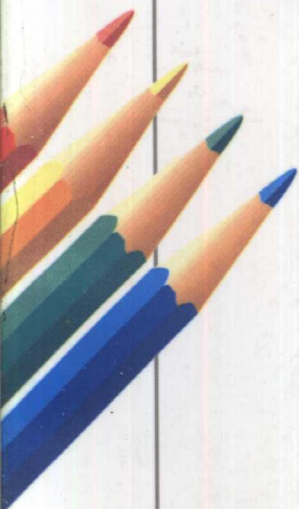
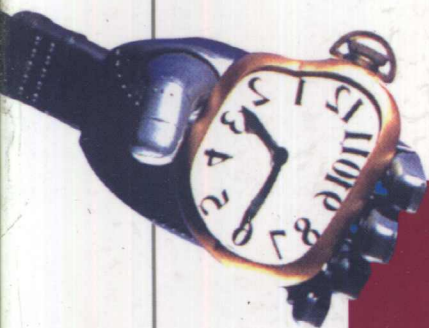


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国际商务英语系列

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ENGLISH FOR
INTERNATIONAL
BUSINESS
NEGOTIATION
国际商务谈判英语

吴云娣 编著

上海交通大学出版社



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国际商务英语系列

国际商务谈判英语

English for International Business Negotiation

吴云娣 编著

上海交通大学出版社

内 容 提 要

本书共分 15 个单元。每个单元有重点内容提要、课文正文、单词(配有音标)和词组、注释、主要大意、案例分析、练习、补充读物九个部分组成。其中练习包括了思考题、是非题、词组翻译、英译中、中译英、完形填空及写作,并配有答案。练习的设计主要是帮助学生对课文内容的进一步理解,从而掌握有关英语和谈判专业知识。案例分析和写作(Dealing with negotiation dilemmas)是培养学生分析谈判中出现的问题,运用谈判理论知识来解决这些问题的实际能力的最佳实践。在参考答案中还配有谈判专家对这些问题的看法,供读者作一比较。

本书主要供高等院校外经贸专业学生使用,也可供具有相当英语水平的国际商务从业人员自学和参考。

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前 言

经过十五年漫长而又艰苦的谈判,中国终于加入了世界贸易组织(WTO)。据权威人士预测,入世后有七方面的人才被列为紧缺人才,其中就包括谈判方面的人才。在全球商业活动与经济趋于一体化的进程中,培养既具备娴熟驾驭语言能力又拥有专业知识的人才,是商科类高等学校的任务之一。假如一位商科类学校的学生或从事外经贸活动的人士连什么是谈判,谈判人员应具备的素质,谈判组应该怎样组成等有关谈判的基本知识都不甚了解,那么,怎么还有什么谈判准备工作、谈判策略、谈判技巧、谈判方法等谈判各个环节的知识呢?在这种情况下,我们在全球经济一体化中又怎能取得作为一个大国应得到的份额呢?因此编写一本既能原汁原味地保留英文原著的风格,又能反映商务谈判主要环节,并配有帮助中国学生学习的练习或注释的商务谈判英语的教材已刻不容缓。编者正是以此为出发点,编著了《国际商务谈判英语》(English for International Business Negotiation)。

按照教育部的要求,教材要不断更新以适应飞速发展的社会需求,因此本教材选用的文章大多是英语国家近几年出版或是从互联网上摘录的。内容涉及国际商务谈判概论、商务谈判相关的基本知识、商务谈判的主要环节、商务谈判的文化、礼仪、乃至商务谈判心理分析等。选材基本上涵盖了商务谈判的整套环节。

