

Part One

About Negotiation

关于谈判

Negotiation is a dynamic process of adjustment. In import and export trade operations, the buyer and the seller confer together to reach a mutually satisfying agreement on a matter of common interest. This is because each of the parties has his own objective in trade operations, e. g. the seller intends to sell the goods/services at a higher price, while the buyer intends to buy the same goods/services at a lower price. Each party presses for the attainment of its own goal. But some element of cooperation must be present, otherwise there will be no agreement at all and the opportunity to take part in the activity will be lost.

谈判是一个动态调整过程。在进出口贸易中，买卖双方就一共同感兴趣的问题进行磋商以达成令彼此满意的协议。这是因为交易双方各有自己的目标。例如：卖方欲以较高的价格出售自己的商品或服务，而买方则想以较低的价格购买同样的商品或服务。双方都想方设法达到自己的目的，这就需要双方之间有一些合作，否则就无法达成任何协议，从而丧失交易的机会。

The dual elements of conflict and cooperation are described here: it is in the mutual interest of participants to come to some agreement and this provides a cooperative aspect; however, the interests of participants are opposed, and this is the basis for rivalry. The negotiator is pulled in two directions at the same time: towards holding out for more with the risk of losing all; towards agreeing to his opponent's demands and securing the bargain with sacrificing the chance of a possible higher reward.

这里所说的是争议和合作两个要素：双方因彼此的利益需要而达成某种共识，这是合作的前提；然而，双方的利益截然不同又成为争议的基础。谈判者同时受两个方向的压力：一是冒着谈判破裂的危险而坚持自己的高收益；一是同意对方的要求，达成交易，从而失去获得更高收益的机会。

The two parties need to adjust themselves by exchanging their ideas on the common interest, and then the negotiation begins. Over a span of time, a final agreement is reached. Maybe neither of the parties is wholly satisfied but both recognize that it is more beneficial for them to agree than to disagree. Negotiation has its end result on a basis profitable to both parties.

双方需要通过就共同的利益来交换意见从而调整各自的想法，这样谈判就开始了。经过一段时间的磋商，达成最终协议。双方可能对此协议并不完全满意，但是他们都会意识到：与达不成协议相比，达成协议对双方更有利。谈判的最终结果建立在互利的基础上。

Negotiation is not treated as an isolated event but as an integral part of the total business activity. Links are established in the chain by which goods are traded and services are provided through the agreements negotiated. In this respect, negotiation is a function subservient to the general commercial interests of the parties involved and it is directed towards the achievement of their overall objectives.

谈判并非独立于整个交易之外，而是整个交易活动的一部分。交易关系是通过谈判协议而建立的，商品贸易和服务的提供又是通过这种交易关系而进行的。由此看来，谈判不过是为交易双方的商业利益而服务的工具，是为了帮助交易各方实现各自目的而服务的。

The process of negotiation takes place in a series of time scales. The first one is a period during which the negotiator must prepare for the negotiation, and execute the initial approach. The second period follows during which the parties must reach agreement for the common interests to be realized. The agreement itself operates during the third period and may give rise to the need for further negotiation. Finally there is the extended period during which the parties think of a continuing business relationship and can be regarded as infinite.

整个谈判过程发生在一个连续的时间段之内：第一个阶段，各方为谈判做准备并且进行初次接触；第二阶段，各方就实现共同利益而达成协议；协议的执行发生在第三阶段，由此可能产生进一步谈判的需要；在最后的扩展阶段，各方意欲维持长久的贸易关系，此阶段会持续很长时间。

The agreement provides a discipline for the participants in the first two short periods. And these two periods affect the value of the outcome. But the extended period is very important if both parties contemplate a long-term continuing buyer/seller relationship. The parties know that the value of any successful bargain is limited because opportunities provided in the administration of the contract or by other tenders may correct any serious out-of-balance. On the other hand, the bargain may be of significant value in the consequences it possesses for the future, not only because of its actual terms, but also for the manner of its negotiation and its impact on human relationships.

