

当代商务英语

Contemporary Business English

总主编 张立玉

实用商务英语谈判
——策略与技巧

Practical English for International Business Negotiation
——Tactics and Skills

张立玉 王红卫 编著

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丛书序

顾名思义,商务英语专业就是培养具有较强的国际商务活动能力和英语实际运用能力、能适应国际市场激烈竞争的国际化应用型人才的专业。这里,对人才的要求,突出了“应用”和“国际化”。这样的人才,我国改革开放以来十分短缺,尤其是加入 WTO 以来,需求量更大。也正因如此,我们的教学和训练的内容就势必加以改革,而改革的着眼点应是以用人市场为依据,着重在“应用”二字上下功夫。张立玉同志主编的《当代商务英语》系列丛书,正好在这方面做了一些成功的尝试。

这套丛书包括《实用商务英语谈判》、《实用商务英语写作》、《实用商务英语阅读》、《实用商务英语情报技术》和与《实用商务英语情报技术》一书配套使用的《实用商务英语情报技术指南》五种书,全面系统,且各具特色。

《实用商务英语谈判》除介绍了商务谈判活动背景常识及其程序变换的知识外,还针对如何提高谈判能力和谈判分析处理能力做了精心编排,同时提供了七个完整的谈判流程案例。内容系统、编排新颖是该书最大的特点。

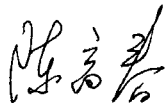
《实用商务英语写作》较之传统的商务函电教材,首先,在内容上作了科学的增删:增加了在当代商务活动中频繁使用的备忘、广告、报告、合同等文体;删去了电报、电传等不太常用的内容。其次,在写作技巧训练的设计上既考虑到操作性要强,同时照顾到循序渐进。

《实用商务英语阅读》融商务知识、商务活动背景、商务英语阅读技巧、BEC (Business English Certificates 商务英语证书)考试阅读解题技巧为一体,加以系统讲解,同时配备了大量具有时代特征的典型的商务活动书面材料,对学生进行有针对性的有效的阅读训练。并附有 BEC 考试题型汇编和题型分析,以提高读者的应试能力。

《实用商务英语情报技术》则立足于介绍最新商务情报技术,结合商务活动动态分析,重点讲析了商务情报的搜集、分析、整合、储存、应用等理论和知识。

《实用商务英语情报技术指南》为读者学习《实用商务英语情报技术》一书提供了参考和学习指南,书中为《实用商务英语情报技术》一书的原文配备了中文译文以及为该书的练习题配备了答案,重点难点处配有解析。

通观整套丛书,不难看出,作者既具有深厚的英文功底,同时具有较强的国际商务活动实践能力。不仅如此,作者在动笔之前还做了大量市场调查和案头工作,所以才有案例的科学精选、实践训练的合理设计,而且是中英文对照,各书冠以“实用”二字,也毫不虚言。其读者对象虽定位于高等院校商务英语专业高年级的学生,但对外贸工作人员、商务管理人员、外企文员等,读来亦会大有裨益。相信这套丛书的出版,定会受到读者欢迎。



2003年5月28日于武昌

丛书前言

随着改革开放的不断深入,中国正以日新月异的速度赶超世界先进水平,21 世纪的世界将是一个经济全球化的高科技时代,将在交际中竞争,在竞争中交际。我国加入世界贸易组织以后,竞争的焦点离不开经济、金融、贸易,而这些大多是以英语作为交际语言来进行的。所以,培养和造就一大批懂英语的高级商务人才已成为当务之急。

为了满足商务工作者希望短时间内掌握好商务英语的要求,特编写了这套实用性很强的《当代商务英语》系列丛书。

本套丛书包括《实用商务英语谈判——策略与技巧》、《实用商务英语写作》、《实用商务英语阅读》、《实用商务英语情报技术》和与《实用商务英语情报技术》一书配套使用的《实用商务英语情报技术指南》五种书。丛书具有体例新颖、实用性强的特点,注重掌握商务活动全过程,把商务内容贯穿其中,重点突出,使读者一目了然;本套丛书以实用为原则,在实际商务活动的基础上精心设计出各种典型的案例,可读性强,有一定的学术水准,不仅可供高等院校本、专科商务英语专业或相关专业作教材,而且不失为一套可供广大经贸工作者参考和借鉴的较为理想的读物。