本教材共分 15 个单元。每个单元有重点内容提要、课文正文、单词(配有音标)和词组、注释、主要大意、案例分析、练习、补充读物九个部分组成。其中练习包括了思考题、是非题、词组翻译、英译中、中译英、完形填空及写作,并配有答案。练习的设计主要是帮助学生对课文内容的进一步理解,从而掌握有关英语和谈判专业知识。案例分析和写作(Dealing with negotiation dilemmas)是培养学生分析谈判中出现的问题,运用谈判理论知识来解决这些问题的实际能力的最佳实践。必将对他们以后的谈判工作起到积极的作用。在参考答案中还配有谈判专家对这些问题的看法,供读者作一比较。注释留有余地,以便于教师课堂检查和讲解。部分难点留在练习中加以解决。

本书主要供高等院校外经贸专业学生使用。可以根据学生的英语程度,在三、四年级使用。每周 2~4 课时,每学期 18 教学周。本书也可供具有相当英语水平的国际商务从业人员自学和参考。

参与本教材编写的还有夏蓓蓓老师,主要负责第 13、14 两个单元及电脑编辑工作。本教材的编写得到了上海对外贸易学院的资助。上海对外贸易学院王兴孙和叶兴国副校长,上海对外贸易学院国际商务外语学院陈洁院长一直关心本书

的编写。华东师范大学英语系吴长镛教授拨冗审阅了书稿并提出了指导性意见。上海对外贸易学院黄源深教授在本书编写初期审阅了部分书稿并提出了宝贵的修改意见。他们深厚的英文造诣和严谨的治学态度给我们留下了深刻的印象。在此,一并表示感谢。限于编者的水平,书中定有错误和不妥之处,恳切希望使用本教材的教师、学生以及其他读者批评指正。

编 者
2002 年 3 月

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Unit 1 An Introduction to Negotiation

Focal Points

You're involved in negotiation every day.
Nothing new about negotiation
Origin of the word "negotiation"
Different definitions for negotiation
Different kinds of negotiation
Essence of negotiation
Good outcome in negotiation

No matter what you do, you are involved in negotiations every day. Bosses negotiate with their secretaries to get the work out on time. Secretaries negotiate with their bosses to give them reasonable lead time. Purchasing agents negotiate prices. Credit managers negotiate payment schedules. Administrators negotiate with their boards to agree on policies and long-range plans. Supervisors negotiate with employees to increase their motivation and improve their performance. Couples negotiate with each other and their children. City officials negotiate with citizens about locating a halfway house in their neighborhood. Professionals negotiate with clients to get them to accept their proposed designs, advice, and services.

There is nothing new about negotiation. ¹ Bacon wrote about it, Marco Polo practised it and millions of people over the years have used it as a means of resolving the problems of their everyday lives. ² It dates back to ancient times and acts as a common thread linking human interaction with historical events. ³ At a crucial point in the distant past, some far-sighted individual began to recognize that there was more to gain from bargaining over a problem than there was from fighting over it. It was a turning point in human affairs. ⁴ It may have grown out of barter, but this simple recognition must have had a significant impact on the development of civilization. And the frequent and widespread use of negotiation from the earliest times to the present day is an indication of its enormous value as a problem-solving device.

The word negotiate derives from the Latin word negotiatus, the past participle of negotiari, which means "to carry on business". ⁵ To negotiate is to communicate or confer with another so as to arrive at the settlement of some matter. ⁶ Many negotiators and researchers have been trying to assign a working definition to the word negotiation. They define the word from different viewpoint and help clarify people's understanding of the negotiation process, for example:

- Negotiation is a give-and-take trading process by which the conditions of a transaction are agreed and acted upon.
- Negotiation is a basic means of getting what you want from others. ⁷ It is a back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and other that are opposed.
- Negotiation is a process through which parties move from their initially divergent positions to a point

where agreement may be reached.

- Negotiation is all about creating a movement between parties with initially divergent positions.
- Negotiation is concerned with resolving conflict between two or more parties, usually by the exchange of concessions.

Business-to-business negotiation may be defined as follows:

- ⁸ Business negotiation is the process of bargaining over a set of issues for the purpose of reaching an agreement.