在第一、二两个较短的阶段中，协议会约束各方。这两个阶段将影响交易结果。但对想维持长久贸易关系的买卖双方来讲，扩展阶段则至关重要。他们知道任何一次成功的讨价还价都是有限的，因为在合同执行过程中得到的商业机会或其他商人提供的商业机会都有可能修正谈判所达成的任何极端的不公从另一方面说，讨价还价又对将来的贸易活动意义重大，这不仅指谈得的实际条件，从谈判方式及其对人际关系的影响看，亦是如此

Success in negotiation is seen not to be measured in points scored off one's opponent, but in the contribution that the negotiation makes to the successful operation of the activity as a whole. This applies within the negotiation itself. Each party must accept the need to modify its own demands as necessary to meet the requirements of the negotiating objective. There is no room in a negotiating team for a certain person to insist on pursuing limited departmental interests to the detriment of his team's overall success.

谈判的成功与否并不以击败对手来衡量，而是以促进整个交易活动的成功为标准，这一点贯穿于谈判的整个过程之中。在谈判中，各方需调整自己的要求，以便达到其谈判目的。在一个谈判队伍中，不允许某个人为追求有限的局部利益而给整个谈判的成功造成损失。

Chapter One

Preparation for Negotiations

谈判前的准备

Far too many business negotiations fail because of inadequate preparation on one side or the other. So it is important for the participants to make a good job of preparation before the negotiation begins. Preparation is necessary to achieve the highest level of success in business negotiation. In a word, there is no substitution for advance preparation in negotiation arena.

许多谈判失败的原因都是一方或另一方的准备工作不充分，因此在谈判开始之前谈判人员充分的准备工作就显得尤为重要。要使谈判取得最大限度的成功，准备工作必不可少。总之，在谈判场上，谈判前的准备工作无可替代。

Emphasis on preparation in international business negotiation is due to its complexity. It involves activities that take place across national borders, and deals that might have to be transacted in foreign languages with constraints of foreign laws, customs and regulations. The negotiator has to take cultural differences into account. If foreign currency transactions are necessary, the negotiator must pay attention to exchange rate variations. Foreign/world market situation and the risks of international trade are also within the scope of study before the participants begin the negotiation with his foreign counterpart.

在国际贸易中之所以强调准备工作的重要性，是因为它的复杂性。它所牵涉的活动跨越国界，所牵涉的交易可能必须通过外语进行，且可能受到国外法律、习俗和规定的限制。因此，谈判者须考虑文化差异。当进行外汇交易时，谈判者必须考虑汇率波动的问题。在与外方谈判之前，国外/世界市场行情和国际贸易的风险亦属于谈判者应当研究的范畴。

This chapter will outline the critical steps in preparing for business negotiations. The topics focused on are arranged according to their chronological order. Details will be found in Part Two and Part Three in this book.

本章将概述谈判准备工作中的几个主要步骤。讨论的题目是按其发生的时间顺序来安排的，细节请见本书第二部分和第三部分。

I . Forming the Negotiating Team 谈判队伍的组成

Negotiation is a team sport. It requires the specialized skills, communication ability, team spirit and gamesmanship found in any professional sporting event. If a negotiating team is structured properly and is deployed in an effective and timely manner, it can play a critical role in achieving victory at the bargaining table.

谈判是一种集体项目，它需要其中的成员具有专业的技能、沟通的能力、团队协作的精神，以及克敌制胜的策略，这些在任何一个职业体育项目中均可找到。如果谈判队伍组织得当，调配得有效、及时，这会对谈判的成功起到决定性的作用。

If you expect your negotiating team to be effective, it must be organized at an early date, preferably as the first step in preparing for a transaction. The members can foresee the areas covered by the negotiations, and have the technical expertise to deal with the problems effectively. They should also be compatible in temperament with one another.

