程。

第2个模块商务谈判实务,由10个项目构成。以两家外贸公司建立业务关系到达成交易、签订合同、履行合同为主线,涵盖了整个外贸谈判流程。这一模块的内容设置如下:

(1) 工作情景(Working Situation)。工作情景的设计旨在实现教学过程与工作过程的紧密融合,促进职业能力的形成。

(2) 学习目标(Learning Goal)。模块教学目标,使教师和学生了解该模块的教学任务,从而更好地完成模块教学目标,达到教学要求。

(3) 谈判前(Pre-negotiation)。谈判前准备包括相关知识(Relevant Knowledge)介绍和实用表达(Practical Expressions)两部分。主要介绍谈判前所需的业务知识、基本术语和实用的句型、表达方式等。

(4) 谈判中(In Negotiating)。谈判过程中,我们设计了两种谈判方式,即:2~3份邮件或信函进行业务磋商、2段面对面(Face-to-face)的情景模拟谈判。

(5) 谈判后(Post-negotiation)。这一环节主要对谈判的知识和技能进行巩固以及评估。

为了巩固每一个项目所学的知识和技能,我们设计了5组练习,练习设计遵循循序渐进的原则,采用讨论、角色扮演、项目、案例、任务等方法,设置仿真工作情境,让学生运用所学知识和技能解决实际工作任务,达到交流、沟通和磋商的水平。该练习旨

在培养学生工作过程中处理问题、灵活运用技能技巧和团队协作的能力，并扩大学生的知识面。为了使学生能对谈判进行自我评估，我们设计了两项评估内容，包括检查表和学生自我总结两部分。

本书具有如下特色：

(1) 编写理念新。以工作过程为导向，以工作任务为主线，按照工作过程来设计每个模块，所有模块构成一个完整的工作过程。按照工作过程的需要来选择知识，以工作任务为中心整合理论与实践。

(2) 选材时代性强。贴近时代前沿，根据国际商务活动以及相关政策的最新发展变化，本着“实用、必须、够用”的原则，参考国内外最新的教研成果和近几年出版的相关教材，选取近几年国内外商务活动实践的文本和案例，科学整合商务口语交际、国际贸易、商务单证、电子商务等相关学科内容，使教学内容更贴近于国际贸易活动的实际，具有鲜明的时代性。

(3) 以学生为主体。按照“资讯、计划、决策、实施、检查、评估”6个步骤设计教学过程，让学生通过“独立地获取信息、独立地制订计划、独立地做出决策、独立地实施计划、独立地进行检查、独立地评估过程与结果”，在自己“动手”的实践中，掌握职业技能、习得专业知识，确保以学生为中心，又不否定教师组织者、咨询者、引导者的地位。

(4) 理论、实践一体化。以培养职业能力为核心，以工作实践为主线，以工作过程(项目)为导向，采用案例、项目、任务驱动等模式进行编写，突出和优化了实训课程结构和内容的实用性和实践性，接近真实岗位和工作需要，实现理论与实践一体化，缩短了学校模拟实训与外贸实际工作过程之间的距离。

(5) 教学模式、手段现代化。在教材中体现现代化和立体化的教学模式和手段。充分利用多媒体和网络技术，采用新的教学模式来改进和充实传统的课堂教学模式，设计生动形象的情境，把人和环境紧密结合起来，把英语听说技能与商务操作技能有机整合起来，不断给学生提供实践的机会，从而提高学习效率。

(6) 练习丰富实用。练习设计注重实用性与实效性，具有很强的针对性和关联性。以实际工作内容为素材，以实训和能力拓展为主，针对单元内容设计具有针对性的练习、项目、工作任务和案例等，使学生真正能够“学一点、练一点、会一点、用一点”，“学用结合、为用而学”，学习时有兴趣，学习后有成就感，循序渐进地提高商务英语听说技能和工作过程中解决问题的能力。

(7) 配套齐全。立体化教材，配有教学课件，便于教师备课、授课和学生课外自主学习，大大减少教师的工作量。

(8) 教材适用性广。组织编写前通过多年教学实践和广泛调研论证，组织编写过程中结合商务谈判专业人员对工作岗位的实际要求，注重不同学校不同专业的教学要求，充分考虑高职学生的英语基础和程度，语言简洁流畅，通俗易懂，最大限度地使教材与学生的基础相适应，与实际需要相吻合，缩小教材与教学实际的差距。不仅适用于商务英语专业的学生，对国际贸易专业，其他商务外语如商务日语、商务韩语、商务泰语、商务越南语等语种专业的学生也能适用。

本书由童成寿负责拟定大纲并进行统稿。参加全书编写的有（按姓氏笔画排序）：方迎扬、饶卫忠、黄忠华、黄春蕾、曹溪、童成寿。

本书在编写过程中参考了大量国内外有关资料，得到了许多学界前辈、企业一线专家、同行及外籍教师的热心帮助和指导。从事外贸一线工作近 30 年的资深企业家、福州顺枫工艺品有限公司黄小宁总经理担任本书的企业顾问。在百忙之中，黄总对全书的框架和内容进行了审核和修改，对她的付出和努力表示衷心的感谢！

