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“十二五”规划教材

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# 商务英语谈判

李富森 主 编



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# 出版说明

工学结合新思维高职高专财经类“十二五”规划教材是对外经济贸易大学出版社贯彻教育部教高〔2006〕16号《关于全面提高高等职业教育教学质量的若干意见》精神，联合天津对外经济贸易职业学院、天津职业大学、河北工业职业技术学院、北京工业职业技术学院、天津国土资源和房屋职业学院、天津海运职业学院等国家、省（直辖市）级示范性高等职业院校推出的一套面向高职高专层次、涵盖不同专业的立体化教材。本系列教材包括国际经贸、财会金融、工商管理、物流管理、电子商务、旅游与酒店管理六个专业。

根据教高〔2006〕16号文件关于“高等职业院校要积极与行业企业合作开发课程，根据技术领域和职业岗位（群）的任职要求，参照相关的职业资格标准，改革课程体系 and 教学内容，建立突出职业能力培养的课程标准，规范课程教学的基本要求，提高课程教学质量”的要求，本套教材以提高学生专业实际操作能力和就业能力为宗旨，采取情景模块、案例启发、任务驱动、项目引领、精讲解、重实训的编写方式，让学生在理论够用的基础上，在专业技能培养环节，特别是“教学做一体化”方面有所突破，“确保优质教材进课堂”。

根据国家职业教育的指导思想，目前我国高职高专教育的培养目标是以能力培养和技术应用为本位，其教材建设突出强调应用性和适用性，既要满足专业教育，又能适应就业导向的“双证书”（毕业证和技术等级证）的人才培养目标需要。根据教育部提出的高等职业教育“与行业企业共同开发紧密结合生产实际的实训教材”的要求，本套教材的作者不仅具有丰富的高等职业教育教学经验，而且具有企业第一线实践经历，主持或参加过多项应用技术研究。这是本套教材编写质量与高等职业特色的重要保证。

此外，本套教材配有教师用PPT文稿，方便教师教学参考。

愿本套教材的出版对“十二五”期间我国高等职业教育的创新发展和高职人才培养质量的稳步提升有所助益！

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# 前 言

随着经济全球化进程的进一步加深，中国同世界各国的各种贸易活动日趋频繁，我国将在经济贸易领域全面与国际接轨。为了应对国际贸易领域出现的新问题、新做法，我们在总结以往教材编写实践经验的基础上，根据该教材在教学中的使用及岗位对学生专业英语能力的要求，对其进行了重新的构思与定位，从而满足新形势下外经贸领域对人才的需求。

为了进一步开发以工学结合为编写主线的教材，我们征求了国内外的行业专家教授和有实际工作经验的实务人员对教科书的意见，广泛参阅国内外有关文献，力取众家之长，以技能训练为目的，重点突出外贸专业英语语言交际能力的培养，从买卖双方的不同角度介绍谈判策略与交际方法，并适时介绍文化差异对谈判者的影响，从而培养学生灵活运用专业英语知识与国际贸易知识从事各种国际商务活动及进行外贸业务谈判的综合能力。通过课文的多种情景素材，介绍了外事接待和商务谈判活动中常用的对话和表达语句，通过设立外经贸活动的不同场景，让学生进行模拟演练，从而掌握实际交际能力。

全书内容共分15个单元，涉及国际商务活动及交易磋商各环节，包括产品介绍、询盘、报盘、价格、包装、装运、支付、合同、保险、索赔、代理等。每个单元包括了谈判对话示例、专业术语介绍、常用句型、业务知识介绍及谈判策略，并配以大量的实训练习，同时每课课后加入了补充阅读，以拓展学生的商务知识。

本书以实用为目的，重点培养学生使用英语进行对外经贸业务谈判的综合表达能力，适用对象为高职高专院校商务英语、经济贸易及相关专业的学生，同时也可作为社会其他人员的自学用书。

