

Refine Your English Language Skills
Enhance Your Negotiation Techniques

ENGLISH FOR BUSINESS NEGOTIATIONS

商务谈判英语

——语言技巧与商业习俗

强化英语交流能力
提高商务谈判技巧

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说摇摇头

中国加入 WTO 标志着我国进一步扩大对外开放。为了培训大批干练的涉外商务谈判人才,必须要有结合业务实际的、具有较强适用性的英语谈判教材或手册。否则便是“巧妇难为无米之炊”。编写本书就是为了适应商务英语课程建设和发展的需要,为了满足广大对外经贸专业的学生和涉外商务人员的需求。

本书的突出特点是通过谈判的内容来学习英语,而且强调英语语言的运用和对外国文化的了解。全书内容涉及对外商务谈判的各种场合,每个单元包括以下几个方面: Negotiation Dialogues (商务谈判对话)、Useful Expressions (常用英语表达)、以及 Business Customs (各国商业习俗)等。

谈判对话 (Dialogues of Negotiation) 共有 10 课,内容广泛、实用,语言地道,大多是根据一些英文原作改编的。主要资料来源包括 *Bid for Power* (BBC English), *English for Negotiating* by Jim Brims (E. J. Arnold & Son Limited), *How to Say It at Work* by Jack Griffin (Prentice Hall Press), *Starting Business English* by Christine Johnson and Jack Lonergain (BBC English), *The Export Training Package* of the International Trade Center, 和 *A Course in Diplomatic English* (Oxford University Press) 等。

谈判英语 (English for Negotiations) 包括汇编的数百条谈判用的句子。谈判对话中还有 100 多条谈判用语,其中大部分是从网上下载的。

各国商业习俗 (Business Customs of Other Countries) 涉及数十个国家的商业习俗、礼仪和经济概况,内容详尽,既是学习英语的语言材料,又具有很大的实用参考价值。资料取材自 Window on the World 的网站。

本书的读者对象为对外经贸专业的学生、从事对外经贸工作的人员以及就职于涉外企业的员工等。从本书中他们可以学到如何用英语主持会谈、创造气氛、磋商讨论、发表意见、说服对方、反驳对手、达成协议以及不同商业谈判场合的各种习惯表达和专用术语等等。

由于水平有限 ,书中一定存在不少问题 ,敬请专家和读者指正。希望本书对从事对外经贸专业学习和从事这方面业务工作的人员以及在涉外商务岗位上就职的人员能有所帮助。

编著者

圆缘年 远月于北京

悦噪上藥上译

商务英语对话

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各国商业习俗

员瑶 Argentina	员
圆瑶 Australia	员

猿瑶Belgium	猿猿
源瑶Brazil	猿缘
缘瑶Canada	猿苑
远瑶Chile	猿怨
苑瑶Columbia	猿员
愿瑶Denmark	猿猿
怨瑶Egypt	猿缘
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员瑶Malaysia	猿苑
员瑶Mexico	猿怨
员瑶Netherlands	猿员
员瑶Peru	猿猿
员瑶Philippines	猿缘
员瑶Russia	猿苑
员瑶Saudi Arabia	猿怨
员瑶Scotland	猿员
员瑶Singapore	猿猿
员瑶Spain	猿缘
猿瑶Switzerland	猿苑
猿瑶Turkey	猿怨
猿瑶United States	猿员
猿瑶Venezuela	猿缘

INTRODUCTION

As a context-based conversation book , *English for Business Negotiations* brings the language of business communications into the upper-intermediate to the more advanced business English classroom.

The primary goal of this book is to develop communicative competence in English through conversations across the negotiation table. Students hone their English communication skills by using the language actively. In the process , they learn the fundamentals of negotiation and develop an awareness of the different approaches various cultures take in negotiations.

Overall , *English for Business Negotiations* is a practical and challenging book containing idiomatic English based on real-life situations. The skills taught in this book are not only useful for business students but for all other students learning English. English language instructors will find it especially useful in business training classrooms.

The following are some practical tips for effective conducting of negotiation sessions :

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The principal negotiator must assume leadership responsibility during the discussion conference. This includes :

- Actively leading the team throughout discussions.
- Opening the discussion conference.
- Reviewing facts and identifying discussion issues.
- Bargaining on the issues.
- Reaching an agreement.

