

高职高专商务英语系列教材

总主编 李德荣

Negotiation Skills

主编 / 欧阳美和 副主编 / 陈拥宪

谈判技能



立信会计出版社

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中国的企业正在转型为与国际接轨的现代企业。这一转型就宏观层面而言,是一种文化的转型。其成功与否,取决于能否借鉴世界上(尤其是发达国家和地区)已被证明为成功的企业管理文化。企业管理文化博大精深,至关重要。它大可涉及国计民生、社会安定、企业责任、管理风格,小可涉及计划安排、日常管理、服务态度、待人接物。这一文化是整个社会文化的一个重要组成部分,且直接影响人民生活。令人遗憾的是,对这一文化至今尚缺少应有的关注和倡导。

上海商贸职业教育集团根据国家经济发展战略和教育部构建现代职教体系的要求,从2009年起致力于各级各类职业教育协调发展的研究和中高职教育有效衔接的实践,完成了中高职教育定位正确、专业培养目标与职业岗位培养方向对接、学历证书与人社局职业资格证书融通的《商务英语》《会计》《市场营销/连锁经营管理》《金融事务》《国际商务》《现代物流》《应用艺术设计》和《酒店管理》等8个中高职教育专业教学方案。其中《商务英语》专业教学方案更是基于国际化视野、有机融入企业文化、所有课程进一步突出能力标准的全新开发。

《商务英语》专业教学方案致力于引进国际新的教育教学理念,从理论到操作层面对旧的课程设置和教学内容进行大刀阔斧的改革,使之既与国际接轨,同时又适合中国国情。该教学方案大力引进国外课程,解决学英语和学专业的矛盾,意在终结英语学习和专业学习“两张皮”的历史,在探索中高职教育如何实现有效衔接或一体化的研究中取得积极的进展。项目论证的有关专家一致认为新方案从实际而非概念出发,借鉴发达国家的成功经验,大胆创新,为中高职商务英语专业的发展,开创了值得努力试探和实践的新的道路。

该专业教学方案配套教材计划开发12册,按教学进程需要,我们将以下8门课程列入首批编写,这些课程包括:

The Business World (企业与社会)

Telephone Skills (电话交流技能)

Workplace Communication Skills (工作场所交流技能)

Writing Workplace Documents (工作文件写作)

Negotiation Skills(谈判技能)

How to Make a Good Presentation(演示技能)

Dealing with Customers(客户沟通技能)

Job-seeking Skills(求职技能)

以上这些新教材以英语为载体,介绍先进的企业管理文化,同时具有语言教材的特点,更加适合中国学生学习。与传统教材相比,新教材具有下列特点:

1. 专业课程体现专业特色,迈出与国际接轨的步伐。以往的专业课程没有明确的规定和规范,各校根据自身的条件和情况开设,有的侧重外贸,有的侧重营销,也有的将重点放在开设一些单证、报关等实务课程。新教材积极借鉴国外相关经验,从培养目标出发,以“能用英语从事商务活动”为教改基本思想,以英语应用能力和商务实践能力为重点,以求达到“知识型、发展型技能人才”的培养目标。把商务专业知识的学习,与英语学习自然地融合在一起,让学生既学专业,又学英语,两者相辅相成,相得益彰。

2. 有利于做到中高职课程衔接。以往中高职互不通气,各行其是,所开设的课程任意性很大,不利于专业建设。新教学方案对专业要求进行了明确的界定,为中职商务英语专业的课程设置提供了依据。以上提及的8册教材中,有些教材的部分章节可用于中职课程。

3. 标准细化,便于操作。新教材对课程的知识 and 技能要求作了全新的诠释和详尽的规定,由浅入深,知行一体。在体例上,这套教材既是专业教材,又具有语言教材的特点。在介绍专业知识的同时,对专业知识的语言载体——包括词汇、句型、习惯用法、商务英语的特点等用注释、标示及各类练习等手段,让学生掌握并应用,提高英语水平。这一新的尝试,旨在努力改变以往商务英语专业存在的英语和专业“两张皮”的状况,开创一条让专业与英语融合的新路。

4. 运用先进的教学理念,从内容到形式均为创新性教材,从教学内容到教学手段,既充分与国际接轨,同时适用于中国学生,为国内首创。在专业知识介绍方面,内容上力求基础、实用,文字上力求简明、通俗,以适合职业教育的特点和学生现有的英语水平。