Firstly, “the process of bargaining” implies that there will be a willingness to negotiate by each of the parties to the transaction. Secondly, “over a set of issues” spells out very graphically that in negotiation there is never a single issue. Thirdly, negotiation takes place “for the purpose of reaching an agreement”. ⁹ While the bulk of agreements reached in negotiation are equitable (in the sense that both parties leave the table with an agreement that they can live with), some are not. ¹⁰ For example, it is possible that firms with overwhelming bargaining strength will attempt to use that strength to force outcomes heavily weighted in their own favour.

Negotiations vary widely in their importance and significance. Perhaps the most difficult kind of negotiation is that taking place at the international political level. This could well comprise such things as disarmament talks, the resolution of international trade disputes, and even attempts to free hijack victims. ¹¹ Negotiations of this kind are particularly difficult as the differences separating the parties are based not upon real differences but rather upon ideological differences — which makes them extremely difficult to resolve.

¹² A second important kind of negotiation is that taking place at the international commercial level. This will include such activities as importing and exporting and certainly all of the invisibles. Negotiations of this kind are never straightforward and simple. Any negotiation between people from different national backgrounds will be difficult, as communication between the parties will be complicated by the clash of cultures that occurs. Each side will be influenced by its own frame of reference and its own way of doing things. While compromise is necessary in all negotiations, it becomes even more compelling when different cultural backgrounds are involved.

¹³ Yet the importance of international negotiations cannot be overstated, as trading of this nature has a lot to do with a country's balance of payments and in turn (as politicians never fail to remind us) with the standard of living of its inhabitants.

While negotiations of this kind are undoubtedly important, it is fairly obvious that negotiations occur at many different levels. Firms constantly negotiate one with another. Management and labour never seem to stop. Some people negotiate to get their jobs, while others negotiate to keep their jobs. Husbands and wives arrive at many compromises in leading their lives together. And people with children know all about negotiation — and how to be a good loser.

The essence of negotiation is that it is not about winning or losing — it is about striking a deal which is satisfactory to both sides. Of course, your efforts should be directed towards ensuring that it is more satisfactory to your side than to the other.

If one of the negotiators holds all the aces and the other knows it, then we are not talking about true negotiation but simply about squeezing out as much gain for the person with all the advantages, regardless of the wishes or needs of the other.

¹⁴ “Take it or leave it” is not negotiation. Neither is haggling or horse trading. Negotiation is based

upon concession trading and compromise. Negotiation occurs when a buyer and a seller bargain over a set of issues. It involves the application of logic and rational argument to induce the other party to work towards an agreement. As the negotiation proceeds, it is natural for each party to present solutions that reflect its respective interests. This is a normal part of the negotiation process. These various solutions, however, will have differing degrees of importance for each side, which makes it possible for concession trading to occur. A negotiated agreement is the outcome of concession trading and compromise. A negotiation should not consist of a series of running battles over single points or individual issues, as a single point or issue has little significance in the overall context of a negotiation. The purpose of bargaining is to try to structure all of the issues into an overall agreement so that both sides leave the table with a deal they can live with. Both sides must win, neither side must lose. People enter a negotiation because they believe that there is something in it for them. ¹⁵If one of the parties emerges from the negotiation believing that it has lost, or has been treated unfairly, then this will simply lead to hostility and resentment and it will retaliate at the first possible opportunity.

A good outcome in negotiation is one in which both sides win. ¹⁶This being so, when putting an agreement together a good negotiator will always consider the effect that the final agreement will have on his relationship with the other party. ¹⁷A trading relationship should be mutually beneficial to both sides and ought to be given serious consideration whenever agreements are struck. Business negotiation should not be an event with a winner and a loser.

Thus, in a true commercial negotiation, both parties have something to offer and something to gain.

There is nothing new about negotiation. ¹⁸It is simply a means by which ordinary people resolve their differing aims and objectives in a non-violent and humanly acceptable manner.