该教材是编者根据二十多年长期进行商务英语教学、外事工作、国外讲学及从事谈判、翻译的实践经验编写而成的一部对商务谈判有很大实用价值的教材，主编李富森，房玉靖、刘玉玲、孙爱民、邓莉洁、李燕和常馨月老师参加编写，李平、邓莉洁担任课件制作，是一部内容丰富、以任务驱动为主体的实践性很强的教材。

编 者  
2010年5月

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# Contents

Unit 1	Negotiation Preparations .....	(1)
Unit 2	Establishing Business Relations .....	(11)
Unit 3	Receiving Guests .....	(21)
Unit 4	Companies and Products .....	(30)
Unit 5	Enquiries and Offers .....	(37)
Unit 6	Price Bargaining .....	(45)
Unit 7	Commodity Inspection .....	(53)
Unit 8	Terms of Payment (1) .....	(60)
Unit 9	Terms of Payment (2) .....	(71)
Unit 10	Packing .....	(77)
Unit 11	Shipment .....	(86)
Unit 12	Insurance .....	(97)
Unit 13	Conclusion of Business .....	(106)
Unit 14	Claims and Settlements .....	(113)
Unit 15	Agency .....	(122)
	Key to the Translation Exercises .....	(131)
	Bibliography .....	(154)

# Unit 1 Negotiation Preparations

## Warm Up

Work in pairs and make a dialogue with the following situation

You are a clerk in a research firm, and now you are demonstrating your research report, which includes some of the preliminary findings, to your customer. He is very satisfied with what you have done. Then discuss a plan for the next step with your partner.

## Open Your Toolkit

Study the sample dialogues

### Dialogue 1

- A: We have got a new partner in Europe. I'd like to ask you to make a status report about that company.
- B: No problem. We have a special department dealing with all kinds of consultant services, such as trade, investment, financial advice, status inquiry, helping find cooperative partners, etc.
- A: How do you deal with work?
- B: As one of the world's leading bankers, we have branches in most countries. We can also get information through our agent bank.
- A: I see. What shall I do if I want to get the credit information of our cooperative partner?
- B: It's not complicated. The only thing for you to do is to fill in a trust form and sign it. We send it to our branch office or agent, and then they will send the report back. Of course it is in a confidential way, and we hope you will keep it confidential.
- A: Well, what about the service fee and when can I get the result?
- B: For our long-term clients we charge only direct fees like telephone or fax. You will get the result in about one week.
- (One week later)
- A: Hello, this is Consultant Department of Bank of China, Shanghai branch.
- B: Is there the status report about Imperial Trading Co. ?
- A: Yes. We have just completed our inquiries concerning the firm mentioned in your trust form.
- B: Any troubles?
- A: No, this is a favorable reply. It's a private firm and enjoys good reputation in its area. As

## 2 商务英语谈判

the credit report shows, it's always punctual to meet its commitments. It seems to be safe to do business with them.

B: Great. Now we can do business with them with assurance.

A: Besides, according to the report, the technique of this company is among the best in the world. We have no doubt about their technique.

B: Thank you for your information.

### Dialogue 2

A: What shall I do if I want to open up a new market in Europe?

B: Before you implement your plans, you must have a profound knowledge of the markets there.

A: But I can't inspect it personally.

B: You can entrust the study of the situation there to us.

A: Do you offer such a service?

B: Yes, and we have a worldwide network for doing the job.

A: If so, please investigate into the sales possibilities of our products in Europe.

B: You can rest assured of our ability.

A: We're looking forward to receiving your information.

B: We'll inform you of the situation in about a month.

### (One month later)

A: In the last month, another two companies joined in the sportswear market in Europe. What's your market research in sportswear market there?

B: Our main objective is to investigate the consumption potential in customers. We have carried out market research among 400 people aged from 15 to 55. Our figures show that in the past year, people's expenditure on sportswear has increased by 20%.

A: Which age group shows the greatest increase?