我国的职业教育与发达国家相比差距很大。这也使它具有很大的发展和创新的空间。职业教育的发展需要更多的关注、关心和扶持。本套教材系新创,问题和不足在所难免,希望广大教师在使用中提出宝贵的修改意见,以帮助本系列教材不断完善。

上海商贸职业教育集团常务副理事长 冯伟国

2013年8月

前言

Foreword

何谓商务谈判？商务谈判是一项解决问题、达成协议的复杂过程，是一种目的性极强的人际交往形式。商务谈判涉及面甚广，诸如交际人物、工作内容、交际形式、交际方法、交际内容、交际场景、个人能力等，不一而足。一个涉外商务谈判人员不仅要熟识谈判原则、相关法律和商务业务，而且要掌握一些谈判技巧。在商务谈判过程中，技巧无疑起着十分重要的作用。

《谈判技能》一书的编写，以内容为先导，以实用为原则，以够用为尺度，共包括八个单元。这八个单元的内容涉及商务谈判的主要方面，如商务谈判人员应具有的基本素质、商务谈判的基本步骤、商务谈判的基本技巧、商务谈判中争议的处理等。每个单元的后面还有一个商务谈判小贴士，帮助读者快速自然地掌握商务谈判的基本技巧。本书的练习形式多样，主题明确，任务适中；既有商务谈判知识的提炼，又有商务谈判案例的体现；既是英语能力的提高需要，更是商务谈判技能增长的功利所在。

《谈判技能》一书的编者对现行国内外同类教材进行了对比研究，注意吸取其优点，以我国专门用途英语（ESP）教学改革成果和现阶段我国专门用途英语人才培养特点为依据，突出教学内容的针对性和实用性。以教师为主体、以学生为主导，强调学生的学习效果。

为方便教学，本书配有习题参考答案，需要的读者可访问 www.lixinaph.com 获取。

本书的编写人员有商务工作的实践和教学经历，尽管如此，书中难免仍有不妥之处，诚望使用本教材的专家和读者批评指正，以便再版时修改完善。

编 者

2013年8月



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Unit 1

What is Negotiation

Key Terms

mortgage payments	贷款按揭
high stakes transaction	高风险交易
distributive negotiation	分配式谈判; 两分法谈判
integrative negotiation	整合式谈判; 一体化谈判
competitive negotiation	竞争性谈判
win-lose negotiation	赢输谈判
cooperative bargaining	合作型谈判; 互惠式谈判
win-win negotiation	双赢谈判

1.1 Is Negotiation Necessary

Negotiation is a process in which two or more parties discuss their differences in an attempt to work through them and arrive at an agreement.



Many people think of negotiation as a formal process involving businesses closing a multimillion dollar deal. ***However, this is only a small part of the picture.***¹ In fact, whether they know it or not, everyone in their everyday lives is a negotiator.

Children negotiate with their parents over bedtime. Teenagers negotiate for later returning home. Husbands and wives negotiate with each other over vacation plans and weekend activities. Friends negotiate with each other over what to do and where to eat. You as well as others negotiate every day.



Getting what you want in these everyday situations can improve your life and well-being by reducing stress and argument. ***Getting what you want more often confirms your personality, identity, and confidence.***² When you often succeed in everyday negotiations, you will feel more blessed and peaceful in your life. *Things will really be going your way!*³

Perhaps you're thinking, I don't mind if my loved ones or friends get their way sometimes. Most of the time, or all the time regarding everyday decisions such as what takeout we should order. However, even if you don't see the value of learning negotiation skills for these smaller transactions, then perhaps you can see the value in learning them for higher stakes transactions, such as when you buy a house, a car, or when asking for a raise.

It's most often in these situations that getting what you want is critical to your well-being, stress levels, and your pocketbook. And most of us encounter these transactions at least once in our lives. ***Doing well in these negotiations can save us hundreds of thousands of dollars down the road with smaller mortgage payments, car payments, or even more money coming in from your paycheck that you could do anything with.***⁴

