

# 商务英语 Business English

• 主编 吴翠华 •



#### 内容提要

本书围绕一整套商务活动展开,以真实的商务情景为线索,涵盖迎接外商、宴请、安排行程、电话联系、召开会议等日常商务活动,包括建立业务关系、询盘、发盘、价格磋商、成交、支付、装运、理赔等主要业务环节,同时讨论了岗位与职业、商展等与现代商务活动紧密相关的话题,强化学生的听、说、读、写、译等基本技能。本书共 14 个单元,每个单元围绕主题,采取任务型训练,通过 5 个教学模块——听说训练、实用阅读、案例分析、拓展阅读、文化沙龙来提高教学的灵活性和趣味性,强化学生英语基本功的培养。

本书既适用于高职高专商务英语专业的教学,也可作为相关经济贸易专业的专业英语教材,还可用作商界人士自学培训用书。

#### 图书在版编目(CIP)数据

商务英语/吴翠华主编.一武汉:武汉理工大学出版社,2009.8 (高职高专商务英语类专业规划教材) ISBN 978-7-5629-2957-4

I. 商··· Ⅱ. 吴··· Ⅲ. 商务-英语 Ⅳ. H31

中国版本图书馆 CIP 数据核字(2009)第 127317 号

出版发行:武汉理工大学出版社

地 址:武汉市武昌珞狮路 122 号 邮编:430070

http://www.techbook.com.cn 理工图书网

印刷厂:武汉理工大印刷厂

开 本:787×1092 1/16

印 张:13.25

字 数:330 千字

版 次:2009年8月第1版

印 次:2009年8月第1次印刷

印 数:1-3000 册

定 价:26.00元

凡使用本教材的教师,可通过 E-mail 索取电子教案、习题参考答案和听力资料。

E-mail: wutpcqx@163. com louyanfang2004@sina. com

本社购书热线电话:027-87394412 87383695 87384729 87397097(传真)

凡购本书,如有缺页、倒页、脱页等印装质量问题,请向出版社发行部调换。

# 出版说明

随着改革开放的进一步深入和经济全球化趋势的加快,我国对外经贸活动将更加活跃,无论沿海或内地,经贸活动的外向性将更加明显。所有这些都对培养既具备较强的英语交际能力,又具备扎实的商务及外贸运作知识的商务英语专业人才提出了迫切要求。

据统计,目前我国开设商务英语及其相关专业的高职高专院校已达到几百所,其课程设置从传统的老三门课程"外刊选读"、"外贸函电"、"外贸口语"发展到包括管理学、经济学、国际贸易等学科的一些主干课程的综合课程体系。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,武汉理工大学出版社和全国二十多所高职高专院校决定联合组织编写一套适合高职高专教学需要的"高职高专商务英语类专业规划教材"。

本系列教材的主要特点如下:

◆知识性。本系列教材以高职高专商务英语专业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,内容覆盖面较广,知识含量较多,而单位章节的篇幅适中,以期学生能在有限的学习时间里接触到更丰富、多层次、跨学科的全面的专业知识。

◆实用性。本系列教材在适当介绍理论知识的基础上,着重强调实践环节的设计。几乎每本教材的每个章节都穿插了适当的案例分析、阅读资料、练习题等,部分教材还配备了相应的录音 CD,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。为方便教师教学和学生自学,本系列教材还配有电子课件和课后习题的参考答案等资料。

◆针对性。本系列教材既重视对英语知识的传授,又兼顾商务知识的介绍,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。

◆趣味性。本系列教材的趣味性体现在语言生动活泼、案例新鲜实用、思想新颖独到等方面,希望通过寓教于乐的方式,加深学生对相关知识的记忆与理解,以更好地掌握相关的学习内容。

本系列教材的编写者大多是从事商务英语或国际经贸教学和工作的专家和一线教师,有 丰富的教学经验和科研成果,从而保证了教材的编写质量,使其具有一定的指导性与权威性。

本系列教材主要适用于高职高专商务英语、国际商务、国际贸易、涉外事务管理等专业相关课程的教学。

武汉理工大学出版社 2009年7月

# 高职高专商务英语类专业规划教材

# 编审委员会

#### 主任委员:

柳青军 山东交通学院

副主任委员:

