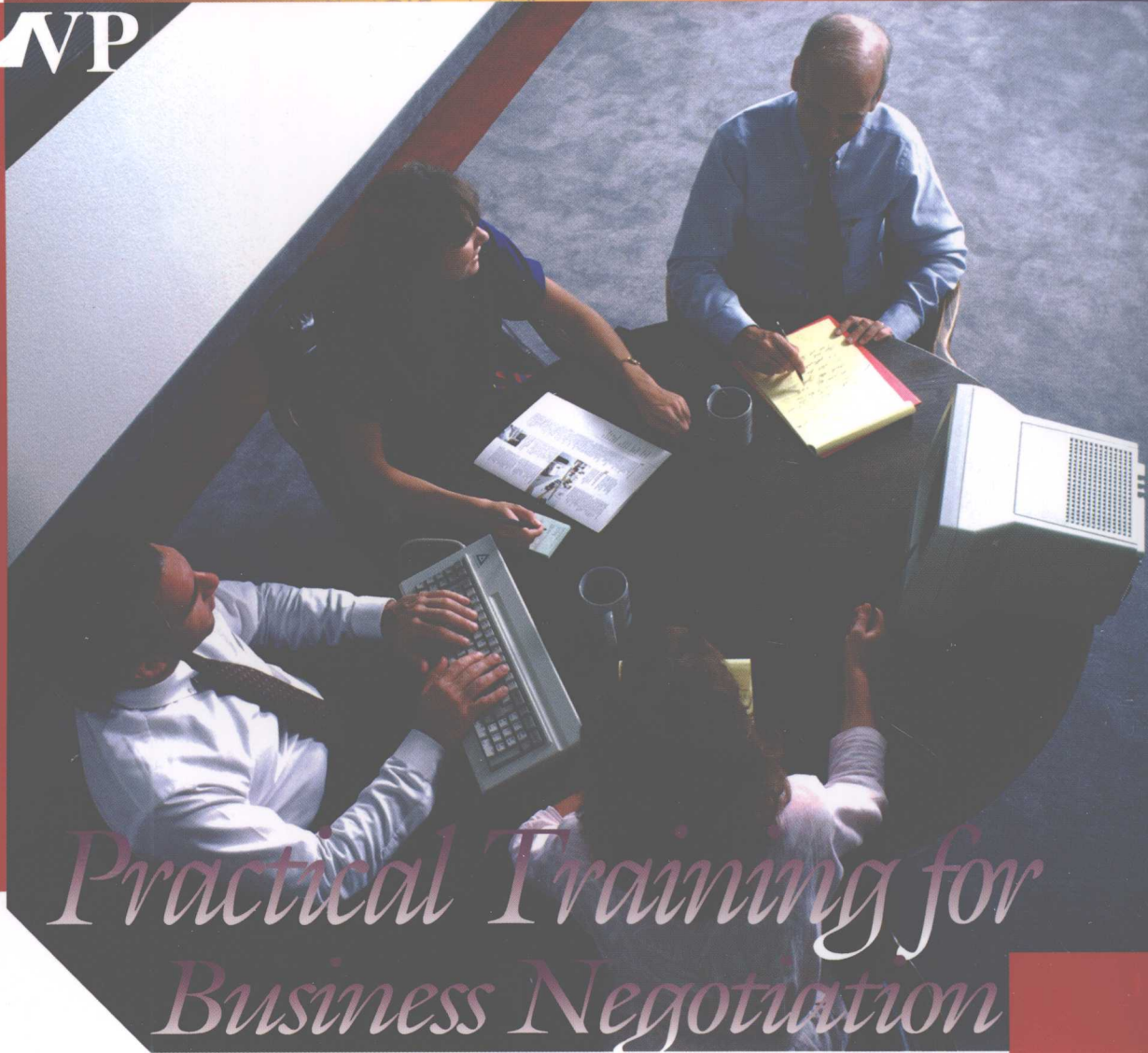


全国职业技能英语系列教材

总主编 丁国声

EMP



*Practical Training for
Business Negotiation*

英语谈判口语

刘玉玲 主编



北京大学出版社
PEKING UNIVERSITY PRESS

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总序

我国高职高专教育的春天来到了。随着国家对高职高专教育重视程度的加深,职业技能教材体系的建设成为了当务之急。高职高专过去沿用和压缩大学本科教材的时代一去不复返了。

语言学家 Harmer 指出:“如果我们希望学生学到的语言是在真实生活中能够使用的语言,那么在教材编写中接受技能和产出技能的培养也应该像在生活中那样有机地结合在一起。”