如果你希望有一个高效率的谈判队伍，就须尽早组织谈判队伍，最好将它作为准备交易的第一项工作来做。这样参加谈判的人员就能预测谈判的内容，并运用良好的专业知识来有效地解决问题。谈判人员的性情也应彼此相投。

1. The Selection and Size of the Negotiating Team

谈判人员的选择和谈判队伍的规模

The negotiating team should include members in each of the following areas:

谈判队伍应包括以下四个方面的专业人员

- commercial: responsible for the negotiation on price, delivery terms, and

commercial policy of risk taking

商务谈判人员：负责价格、交货条款和风险划分的磋商

- technical : responsible for the area concerning specification, program and methods of work

技术谈判人员：负责规格、程序和工艺的磋商

- financial : responsible for terms of payment, credit insurance, bonds and financial guarantees

财务谈判人员：负责支付方式、信用保险、保证金和资金担保的磋商

- legal: responsible for contract documents, terms and conditions of contract, insurance, legal interpretation

法律谈判人员：负责合同文件、合同中各项条款、保险和法律解释的磋商

If it is an important negotiation, the negotiating team will be comprised of negotiators responsible for the above mentioned areas. Other members for the negotiation include some functional specialists. The negotiator's function is to negotiate, while the functional specialists provide specialist advice or information. 如果是重要的谈判，谈判队伍就应由负责上述 4 个方面的人员组成。其他人员还包括一些专家。谈判人员的任务是谈判，而专家则为谈判人员提供专业性的意见和信息。

For negotiation of lesser significance, one negotiator would cover two areas after having been fully briefed on the subject with which he was less familiar. For instance, the legal negotiator might cover the financial area. Team of four could be reduced to two; it should not be reduced to one, no matter how well qualified the negotiator is.

对于不太重要的谈判，一个谈判人员在大致了解了他不熟悉的专业知识后，可身兼两职。例如，主管法律谈判的人员也可兼管金融方面的谈判。4 人的谈判队伍可减为两人；但决不能减至一人，无论这个人资格多高，也不行。

However, the negotiating team should not be too large. At any time it should not exceed five. It becomes extremely difficult for the team to be kept under control if the team number is beyond five. And it is difficult for its activities to be directed towards a single outcome. Arguments are likely to develop between the members of the team themselves during the negotiation session.

然而，谈判队伍的阵容也不宜过大，一般不超过 5 人。否则，会非常难于控制，也难以保证小组的所有行动都围绕一个既定的目标；谈判期间，小组内部的成员之间也可能产生意见分歧。

It is preferable that a negotiator has the support of an assistant to make notes, do calculations and remind him of any points that he has missed. And this does not leave him to handle the whole bargaining process by himself.

主谈人谈判时，最好有一个助手进行记录和计算，提醒主谈人疏忽的问题。这样就不会让主谈人独自完成整个谈判过程。

2. Team Leader 谈判小组负责人

Reference has been made specifically to the sales manager or the chief buyer as two obvious examples when choosing a team leader. But there are also numerous other occasions when an alternative candidate will be proposed.

谈判小组负责人一般由销售部经理或采购部经理担任。但有时也可选择其他人来担任谈判小组领导人。

The negotiating team leader should possess sufficient knowledge of all the problems involved in the negotiation — commercial, technical and contractual to enable him to make an intelligent contribution to each item discussed and to direct and coordinate the activities of the functional specialists.

谈判小组负责人应掌握足够的知识，如：商务、技术、合同等方面的知识来应付谈判中遇到的各种问题，使他对所谈的每一个问题都能提出自己的见解，有效地指挥与协调专家的活动。

The duties of the team leader are to select the remainder team members, prepare

the negotiating plan, conduct the negotiations and make decisions on (the timing and level of) concessions, selection of trade-off items (against the other), and etc. He is also to make the bargain with the other side, and ensure that the bargain is properly recorded and issue the negotiating report.

负责人的主要任务是选择谈判人员、准备谈判计划、进行谈判、决定让步（时间和幅度）以及交换条件的选择等等。他还要负责同对方进行讨价还价，落实磋商的记录工作，并且做好谈判的汇报工作。

Additionally, a leader has more general functions to perform. He is the person who generates enthusiasm in his team, maintains the morale under all conditions and obtains the maximum contribution from each member by his own example.