The key leadership responsibility of leading a negotiation team is to make sure

that preparations are complete before opening the discussion conference.

- Assure that team support is available when needed.
- Control team member participation.
- Use caucuses to maintain a unified government position.
- Use breaks to relieve tension and control the pace of discussions.

When opening the discussion conference ,the chief negotiators must greet the opposite team , introduce the members of their own team and try to warm up the atmosphere.

- Take time for introductions.
- Help attendees feel more at ease.
- Briefly review background information.
- Emphasize the goal of a win/win outcome.
- Review the discussion agenda.

What will follow is the bargaining on the issues. Discussions should address issues related to price ,delivery ,technical requirements ,contract type ,or other terms of the proposed contract.

The discussion plan should be followed. Be sure to maintain the initiative throughout the discussions by sticking to the discussion plan. Make changes when it is appropriate.

- Use your agenda to address the issues.
- Ask questions. Listen and evaluate the answers for responsiveness , truth , and consistency.

The team should work closely together by employing appropriate tactics and countermeasures to achieve win/win results.

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Negotiation is about reaching agreement on an issue between two or more parties with differing points of view. This could be anything from haggling over the price of

something to a complex international agreement. Here is a presentation of a set of bullet points at a negotiation in the context of business dealings , although the basic ground rules could apply to any situation.

谈判前的准备工作

The most important aspect of any negotiation is preparation. You need to :

- List the things you want to get from the negotiation , i. e. your objectives and your “ ideal ” outcome.
- Rank these into high , medium and low priority.
- Decide which objectives are fixed (i. e. not negotiable) and which are variable (i. e. you would be willing to make concessions).
- Decide how far you are willing to go on each issue.
- Know your “ bottom line ” or “ walk away ” position (i. e. the highest deal you are prepared to agree on or the lowest deal you are prepared to accept).
- Ask the same questions about the other party. The more you know about them and their objectives , the easier it will be to turn things in your favor.

谈判可能的四种结果

In any negotiation there are four possible outcomes :

- A lose/lose situation , where the parties fail to agree and negotiations break down. You are back where you started and nobody wins.
- A win/lose or lose/win situation where one side gets everything they want and the other side gets nothing. This is a short-term victory for one party , but the other side will feel cheated and may be unwilling to do business in the future.
- Win/win situation is the only successful outcome. Both sides feel that they have got a fair deal and walk away satisfied. There is every chance that they will do business again in the future.

谈判过程中的注意事项

In the process of negotiating there are many things you’re advised to do and many things you’re not supposed to do :

- Don't be afraid to ask for what you want , but try to get the other party to make the first offer.
- Accept that some of your goals may need to be modified.
- Compromise , but never “concede”. If you give a concession , make sure that you get something in return. Use phrases like , “ We would be willing to do that if you would be willing to. . . ”
- Treat every concession as “important”. If the other party feels that you have given them something that seems unimportant to you , they do not feel that they have gained anything. So , avoid terms like “No problem , of course we can. . . ” Replace this with , “ Well , that could cause major problems for us , but we might consider it if you. . . ”
- Listen carefully and make notes.
- Observe people's reactions to what you say. You can often pick up points from facial expressions , gestures and other body language.
- Summarize regularly during the negotiation. This ensures that everyone understands what has been agreed , but it can also be used to defuse an emotional situation or a deadlock.
- Call a recess when you need time to think. You don't have to conclude the whole deal in one go , so if you need to buy some time , or are backed into a corner , call a recess.
- Never volunteer information that could work to the other side's advantage.
- If you are negotiating as a team , do not contradict each other or argue amongst yourselves.

These tips will help to point you in the right direction for successful business negotiation , but the best way to learn is through practice and experience. You must also learn to recognize your own strengths and weaknesses and work on these.

Good luck and rewarding negotiating !

推荐的教学方法 和 教学模式

角色扮演 小组讨论 情景模拟 案例分析 角色扮演 小组讨论 情景模拟 案例分析

—— 角色扮演 小组讨论 情景模拟 案例分析

关于练习谈判对话的具体做法 教师可以根据每一课的内容和提供的有关资料 采取角色扮演(role play)的模式来调动学生的参与积极性。学生在进行对话表演时 必须要求他们做到认真投入。

我们建议的教学方法是“有指导分步骤的口头复述练习”：按下述七个步骤进行练习 就可以顺利地进行谈判对话的口头复述：

1. 读对话

员 将每一课的谈判对话阅读或朗读若干遍

Read the dialogue several times alone and / or with a partner — to ensure good comprehension.