编撰本套商务英语丛书是一种新尝试,丛书中肯定会存在一些不足,恳请广大的读者和同仁批评指正。

张立玉

2003 年 5 月于武昌珞珈山

前 言

国际商务谈判是一门理论与实践并重的学科,集政策性、知识性、艺术性于一体。当前,我国全面掌握这门学科的人才相当缺少,谈判人员的理论水平、谈判能力有待提高。随着我国加入世贸组织(WTO),对外商务活动日益频繁,对外商务谈判也迅速增多。商务活动离不开商务谈判,商务谈判既是商务活动的重要内容,又是商务活动的必要手段。商务谈判关系到商务活动的成败以及企业的生存和发展。成功的商务谈判可以产生出极大的经济效益和社会效益。因此,要顺利地开展商务活动首先要能够成功地进行商务谈判。为了使商务进展顺利,要求谈判简单、清楚、具体、完整,才易于为对方领会、吸收,从而做出相应的反应。掌握国际商务专业英语及其表达方式是从事国际商务活动必备的基本技能。为了帮助从事国际商务谈判人员或有志于商务谈判的人士尽快熟悉和掌握运用这些基本技能,我们编撰了这本《实用商务英语谈判——策略与技巧》。

本书的特点是简明、易懂、实用,将商务谈判与英语学习有机地结合起来,是为从事外贸和国际商务人员而撰写的,并可作为高等院校商务英语专业学生商务英语谈判课程的教材,还可供外贸工作人员、商务管理人员、外企人员以及准备参加 BEC 和各类商务英语考试的广大考生自学使用。本书旨在帮助读者掌握商务基本用语,熟悉各种商务活动,了解商务活动背景、常识及程序变换等,扩充商务知识,扩大专业词汇,训练谈判基本技巧及提高谈判能力和商务谈判分析处理能力。

本书以实用、适用为原则,提供各种实用商务活动内容,取材真实,内容新颖,信息丰富,有助于进行有效的谈判训练;系统讲解各种商务活动特点及谈判技巧。

本书由两大部分组成,共分为十四章。第一部分“国际商务谈判知识与技巧”,该部分有七章,重点介绍国际商务谈判知识和语言技能,内容包括首席谈判代表的角色、谈判队伍、地点选择、日程安排、谈判风格、谈判策略、协议签订等,使读者能充分把握国际商务谈判的来龙去脉;第二部分“商务谈判业务流程”,共有七章,该部分配备了一些反映外贸活动全过程的实例,目的是向读者展示实用商务活动谈判的概貌,引导读者顺利地跨入国际商务谈判领域的大门。为了方便读者,本书重点、难点部分在书的后半部配有中文译文。书后配有教学多媒体有声课件光盘,内容包括:本书的概要、部分对话内容的配音(由美籍教师朗读)及练习与参考答案等。

在编写过程中,作者参考了大量国内外有关书籍和资料,个别地方引用了原始资料,在此特向原作者致以衷心的感谢!由于诸种原因,我们未能与书中所选资料及插图的原作者一一取得联系,希望原作者见到本书后能主动与我们联系,以便按《中华人民共和国著作权法》支付相关报酬。

由于作者水平有限,不足之处在所难免,敬请读者批评指正。

张立玉 王红卫
2003年5月14日于武汉

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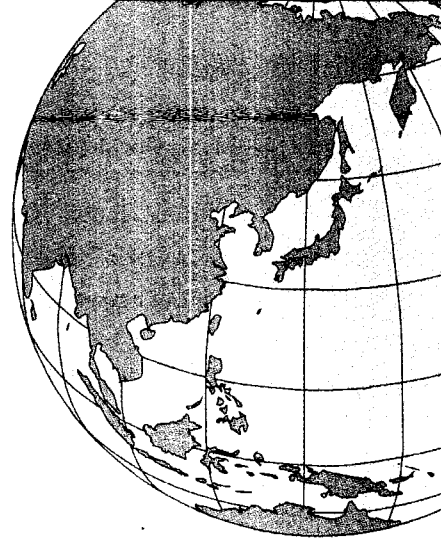
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Part One

**KNOWLEDGE, STRATEGIES AND
TACTICS ON INTERNATIONAL
BUSINESS NEGOTIATION**



Chapter One

The Overview on International Business Negotiation

1.1 Some Basic Concepts of Negotiation

1.1.1 What Is Negotiation?

The word “negotiation” derives from the Latin infinitive “negotari” (做贸易或生意) which means “to trade or do business”. This word itself is from another word, “negare” (拒绝), meaning “to deny” and a noun, “otium” (休闲), meaning “leisure”. Thus, the ancient Roman businessperson would “deny leisure” until the business has been settled. Negotiation is a common human activity as well as a process that people undertake everyday to manage their relationships such as a buyer and a seller, a husband and wife, children and parents. As the stakes in some of these negotiations are not very high, people need not have to get preparations for the process and the outcome. But in international business negotiations, the stakes are usually high, people cannot ignore this fact, and they have to get preplans in a more careful way. Both parties in this kind of negotiation should contact each other so that they can get a better deal rather than simply accepting or rejecting what the other is offering. The whole process of negotiation is based upon the premise that both parties are interdependent, that is, one side cannot get what he/she wants without taking the other into consideration. In the process of negotiation, there are no rules, tradition, rational methods or higher authorities available to resolve their conflict once it crops up. Negotiation is a voluntary process of giving and taking where both parties amend their offers and modify their expectations so as to come closer to each other and they can quit, at any time.