本教材在撰写和出版过程中，得到了对外经济贸易大学出版社谭利彬编辑的大力帮助和支持，在此深表感谢！

由于编者水平所限，书中如有不足之处敬请使用本书的师生与读者批评指正，以便修订时改进。如读者在使用本书的过程中有其他意见或建议，恳请向编者（tcs1219@126.com）踊跃提出宝贵意见。

编 者

2015 年 6 月于福州金山

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Brief Introduction to Characters and Companies



Brief Introduction to Companies

Fujian Minfa Holdings Garments Imp. & Exp. Corp., Ltd. is located at Minfa Building, 168 Hudong Road, Fuzhou, China. It was founded in Oct. 1988, specializing in woven and knitted apparel business, and now the company is developed to a professional Chinese leading supplier in the textile sector. Its major business is covering almost all over the world, including men and women's garments such as riding wear, underwear, sports wear (motor-cycling, fishing, ski), children's wear, knitwear, footwear, bags & cases, arts & crafts, gifts, etc.

Australian Textile Trading Company is located at 320 Edward Street, Sydney, Australia. Established in 1988, Australian Textile Trading Company is a professional Australian leading textile importer. Its major business mainly covers Asia, especially China, concerning garments, toys, accessories and textile field. The garments are swim shorts, leisure pants, walking shorts, jackets, dresses, blouse and underwear etc.



Main Characters

Mr. Chen, Manager of Foreign Trade Department of Fujian Minfa Holdings Garments Imp. & Exp. Corp., Ltd.

You—Miss Lin, manager assistant of Foreign Trade Department of Fujian Minfa Holdings Garments Imp. & Exp. Corp., Ltd.

Mr. Smith, Manager of Foreign Trade Department of Australian Textile Trading Company

Ms. More, manager assistant of Foreign Trade Department of Australian Textile Trading Company

Module 1

Theories of International Business Negotiation

Working Situation

Suppose you (Miss Lin) are a clerk from Foreign Trade Department of Fujian Minfa Holdings Garments Imp. & Exp. Corp., Ltd. (Minfa Building, 168 Hudong Road, Fuzhou). One of your clients, Ms. More from Australian Textile Trading Company (320 Edward Street, Sydney, Australia), is to visit your company. Next month, you're going to be the assistant of your manager—Mr. Chen to meet the delegation of Australian Textile Trading Company. Before that, you should learn some knowledge about international business negotiation.

Learning Goal

1. To learn something about international business negotiation.
2. To learn some impacts of culture differences on international business negotiation.
3. To learn some etiquette in international business negotiation.
4. To learn 3 phases of international business negotiation.

Project 1

An Introduction to International Business Negotiation

Definition of Negotiation

Negotiation occurs in business, non-profit organizations, government branches, legal proceedings, among nations and in personal situations such as marriage, divorce, parenting, and everyday life.

Negotiations are important in business, personal relationships and conflict resolution. Some negotiations bring an end to conflicts, while other negotiations help parties strike deals in which both parties are satisfied. However, the art of negotiation often has to be learned. But what is negotiation? General speaking, negotiation is a dialogue between two or more people or parties intended to reach an understanding, resolve points of difference, gain advantage for an individual or collective, or craft outcomes to satisfy various interests. In international trade, negotiation is a process by which a negotiable instrument is transferred from one party (transferor) to another (transferee) by endorsement or delivery. The transferee takes the instrument in good faith, for value, and without notice of any defect in the title of the transferor, and obtains an indefeasible title.

International business negotiation refers to a wide range of international business activities. As far as international investment, import and export of products, machinery, equipment, technology, etc. are concerned, international business negotiation is a consultative process between governments, trade organizations, multinational enterprises or private firms. In a word, it is a consultative process between the buyers and the sellers. Business negotiation is conducted either by correspondence or by face-to-face talk, involving all kinds of terms and conditions of

a sales contract including quality, quantity, packing, shipment, payment, insurance, inspection, claims, arbitration and force majeure, etc. Generally speaking, business negotiation contains four steps: inquiry, offer, counter-offer and acceptance, among which offer and acceptance are two indispensable steps for reaching an agreement and concluding a contract.

Types of Negotiation

Negotiation can take a wide variety of forms, from a trained negotiator acting on behalf of a particular organization or position in a formal setting, to an informal negotiation between friends. Negotiation can be contrasted with mediation, where a neutral third party listens to each side's arguments and attempts to help craft an agreement between the parties. It can also be compared with arbitration, which resembles a legal proceeding. In arbitration, both sides make an argument as to the merits of their case and the arbitrator decides the outcome. This negotiation is also sometimes called positional or hard-bargaining negotiation.

Negotiation theorists generally distinguish between two types of negotiation. Different theorists use different labels for the two general types and distinguish them in different ways.

• Distributive Negotiation

Distributive negotiation is also sometimes called positional or hard-bargaining negotiation. It tends to approach negotiation on the model of haggling in a market. In a distributive negotiation, each side often adopts an extreme position, knowing that it will not be accepted, and then employs a combination of guile, bluffing, and brinkmanship in order to cede as little as possible before reaching a deal. Distributive bargainers conceive of negotiation as a process of distributing a fixed amount of value.