B: People aged from 25 to 35 have increased the greatest by 35%.

A: What's their consumption potential?

B: As you can see from the table, 59% of youth have stable income between € 1,500 and € 2,500; 46% of the female consumers in this age group buy sportswear from department stores, 26% from franchised stores, and 20% from small retail stores. By contrast, 48% of the male consumers buy sportswear from franchised stores, 37% from department stores and only 7% from small retail stores.

A: A very useful investigation. What's the reason?

B: The sportswear in franchised stores has more discounts, but department stores have the latest styles.

A: So the female consumers in this age group concentrate more on fashion. What's their priority in choosing sportswear?

B: The female consumers pay more attention to the materials and comfortableness, whereas



- the male consumers pay more attention to uniqueness.
- A: What are the factors influencing their choice of brands?
- B: As you can tell by the chart, 18% of the consumers choose brands by habits, 14% by judging the products, 10% by recommendation of friends and 5% by the advertisement of celebrities.
- A: OK. Then what's your suggestion on our products?
- B: In summary, the most promising consumers are the age group between 25 and 35 who have a lot of discretionary buying power and great interest in sportswear. They want high quality products with the latest design and fashion. We'd better offer some discount promotion in the end of the season to attract these prospective consumers.



### Words and Expressions

1. commitment
2. implement
3. profound
4. knowledge
5. inspect
6. entrust
7. franchise
8. discretionary
9. confidential

承诺, 保证, 义务  
 实施, 执行  
 深入的, 深远的  
 了解  
 调查  
 信赖, 委托  
 特许专营权  
 随意的, 可支配的  
 秘密的, 机密的

## Learn Something about Negotiation

### Preparations

The pre-negotiation stage begins from the first contact between the two sides whose interest in doing business with each other is shown. It is from this stage on that both sides begin to understand one another's needs and evaluate the benefits of entering into the process of negotiation. Both sides now gather as much information as possible on each other, like the operating environment, involvement of other parties, influencers, competitors and the infrastructure. The main issue here is to define the problem to be jointly solved, for it will both reflect each other's expectations and is necessary to get commitment from each other, which will then help to achieve a problem-solving situation.

To be fully prepared before the negotiation, both sides should pay attention to the following two things: environmental factors and information collection.

The environmental factors include politics, religious belief, law regulations, business

conventions, social customs, financial state, infrastructures as well as climate. All these elements will directly or indirectly influence the negotiation.

Information gathering will to some extent determine the success and failure of the negotiation. Generally speaking, the information to be gathered should include that of market, science and technology, policies, law regulations and finance of the other party.

## **Read for Reference**

1. Market research is actually an analysis of a specific market for a particular product.
2. We forecast that the market for this kind of product will decline rapidly in the next several years.
3. To conclude, even though our target audience is clearly defined, introducing a new product is always a gamble.
4. We have to run the market test for two months.
5. I'm very pleased to be here to give a very brief overview of our marketing research.
6. The table demonstrates the various attitudes among different age groups to our beverage.
7. Our main purpose is to gather consumer attitude toward the new packaging.
8. The numbers we have show that 20% said they log on to the internet every night for at least two hours.
9. Who are the customers? What quantity and quality do they want?
10. The firm under inquiry enjoys a high reputation in the business circles for their punctuality in meeting obligations.
11. As this is the case, we deem it rather advisable for you to refrain from having relations with that company.
12. As far as we know, they are sound enough, but we have no certain knowledge of their true financial position.
13. We just know little about your company. Would you mind telling us your reference bank in order that we could get acquainted with you company?
14. Business negotiations are conducted in the following four phases: the preparation phase, the opening phase, the bargaining phase, and the closing phase.
15. The pre-negotiation stage starts from the first contact between the two sides whose interest in doing business with each other is shown. From this stage on, both sides begin to understand each other's needs and evaluate the benefits of entering into the process of this negotiation.

