



全国高等院校工商管理系列

规划教材

商务交流

张素红 Caroline Hatcher◎编著



科学出版社

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北 京

内 容 简 介

本书是用双语编写的关于商务活动中沟通方面的教材,包括口头沟通和书面沟通。

本书包括9章,主要介绍了商务沟通管理概述、新世纪商务沟通所面临的挑战、用出色的演讲赢得听众、跨文化管理与商务沟通、沟通技术的运用、商务谈判、通信、提案和商务计划书等方面的内容。

本书适合作为高等院校工商管理类各专业“商务交流”课程的教材,也可供相关从业人员学习参考。

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作者简介

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Caroline Hatcher 澳大利亚昆士兰理工大学（Queensland University of Technology）布里斯班商学院前任 MBA 主管，组织沟通专业博士，在商务沟通研究方面有着丰富的教学经验，尤其擅长跨文化的口头沟通，曾发表多篇文章和著作，有着 15 年的教学经验及多年的咨询、管理经验，主要咨询内容为沟通和组织变化管理等，并有在多个国家工作和生活的经历。是“Speaking Persuasively: The Essential Guide to Giving Dynamic Presentations and Speeches”一书的作者之一，该书在澳大利亚、英国和美国出版发行。

前 言

越来越多的公司在招聘时强调“要有良好的沟通技巧”。企业呼唤管理人才，而管理的精髓则在于有效的沟通。但是，我们看到的是：很多人在公众面前发言会紧张、害怕；公司经理在百忙之中抽出时间，希望听听对商业计划书的理解，但是员工却不知道该如何下手；由于表达能力较差，新产品发布会上的介绍不尽如人意；因为沟通方式不当，产品得不到消费者的认可；优秀的大学毕业生甚至不知道在用人单位面前该如何推销自己……他们失去的不仅仅是这一次机会，而是自己未来发展的机会。正是在这种情况下，我们编写了本书。

本书的主要特点如下：

1) 完整的结构体系。本书在内容上包括了沟通的基本理论以及在不同情景中的沟通运用技巧，分为口头沟通和书面沟通。口头沟通不仅包括演讲技巧，而且涉及跨文化沟通以及运用科学技术进行有效演示的方法。书面沟通包括一般的商务书信格式，拒绝函电和接受函电的撰写，以及推销信、商业计划书的撰写等。

2) 理论与实践相结合。本书较为深入、系统地介绍了沟通理论，具有较强的理论性，同时又强调理论与实践的结合。书中不仅提供了体现主题的案例，而且在案例前提供了思考题，让读者带着问题有目的地进行阅读。章后的本章小结突出了该章的重点内容，帮助读者回忆、复习所学内容。大部分章后还提供了讨论题和练习题，帮助读者巩固和加深各章所强调的内容。

3) 实用性。本书中提供了一些来源于实践的沟通贴士和撰写模板，使读者在运用中有所参照。

4) 跨文化的体会。本书两位作者来自不同的国家，有着多年的教学经验和实际工作经验，对不同沟通问题的理解角度较广。读者不仅能阅读到地道的英文写作，而且能够学到符合中国国情的问题解决方式。

许多跨国企业将中国作为未来开发的主要市场，而中国企业面临的也是越来越激烈的世界性挑战。一方面，许多国内企业急需了解国际商务沟通实务的人才；另一方面，很多人的英文水平还不能达到阅读英文原版教材的程度。因此，本书采用双语编写，先用英文写成，然后译成中文。这样，读者有很大的选择空间，既可以读到地道的英文，必要时也可以参考译文。国外有不少关于商务沟通或管理沟通的专著或教材，但它们的角度是从西方文化背景和价值观出发的，我们在编写过程中，根据中国国情，对一些理论加以修改，使其更适合中国读者。