欧阳霞 石家庄职业技术学院

王 波 日照职业技术学院

委 员(按姓氏笔画排序):

王 燕 十堰职业技术学院

刘加英 日照职业技术学院

苏海花 长沙民政职业技术学院

姜 丽 天津对外经济贸易职业学院

侯德文 湖南铁道职业技术学院

钱 放 安徽工业经济职业技术学院

崔庆喜 武汉理工大学出版社

韩福才 商丘职业技术学院

魏海波 南通农业职业技术学院

杨建国 绵阳职业技术学院

刘 燕 娄底职业技术学院

滕桂艳 黑龙江商业职业学院

冯海英 郑州经贸职业学院

吴红波 武汉科技职业学院

罗郑胜 河南工程学院

胡朝慧 常州轻工职业技术学院

郭遂芝 河南质量工程职业学院

章禾年 天津交通职业技术学院

黄万武 湖北工业大学

蔡世文 湖北三峡职业技术学院

总责任编辑:楼燕芳

编 辑:倪焱平

# 前 言

商务英语的使用对象是高职高专商务英语类专业的学生,也包含使用英语从事涉外商务活动的广大商务工作者,他们学习英语的主要目的是使用英语从事各自的业务活动,如口头涉外交际以及业务中需要处理的商务单据、商务报告等。

对于更加广泛的商务英语的使用群体来讲,传统的先打好英语语言基础再学习与商务活动相关的专业英语的思路显然不能满足人才市场的需求,全国高职高专英语教学指导委员会提出的"实用英语"受到了社会的肯定。商务英语的教学目标是要培养学生实际使用英语去从事涉外商务活动的能力,首先要突出听说交际,而文字书面交际是口头交际的支持,教学编排以听说训练为主导,加强表达,突出实用阅读和写作,教学内容要有针对性,既要针对市场需求,又要针对培养人才的类型和所要达到的培养目标。

本书涵盖商务活动的各个层面,力求将英语知识与业务技能紧密融合为一体,渗透实用场景下的语言交际,同时在案例分析、习题等环节中针对特定的涉外交际技能的培养,提供与单元主题紧密相关的商务函电写作训练、单证处理以及翻译等练习,讲练结合,讲为练,练为用,学以致用,切实加强学生的表达能力。

全书围绕一整套国际商务活动展开,以真实的商务情景为线索,涵盖迎接外商、宴请、安排行程、电话联系、召开会议等日常商务活动,又包括了建立业务关系、询盘、发盘、价格磋商、成交、支付、装运、理赔等主要业务环节,同时讨论了岗位与职业、营销、商展等与现代商务活动紧密相关的话题,通过形式多样的训练强化学生的听、说、读、写、译等基本技能。

本书在内容上注重实用性,反映当前的国际商务实践,选取最新、最具代表性的材料,突出实际语言应用能力的培养,满足用人单位、行业对人才的知识和技能要求。在教学方法上注重灵活性、趣味性,适应高职高专学生的认知特点,突出实用性和针对性,紧扣"以实用为主,应用为目的"的教学目标,使学生能活学活用商务英语。

强化听说训练是本书编排的另一个特点,每单元的听说环节首先呈现与主题相关的商务活动的会话,比如价格磋商、交易会等真实场景;其次进行听力训练,让学生完成在类似情景下的会话,熟练掌握相关表达;最后给定情景和任务,让学生自主进行角色扮演,达到听说训练的高潮。语言的学习就需要不断地模仿、开口表达自己的意愿,既满足学生强烈的表现欲望,又能活跃课堂气氛,收到良好的教学效果。

全书共14个单元,每个单元围绕主题,采取任务型训练,通过5个教学模块来提高教学的灵活性和趣味性,强化学生英语基本功的培养。这5个模块分别是:听说训练(含会话、听力练习、角色扮演等),实用阅读(含范文、词汇短语、习题等),案例分析(强调在给定商务情景下训练写作技巧),拓展阅读(提供更多的专业知识,可引导学生自学,提高阅读理解能力),文化沙龙。

教学安排先听说后阅读,以改变传统外语教学以阅读为主的思路,引导学生获取表达技能,实现课堂教学的"学一点,用一点"的原则,精讲多练,注重教学的互动性,使学生能用英语从事商务交际,收到英语学习的"即期效果"。针对高职高专学生的特点,遵循"适度、够