教改的关键在教师,教师的关键在教材,教材的关键在理念。我们依据《高职高专教育英语课程教学基本要求》的精神和编者做了大量调查,秉承“实用为主,够用为度,学以致用,触类旁通”的原则,历经两年艰辛,为高职高专学生编写了这套专业技能课和实训课的英语教材。

本套教材的内容贴近工作岗位,突出岗位情景英语,是一套职场英语教材,具有很强的实用性、仿真性、职业性,其特色体现在以下几个方面:

1. 开放性

本套教材在坚持编写理念、原则及体例的前提下,不断增加新的行业或岗位技能英语分册作为教材的延续。

2. 国际性

本套教材以国内自编为主,以国外引进为辅,取长补短,浑然一体。目前已从德国引进了某些行业的技能英语教材,还将从德国或他国引进优秀教材经过本土化后奉献给广大师生。

3. 职业性

本套教材是由高职院校教师与行业专家针对具体工作岗位、情景过程共同设计编写。同时注重与行业资格证书相结合。

4. 任务性

基于完成某岗位工作任务而需要的英语知识和技能是本套教材的由来与初衷。因此,各分册均以任务型练习为主。

5. 实用性

本教材注重基础词汇的复习和专业词汇的补充。适合于在校最后一学期的英语教学，着重培养和训练学生初步具有与其日后职业生涯所必需的英语交际能力。

本教材在编写过程中，参考和引用了国内外作者的相关资料，得到了北京大学外语编辑部的倾力奉献，在此，一并向他们表示敬意和感谢。由于本套教材是一种创新和尝试，书中瑕疵必定不少，敬请指正。

丁国声

教育部高职高专英语类专业教学指导委员会委员

河北省高校外语教学研究会副会长

河北外国语学院院长

2008年6月

前 言

随着经济活动全球化,我国同世界各国的商务活动日趋频繁,我国将在经济贸易领域全面与国际接轨。为了适应这一新的形势,需要培养既具有一定的国际贸易知识,又具有相当英语水平的复合型、技能型人才,从而满足新形势下外经贸领域对人才的需求。本教材以技能训练为目的,突出交际实用性,从买卖双方的不同角度介绍谈判技巧与交际方法,并适时介绍文化差异对谈判者的影响。培养学生灵活运用英语知识与商务知识、在国内外进行各种商务活动时用英语与外商进行业务磋商的技能。本书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。

全书内容涉及国际商务活动及交易磋商各环节,包括外事接待、交易会、询盘、报盘、价格、包装、装运、支付、合同、保险、索赔、合资、代理、并购等。每个单元由背景知识介绍、谈判案例、对话示例、专业术语介绍、常用句型及谈判技巧等内容组成。

本书以实用为目的,重点培养学生外贸英语的综合表达能力,适用对象为高职高专院校商务英语、经贸专业及相关专业的学生,同时也可作为社会其他人员的自学用书。

本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、国外讲学及业余从事谈判、翻译的实践经验计划编写的一部对商务谈判有很大实用价值的教材,主编刘玉玲,房玉靖、梁晶参加编写。本书内容丰富,是以任务驱动为主体的实践性很强的教材。

编者

2009年3月

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Company and Products

I. A Glimpse of Negotiation Strategy (Keys to Integrative Bargaining)

Orienting yourself towards a win-win approach—your attitude going into negotiation plays a huge role in the outcome.