据调查，很多人工作中面临最大的困窘是在公众场所进行发言。因此，本书的读者不仅包括本科生，也包括在企业或其他组织机构工作的人，还有那些希望

在日常生活中提高自己与他人的沟通能力，提高自己说服他人、影响他人能力的人。通过本书的阅读，读者可以从中得到一些启示，将沟通技巧运用到许多领域，对生活和工作都会有所帮助。

本书的第二、六、七、八、九章由张素红编写和翻译，第一、三、四、五章由 Caroline Hatcher 承担英文写作，金陵科技学院张薇承担翻译工作。

在此十分感谢 Caroline Hatcher 的合作，并十分敬佩她的敬业精神；感谢金陵科技学院商学院葛军院长对本书编写提供的大力支持；感谢所有在编写过程中给予我无私帮助的人，包括我的家人。

由于水平有限，书中尚有不足之处，还望读者批评指正。

张素红

2005 年 11 月

于南京金陵科技学院

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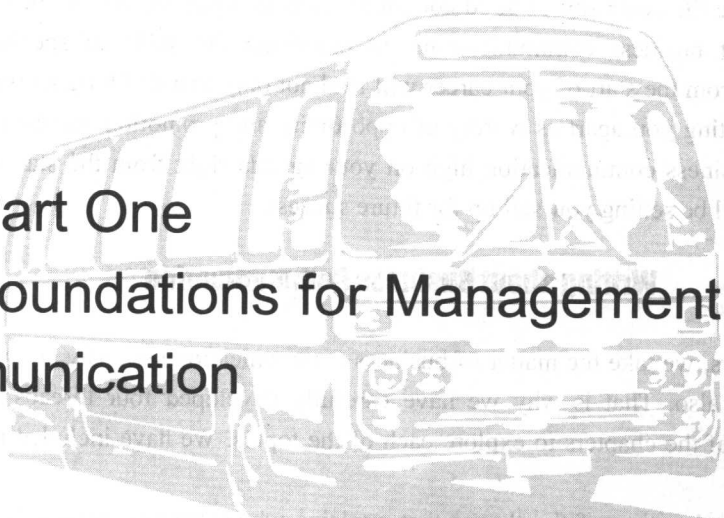
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Part One

Foundations for Management Communication

Chapter 1 Business Communication

Management Success

Learning about Business Communication

Over recent years, there has been an increasing demand from employers to improve communication skills. Like many surveys before or since, a 1997 survey of employers ranked communication as the single most important key skill. The survey, reported in *People Management*, a UK based professional magazine, found that oral communication was cited as “sorely lacking” in recruits coming straight from further or higher education. A more recent survey of what employers are looking for as outcomes of MBA programs, conducted internationally by the Graduate Management

Admission Council identified the ability to communicate effectively as being one of the critical aspects that was very important to employers and, from their experience, much in need of development in the managers they currently observe. The authors of this book recognise the centrality of good communication to business, and we believe that learning about business communication and practising the skills of speaking and writing right from the start of your career will lead not only to a fulfilling working life, but also to setting you apart as worthy of opportunity and promotion. In other words, by putting business communication high on your agenda right from the start of your career, you will be setting yourself up for future success.

Writing about Business Communication

As authors, we take the matter of business communication seriously and we want you to do so also. That is why we have carefully developed four threads running through each of the chapters to explore each of the topics. We have included in every chapter:

- An explanation of the theory that explains why what we suggest is a good idea.
- Examples of how this works in practice, using many case studies.
- Exercises and activities to challenge you to apply our explanations to particular situations.
- Tips and guiding principles that you can test yourself against when you apply your knowledge to new situations.

We cover many topics that will help you to be effective in a variety of situations where you must use communication skills in business. This ranges from internal communication, where you are working with members of your own organisation to external communication where you are dealing with various stakeholders such as clients or potential clients, regulatory bodies and other organisations. The book also helps you with formal communication situations such as giving presentations, writing sales letters, business plans, and memos as well as informal communication such as negotiations, handling conflict and influencing others.