New Words and Expressions

- | | |
|--------------|---|
| negotiate v. | to discuss something in order to reach an agreement 谈判; 磋商 |
| process n. | series of actions or operations performed in order to do, make or achieve sth. 步骤; 程序; 过程 |

party <i>n.</i>	one of the people involved in a legal agreement or dispute 一方; 当事人
attempt <i>v.</i>	make an effort to do sth. 尝试; 努力; 试图
<i>n.</i>	试图; 企图; 尝试
bedtime <i>n.</i>	time for going to bed 就寝时间
confirm <i>v.</i>	make definite or establish more firmly 肯定; 巩固; 加强
personality <i>n.</i>	characteristics and qualities of a person seen as a whole 人格; 个性
identity <i>n.</i>	the characteristics, feelings or beliefs that distinguish people from others 个性; 特性
confidence <i>n.</i>	trust in one's own ability 自信心
well-being <i>n.</i>	a feeling of being comfortable, healthy and happy 幸福; 康乐
regarding <i>prep.</i>	with reference to 对于; 关于
takeout <i>n.</i>	a meal that you buy at a shop or restaurant to eat at home 外卖
transaction <i>n.</i>	a piece of business 交易
critical <i>adj.</i>	decisive; crucial 关键的; 重要的
pocketbook <i>n.</i>	people's concerns about the money they have or hope to earn 经济来 源; 收入
encounter <i>v.</i>	to experience 遭遇; 遇到; 经历
mortgage <i>n.</i>	a loan of money which you get from a bank or building society in order to buy a house 抵押贷款
paycheck <i>n.</i>	a check issued to an employee in payment of salary or wages 付薪水的 支票; 薪水
work through	解决
close a deal	达成交易



Notes

1. However, this is only a small part of the picture.
然而,这只是其中一小部分。
2. Getting what you want more often confirms your personality, identity, and confidence.
经常通过谈判可以得到你想要的东西,并可以坚定你的个性,增强你的信心。
3. Things will really be going your way!
一切都那么顺利。
4. Doing well in these negotiations can save us hundreds of thousands of dollars down

the road with smaller mortgage payments, car payments, or even more money coming in from your paycheck that you could do anything with.

谈判谈得好可以为我们省下大笔的钱,比如贷款买房时拿到更低的首付,买车时价格砍得更低,甚至能让我们拿到更多的薪水,这些钱可任由你支配。



Business Links

美国的按揭贷款市场(Home Mortgage Market in USA)

美国的按揭贷款市场大致可以分为三个层次:

第一层次是优质贷款市场(Prime Market),优质贷款市场面向信用等级高(信用分数在 660 分以上)、收入稳定可靠、债务负担合理的优良客户。

第二层次是“Alt-A”贷款市场,“Alt-A”贷款的全称是“Alternative A”贷款,它泛指那些信用记录不错或很好的人,但却缺少或完全没有固定收入、存款、资产等合法证明文件。这个市场既包括信用分数在 620~660 之间的主流阶层,也包括少部分分数高于 660 的高信用度客户。

第三层次是次级贷款市场(Sub-prime Market),次级市场是指信用分数低于 620 分、收入证明缺失、负债较重的人。



Exercises

1. Answer the following questions based on the text.

- (1) What is negotiation?
- (2) Is negotiation only relevant to business involving a lot of money? Why?
- (3) What are the benefits of successful everyday negotiation?
- (4) What is the value of learning negotiation skills?
- (5) Give examples of negotiation you ever experienced in daily life.

2. Translate the following terms and phrases.

按揭贷款	高风险交易
达成协议	完成交易
谈判技巧	
work through	part of the picture
get one's way	down the road
go one's way	

3. Match the words in each of the following groups with their definitions.

A) negotiation	pressure or worry caused by the problems in sb's life
attempt	discussion aimed at reaching an agreement
well-being	holiday
stress	state of being happy, healthy, etc.
vacation	an act of trying to do sth.
B) critical	salary
encounter	concerning
mortgage	very important
regarding	meet
paycheck	home loan

4. Use the words in the box to complete the paragraph. Change the forms where necessary.

personal level technique like raise

Like it or not, everybody is a negotiator. We use negotiation _____ almost every day. We negotiated when we were kids trading sports cards or toys. We still do it today when we negotiate with the boss for a salary _____, or to buy bigger toys _____ autos and the latest gimmicks. It doesn't stop there either because we also use negotiation in our _____ lives. We all have some combination of family, friends, significant other, or kids. At some _____, we negotiate with them all the time without even knowing it.

extra tough oppose fear middle

The most common way of thinking about negotiating is when two sides try to come to an agreement on some issue. This is often done in business, legal settlement discussions or sales prices. Both sides often have _____ desires and the option is one of two: to find a _____ ground or to leave discussions and go separate ways. When it comes to business and legal negotiations, being a _____ negotiator means sticking to your guns and getting the most out of the transaction as you can. This may mean having _____ benefits added for the price, or reducing liabilities in one way or another. Good negotiators in these situations are respected and _____ at the same time.