用"的原则,把外语作为一门技艺来学,突出实际技能的培养。

本书配有教学课件,除教材内容外,增加拓展了课堂知识,提高了文字材料的趣味性,以期老师教得生动,学生学得有趣,使学习者体验轻松学好英语的乐趣。

本书由主编吴翠华负责编写思路设计、文字审校、统稿和课件制作,张宝玉协助主编进行统稿和格式编排。具体编写分工如下:

吴翠华(石家庄职业技术学院):第1单元、第5单元、第6单元、第10单元;

杨桂英(绵阳职业技术学院):第2单元;

张宝玉(石家庄职业技术学院):第3单元、第14单元;

侯松(广东白云学院):第4单元、第7单元、第9单元;

解璐(安徽工业经济职业技术学院):第8单元、第11单元;

宋庆福(安徽工业经济职业技术学院):第12单元、第13单元。

本书在编写过程中参考了大量的国内外有关资料,得到了学界许多前辈、同行的热心帮助和指导,在此一并感谢。

由于编者的水平有限,书中难免有不足之处,敬请广大读者批评指正。

编 者 2009年5月

# **Contents**

Unit 1 M	Seeting a Trade Delegation	
Part ${ m I}$	Listen and Talk ······	
Part Ⅱ	Reading	(5)
Effec	tive Strategies for International Negotiators ( [ )	(5)
Part Ⅲ	Case Study ······	
Statu	s Inquiries	(8)
Part IV	Additional Reading	(10)
Effec	tive Strategies for International Negotiators ( [])	(10)
Part V	Culture Salon	(11)
Rules	s of Interaction	(11)
Unit 2 B	Susiness Dinner	
Part I	Listen and Talk ······	
Part ∏	Reading ·····	
Chine	ese Cuisine ·····	
Part Ⅲ	Case Study ······	
	ation Cards & Letters	
	Additional Reading	
	ng in the USA	
	Culture Salon	
Tabl	e Manners	(25)
Unit 3 H	Factory Tours and Sightseeing	(28)
Part I	Listen and Talk	
Part ∏	Reading	
Trav	el Broadens Executive Minds	(33)
Part ∭	Case Study ······	(37)
Shor	t Company Profiles	(37)
Part IV		(39)
Weld	come to Beijing	
Part V	Culture Salon ·····	(41)
Trav	el Agency	(41)
Unit 4	Establishing Business Relations	(43)

Part I Listen and Talk	(43)
Part II Reading ······	(46)
How to Establish Business Relations	(46)
Part Ⅲ Case Study ····································	(50)
Letters of Establishing Business Relations	(50)
Part IV Additional Reading	(52)
EU-China Relations	(52)
Part V Culture Salon ······	(54)
How to Establish and Keep Business Relationships with the Arabs	(54)
Unit 5 Enquiries and Offers	(56)
Part I Listen and Talk ······	(56)
Part II Reading ······	(59)
Cross-cultural Negotiating	(59)
Part Ⅲ Case Study ·······	
Letters of Enquiries and Offers	(64)
Part IV Additional Reading	
Asking Questions	(66)
Part V Culture Salon	
Conceding and Bargaining	·· (68)
Unit 6 Counter Offer	
Part I Listen and Talk ······	
Part II Reading ······	
On Price	
Part Ⅲ Case Study ······	(78)
Letters of Counter-offer	
Part IV Additional Reading	(80)
Business Customs of the United States	
Part V Culture Salon	(81)
Counter Offer	(81)
Unit 7 Terms of Payment	(84)
Part I Listen and Talk	
Part II Reading ······	(87)
Terms of Payment	(87)
Part Ⅲ Case Study ······	
Letters of Credit ·····	
Part IV Additional Reading	(94)