Words and Expressions

1. thread /θred/ *n.* 主线
2. barter /'bɑ:tə/ *n.* 易货贸易, 物物交换
3. divergent /daɪ'vɜ:dʒənt/ *adj.* 有分歧的; 不同的
4. graphically /'græfɪkəli/ *adv.* 通过某种方式
5. bulk /bʌlk/ *n.* 主体; 绝大部分
6. equitable /'ekwɪtəbl/ *adj.* 公平合理的; 公正的
7. compelling /kəm'pelɪŋ/ *adj.* 有强烈的吸引力的
8. ace /eis/ *n.* 王牌(掌握主动)
9. haggle /'hægl/ *vi.* (在价格、条件等方面) 争论不休
10. induce /ɪn'dju:s, 'indu:s/ *vt.* 引诱, 劝
11. retaliate /rɪ'tæliet/ *vi.* 报复, 以牙还牙

* * * * *

1. lead time 一段时间
2. to have a significant impact on 对...有重大影响
3. to derive from 追溯, 起源
4. to confer with somebody 和某人商谈
5. to assign a working definition to... 给...下一个定义
6. a give-and-take trading process 公平交易的贸易过程

7. back-and-forth 反反复复的
8. to spell out 讲清楚
9. bargaining strength 谈判中的优势强项, 谈判中的长处
10. to be weighted in one's own favour 对某人有利
11. ideological differences 意识形态的差异
12. frame of reference 框架
13. a country's balance of payments 一个国家的支付平衡
14. to strike a deal 成交
15. to arrive at compromises 达成妥协
16. to hold all the aces 握有王牌,
17. to squeeze...out 榨取
18. to take it or leave it 或取或舍, 悉听尊便
19. horse trading 讨价还价后达成的交易
20. concession trading 让步贸易

Notes

1. Bacon: Francis Bacon 弗朗西斯·培根(1561-1626, 英国哲学家, 英语语言大师, 英国唯物主义和实验科学的创始人, 反对经院哲学, 提出知识就是力量, 主要著作有《论科学的价值和发展》、《新工具》)

Marco Polo 马可·波罗 (1254-1324, 意大利旅行家, 以其口述东方见闻经笔录成书的《马可·波罗行纪》(又名《东方见闻录》) 著名, 曾在中国为元世祖忽必烈效劳达 17 年。(1275-1292))

2. It dates back to ancient time and acts as a common thread linking human interaction with historical events. 谈判早在古代就开始了, 同时, 谈判成了把人类的交际和历史事件连在一起的一条共同主线。

to date back to = to date from 追溯到

Their friendship dates back to (dates from) college days. 他们的友谊从大学时代就开始了。

The church dates as far back as the 6th century. 这座教堂早在 6 世纪就建成了。

a common thread 共同主线

the common thread uniting all these ideas 把所有这些想法系在一起的共同主线

3. At a crucial point in the distant past, some far-sighted individual began to recognize that there was more to gain from bargaining over a problem than there was from fighting over it. 在遥远的过去的某个关键时刻, 一些有远见的人开始认识到, 要解决某个问题, 从协议中得到的远比从战争中得到的要多得多。

at a crucial point = at a critical moment 在关键时刻

in the distant past 在遥远的过去

in the distant future 在遥远的将来

In the distant future, man can live on the Moon. 在遥远的将来, 人们可以居住在月球上。

far-sighted (1) 有远见的

a far-sighted open-door policy 卓有远见的开放政策

(2) 远视的

Old people tend to get far-sighted. 老年人易得远视。

4. It may have grown out of barter, but this simple recognition must have had a significant impact on the development of civilization. 谈判很有可能来自于易货贸易,这一单纯的认识必定对文明的发展有非常重大的影响。

to have an impact on = to have an effect on = to have an influence on = to influence 对...有影响

Modern science and technology have a great impact on people's living qualities. 现代科技对人民的生活质量有极大的影响。