此外，负责人还应起到更大的作用。他应激发谈判小组的热情，在各种情况下都应保持谈判小组的士气，并以身作则调动谈判人员的积极性。

3. Mental Attitude Adjustment 谈判人员的思想状况

The team members must learn that the opponent and its representatives are adversaries although they may be friendly. They can and will seek to take financial and contractual advantage of your firm at virtually every opportunity.

在谈判时，谈判人员要记住：不论谈判对手多友善，对手总归是对手。他们会抓住一切机会，在财务上和条款上占到便宜。

II . Creating the Information Base 建立资料档案

Once the negotiating team has been organized, the first and most basic step in preparing for a specific transaction is creating an information base

谈判队伍组织好后，首先要做的，也是最基础的准备工作就是建立资料档案。

Negotiations are conducted under a system of law and within a particular economic, cultural and political framework. The framework of international

negotiations is derived from two or more sources that will be in conflict with one another to a degree. Knowledge of this and the ability to apply the knowledge are essential to the achievement of a successful outcome to the contract. Note that it is the performance of the contract that is significant, not just the negotiation itself.

谈判是在一定的法律制度下及特定的经济、文化和政治准则中进行的。国际经贸谈判涉及两个或多个不同的社会背景，它们彼此在一定程度上有冲突，对这方面知识的了解和运用对合同谈判的成功非常重要。值得注意的是：真正具有重大意义的并不是谈判本身，而是合同的顺利执行。

Many firms have found out that what they thought was a negotiating triumph in securing a bargain based on their own terms has turned into a disaster to their cost when the contract has had to be performed. Fine words in a contract do not alter local ways in which business is conducted or the rules and practice to which it is subject.

许多公司发现：他们原以为在自己贸易条件的基础上谈成了一个条款就是取得了谈判的胜利，然而在执行合同时这却变成了灾难，因为自己的成本大大增加了。再好的合同文字也不能改变当地的贸易规则及作法。

Factors related to the foreign country, its economic and physical resources, infrastructure, climate and geography will affect the way in which the work can be performed and the program of implementation. And they will also affect the cost and the importance of specific contractual terms. It is only possible for these to be assessed if the negotiator is fully informed as to their applicability.

与谈判对手国有关的因素，如：经济、自然资源、基础设施、气候条件和地理位置等都将直接影响工作开展的方法和计划执行的方案，同时还影响项目成本和合同具体的条款。谈判者只有了解了这些因素的作用后，才能对它们进行全面的评估。

1. Negotiators Should Identify All Issues That May Be Relevant

谈判者应了解所有相关的环境因素

- The political system : the extent of state control of business enterprises and its organization; social stability; the extent of political interest in the contract/project and etc.
政治状况：国家对企业的控制程度及其组织形式、社会稳定性、该国对该谈判项目的政治兴趣等
- Religion: the predominant religion of the country and its social influence.
宗教：该国占主导地位的宗教信仰及其对社会的影响。
- Legal system: the legal and judicial system; their influences on business, the relevant laws on establishment of a local company and on employment, and etc.
法律制度：立法和司法制度及其对商业的影响，有关在当地成立公司的法律规定，有关就业的法律规定等。
- The business system: business conduction; significance given to contract, roles of professional advisers (e. g. lawyer) ; negotiation proceeding (e. g. first the technical and then the commercial. How to make concession?) ; and the counterpart of the negotiation (e. g. agency or the operating company) and etc.
商业做法：该国的商业经营做法，是否重视合同及专业顾问（如：律师）的作用；如何谈判（如：首先是技术谈判，然后是商务谈判。怎样做出让步？）；谈判的对象（如：代理商还是厂商）等等。
- The social system: social behavior concerning business.
社会习俗：有关业务的社会行为规范。
- The financial and fiscal system: the country's foreign exchange reserves; the commodities exported for foreign earnings; the currency freely exchangeable within the territory and its restrictions; procedures for obtaining payments in foreign currencies; the country's record on honouring payment obligations including likely delays; the type of Letter of Credit used in the country; the applicable tax laws, restrictions on remittance of the final payment; regulations on the payment of customs duties; other fees concerning the contract and etc.