## Try It Yourself

### I. Translate the following sentences into Chinese.

1. One of the purposes of market research is to find out whether there's a market for the product.
2. Sometimes the companies do their own market research, and sometimes they employ specialists to do it.
3. Marketing research is the study of all processes involved in getting goods from the producer to customers.
4. Are our customers satisfied with our products and services and how can they be improved?
5. Our sales reached the target and the customers' reaction was good.
6. They are rated as A Company. You can deal freely without risk.
7. Executives of the company are inexperienced in the business and extreme caution is advised in granting credits.
8. Our reference bank is Bank of China, Tianjin branch, which, we feel sure, will supply you with any information.
9. To be fully prepared before negotiations, negotiators will have to take into consideration the following aspects: the negotiation team, gathering of information, and the negotiation brief.
10. In pre-negotiation stage, both sides start to form their strategy for face-to-face negotiation as well as try to foresee and take precautions against possible events.

### II. Translate the following sentences into English.

1. 我们决定加强市场调研,从各种渠道收集更多的信息。
2. 大家都知道,五年来我们的市场发生了一些重要变化。
3. 我们的主要目的是调查消费者的消费潜力。
4. 总之,我们的销售方式应当更加灵活。
5. 消费者在哪里?如何和他们联系?
6. 在试销阶段他们的产品没有问题。
7. 我们如何开始销售这种新产品?最佳销售时机是什么?
8. 做资信调查很难吗?
9. 这家公司有口皆碑并很可靠。
10. 你方将能很顺利地得到您所咨询的信息。

### III. Work in pairs

#### Situation 1

You have got a new partner in a big transaction, and planned to sign a contract at the end of this month. So you'd like to know more about that company. You want to make a

status inquiry to get the credit information about the cooperative partner. Therefore, you go to the Consultant Department of Bank of China, Tianjin branch. And now you have a word with the clerk there.

### **Situation 2**

There've been some major changes in tableware market abroad over last year. You have decided to strengthen market research so as to help promote your new product—the King Cleaner. Jessica, who has been in charge of market research for the new product, is showing her development on promotion strategy.

## **IV. Topics for Group Discussion**

1. What should you do if you want to open a new market?
2. What kind of information should be gathered in the pre-negotiation stage? And where can we get it?

## **Learn Some Negotiation Strategies**

### **Negotiation Strategy: Planning Is Critical (I)**

It's usually a mistake to approach negotiation as a casual encounter without much forethought. Such sessions are likely to become reactive and meandering meetings rather than being proactive with specific goals in mind. Lack of planning often appears at the negotiating table as too much reliance on demands and ineffective attempts to persuade the opponent. Good planning and preparations can provide a negotiator with the direction needed to do effective problem solving at the negotiation table.

#### **Decide on Priority Interests and Rank Them**

To make the most of the negotiating sessions, each party should initially decide upon its goals for the session. What interests underlie the current demands that have been made? Is it only money? Is it a continuing relationship or an enhanced business relationship with the other side? Is it a resolution of this matter, which may be disrupting other business? Is it recognition of the validity of one's claims or status? Or is it the harm caused by the other side? After identifying its goals, each party should determine the priorities of these items. Negotiation is, after all, a matter of both parties conceding and reaching a solution. The key to interest-based concessions is to trade items of less importance in order to secure items of more importance.

#### **Assess the Other Side's Priorities**

Each party to a negotiation should spend some time in the other party's shoes, imagining what the other side might really want to achieve. The more one can understand the values, needs, and issues from the other side's perspective, the better the chance of guessing at what

they might want as their priority needs.