Bill of Exchange or Draft	(94)
Part V Culture Salon ······	(96)
Business on the Internet	
Unit 8 Business Contracts	(98)
Part I Listen and Talk	(98)
Part Ⅱ Reading ····································	(101)
The Business Contract ······	(101)
Part Ⅲ Case Study ·······	(105)
Writing a Business Contract	(105)
Part IV Additional Reading	(107)
The Export Sales Contract	(107)
Part V Culture Salon	(110)
How to Express Your Thanks	(110)
Unit 9 Delivery of Goods	(112)
Part I Listen and Talk	(112)
Part II Reading ······	(115)
Shipment	
Part Ⅲ Case Study ······	(120)
Shipping Advice	(120)
Part IV Additional Reading	(122)
Bill of Lading	(122)
Part V Culture Salon ·····	(123)
History-Containerization	(123)
Unit 10 Complaints and Claims	(125)
Part I Listen and Talk	
Part II Reading	(129)
Complaints and Claims ( I )	(129)
Part II Case Study	(132)
Letters of Making Complaints and Settlement of Claims	(132)
Part IV Additional Reading	(134)
Complaints and Claims ( [] )	(134)
Part V Culture Salon ······	(135)
What do Business Ethics Bring to J&J	(135)
Unit 11 Commodities Fair	
Part T Listen and Talk	(136)

3

	Reading ·····	
	Yangling Agricultural Hi-tech Fair	
Part <b>Ⅲ</b>	Case Study ·····	(143)
Meetin	ng Address ·····	(143)
Part ${ m I\!V}$	Additional Reading	(147)
Exhib	ition and Its Classification	(147)
Part $V$	Culture Salon ·····	(148)
Backg	round of China Import and Export Commodities Fair	(148)
Unit 12 N	Aeeting	(149)
Part I	Listen and Talk ······	
Part ∐	Reading	(153)
Condu	acting Effective Meetings	(153)
Part <b>Ⅲ</b>	Case Study	(158)
	es	
Part IV	Additional Reading	(160)
The U	United Nations Conference on Trade and Development	(160)
	Culture Salon ·····	
What	Should a Secretary Do for People at the Meeting?	(164)
Unit 13	Telephone Calls ·····	
Part I	Listen and Talk ·····	
Part Ⅱ	Reading	(168)
Ten 1	Chings Never in Your Business Calls	(168)
Part ∭	Case Study	(174)
	ephone Message ·····	
	Additional Reading	
Effect	ive Telephone Call	
	Culture Salon	
Prepa	ring for a Telephone Call	(177)
Unit 14 J	Jobs and Careers	
Part I	Listen and Talk ·····	
Part ∏	Reading	
When	Losing a Job Means Losing Your Identity	(184)
Part ∭	Case Study	(188)
Job A	application ·····	(188)
Part IV	Additional Reading	(190
Caree	r Planning	

	MARKET THE PARTY OF THE PARTY O
	4.54
P =	3,0700

D. C		(105)
Presenting Yourself Successfully		(192)
Part V Culture Salon ······	***************************************	(192)



### Unit 1

## Meeting a Trade Delegation

# \*Part I

Listen and Talk

#### Lusiemanni Rean

Listen to the sample dialogues and read them aloud.

#### Dialogue $1_{\wedge}$ At the Airport

Mr. John Smith, Vice President of Pacific Trading Co. Ltd, and his marketing manager, Mr. David Brown, arrive at the Capital International Airport. Wang Ning, the manager of Beijing Light Industrial Products Import & Export Corporation, and his Interpreter, Li Mei, are now at the airport to meet the foreign guests.

Li: Excuse me, but aren't you Mr. John Smith and Mr. David Brown from Canada?

Smith: Yes, I am John Smith of Pacific Trading Company, and this is David Brown.

Li: We have been expecting you. I'm Li Mei, an interpreter of Beijing Light Industrial Products Import & Export Corporation. May I introduce our manager who has come to meet you?



Smith: Yes, please.

Li: Mr. Smith, Mr. Brown, this is Mr. Wang Ning. Mr. Wang, this is Mr. Smith, and this is Mr. Brown.

(They shake hands, and there are general chorus of 'How do you do's.)

Wang: Welcome to China. Glad to meet you.

Smith: I'm pleased to meet you too. It's very kind of you to come and meet us.

Wang: My pleasure. We are very happy about your coming. How was your flight?

Smith: Very nice. The weather was fine throughout the flight.

Wang: I'm glad to hear that. I hope you'll have a pleasant stay here.

Smith: Thank you. I'm sure we'll enjoy it.

Wang: How long do you intend to stay?

Smith: About two weeks.

Wang: Good. We'll have enough time for business talks. And in the interval, We'll arrange some sight seeing for you.

Smith: It's very kind of you.