- Plan and have a concrete strategy: be clear on what is important to you and why it is important;
- Know your BATNA (Best Alternative to a Negotiated Alternative);
- Separate people from the problem;
- Focus on interests, not positions; consider the other party's situation;
- Create options for mutual gain;
- Generate a variety of possibilities before deciding what to do;
- Aim for an outcome based on some objective standards;
- Pay a lot of attention to the flow of negotiation;
- Take the intangibles into account; communicate carefully.

II. Some Knowledge about Business

Company introduction is a major contributor toward the first impression buyers will have of your company and is a great opportunity to gain their trust, so use it to your advantage. You may think about first to introduce your company, including:

1. The year your company was established;
2. Your company's location;
3. If you are a member of a group company;

4. What products/services you offer;
5. Any foreign investment that you may have;
6. The strength, reputation and financial position of your company both at home and abroad;
7. The sales volume.

Furthermore, simply state the year in which your company was established. If you are a member of a group company, telling him which group you belong to can be helpful, but remember this is your company's introduction and not that of your group. After introducing your company, you will then move on to the products:

1. Product range/services offered;
2. Machinery and technology used;
3. Production experience;
4. Number of staff (and foreign language speakers if you have them);
5. How orders are handled;
6. Share significant achievements that would be meaningful to buyers.

When introducing your products, avoid lengthy descriptions as they belong to your product description section. Certain industries will be interested in knowing what machinery and technology you use and your production experience as well.

Stating the number of people that you employ will give an indication of your company's size. If you do employ speakers of foreign languages, make sure that you make this clear as potential buyers will feel confident that they will be understood when they contact you. Making buyers aware of the significant achievements that your company has made is another effective way to differentiate your company from your competitors.

III. Instructions

1. This model of typewriter is efficient and durable, economical and practical for middle school students.
2. The computer we produce is characterized by its high quality, compact-sized, energy saving and is also easy to operate.
3. They are not only as low-priced as other makers', but they are distinctly superior in the following respects.
4. You will get a 30% increasing production upon using this machine and also it allows one person to perform the task of three people.
5. This product will pay its own way in a year.
6. This machine will pay back your investment in 6 months.
7. The new type of suitcase card designed by our engineers is very ingenious and practical.
8. This kind of bicycle can be folded in half and handy to carry around, especially useful during traveling and traffic jams.
9. The maximum speed of this kind of variable speed bicycle is 30 K/H.
10. These machines have few breakdowns and easy to maintain because of their simple

mechanical structure.

11. Compared with other brands, this kind of tyre costs less per mile and wears much longer due to its topnotch rubber.
12. This kind of tyre is characteristic of nonskid stop on wet roads.
13. This material has a durable and easy-to-clean surface.
14. This kind of air-conditioning system is practical and economical for the needs of your company.
15. Our products have superb quality and the typical oriental make-up.
16. Our silk garments are made of super pure silk material and by traditional skills.
17. The garments are magnificent and tasteful and have long enjoyed great fame both at home and aboard.
18. As our typewriters are made of light and hard alloy they are both portable and durable.
19. The handbags we quoted are all made of the best leather and various in kinds and styles in order to meet the requirements of all walks of life in your country.
20. As our products have all of the features you need and 20% cheaper compared with the Japanese ones, I strongly recommend them to you.

IV. Case Study

A: Welcome to China, Mr. B.

B: I'm very glad to have the chance to visit your company. I hope we can do business together.

A: It's a great pleasure to meet you. Won't you sit down, please?

B: Thank you. How long have you been in this line of business?

A: I've been in this line for more than 10 years, but my company for more than 40 years. We have about 1,500 employees now. The enquiries for our carpets are getting more numerous these days. This demonstrates the quality of our products.

B: But why haven't I heard of your company before?

A: I'm surprised you haven't. We have four branches and two factories scattered throughout China. Our net profits were over 100 million *yuan* last year. Although the business has become more difficult since competition increased, our products have sold well in recent years. As a matter of fact, our goods are being exported to more than 20 countries and regions, and they're always received favorably.