5. To negotiate is to communicate or confer with another so as to arrive at the settlement of some matter. 谈判是一种交流,是和另一方协商,以便达到解决问题的目的。

to confer with sb. 和某人商谈

The minister is still conferring with his advisers. 部长仍在和他的顾问们交换意见。

to confer with sb. over(on, about, concerning) sth. 就某事和某人商谈

The Foreign Minister conferred with his Vietnamese counterpart over the establishment of bilateral relationship. 外交部长就建立两国双边关系与越南外交部长交换了意见。

to be conferred on sb. 授予(头衔、荣誉勋章等)

An honorary degree was conferred on him by the university. 这所大学授予他荣誉学位。

6. Many negotiators and researchers have been trying to assign a working definition to the word negotiation. 许多谈判和研究人员一直试图给谈判这一词下一个定义。

to assign a working definition to sth. = to give a working definition to sth. 给...下一个定义

Scientists assigned a working definition to this phenomenon. 科学家给这种现象下了一个定义。

7. It is a back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and other that are opposed. 谈判是一种反反复复的交流,为的是当你和对方有着相同或不同的利益时,能达成一项协议。

这是一句省略句。全句应该是: It is a back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and other(interests) that are opposed.

8. Business negotiation is the process of bargaining over a set of issues for the purpose of reaching an agreement. 商务谈判是双方为了达成协议而就一系列的问题进行洽谈的过程。

a set of = a range of = a series of (1) 一系列

a set of lectures 系列讲座

(2) 一套

a set of rules 一套规章制度

a set of furniture 一套家具

9. While the bulk of agreements reached in negotiation are equitable (in the sense that both parties leave the table with an agreement that they can live with), some are not. 在谈判中达成的绝大部分协议是公平合理的(就某种意义上说,在离开谈判桌时双方都承认这一协议)。但是,有些协议却不是那么公平合理的。

to live with (1) 承认;容忍

You must live with the fact that you are no longer young. 你得承认,你已经不像以前那样健壮了。

Many politicians find such laws difficult to live with. 许多政治家认为难以容忍这样的法律。

(2) 与…住在一起

He lives with his parents. 他与父母住在一起。

(3) 与…同居

He lives with that girl for two years. 他和那个姑娘同居两年了。

10. For example, it is possible that firms with overwhelming bargaining strength will attempt to use that strength to force outcomes heavily weighted in their own favour. 例如,很有可能谈判中有着绝对优势的公司会企图利用这种优势来迫使谈判结果对他们有利。

overwhelming bargaining strength 谈判中的优势强项;谈判中的长处

good bargaining position 谈判中的有利地位

bad bargaining position 谈判中的不利地位

weight *vt.* 使倾斜

The tax structure was weighted heavily in favour of the upper classes. 税收结构对上层阶级大为有利。

evidence weighted against the defendant 对被告不利的证据

11. Negotiations of this kind are particularly difficult as the differences separating the parties are based not upon real differences but rather upon ideological differences — which makes them extremely difficult to resolve. 这种类型的谈判难度特别大。这是因为双方的差异不是贸易方面的差异,而是意识形态方面的差异,因此很难解决。

negotiations of this kind = this kind of negotiation 这种类型的谈判

Bicycles of this kind are sold well in Europe. 这种型号的自行车在欧洲很畅销。

注意在 Note 13 中也有这样的结构:

trading of this nature 这种性质的贸易活动

另外 sort, type 这类词也可用于这种结构。

12. A second important kind of negotiation is that taking place at the international commercial level. 第二种重要的谈判是发生在国际级的商务谈判。

at the international commercial level 国际级的商务谈判

at different levels 在不同的级别

To some extent, negotiations at the international commercial level are more complicated than that at home turf. 就某种意义来说,国际级的商务谈判要比国内的商务谈判复杂得多。