1.1.2 Why Do People Negotiate?

Negotiation is at the heart of every transaction and, for the most part, it comes down to the interaction between two sides with a common goal (profits) but divergent methods. These methods (the details of the contract) must be negotiated to the satisfaction of both parties. As we will see later that it can be a very trying process that is full of confrontation and concession. Whether it is trade or investment, one party will always arrive at the negotiation table in a position of greater power. That power (the potential for the profits) may derive from the extent of the demand or

from the ability to supply. The purpose of negotiation is to redistribute that potential. There is no such thing as “to take it or leave it” in international business. In fact, everything is negotiable. It all depends on the expertise of the negotiators.

1.2 An Overall Framework of International Business Negotiation

International business negotiation is a consultative process between governments, trade organizations, multinational enterprises, private business firms and buyers and sellers in relation to investment and import and export of products, machinery and equipments and technology. Negotiation is one of the important steps taken towards completing import and export trade agreements.

To reach the desired results, the negotiators must seriously carry out the relative trade policies of their own countries. They should have good manners and speak fluent English. They should have a profound knowledge of professional technology and international markets. They should know the specifications, packing, features and advantages of the products and be able to use idiomatic and professional terms. They should know something about the counterparts, such as their habits and customs in order to easily find harmony with them when negotiating business.

In general, an overall framework of international business negotiation covers the following aspects: background factors, the atmosphere and the process.

1.2.1 Background Factors

Background factors refer to objectives, environment, markets position, third parties and negotiators. They influence the process of negotiation and the atmosphere in a positive or negative way. Objectives mean what each side desires to achieve in the end. They are common, conflicting or complementary interests in both sides' wanting a successful transaction to take place; their interests conflict as profit to one is cost to the other; and complementary interest brings them together. Common and complementary objectives leave direct and positive effects while conflicting objectives have negative ones on the negotiation process. Environment here is defined as the political, social and structural factors related to both parties. It often hinders the process in international negotiation. This is more typically the case with those parties that are not familiar to each other with their different backgrounds. Political and social aspects can affect the process whereas market structure does the atmosphere. The market position of the parties involved plays a leading role in the negotiation process. The third parties such as governments, brokers, consultants and so on may influence the process with their own objectives. Negotiators affect the negotiating process by means of their own experience and negotiating skills.

1.2.2 Atmosphere

The atmosphere is of great importance to the whole process of the international business negotiation. The atmosphere and the process influence each other at each stage. Atmosphere refers to

the perceived “milieu” (氛围) around the interaction, how each party regards the other’s behavior, and the properties of the process. It has to do with people’s perception of reality. To be more exact, in negotiation it is the perception of reality that is far more important than the reality itself. Some characteristics of the atmosphere are dominant at one stage; others at other stages. For example, cooperation is dominant at the pre-negotiation rather than conflict, as both sides look for mutual solutions. Different characteristics of atmosphere dominate from process to process. These characteristics are classified as conflict vs cooperation, power vs dependence and expectations. The existence of conflict and cooperation is a fundamental characteristic of the negotiation process. On one hand, both sides have some common interests in finding a solution to the problem that fits them both. On the other hand, a conflict of interest may arise, as cost to one can mean income to the other. The relation between power and dependence is closely related to the actual power relation, which is affected by the value of the relationship to the sides and their available alternatives. As for expectations, there are two types: long-term expectations with respect to the possibilities and values of future business; short-term expectations regarding prospects for the present deal. Expectations develop and change in different stages of the process.

1.2.3 Process of Negotiation

The process of international business negotiation is made up of the three different stages. A stage is defined as a specific part of the process and covers all actions and communications by either side pertaining to negotiations made during that part. Either side communicates with the other to exchange information within each stage. A specific stage comes to an end where both sides decide to proceed on to the next stage or decide to abandon the communication if they see no point in further negotiations. The three different stages are: pre-negotiation, face-to face-negotiation and post-negotiation.

Pre-Negotiation

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 one another’s needs and evaluate the benefits of entering into the process of negotiation. This stage is more usually important than the formal negotiations in the international business relationship. Social and informal relationships between negotiators, trust and confidence in each other are of great help. Both sides now also start to form their strategy for face-to-face negotiation as well as try to foresee and take precautions against possible events. To be fully prepared before the negotiation, negotiators shall have to take into consideration the following two aspects: environmental factors and gathering of information.