财政金融系统：该国的外汇储备情况，出口创汇产品；该国可自由兑换的货币及其限制；取得外汇付款的手续；该国在国际支付方面的信誉，是否有拖延的情况；该国使用何种信用证；适用的税法及其对最终支付款项的限制；关税的规定及其他与合同相关的费用等。

- Infrastructure and logistical system: the availability in the territory concerning labor, materials for construction; the availability of finding a competent and financially sound sub-contractors; restrictions on importation of labor, materials and plant; local logistical problems relating to transport; problems relating to weather.

基础设施与物流系统：该国是否有可供项目使用的人力和物力资源；是否可找到有能力、信誉好的分包商；在聘用外籍工人、进口原料、引进设备方面的限制；以及当地与运输有关的物流状况和气候因素。

2. The Negotiators Should Select Those Issues Relevant to the Particular Negotiation 谈判者应筛选出与合同谈判有关的因素

This is a matter of obtaining an understanding of some of the points referred to in the above mentioned section so that the negotiators can recognize both the degree of their importance and the extent to which they are interrelated.

这就是对上述一些客观因素的了解，以便使谈判人员认识到这些因素对谈判的重要程度以及它们之间相互联系的程度。

The negotiators can obtain data from the following sources in order to understand whether a problem exists or not:

谈判者可从以下途径得到信息以判断是否存在问题：

- From the organizations in our country, such as MOFTEC and its provincial committees, foreign trade corporations, banks with particular interest in the territory and newspaper/journal articles;
从国内各类组织得到信息，如：对外经济贸易合作部及各省经贸委、外贸公司、与谈判对手国有业务往来的银行和有关的报纸/杂志等；
- From overseas, for example, Chinese Embassy and Chinese local companies, local banks, the agents, other businessmen operating in the territory, local

newspaper/journal articles and etc.

从海外得到信息，如：我国驻该国的使馆和当地的中国公司、银行、代理及其他与该国有业务往来的商人和当地有关的报纸 / 杂志等。

In collecting and assessing the data, it is important to bear in mind any bias that may exist in the person from whom the data is obtained and in the data itself. So the negotiators should collect a number of separate facts and fit them together to form a composite picture which is likely to resemble reality. The emphasis here is on the facts being separate.

在收集、整理这些资料时，应注意的是：提供资料的人以及资料本身可能带有一定的片面性。因此，谈判人员应收集那些来源互不相干的资料，将它们综合起来，形成一幅能反映现实状况的真实图画。这里强调的是资料互不相干。

Most people do not consider their own contract files as one of the information collection sources. All relevant previously executed agreements should be analyzed in order to determine what problems have arisen in similar transactions. This review should include all contract-related documents and materials. Problems and solutions relating to prior transactions should be carefully reviewed, because the technique can be equally instructive to the upcoming negotiations.

多数人不认为自己的合同卷宗是一个收集资料的来源。对以前执行过的相关协议进行分析，可帮助谈判人员找出类似合同中出现过的问题。这个回顾应包括与合同有关的全部文件和技术材料，应仔细回顾过去交易中出现的的问题及其解决的方法，因为这些技巧对将要进行的谈判具有指导意义。

Additionally, the negotiators should think of having consultants specializing in the type of transaction under consideration if it is a more significant negotiation. The need for consultants should be viewed as neutrally as possible: their professional assistance cannot be supplied internally or through your regular attorneys or accountants.

如果谈判很重要，谈判人员可考虑聘请一位擅长此类合同谈判的顾问。应尽可能以中立的态度看待此需要：谈判顾问提供的帮助是公司内部人员或公司的律师和会计师无法做到的。

3. The Negotiators Should Get Detailed Knowledge of Relevant Issues 谈判人员应就谈判的有关问题获取详尽资料

The only way to obtain such knowledge is visits to the territory concerned made by suitably qualified personnel. It is necessary to get generalized data on the territory as much as possible beforehand and try to see something of the country first-hand during the visits without relying on second-hand data. The visitors should retain an objective in mind and do not allow particular events to affect their judgement. And the visitors should also record the facts impartially and refrain from making judgements in an unbalanced manner.