13. Yet the importance of international negotiations cannot be overstated, as trading of this nature has a lot to do with a country's balance of payments and in turn (as politicians never fail to remind us) with the standard of living of its inhabitants. 然而,我们不能过分强调国际商务谈判的重要性,因为这种性质的贸易活动不但与某个国家的支付平衡有关,而且(政治家们从来不会忘了提醒我们)也与人民的生活水准有关。

overstate 夸大;过分强调

over pref. 表示“过分”

overheat *vt.* 使太热

overestimate *vt.* 过高估计;过高评价

oversleep *vt.* 使(自己)睡过了头;睡过了头

in turn (1) 依次地;轮流地

The delegates spoke at the conference in turn. 代表们在大会上轮流发言。

(2) 转而;反过来

Theory is based on practice and in turn serves practice. 理论以实践为基础,反过来又为实践服务。

the standard of living = the living standard 生活水准

14. "Take it or leave it" is not negotiation. Neither is haggling or horse trading. “或取或舍,悉听尊便”不能算是谈判。争论不休、讨价还价也不能算是谈判。

按照 *Penguin English Dictionary* 的定义 haggling or horse trading 为:讨价还价,而在本文中 haggling or horse trading 的定义为:为了商务利益而讨价还价。另外 dickering 也与 haggling, horse trading 同义

15. If one of the parties emerges from the negotiation believing that it has lost, or has been treated unfairly, then this will simply lead to hostility and resentment and it will retaliate at the first possible opportunity. 假如有一方离开谈判桌时认为他这一方输了或者受到了不公正的待遇,那么,就将会导致双方的敌意和怨恨。并将在以后某一个可能的机会中这一方会以牙还牙。

to lead to = to result in 导致

His laziness led to (resulted in) his failure. 他的懒惰导致了失败。

retaliate *vi.* 报复,以牙还牙

Jane kicked Betty, and Betty retaliated in kind. 简踢了贝蒂一脚,贝蒂回踢了简一脚。

16. This being so, with putting an agreement together a good negotiator will always consider the effect that the final agreement will have on his relationship with the other party. 假如是这样的话(指谈判中的最好结局是双赢),那么在达成协议时,一个优秀的谈判者就应考虑最终的协议对与另一方的关系是否有影响。

This being so = If this is so,

so *adv.* 指的是前面一句:

A good outcome in negotiation is one in which both sides win. 谈判中的最好结局是双赢。

Primarily, communication is a source of strength within any organization and never more so than within the negotiation team. 在任何一个组织内,交际是力量的主要来源。在谈判组里,更是如此。

17. A trading relationship should be mutually beneficial to both sides and ought to be given serious consideration whenever agreements are struck. 贸易关系应该对双方都有利。因此,每当达成协议时,双方都应该认真考虑。

to be beneficial to = to be advantageous to 对...有利

to strike (make, arrive at, come to, reach) an agreement 达成协议

to strike (get to, cut) a deal 成交

to strike (make, arrive at, come to, reach) a compromise 达成妥协

18. It is simply a means by which ordinary people resolve their differing aims and objectives in a non-violent and humanly acceptable manner. 谈判只是一种手段。普通老百姓通过这一手段用非暴力和人道的、可以接受的方法消除分歧。

non-violent 非暴力的

non- pref. (常用在名词、形容词或副词前)表示“非”,“无”,“不”

non-smoking area 禁烟区

non-smoker 不抽烟的人; 禁止抽烟的列车车厢

non-stop flight 直达飞行

Main idea

There is 1 new about negotiation. The origin of the word negotiation derives from the 2 word, which means "to carry on 3." There are different 4 for negotiation. The definition of business-to business negotiation is: Business negotiation is the 5 of 6 over a set of 7 for the 8 of reaching an 9. The essence of negotiation is not about winning or losing — it is about 10 a deal, which is 11 to both sides. A good outcome in negotiation is one in 12 both sides 13. So in a 14 commercial negotiation, both parties have something to 15 and something to 16. Negotiation is simply a means by which 17 people resolve their 18 aims and objective in a 19 and 20 acceptable manner.

Case

Study the case carefully and try to find out the solution in it.