It is beneficial to make such guesses, because human imagination, when considering the reality of the other side's position, can lead to creative thinking about possible solutions outside of purely monetary exchanges. Educated guessing can lead to ways to meet both parties' most important needs in a way that both sides win. For example, consider a client who is upset with an actual mistake made by a firm's junior accountant that cost the client \$5,000. What does this client really want? Most likely it wants to be made whole, and that typically assumes a present outlay of \$5,000. But what might be equally important to this client is an explanation and an apology. One solution option might be an explanation of how the mistake occurred, coupled with a promise that only a senior associate will treat the client's affairs in the future, as well as a year of free service worth \$2,500, plus a present payment of \$2,500. This solution can salvage the business relationship, show good faith in acknowledging the mistake of a junior associate, and limit monetary outlays in the long run.

Guessing may not always lead to the right answers. Even so, this analysis can identify potential nonmonetary solutions and get the ball rolling during the negotiations.

## **Supplementary Reading**

### **Composing of Negotiation Team**

Negotiation can be called either science or art, which exists everywhere, but the results may vary because the methods we adopt are different. As a matter of fact, it greatly relies on the negotiator's qualities, the strategies and the negotiating skills they adopt during the course of negotiation. Therefore, it is very important to select proper members to build up an efficient negotiating team.

In a comparatively grand, formal and complicated negotiation, a team that is composed of competent people will usually finish task well. Therefore, for a successful negotiation, it becomes an essential precondition to constitute a powerful, efficient and authoritative group.

Thus, what kind of people does this group demand? How many persons are needed? How to make the team run in a proper way? In the meanwhile, it is also necessary to select people who enjoy the desirable qualities for negotiating such as the qualities to cooperate with others. Therefore, in the first place, we have to solve these two problems as follows: to select the team members and to divide the work. How to build up a team or to divide the work should meet the factual requirement of the negotiation. If there are redundant people in this group, it will result in disharmony, which means inner depletion and extra expense and even directly delays the process of the negotiation. On the contrary, if there is lack of negotiators, the difficulties arising in the negotiating process may be the lessening power to deal with the opponents, which means the loss of opportunities. Thereby, we should consider

the composition of the group according to nature, object, content and aim of the negotiation.

### **1. Composing principles of negotiating group**

**The principle of requirement:** We have to suit the size of the negotiation team to the content and the degree of complexity as well as the work-load of the negotiation. In a general negotiation, only one or two persons are needed while in an economic cooperation, especially a development project with large investment. Negotiators from every necessary field are needed to solve the connected problems such as production organization, technological problems and investment distribution.

**The principle of structure:** The team should be systematic and the negotiators should cooperate tacitly, for the engineering project, the negotiation team includes the chief negotiator, professional technologist, engineering members, commercial members, finance experts and legal specialist, etc. All these members can be adjusted according to the different cases.

Sometimes it is necessary for the professionals to attend the negotiation, but they need to be trained as a businessman before negotiation.

**The principle of efficiency:** It is the ideal situation to have fewer people in one group to take equal or even more work compared with the "big groups", which means negotiators are expected to be excellent in many fields so as to be able to undertake different workers at the same time.

### **2. The composition of the negotiation group**

**The chief negotiator:** The chief negotiator is always the full-fledged member of one group as well as the main speaker during the negotiation. It is his full delegation to lead and organize the negotiation which will have a great effect on the final result. For the above reasons, it is very discreet to choose the chief negotiator. In general, the main negotiator should meet the following requirements:

He should be capable of organizing and managing as well as cooperative spirit.

He should be of good psychology and decision qualities as well as strong meeting contingency abilities and public relations, more ideas and more decisions.

He should be of wide scope of knowledge and capable of dealing with the other negotiators from abroad around the negotiating table.

**Technologist:** When the negotiation runs into the complex problem, technologists are needed. Their main tasks are in charge of the technological negotiating as well as assisting business personnel to analyze and compare the capacity and price of relevant products and service, in the meanwhile, they also provide reliable information to support the negotiation.

**Financial experts:** Finance experts are expected to be familiar with the situation of the international market, price, delivery and risks as well as the terms of contract, payment terms, credit and capital guarantee.