B: That's very impressive.

A: Let's get down to business, which items do you think might have a chance in your market?

B: Some China-made carpets, tapestries, and so on, I guess.

A: Well, that's certainly in our line of business. We can easily supply you with them. Our manufacturers guarantee world-standard quality so our products have a solid reputation both at home and abroad. I'll show you around our sample room later if you like.

B: I'll take you up on that, but I'd like to go over some of your brochures first.

A: Okay, and a price list, here you are. The price list will give you indicative prices for all our export products.

(After a while)

A: So what do you think, Mr. B? Are you interested in our products?

B: Yes. There's really a rich assortment to choose from, and I'm interested in some of the items. Look at these hand-made woven ones. They look very nice and attractive. Can you supply them now?

A: Yes, they're in stock.

B: I think they'll find a good market in my region.

A: Yes, I'm sure they will go down well in your market. How about going to the sample room now?

B: Okay, let's go.

V. Practice

1 Pair Work

1. Tom Smith, a businessman from ABC Company Ltd., Finland, is interested in Home Appliance handled by Guangdong Hualong Trade Co. Ltd. Li Ming introduces the business activities and the history of his company to him.
2. Supposing you are showing Mr. Smith around your sample room, he is interested in the products on display, asking you to give him a general idea of your company and the products.
3. Mr. White, a Canadian businessman specializing in textile, comes to trade with Tianjin Carpets Import & Export Company Ltd. Mr. Liu, the sales manager, is having a general discussion with him regarding the line of business of his company.
4. You are attending the 2008 Autumn Guangzhou Fair on behalf of Guangdong Textiles Import & Export Corporation. At the fair, you meet Mr. Burns, a businessman from American Overseas Trading Company. It is the first time for him to attend the fair, and/so everything is new to him. Both of you want to have a talk for the purpose of establishing business relations. So you take this opportunity to introduce your company and the products you deal in.

2 Situations

Situation 1

You are the sales manager of the Tianjin Home Textiles Corporation. Your products include towels, bedclothes and curtains. You are now having a talk with an American businessperson concerning your company and the line of business, trying to persuade him to buy your products.

Situation 2

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 new product and his company.

Situation 3

You are a novice at the import and export business. This is your first visit to China. You are not sure whether you can close a deal or not. The goods you want to purchase are bedclothes. After going over the catalogues, you find some items very attractive. So you ask a lot of questions.

Situation 4

Mr. Wang from Guangzhou YUEHUA Import & Export Corporation is having a business talk with Mrs. Jenkins from Australia Johnson & Son Trading Corporation. It is the first time they meet each other. Mrs. Jenkins would like to have more information about YUEHUA Corporation and the products they deal in. Compose dialogues regarding to the company and products.

3 Sentence Translations

1. This model of typewriter is efficient and enduring, economical and practical for middle school students.
2. The computer we produced is characterized by its high quality.
3. This machine will pay back your investment in 6 months.
4. The new type of suitcase card designed by our engineers is very ingenious and practical.
5. This kind of bicycle can be folded in half and handy to carry around, especially useful during traveling and traffic jams.
6. The maximum speed of this kind of variable speed bicycle is 30 K/H.
7. These machines have few breakdowns and easy to maintain because of their simple mechanical structure.
8. Our products are as superb quality as well as the typical oriental make-up.
9. Our silk garments are made of super pure silk material and by traditional skills.
10. The garments are magnificent and tasteful and have long enjoyed great fame both at home and abroad.
11. Our goods are greatly appreciated in other markets similar to your own.
12. We are state-owned company handling textiles.
13. We specialize in the import and export of cotton goods.
14. We are the leading importer of complete equipment.
15. This item is our best selling line.

4 Dialogue Interpretation

L: Please call again any time you like. It's my pleasure to be of any help. Here is our sample room. If you have any questions about our samples displayed here, I'd be glad to answer them for you.

W: 谢谢。你们这里展出的地毯样品真是种类繁多,令人眼花缭乱!