The term distributive implies that there is a finite amount of the thing being distributed or divided among the people involved. Sometimes this type of negotiation is referred to as the distribution of a "fixed pie". There is only so much to go around, but the proportion to be distributed is variable. Distributive negotiation is also sometimes called win-lose because of the assumption that one person's gain results in another person's loss. A distributive negotiation often involves people who have never had a previous interactive relationship, nor are they likely to do so again in the near future. Simple everyday examples would be buying a car or a house.

• Integrative Negotiation

Integrative negotiation is also sometimes called interest-based or principled negotiation. It is a set of techniques that attempts to improve the quality and likelihood of negotiated agreement by providing an alternative to traditional distributive negotiation techniques. While distributive negotiation assumes there is a fixed amount of value (a "fixed pie") to be divided between the parties, integrative negotiation often attempts to create value in the course of the negotiation



("expand the pie"). It focuses on the underlying interests of the parties rather than their arbitrary starting positions, approaches negotiation as a shared problem rather than a personalized battle, and insists upon adherence to objective, principled criteria as the basis for agreement.

Integrative negotiation often involves a higher degree of trust and the forming of a relationship. It can also involve creative problem-solving that aims to achieve mutual gains. It is also sometimes called win-win negotiation.

Negotiation Styles

Kenneth W. Thomas identified 5 styles/responses to negotiation. These five strategies have been frequently described in the literature and are based on the dual-concern model. The dual-concern model of conflict resolution is a perspective that assumes individuals' preferred method of dealing with conflict is based on two themes or dimensions.

- (1) A concern for self (i.e. assertiveness), and
- (2) A concern for others (i.e. empathy).

Based on this model, individuals balance the concern for personal needs and interests with the needs and interests of others. The following five styles can be used based on individuals' preferences depending on their pro-self or pro-social goals. These styles can change over time, and individuals can have strong dispositions towards numerous styles.

Accommodating: Individuals who enjoy solving the other party's problems and preserving personal relationships. Accommodators are sensitive to the emotional states, body language, and verbal signals of the other parties. They can, however, feel taken advantage of in situations when the other party places little emphasis on the relationship.

Avoiding: Individuals who do not like to negotiate and don't do it unless warranted. When negotiating, avoiders tend to defer and dodge the confrontational aspects of negotiating; however, they may be perceived as tactful and diplomatic.

Collaborating: Individuals who enjoy negotiations that involve solving tough problems in creative ways. Collaborators are good at using negotiations to understand the concerns and interests of the other parties. They can, however, create problems by transforming simple situations into more complex ones.

Competing: Individuals who enjoy negotiations because they present an opportunity to win something. Competitive negotiators have strong instincts for all aspects of negotiating and are often strategic. Because their style can dominate the bargaining process, competitive negotiators often neglect the importance of relationships.

Compromising: Individuals who are eager to close the deal by doing what is fair and equal for all parties involved in the negotiation. Compromisers can be useful when there is limited time to complete the deal; however, compromisers often unnecessarily rush the negotiation process and make concessions too quickly.

Types of Negotiators

Three basic kinds of negotiators have been identified by researchers involved in The Harvard Negotiation Project. These types of negotiators are: soft bargainers, hard bargainers, and principled bargainers.

Soft. These people see negotiation as too close to competition, so they choose a gentle style of bargaining. The offers they make are not in their best interests, they yield to others' demands, avoid confrontation, and they maintain good relations with fellow negotiators. Their perception of others is one of friendship, and their goal is agreement. They do not separate the people from the problem, but are soft on both. They avoid contests of wills and will insist on agreement, offering solutions and easily trusting others and changing their opinions.

Hard. These people use contentious strategies to influence, utilizing phrases such as "this is my final offer" and "take it or leave it". They make threats, are distrustful of others, insist on their position, and apply pressure to negotiate. They see others as adversaries and their ultimate goal is victory. Additionally, they will search for one single answer, and insist you agree on it. They do not separate the people from the problem (as with soft bargainers), but they are hard on both the people involved and the problem.

Principled. Individuals who bargain this way seek integrative solutions, and do so by sidestepping commitment to specific positions. They focus on the problem rather than the intentions, motives, and needs of the people involved. They separate the people from the problem, explore interests, avoid bottom lines, and reach results based on standards (which are independent of personal will). They base their choices on objective criteria rather than power, pressure, self-interest, or an arbitrary decisional procedure. These criteria may be drawn from moral standards, principles of fairness, professional standards, tradition, and so on.

Rules Should Be Abided by in Negotiation

International business negotiation is a process that is complicated, but of course interesting in international business activities. In order to achieve a favorable outcome from negotiations, the negotiators of both parties should abide by some rules as follows:

- Assume that everything is negotiable.
- Have high aspirations.
- Never accept the first offer.
- Deal from strength if you can, but create the appearance of strength, regardless.
- Put what you have agreed on in writing.
- Recognize that the other party is probably holding back valuable information.
- Flinch to create doubt in the counterpart's mind and to add value to a concession.
- Find out what your counterpart wants. Don't assume that their wants are the same