The Compact Disc Player

A couple bought a CD player from a well-known electronic goods stockist located out of town. They travelled home some miles away. Following the manufacturer's instructions carefully, they set it up and plugged it in. It was lifeless. A phone call to the stockist elicited a typically brusque response: "Bring it in and we will see what can be done about it."

Any summary of this opening scenario would be incomplete if it failed to identify customer dissatisfaction and a potential for a marked difference of opinion between the parties:

Having reflected on the irony of being invited to spend more in order to obtain a reliable product, the customer rang the sales manager with a number of observations:

- A separate return journey was inconvenient.
- Time lost could profitably be spent elsewhere.
- There were costs for petrol and parking which would be eliminated if the retailer collected.
- There would be loss of goodwill if the matter was not resolved satisfactorily.

The sales manager was somewhat taken aback. It was not normal custom and practice to reimburse costs.

The customer, sensing the Manager's hesitation, pressed his point and said a set of classical CDs and a box of VHS tapes would be an acceptable recompense.

In due course the customer called in at his convenience and collected a new CD player, which was unboxed, fully tested and reboxed in his presence, along with a gift-wrapped parcel of high quality discs and tapes accompanied by a letter of apology. The customer went away satisfied with the outcome and still frequents the shop.

Exercises

1. Questions for thought:

1. What do you know about negotiation?
2. Is there any difference between haggling, horse trading and negotiation?
3. Why "Take it or leave it" is not a correct attitude towards negotiation?

4. What is the essence of negotiation?
 5. Can you offer an example to show that a good outcome in negotiation is one in which both sides win?
- II. True or false?

1. People in the distant past believed that there was more to gain from fighting over a problem than there was from bargaining over it.
2. "A give-and-take trading process" is similar to "Take it or leave it".
3. Negotiation is concerned with solving conflict between two or more parties, usually by the exchange of concessions.
4. The definition of business-to-business negotiation contains three points.
5. Business negotiation should be an event with either a winner or a loser.

III. Put the following phrases into English:

- | | |
|--------------|----------------|
| 1. 解决冲突的方法 | 2. 进行交易 |
| 3. 无形贸易 | 4. 在关键时刻 |
| 5. 反反复复的交流 | 6. 公平交易 |
| 7. 谈判优势 | 8. 一系列的问题 |
| 9. 一个国家的支付平衡 | 10. 或取或舍, 悉听尊便 |

IV. Put the following English into Chinese:

1. And the frequent and widespread use of negotiation from the earliest times to the present day is an indication of its enormous value as a problem-solving device.
2. Business negotiation is the process of bargaining over a set of issues for the purpose of reaching an agreement.
3. Any negotiation between people from different national backgrounds will be difficult, as communication between the parties will be complicated by the clash of cultures that occurs.
4. While compromise is necessary in all negotiations, it becomes even more compelling when different cultural backgrounds are involved.
5. The purpose of bargaining is to try to structure all of the issues into an overall agreement so that both sides leave the table with a deal they can live with.

V. Put the following Chinese into English:

1. 公平交易在于谈判双方都能坚持互惠互利的原则,并能作出适当的妥协。
2. 当你与一个文化背景完全不同的人谈判时,你得想方设法把你的意图讲清楚。
3. 在和平时期,普通老百姓解决他们之间不同目的的最好的方法是采用非暴力的形式,即谈判。
4. 各国的生活水准不一样,但有一点是肯定的,那就是生活质量与环境大有关系。
5. 谈判最理想的结果就是双赢的结果。

VI. Cloze: Fill the blanks with the following words:

advantage	at	away	by	challenge
deal	everything	for	from	hands
However	in	issues	majority	on
opponent	range	return	which	where

How Much Really is Negotiable?

A favourite saying of the hawks in negotiating is that: Everything is Negotiable. They infer that you

should challenge 1 that your opponent puts up and take some 2 of every single one of the issues involved. This can be a dangerous approach 3 the great majority of situations in which commercially oriented people find themselves.