L: We are exporting a wide range of carpets to many countries and the demand is getting greater and greater. I'm sure our products will find a ready market in your area, too.

W: 确实如此。我认为中国的入世能使来年你们向我们国家地毯出口的数量大幅度提升,贵国的地毯的确很吸引人。

L: You said it! The point is that the quality of our carpet is just as good as what you'll get from other suppliers while our prices are not as high as theirs. Mr. White, this way please. Here is a pure wool carpet...oh, and this one is hand-woven.

W: 图案太漂亮了!而且手感也很好。

L: This is the well-known Beijing style carpet. Its pattern is very popular and the style is unique and antique.

W: 你们的挂毯如何?

L: This way please, Mr. White. We can supply you with various kinds of tapestries, such as pure wool and velvet. Look at these tapestries of different patterns.

W: 真是太漂亮了!这个图案表示什么?

L: The design of a magpie on a plum tree branch stands for luck and happiness. You see, all these are fine pieces of art. And the velvet tapestries are among the major exports. They are well received wherever they go. They are our best selling lines. Why not place a trial order to sound out the market potential?

W: 是的,我也这么认为。顺便问一下,通常你们多长时间能交货?

L: It's hard to say. It depends on what you choose and the quantity you want. Anyway we always honor what we promise in the contract. It's our principle in business to carry out the terms of our contract to the letter and stand by what we say.

W: 谢谢,通常你们对出口产品付多少佣金?我们进口商品是收佣金的。

L: That can be discussed. We'll consider it when we come to the concrete business.

W: 确实不错。既然已经看过你们的展品了,我认为有些商品在加拿大会很畅销。我打算试销一下,但是你们交的货必须与样品一致。推销产品不是件简单的事。刘先生,什么时间我们再详细谈谈?

W: That's very kind of you.

5 Reading Comprehension

A Guide to Successful Negotiations

1. Formulate a clear set of goals at the beginning.

Committing to a clear target before negotiating may seem like stating the obvious, but many factors complicate the situation.

JV (Joint Venture) negotiations take months, often years. During this time, both corporate priorities and managers who must understand and implement the agreement may change. Also, negotiations are often begun by people who are not part of the final negotiation team. Without a clear set of goals from the outset, the foreign firm could change its objectives—leaving the negotiators in vulnerable position.

Remember the links between the state and commercial or production enterprises are tight. Virtually every negotiation is with the state, in one guise or another. While counterpart objectives may shift with government policy, it is more likely that Chinese objectives for the JV will be set at the beginning and any changes will be more tactical than fundamental movement in objectives. Foreign firms with ambiguous or shifting goals will always find themselves at the disadvantage.

A clear set of goals makes it easier to walk away from negotiations if it seems the company is being forced to compromise on basic objectives.

2. Maintain continuity in the negotiation team.

Negotiations, especially for JVs, often occur in multiple stages over an extended period of time and with high turnover in Western negotiating team members. This creates a number of problems.

With turnover, there is often incomplete communication between departing and arriving members. Knowledge about issues and counterpart personalities, as well as information about why apparently insignificant issues are stalling discussions, is lost.

Ideally, the expatriate manager should be chosen early in the negotiating process and made a part of the team. There is a tendency to compromise on issues (such as discipline of workers) that might not seem important to corporate headquarters, but can prove critical to actual operations.

(1) Consider the JV feasibility study as part of the negotiations.

During the feasibility study stage, the foreign firm is in a less adversarial position (and at least of a negotiating stage), so it is easier to obtain information on wages and other basic costs such as electricity. Get as much information as you can at the beginning when the Chinese are more willing to tell you. Create a paper trail of expectations and assumptions about the deal you are going into, based on the information given by the Chinese. Many foreign firms rush through this process to get to the contract signing. Laying the ground-work early one can facilitate future negotiations.

(2) Mutual preservation of “face” is highly important in China, as understanding the concept of “guanxi” connections. Knowing how and when to make use of “guanxi,” and knowing what your counterparts expect of you, can be vital to building a healthy working relationship with your Chinese partners.