The environmental factors refer to politics, religious belief, legal system, business practices, social customs, financial state, infrastructure and climate, which will affect the negotiation in a direct or indirect way. The gathering of information includes that of markets, science and technology, policy and regulations, finance and of the opponent, it may in some way determine the suc-

cess or failure of the negotiation.

Face-to-Face Negotiation

At this stage, both sides know that they can work together for a solution to a joint problem in spite of the fact that each side may view the situation in its own way. This indicates the importance of having face-to-face negotiation in an open-minded way and getting ready several alternatives. It is time for both sides to explore the differences in preferences and expectations so that they can come closer to each other. Generally, the negotiation process is controlled by the side that has arranged the agenda, for in the process, he can stress his own strengths and the opponent's weaknesses, thus putting the other side on the defensive. However, the agenda may reveal the preparing side's position in advance and hence permit the other side to prepare its countermeasures. Some people prefer to start negotiations by discussing and agreeing on broad principles. Another way to ensure success at this stage is an initial discussion on items of common interest, which can help create an atmosphere of cooperation between both sides. As for the choice of strategy, it depends on the customer or supplier with whom one is negotiating.

Post-Negotiation

All the terms and conditions at this stage have been agreed upon with the contract being drawn up to be signed. What is worth noticing is that writing the contract and the wording in it are a negotiation process in itself, for meaning and values may be different between both sides. This stage may lead to a renewed face-to-face negotiation if there is negative feedback from background factors and atmosphere. Therefore, the terms and conditions agreed upon should be read to each other after concessions are exchanged and discussions be held by means of minutes of meetings, or something unpleasant and unexpected may arise later on in the course of the implementation of the contract unless both sides make sure that they have paid enough attention to every detail. It is necessary that both sides should make sure that they understand everything they have agreed on before they leave the negotiation table.

1.3 Features of International Business Negotiation

For a successful agreement, participants need to know negotiation principles and tactics. There are two principles in international business negotiations. First, at the beginning of the negotiation, the negotiators should know well their desired results and not be willfully manipulated by their counterparts. Only with a definite purpose will the negotiators grasp the key to the negotiation and realize their expected purpose. Second, negotiators need to put forward what they expect, take a firm stand and make clear their position.

In international business negotiations, price is usually the key point because it directly concerns the economic benefits to both sides. Both sides seek a desired result.

To get the expected result or achieve a certain purpose, the negotiators, should calculate care-

fully and decide three different targets: 1) the best target; 2) the intermediate target; 3) the acceptable target.

1.3.1 The Best Target

The best target is to achieve all desired results. You should know well whether your first quotation is high or low if it is generally accepted by your counterpart. Usually both sides have a few bargains before acceptance. In the beginning, make a high offer and negotiate for the best target. Generally speaking, persons who firmly maintain the desired objectives to the end can obtain the best deal.

1.3.2 The Intermediate Target

The intermediate target is fair for both sides, although slightly lower than the best target. Don't begin negotiating at too low of a price. Your quotation is to be a little lower each time. Do it step by step. Each time you reduce the price, you should remain serious about the desired results. Under this situation, your counterpart may well accept your quotation as the best possible price. It is likely that you may reach an agreement at this price. Please keep in mind that taking a serious and firm attitude is the key to avoiding further price reductions and unnecessary expenses. This will result in increased profits. If you meet with negotiators who always bargain using harsh language, do not be angry. This indicates that they want to buy your products. You should be patient and friendly, using soft words and moderate speaking speed and tone, knowing well what not to say, what to say and when to say. When you feel in danger of going into a deadlocked negotiation, it is suggested to request a break or rest. Then readjust your plan and continue the negotiation. This is the same as in sports competition. The coach on the side having the lead will probably ask for a stop. The purpose of the coach asking for a stop is to change the force, momentum and dominant position.

1.3.3 The Acceptable Target.

The acceptable target is the minimum level both sides can bear. It should not be exposed to your counterpart at the beginning of the negotiation. Your counterpart may not believe it and although the price is the lowest, he may reject your quotation. On the other hand, even if the agreement is reached at the minimum acceptable price, your counterpart may not have a satisfactory sense of having brought your price down.

In brief, the purpose of the negotiation is to arrive at an agreement to both sides' advantage. The successful results of the negotiations depend on the determined objectives, perseverance and the language expressed by the negotiators. They should do their best to use soft words, speak euphemistically, use less flowery language, have a sense of humor and create a harmonious atmosphere.