There is certainly merit in looking 4 all of the features arising in a 5 and assessing which may be open to 6, but the biggest problem in attacking everything lies 7 the fact that it diverts your attention 8 from those issues which are most important to you. If you gain some ground 9 a point almost irrelevant to you, perhaps your 10 will be seeking some form of concession in 11 on an issue which you do feel to be important.

You may certainly choose to debate 12 that are not critical to you simply to obscure those 13 are important. You may also choose to probe a wide 14 of the issues involved to identify your opponent's flexibility. 15, the over-aggressive "everything is negotiable" approach, generally accompanied 16 the need to snatch concessions of any size on every issue, is not constructive in the 17 of the great majority of people and in the great 18 of commercial circumstances.

In general, the most profitable strategy is to assess 19 you want to make gains 20 negotiation, rank and target gains in order of importance and then develop the tactics for achieving your objectives.

VII. Writing: Deal with negotiation dilemmas:

Here is an opportunity to test your knowledge against a set of difficult scenarios. What would you do in these situations? You can read our view (Key to Exercises) after you have written your own.

Dilemma 1

You have just started the negotiation when the other party puts an offer on the table and tells you "Take it or leave it." What is your response?

Supplementary Reading

Negotiation — What Is It?

We recognize the skill with which an experienced helmsman negotiates a busy harbour to tie up, being mindful of charted hidden dangers and the unpredictability of the behaviour of other users. But are we always aware that we should be exercising a similar degree of skill and attention to detail in handling our interpersonal relationships? Statistics on the rising trend of divorce makes for grim analysis of most domestic scenes, but are we any better equipped to deal with commercial difficulties? We doubt it, if only because the nature of negotiation and the impact it has on relationships has yet to be widely understood. All too often we see people exchange information, test understanding and then make a decision — and believe they have negotiated. Well, they haven't.

Using a workable definition, we see negotiation as a process through which parties move from their initially divergent positions to a point where agreement may be reached.

The five main approaches to negotiation are:

- compromise
- bargaining
- threat
- emotion

- logical reasoning

All five approaches share a common purpose — to achieve sufficient movement by parties to reach agreement. They can be used in isolation — or in combination — to achieve their purpose.

A negotiation can be regarded as a ritual, attracting procedural nuances which may call for careful compliance. If the process happens too quickly, there is a risk of one of the participants feeling dissatisfied. They are likely to feel they could have done better had they been more adventurous in setting their planned limits. The feeling that a good contract cannot be agreed without a contest may appear illogical but can be true nevertheless. Appearance (or “face”, in an Eastern culture) is all-important.

Experienced negotiators understand these key elements of human nature:

- We like to appear to be popular.
- We wish to avoid losing prestige (face).
- We will offer concessions at little cost to ourselves (“straw issues”) at the concluding stage of a difficult negotiation in order to finalize the deal and make the other party feel better.
- Emotional factors carry as much weight as any single factual component in the careful planning of a negotiation.

Let us examine negotiation from a practical viewpoint using it in an everyday example: In the CD player negotiation the shop manager is interested in a long-term relationship (i.e. a regular customer); the customer may also want this.

So here are some key points of a negotiation:

1. Negotiation is all about creating a movement between parties with initially divergent position.
2. The negotiation process is one of interaction between parties with differing objectives which can be resolved by a variety of approaches.
3. Avoid gaining a reputation for using only one approach when attempting to move another party to your way of thinking.
4. Both parties could use emotion. Be prepared for behaviour that could upset your logically sound plan.
5. Avoid putting “markers” down which limit your flexibility.
6. Before you use threat think about the consequences. Negotiators are ordinary people who don't easily forget being threatened. Given the opportunity they will get their own back, so don't go over the top.
7. Engineer sufficient reassurance into the outcome to ensure that the other party think honour has been satisfied — a particularly significant point should you to negotiate with the other party on another occasion.