**Legal specialist:** Legal specialists usually deal with the contract-related documents, check and legally explain the contract terms and, they are expected to know the laws and codes, the customs and practice for international trade, the rules for international market and the legislations in relevant nations.

**Backup ones:** In a large scale or a complex and important negotiation, the backup ones are needed. If necessary, they can take part in the negotiation or replace certain negotiators when some problems arise.

### **3. To organize the negotiation groups and to divide the work**

The negotiators should cooperate well, that is, in order to strengthen the powers of this collectivity; they should support one another in knowledge, harmonizing emotions, characters and tempers. Moreover, to ensure the optimal effect, they should have their own explicit responsibilities and take charge of it, because specific jobs can concentrate force on the focal issues and develop everyone's abilities. Besides, it is also very important to connect the ideas of people involved in negotiating and those who are paying attention to it. Since the onlooker sees more clearly, they usually have a great influence on decision-making.

#### **The cooperation of negotiators**

Not only do the negotiators need to supplement one another in knowledge, but also they should harmonize emotions as well. Otherwise, the faction among them will do harm to the negotiation. In addition, the powers of the collectivity will be well strengthened if negotiators can own similar temper and temperament.

#### **A clear job-division**

It is necessary to assign specific jobs to each negotiator in order to concentrate force to focus issue. For example, it is not necessary for chief negotiator to keep on speaking all the time, instead, he should concentrate on the main issue and solve the key problems; if he declares his attitudes all the time, there will be no place for turnabout. So it is very important to let other negotiators speak; in case there is any mistake, it is possible to rectify. In other words, it is necessary to make a thorough plan on the issue of who will answer when certain aspect is referred to and who will declare the relevant evidence and documentary.

#### **The cooperation between on-stage people and the out-stage ones**

There is always somebody taking part in the discussion of the key issues but not appearing during the negotiation, which is called out-stage ones. Since the negotiators represent the interests of the whole company or even the whole nation, they have to communicate the headquarters to get some instructions for the key questions, to comply with the out-stage people. Moreover, for onlookers see more clearly, it is necessary for this hiding force to take part in the decision-making for important issues.

#### **Answer the following questions:**

1. Who is qualified for the main negotiator?

2. What is the main negotiator's job?
3. How to organize a negotiating group?
4. How to make the negotiating group more sufficient?
5. How to divide the work of the negotiators?
6. What should the negotiators do if they cannot be in compliance with each other?



## Unit 2 Establishing Business Relations

### Warm Up

Work in pairs and make a dialogue with the following situation

Mr. Anderson, an American businessman, is visiting an exhibition. He is rather interested in a new product, a pair of so-called "air cushioned" shoes, which are manufactured by a small business. Mr. Zhang, an exhibitor from the company, is trying his best to provide Mr. Anderson with detailed information on both his company and the new product.

### Open Your Toolkit

Study the sample dialogues

#### Dialogue 1

A: Good evening, Mr. Zhao. Glad to see you again.

B: Good evening, Mr. Peterson. It's so nice of you to invite me here.

A: On behalf of our corporation, I'd like to say "thank you" for accepting my invitation.

B: Thank you so much.

A: Mr. Zhao, Let me introduce some new friends to you. This is Mr. Smith, in charge of production; this is Ms. Wilson, from the sales department; and this is Mr. White, taking charge of marketing.

(They exchange greetings.)

A: Ladies and gentlemen. I'd like to take this opportunity to say a few words. Please let me introduce our distinguished guest Mr. Zhao.

B: Good evening, ladies and gentlemen. I'm greatly honored to be spending such a wonderful evening with you.

(Applause)

A: Mr. Zhao comes to the U. S. this time for more cooperation and opportunities in textile business. So let's first drink a toast to the new stage in our cooperation.

All: Cheers!

B: Actually, whenever I set foot on your land, I have always been touched by your friendliness. I believe that in our cooperation, friendship plays an important role!

A: Sure! China and America enjoy good relations, both politically and economically.