Li: Your luggage is all here, isn't it?

Brown: Yes, it is.

Li: We have already booked rooms for you. Shall we go to the hotel now?

Brown: Oh, yes. Thank you. Is the hotel very far from here?

Wang: About half an hour's drive. You must be quite tired and have a jet lag after the journey. I'm sure you will find the hotel service satisfactory. If there's anything special you want, you may always tell the interpreter there.

#### Dialogue 2 At the Hotel

Miss Li and the Canadians arrive at the hotel.

Li: Here we are. We'll have to check in first.

This way, please.
(At the reception)

Receptionist: Good morning. What can I do for you?

Li: Good morning. I'm Li Mei from Beijing

Light Industrial Products Import & Ex-

port Corporation. I've reserved two single

rooms for our guests.

Receptionist: (To the Canadians) Welcome to our hotel. Do you have any preference for

the room?

Smith: A quiet room for me, please.

**Brown:** I'd like to have a room with a good view of the city.

Receptionist: Just a moment, please. Let me check... Yes, You'll have 1506, which is

very quiet, and 1509, which faces Chang An Street, Beijing's longest thor-

oughfare.

Smith, Brown: Thank you. That will be fine.

Receptionist: You are welcome. May I look at your passport for a moment?

Smith, Brown: Certainly... Here you are.





Receptionist: Thank you. Would you please fill in this form?

( The Canadians have finished the registration)

Li: I'll get a porter for you. (To a porter) Excuse me, would you please send

their luggage to the fifteenth floor? Thank you. (To the Canadians) Let's

take the lift over there.

#### · wstanias Dompostation

Listen to the following dialogues and try to fill in the blanks.

#### Dialogue $1 \land$ At the Customs

Office:	May I see your, please?
Smith:	Yes, here you are.
Officer:	Is all your luggage here?
Smith:	Yes, and
Officer:	Your briefcase is from examination. Will you please open this suit-
	case?
Smith:	Certainly.
Officer:	Have you anything to?
Smith:	Oh, I have only
Officer :	What's in this carton?
	Cigarettes.
Officer:	We allow each passenger cigarettes. We'll let in the restricted amount
	and pass the rest against payment of duty. Now you can close your
	suitcase.
Smith:	Is that all?
Officer:	Yes, pass on, please Goodbye!
Smith:	Thank you. Goodbye!
	Dialogue 2 On the Way to the Hotel
Brown	: How far away are we from the downtown?
Li:	About 40 kilometers, or 24 miles.
Brown:	not very far, isn't it?
Li:	Yes, if
Brown:	Is our hotel downtown?
Li:	Yes. We've for you at Sheraton hotel, one of the best hotels in
	town. I hope you will enjoy your stay here.
Brown:	Thank you. I'm sure we'll enjoy it.

3



Li: Is this the first time that you come to China?

Brown: Yes.

Li: In that case, we shall try to make your trip as pleasant as possible, so that you

will \_\_\_\_\_.

## Manager (Manager)

 Imagine you meet an American businessman at the airport. Greet the guest and introduce yourself, then take the guest to his hotel. The following are some useful patterns and expressions.

but aren't you Mr. Mike Green from the ABC Trading Company?

Excuse me, I suppose you are Mr. John Anderson from Canada.

but may I take the liberty of introducing myself?

Allow me to
Permit me to
May I introduce myself. I'm Li Hong,
Let me

an interpreter from China National
Chemical Import & Export Corporation.

a secretary from Hebei Arts & Crafts

a secretary from Hebei Arts & Crafts
Import & Export Company.

this is Mr. liu, sales manager of Xinhua Trading Company.

Mr. Johnson,

I'd like to

I'd like you to meet Mr. Zhang, manager of Pacific Steel.

may I introduce you to Ms. Wu, the assistant manager of our company.

Please allow me to introduce my colleagues. This is Michael Johnson, my marketing manager. This is Charles Black, my production manager. And this is Cindy Bell, my secretary.

Now, I'd like to introduce my people to you. This is Liu Ping, our vice president. This is Zhang Wei, our sales manager. And this is Xiao Lili, the head of my office.

- Suppose you are accompanying your guests to the hotel. Make a short dialogue including the following points.
- (1) About the weather for this time of the year in your city.
  - (2) The distance between the airport and the hotel.
- (3) About your city's development, such as industry, economy, foreign trade and scenic places.