5. Read the following passages and answer questions.

I

“Animals do not negotiate. They use violence or threat of violence, and various forms of ‘dominance’ and ‘display’ to get what they want, food, mates or territory. There is a ‘red in tooth and claw’ instinct and intentions.” Human beings negotiate, though not all of them use this method. Negotiation has been defined by various people. “The process by which we search for terms to obtain what we want from somebody who wants something from us is Negotiation.” “A joint decision made by two or more parties is referred to as Negotiation. Reaching a consensus is the basic idea behind negotiating. Enabling groups of agents to arrive at a natural agreement regarding a belief, plan or goal, is the key form of interaction.” “Negotiation is the process of two individuals or groups reaching joint agreement about differing needs or ideas.” Oliver (1996) described negotiation as “negotiators jointly searching a multidimensional space and then agreeing to a single point in the space.” According to Fisher and Ury, when you and the other party have interests that are shared and others that are opposed, an agreement is reached through back and forth communication is what negotiation stands for.

- (1) How do animals get what they want from others?
 - A. They negotiate with other animals for what they want.
 - B. They trade with other animals for what they want.
 - C. They use violence or threat of violence.
- (2) What is the meaning of the phrase “red in tooth and claw” in the text?
 - A. The color of tooth and claw is red.
 - B. A brutal and violent act.
 - C. The tooth and claw are bleeding.
- (3) What is negotiation according to Fisher and Ury?
 - A. Negotiation is the process by which we search for terms to obtain what we want from somebody who wants something from us.
 - B. Negotiation is a joint decision made by two or more parties.
 - C. Negotiation is back and forth communication where some interests are shared and some are opposed.
- (4) The following statements are true EXCEPT.
 - A. Animals use violence to get food, mates and territory.
 - B. Unlike animals, people always negotiate for what they want.
 - C. Enabling negotiators to arrive at an agreement regarding a belief, plan or goal, is the aim of negotiation.

(5) Which of the following statements is true?

- A. There are always two or more parties involved in negotiation.
- B. Negotiation is also a means of solving conflicts in the animal world.
- C. According to Oliver, reaching a consensus is the basic idea behind negotiating.

II

Asking for your opponent's interests is essential to effective negotiation. You never know what your negotiating partner is really after until you ask.

To illustrate this principle: Two brothers have been told by their father to deal with his old car in the garage. The elder brother takes a look and realizes that the retro leather seats inside are still in great condition. He wants the car so that he can take out the seats and fit them into his own classic restoration car. The younger brother takes a look and realizes that the car frame has rusted and everything else about the car has broken down. He wants to take the car to his friend's place to get cash in exchange for the junk car. The two brothers talk to each other and each merely insists that they want the car for themselves. Each thinks the other is being selfish, and they never ask each other the reasons behind their respective positions. In the end, the father gets fed up with the delay and has the car towed away.

If the brothers had asked each other the reasons behind their positions, the older brother could have taken out the seats that he wanted and the younger brother could have exchanged the rest of the car for cash. Now do you see why it's so important to ask your opponent the reason behind his position? The result could be a win-win for everyone.

(1) Is it necessary for a negotiator to ask what his opponent's interests are?

- A. Yes
- B. No.
- C. It makes no difference.

(2) How does the elder brother want to deal with the car?




- A. To sell it for cash.
- B. Take the seat.
- C. Have the car fixed.

(3) What is the meaning of the phrase "get fed up with" in the second paragraph?

- A. Be at the end of one's patience.
- B. provide with.
- C. Be fond of.

- (4) Who gets the old car finally?
- The elder brother.
 - The younger brother.
 - Neither the elder brother nor the younger one.
- (5) Which of the following statements is true?
- The elder brother wants to sell the car for money.
 - It could be a win-win result if the two brothers asked each other what the other need.
 - Both of the brothers want the car because it is still in great condition.

6. Match the pictures in Column A with the descriptions in Column B.

Column A	Column B
	<p>A kid negotiates with parent over bedtime.</p>
	<p>A teenager negotiates for later returning home.</p>
	<p>A couple negotiates with each other over weekend activities.</p>