Why We Wrote This Bi-lingual Book

As China extends its global reach and moves to a more open economy, there is an ever-increasing need for economy students to acquire the skills of world best practice,

whether it be to use at home or abroad. To do this, students can benefit from the writers who bring knowledge of the East and West together. As authors from China and Australia, our combined knowledge and advice will prepare you for the many challenges of learning about business communication.

As writers, we also recognise the importance of ensuring the target market for this book, so we describe our audience in the below:

We want to write this book for young Chinese speaking bi-lingual individuals who are learning or have learned English but who may feel more confident to use an English text if they can confirm their understanding in a convenient manner by simply referring to the appropriate Chinese language section when they need to.

We want the book to prepare our readers for business careers by exploring situations which apply to domestic business situations as well as situations where business is conducted in a multi-national environment, either domestically or internationally, and more generally, to prepare readers to do business in an international environment. This means the readers want both local and international examples, as well as cross-cultural examples.

Do you fit this picture? If your answer is yes, this book is for you. It will prepare you to take your place as an effective business communicator.

The Values Explored in This Book

The ability to relate to other people is an essential quality in a good manager. In fact, being socially aware, having good communication skills, both spoken and written, and empathy with others are now regarded as critical to good leadership. Psychologist Goleman D. and his colleagues have popularised the significance of emotional intelligence as a foundation competence in leaders and managers. Emotional intelligence consists of a number of abilities: the ability to monitor your feelings and emotions, the ability to monitor the feelings and emotions of others, and the ability to employ this information to guide future thinking and action (Goleman D., Boyatzis R. & McKee A., 2002).

The fundamental task of emotionally intelligent leaders then, is to “prime good feeling in those they lead”. This causes “*resonance* – a reservoir of positivity that frees the best in people” (Goleman D., Boyatzis R. & McKee A., 2002) That is why we give a lot of attention to both you, as a communicator, and the audience in any communication situation discussed in this book. In fact, while all of the chapters in this book place the listener or reader at the heart of the communication interaction, chapter

3 on persuasion and presentations, chapter 6 on negotiation, and chapter 8 on effective business letters remind you persistently of the mantra of good communication: it's all about audience, audience, audience.

One of the qualities of emotional intelligence that helps you to communicate well with your audience is adaptability. This quality, along with your responsiveness to others, allows you to adjust your message to the circumstance or interaction style of your audience. This means listening carefully to the responses of others, recognising their differing perspectives on issues and then adapting to meet their needs while sharing yours. For example, in chapter 6 on negotiation, we encourage you to recognise that there are likely many potential different solutions to a particular problem and in chapter 4, you will learn about the pay offs of adjusting your expectations and adapting to the cultural differences you may encounter.

This textbook also continuously asks you to reflect on how to match your style and tone with those you are communicating with. And this is no easy task. You have many opportunities to put yourself to the test. For example, there are case studies where you can observe effective and ineffective communication behaviour and there are exercises where you can put yourself to the test. There are also guidelines and tips such as using simple, easy to remember acronyms to allow you to use good models of practice as a template for your first forays into activities such as writing a sales letter, or developing a business plan. One example used in the book is an approach to cross-cultural encounters: PLACE—prepare, listen, adjust, communicate and enjoy! Keeping an acronym like this in mind can smooth an encounter. You will find many more!

Most importantly, this book is grounded in a commitment to ethical communication at all times. This is played out throughout the book by guidance that suggests that a respectful, open and honest communication style will be most effective and admirable.

On many occasions during your reading of this book, you will notice the suggestion to be strategic in your use of particular communication patterns. For example, in situations where you wish to persuade others, we are offering guidance and insight which could be used to manipulate others. However, your responsibility is to use this knowledge ethically and to always stay within the bounds of good and reasonable practice.

Does Experience Bear out These Claims

Many successful leaders of both large international companies and smaller

national companies regularly cite their people and the management of them as the reasons for their success.