# \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\* Reading

#### Effective Strategies for International Negotiators ( I )

by Gary P. Ferraro

A common definition of the act of negotiating is that two or more parties, who have both common and conflicting interests, interact with one another for the purpose of reaching a mutually beneficial agreement.

The successful negotiator must choose the appropriate strategy, protect the correct personal and organizational images, do the right type of homework, ask the most relevant questions, and offer and request the appropriate types of concession at the right time. Being a skilled negotiater in any context entails being an intelligent, well-prepared, creative, flexible, and patient problem solver.

It should be apparent that success in negotiating international business contracts requires a deep understanding of the culture of those on the other side of the table. Here we will draw upon some of the most positive experiences of successful intercultural negotiator.

#### Concentrate on Long-term Relationships, Not Short-term Contracts

There exists considerable variation throughout the world in terms of why people enter into business negotiation in the first place. In some societies, such as U.S., business people may enter into negotiation for the sake of obtaining the signed contract; other societies, however, view the regulations as primarily aimed at creating a long-standing relationship and only secondarily for the purpose of signing a short-term contract. For many Americans, a signed contract represents closing a deal, whereas to a Japanese, signing a contract is seen as opening a relationship. With those cultures that tend to emphasize the relationship over the contract,



it is likely that there will be no contract unless a relationship of trust and mutual respect has been established.

Building relationships requires that negotiators take the time to get to know one another. Frequently this involves activities of eating, drinking, visiting national monuments, playing golf—that strike the typical North American as being outside the realm of business and consequently a waste of time. But this type of ritual socializing is vital because it represents an honest effort to understand, as fully as possible, the needs, goals, values, interests, and opinions of the negotiators on the other side. It is not necessary for the two sides to have similar needs, goals, and values in order to have a good relationship, for it is possible to disagree in a number of areas and shall have a good working relation-

ship. However, both parties need to be willing to identify their shared interests while at the same time work at a reconciling their conflicting interests in a spirit of cooperation and mutual respect.

#### Focus on the Interests behind the Positions

After the parties in a negotiation have developed a relationship, the discussion of positions can begin. This stage of negotiating involves both sides setting forth what they want to achieve from the negotiations. From a seller's perspective, it may involve selling a certain number of digital cameras at X dollars per set. From the perspective of the purchaser, it may involve receiving a certain number of digital cameras within 3-month's time at X minus \$50 per set. Once the positions have been clearly stated, the effective international negotiator will then look behind those positions for the underlying needs of the other party. But often the position of one side is in direct opposition to the position of the other side. If the negotiators focus just on the positions, it is unlikely that they will resolve or reconcile their differences. But by looking beyond the position to the basic needs that gave rise to those positions in the first place, it is likely that creative solutions can be found that will satisfy both parties.

In the following example, a win-win solution was possible because the negotiators were able to concentrate on the needs behind the positions rather than on the positions themselves. The representative of a U. S. telecommunications firm had been negotiating with the communications representative from the Chinese government. After months of relationship building and discussing terms, the finalization of the agreement appeared to be in sight. But at the eleventh hour the Chinese representative raised an additional condition that took the American by surprise. The Chinese representative argued that since they were about to embark on a long term business relationship between friends, the U. S. firm should give its Chinese friends a special reduced price that it would not give to other customers. The problem with this request was that the U. S. firm had a strict policy of uniform pricing for all countries with which it did business.

If we look at this situation solely in terms of the positions of the two parties, it would appear to be an impasse. Let us consider the needs behind the positions. The Chinese position was based on two essential needs: to get a lower price, thus saving money, and to receive a special favor as a sign of the American's friendship and commitment to the relationship. The position of the U. S. firm was based on its need to adhere to the principle of uniform pricing. In fact, the U. S. negotiator offered another proposal: to sell the Chinese some new additional equipment at a very favorable price in exchange for sticking with the original pricing agreement. Such an agreement met all of the needs of both parties. The Chinese were saving money on the new equipment and they were receiving a special favor of friendship from the U. S. firm. At the same time, the U. S. company did not have to violate its own policy of uniform pricing. Once the negotiators were willing to look beyond a prepackaged, non-negotiable, unilateral position for having their own needs met, they