2. 概括对话

Reduce the dialogue to a summary and an outline with reference to those at the top of each lesson.

3. 回顾谈判对话中的内容要点

Recapture the main points at the different stages of the negotiation situation — know what to say at each step.

4. 记住谈判对话中有用的语言点

Remember the useful phrases and expressions — with reference to those at the end of each dialogue — and use them in the process of negotiating.

5. 在第一步的基础上 把第二、三、四步结合起来 重述谈判对话

Reproduce the entire dialogue orally with your partner , trying to sound as fluent and natural as possible.

6. 将谈判对话演练若干次直至熟练为止

Rehearse the dialogue many times until you become fairly fluent.

7. 复习关键的谈判技巧和语言表达

Revise the key skills and phrases after the study of each lesson.

学生在学完每一课后,应进行一次语言技巧方面的归纳总结,比如总结归纳讨价还价的过程和表达用语以及互相让步的过程和表达用语,这样有助于掌握重点和理清思路:

月: 提出条件 月: 提出条件

粤: Puts forward a proposal

月: Imposes a condition (s)

粤: Accepts condition subject to new condition

月: Accepts new condition subject to new condition

粤: Accepts / Restates terms of the agreement / Asks for confirmation

月: Confirms

月: 提出条件 月: 提出条件

月: 提出条件 月: 提出条件

I suggest that. . .

Perhaps we could. . .

I propose that. . .

I would like to propose. . .

What we would like to do is. . .

What if we. . .

How about this. . .

月: 提出条件 月: 提出条件

If you lowered your price , we could. . .

We would accept your offer if you lowered your price.

We won't accept your offer unless you lowered your price

月: 提出条件 月: 提出条件

We'd have no objection to your offer provided that you lowered your price.

If you lowered your price , we would be prepared to accept your proposal.

月: 提出条件 月: 提出条件

粤: Makes an offer / a proposal

月: Accepts it subject to a condition (s)

粤: Rejects condition

月: Offers compromise /ask for acceptance

粤: Accepts (or rejects) compromise (if reject, explain why)

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员 援 悦 是 责 候 是 至 译

We are prepared to accept the deal, on condition that. . .

I believe we can accept the proposal, if you. . .

We are willing to accept your demands, on the understanding that. . .

I think we could accept your offer, provided that. . .

We are happy to accept your offer, as long as. . .

圆 援 粤 至 早 责 候 非 译 则 非 译

Is that OK with you?

Is that agreeable to you?

Would that be acceptable?

We hope that this will be acceptable.

猿 援 粤 至 早 责 候 非 译 则 非 译

We see / have no objection to that.

I think this is perfectly acceptable.

I think we could agree on / to this.

That seems to be a reasonable compromise.

源 援 粤 至 早 责 候 非 译 则 非 译

You leave us with no alternative but to reject your offer.

If that is your position, unfortunately we would have to say no.

In that case, we really have no choice but to reject your offer.

I don't think we could accept that unless you were prepared to. . .

以上建议的教与学的方法仅供参考。相信在使用本书的过程中,教师们和同学们都会摸索出更加有效的方法。

编著者
田 田 年 远 月

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1

Preliminary Discussions on Setting Up Joint Ventures in China

摇摇 (A potential foreign investor, who is new to the Chinese market, is making enquiries about the possibility of setting up joint ventures in China.)

粤 越 云 翔 袁 袁 摇摇 月 越 耘 则 援 在 袁 噪

The Dialogue Outline

粤: You ask B what kinds of foreign operation are allowed in China.

粤: You ask B about the screening criteria for foreign investment projects.

粤: You enquire about the possible business structures foreigners can operate in China.

粤: You are interested in Sino-foreign joint venture, and ask about the differences between equity joint venture and cooperative joint venture.

粤: You tell B that you want to invest in operations that are of the manufacturing type with advanced technology and export potential.

粤: You tell B you prefer the CJV format. You tell him something about your company and what kind of operation you'd like to go into. You also tell A that you're interested in cooperating with A's corporation.

月: You tell A in what sectors foreign investment is welcome, and explain to him about tax incentives and preferential treatments.