Carly Fiorina, former CEO of Hewlett Packard from 1999-2005 believes that the job of the leader is “to set the frame, to set the people free” and the Virgin group’s CEO Sir Richard Branson agrees. For example, Sir Richard Branson, CEO of the Virgin group, when asked about what is important in starting up a business claimed: “I think you have to be passionate. Not just in it to make a lot of money” (Meet the CEO, University of New South Wales, 2003). This followed his answer that it is “People, People, people”. who are the three most important things in starting up a business.

In a recent article on the “Challenge of Management”, other leaders reinforce this view that communication, passion and managing and responding to people effectively is the essential core competence of business.

- Business Council of Australia’s CEO asserts that: “I don’t do things unless I can be passionate about them” and rates people skills as the key managerial skill for success.
- Ella Bache’s CEO Karen Mathews asserts that: “good leaders possess a raft of traits: including honesty, an ability to listen, entrepreneurship, intuition, compassion ... And what makes a great leader is they know when to call on the different qualities”.
- Internet trading company CMC’s CEO David Trew: “You have to be passionate about business and about your role because passion is a strong driving force that will bring about other positives for the business”

Good business practitioners are clear about the role of communication and soft skills in business.

Myths of Communication

There are many myths about communication, and it is always important to recognise that myths are not always a good reflection of reality. As you read the book, we are sure that you will agree with us that the myths listed below misrepresent both the challenges and the opportunities of effective communication. Consider these:

- Communication is easy.
- If we can just communicate, we can agree.
- Natural and spontaneous expression facilitates communication.
- Communication equals information giving.
- A good professional relies only on cold hard facts to achieve their purpose.

As teachers, researchers, and business consultants with lot of experience between us, we are sure that, after you read this book, reflect on your own experience and practice the strategies that we have proposed, you will agree with us that being a good business communicator will take all of the knowledge, emotional intelligence, and strategic effort and skill that you can bring to the tasks ahead of you. Good luck with the challenge. We know that you will be rewarded tenfold if you can become an excellent business communicator!

译文

第一部分 管理沟通基础

第一章 商务沟通管理概述

一、学习商务沟通

近几年来,沟通技巧越来越受到人们的重视。1997年的调查结果(之前也做过此类调查,结果是一样的)表明,沟通被人们认为是最重要的技巧之一。英国的职业杂志——《人类管理》进行的调查发现,继续教育或高等教育学校毕业生的口头沟通能力是“非常不足”的。在毕业生管理协会(the Graduate Management Council)指导的一项调查中发现,一些雇主想在MBA毕业的学生中进行招聘,根据以往的经验,他们认为有效的沟通能力是考虑的主要方面,尤其通过最近的观察他们发现提高管理者的沟通能力越来越有必要。笔者认为,良好的沟通是商务活动的中心,在职业的开始阶段学习商务沟通的有关知识,并且练习口头表达技巧和写作能力,不仅能够实现我们的工作与生活目标,而且能够创造机会和得到升迁。换句话说,在我们职业生涯的开始时期就具有较高的商务沟通水平是未来成功的基础。

二、商务沟通写作

作为作者,我们很认真地对待商务沟通,当然也希望你也如此。我们真实地通过四条线索来贯通每个章节并探讨每个主题,它们如下:

- 1) 介绍理论,并说明该理论的优点。
- 2) 通过案例学习来说明理论在实际中的应用。
- 3) 根据书中的说明来针对特别的情况进行练习和开展活动。
- 4) 在面对新的情况时,提示和注意部分可以测试大家对问题的理解。

书中包含大量的主题,这些主题所涉及的内容是商务活动中都要用到的,具体包括在组织内部与同事进行的沟通以及与不同利益分享者的外部沟通(像客户、潜在客户、一般主体、社会组织等)所用到的内容。本书也能帮助大家进行正式沟通,例如演讲,撰写推销信、商务计划、备忘录,以及一些非正式沟通,例如谈判、处理冲突和对他人施加影响等。