(3) Figure out who the key players are.

In China not all the key players come to the negotiating table. Get as many of them in

the room as you can. The Chinese partner does not always know who the key players are. Because of China's vertical bureaucracy, the foreign partner may have to introduce people from one part of the bureaucracy to people from another part. This is often an aspect of the foreigner's role in negotiations because the Chinese side cannot or will not do it.

Foreign firms should try to ensure that the PRC negotiating team includes:

- Staff experts knowledgeable about the political / economic contexts within which the foreign firm and JV will operate;
- Enterprise officials capable of representing the long-term interests of the company and ensuring the implementation of agreements;
- Government officials who can represent longer-ranger government interests and guarantee adherence to agreements;
- The Chinese on-site manager;
- The Chinese officials responsible for the success of the JV;
- People from financial organizations are useful on both sides of the table. Foreign negotiators should lobby the Chinese side to try to assure that the counterpart negotiating team reflects this representation. While team membership cannot be controlled by the foreign firm, the absence of perspectives provided by these members often leads to future difficulties.

(4) Secure updated information.

Policies and regulations are frequently changing. This especially affects import of equipment and technology, and export of some raw and semi-finished materials.

(5) Consider the Chinese concept of time.

Do not allow yourself to become impatient at the negotiations usually at least twice as long as you expect such discussions to take elsewhere. This will provide a pleasant surprise should the talks conclude sooner than anticipated.

(6) Do not let the Chinese side know if you are anxious to meet a schedule.

Do not tell them what your schedule is or when you are leaving. If the Chinese side knows when you are leaving, they might introduce a new issue on the next to last day. Going to China for a couple of days and leaving with the problem like a family squabble that needs time and patience. Patience usually pays.

(7) Don't give away too much too soon.

The Chinese negotiators will take what you offer and ask for more, each step of the way. Be prepared for extended sessions.

(8) If you are not a fluent Chinese speaker, use your own interpreter.

This is crucial for obtaining time to think through points that are being made and for extracting the nuances of what is being said.

(9) Be tolerant of smoky banquet rooms and lots of ceremonial toasts. Ganbei!

I Decide whether the following statements are True or False according to the passage

- () 1. Without a clear set of goal from the outset, the foreign firm could not change its objectives.
- () 2. Foreign firms with ambiguous or shifting goals will always find themselves at a disadvantage.
- () 3. With turnover, there is often complete communication between departing and arriving members.
- () 4. There is a tendency to compromise on issues that might seem important to corporate headquarters.
- () 5. Policies and regulations always remain unchanged.

II Answer the following questions

1. What can be vital to building a healthy working relationship with your Chinese partners?
2. What do foreign firms try to ensure to include in terms of composition of the PRC negotiating team?
3. How would you conclude the Chinese concept of time?
4. Why not let Chinese side know that you are anxious to meet a schedule?

1. A Glimpse of Negotiation Strategy

Two Most Important Kinds of Bargaining: Distributive (win-lose) vs. Integrative (win-win)

Distributive (also called competitive, zero sum, win-lose or claiming value):

- One side “wins” and one side “loses.”
- There are fixed resources to be divided so that the more one gets, the less the other gets.
- One person’s interests oppose the others.
- The dominant concern in this type of bargaining is usually maximizing one’s own interests.
- Dominant strategies in this mode include manipulation, forcing, and withholding information.

Integrative (collaborative, win-win or creating value):

- There is a variable amount of resources to be divided and both sides can “win.”
- Dominant concern here is to maximize joint outcomes.
- Dominant strategies include cooperation, sharing information, and mutual problem solving.

This type is also called “creating value” since the goal here is to have both sides leave the negotiating feeling they had greater value than before.

It needs to be emphasized that many situations contain elements of both distributive and integrative bargaining. For example, in negotiating a price with a customer, to some degree your interests oppose the customer (you want a higher price; he wants a lower one), but to some degree you want your interests to coincide (you want both your customer and you to satisfy both of your interests—you want to be happy; you want your customer to be happy).