月: You tell A about the policies for foreign investment in terms of preference by industry, etc.

月: You explain to A China's policies about the different forms of foreign investment

月: You first tell A what is in common between the different forms of foreign investment, and explain to him about the emphasis of China's policy.

月: You say you're interested in the projects proposed. But as you don't have time to go into details today, you suggest that you meet again tomorrow.

月: Then you tell A about the legal distinctions between an equity joint venture (EJV) and a cooperative joint venture (CJV).

The Complete Dialogue

粤: Mr. Zhao, I'd like to have your expert advice. You see, I've been contemplating making investment in China. What kinds of foreign operation are allowed in your country?

月: Well, I can't say I'm an expert in anything. But I certainly can give you some rudimentary ideas about foreign direct investment in China. First of all, let me give you an overview briefly. Foreign investment is welcome in priority industries and designated investment areas. And tax incentives and other preferential treatments are available at local and industrial levels.

粤: So the government policy is to encourage foreign investment, isn't it? Are there any screening criteria?

月: Yes, there are.

粤: In which industries are foreign participation and involvement encouraged, permitted, or even prohibited?

月: Foreign participation and ownership are encouraged in priority sectors in terms of industry, and in export-oriented and technologically advanced projects. Restrictions are placed on foreign involvement in certain industries, such as retailing, media, and the practices of foreign professional firms, although in certain areas these restrictions are becoming less rigid. To assist investors, the Chinese government has adopted a lot of new measures recently to create a more favorable investment environment.

粤: And what are the possible business structures or entities by which foreigners can operate in China?

月: Well, China allows various forms of foreign investment, including Sino-foreign joint ventures and wholly foreign-owned enterprises. The forms of foreign involvement in China are barter trade, compensation trade, processing arrangements, joint ventures, including equity joint ventures and cooperative joint ventures, and wholly foreign-owned enterprises. Foreign companies may also set up representative offices for liaison purposes.

粤: I'm interested in the business structure of Sino-foreign joint ventures. You have mentioned two types of joint ventures: equity joint ventures and cooperative joint ventures. What are the differences between them?

月: Let me deal with the similarity first. What is in common between them, and between them and wholly foreign-owned enterprises, is to attract foreign investment and to introduce advanced technology and managerial expertise. The emphasis of our policy is placed on foreign participation in production ventures that are export-oriented or technologically advanced.

粤: So these are the priorities, right? I'm so glad — the projects I have in mind are of the production type with advanced technology and export potential.

月: So much the better! Now let me finish what I have to say before you tell me what projects you're interested in. OK? You see, there are a few legal distinctions between an equity joint venture (EJV) and a cooperative joint venture (CJV). First, in an EJV, profit distributions and management responsibilities of the venture are determined by the proportion of total registered capital contributed by each party.

粤: So profits are distributed according to each partner's investment ratio.

月: That's right. The CJV, which is also referred to as a contractual joint venture, however, is an investment vehicle in which profits and other responsibilities are assigned to each party according to the joint venture contract.

粤: In other words, profit distributions among partners to a CJV need not be in strict proportion to their registered capital contribution.

月: Exactly. Also, a CJV may distribute profits both in cash and in venture output, while an EJV is restricted to making cash distributions.

粤: So a CJV has more flexibility. Am I getting it right?

月: Yes. That leads me to the next point. A CJV can adopt a non-legal person status, which distinguishes it from an EJV. This allows foreign CJV partners to contribute less than 10% of the total registered capital of the joint venture.

粤: You mean in an EJV the foreign partner has to contribute at least 10%?

月: That's the minimum for the foreign party in an EJV. The third difference is that CJVs are not required to survey Chinese sources before importing supplies or raw materials from abroad, while EJVs must give first priority to Chinese suppliers.

粤: I see. There's also a difference in the sourcing of raw materials. If I understand correctly, the EJV is very rigid and the CJV is much more flexible. If I have to choose between them, I'd prefer the CJV format.

月: Well, it depends. Now tell me what projects you have in mind.

粤: Well, as you know, we're a dynamic company based in Canada. We're pursuing joint ventures in China because we think we can bring foreign exchange and advanced technology to China while cashing in on its vast market potential and low labor cost.

月: That's fair enough. What kind of manufacturing you want to go into? And would you like to enter into cooperation with us?

粤: Simply put, the business operations I've been considering are two fold. On the one hand, we