得到详尽资料的惟一办法是派称职的人员到该国访问。出访前应尽可能多地掌握该国的有关情况；访问时不只依靠第二手材料，还要收集第一手资料。出访者心中应有一个目标，并且使自己的判断不受个别事件的影响。访问者还应公正地记下第一手资料，避免做出不公正的结论。

II. Creditability Study 资信调查

Creditability study of the counterpart is done before the negotiation. It enables the negotiators to have an overall picture of the opponent, e. g. the capital held, the business scope, the annual sales volume, his credit status, and whether the opponent has a confirming bank and etc.

对谈判对手的资信调查是在谈判之前进行的。它可使谈判人员全面地了解对方，如：他的资本情况、经营范围、年销售额、信誉，以及他是否有保兑银行等。

The report may be submitted by a reputed bank or by a consultancy service company. The report can be a very simple one (e. g. in export business), or a lengthy one (e. g. creditability study for investment).

资信调查报告可由信誉好的银行出具，或由咨询公司出具。它可以很简单（如：出口贸易中的资信调查报告）；也可以篇幅较长（如：投资项目的资信调查报告）。

Here is a simple fax creditability report submitted by a Deutsche Bank.
下面是德意志银行出具的简单的资信调查报告的传真。

Deutsche Bank
14th December, 1997

To whom it may concern

We take great pleasure in confirming herewith that

× × × (company name)

× × × (address)

is a well-reputed company in the technical field with stock capital of
\$

The company is mainly engaged in the designing and the manufacturing of
all types of surface mining systems for the extraction of lignite and other
raw materials, complete bulk handling systems deck cranes, bridge-
launching systems.

The above mentioned goods are designed and manufactured in factories in
Germany as well as overseas.

According to × × × (company name) information, their sales have
reached worldwide \$ 500 million in 1996.

At present approximately 2,000 people are employed worldwide.

We are maintaining very agreeable business relations with the company. To
this day our relationship has always been a very good one.

This information is given under the usual reserve.

Yours faithfully,

Deutsche Bank

..... (signature)

IV . Feasibility Study 可行性研究

A feasibility study is involved before the negotiation (e.g. if one party intends to invest or buy/sell a certain kind of technology). This is necessary because a feasibility study provides technical, economic and commercial bases for decision-making. It should define and analyse the critical elements with alternative approaches. A satisfactory feasibility study must analyse all the basic components and implications and any shortfall will limit the utility of the study. A feasibility study is not an end in itself, but only a means to arrive at a decision to do the business or not.

在投资或技术贸易谈判前要做可行性研究。之所以这样做是因为可行性研究可为作出最后决策提供技术、经济及商务依据；它用不同的方法对项目的主要因素进行分析。一个令人满意的可行性研究须对项目所有的基本组成部分进行分析，缺少任何一部分都会使可行性研究的作用受到限制。可行性研究本身不是最终目的，它只是一种有助于最后决定是否成交的方法。

A feasibility study should arrive at definitive conclusions on all the basic issues after consideration of various alternatives as listed in the following:

在对下列因素做出考察后，可行性研究应该就所有基础性的问题得出结论：

1. Background and history 项目的背景与历史

To ensure the success of the feasibility study, it must be clearly understood how the project idea fits into the framework of the economic conditions and the development of the country. It should include the description of the project idea, its historical development, studies and investigation already performed and etc.

为使可行性研究取得成功，应弄清该项目怎样才能适应该国的经济条件，促进该国的发展。此部分阐述项目建议及其历史状况和已做的调研

2. Detailed analysis 具体分析

- *Technical analysis* shows if it is possible to work on the project, describing the technology and the equipment that will be used in the project and the benefit

obtained after its operation. For example, an industrial project feasibility study will analyse the relationship between the market demand and the plant capacity together with its production program and its marketing strategy, and analyse the basis for the selection of materials and inputs required for the manufacture as well as its supply programme.

技术分析显示是否有可能做此项目，并阐述该项目所利用的技术和设备以及运转后得到的利润。例如，工业项目可行性研究分析市场需求与生产能力的关系以及生产计划和市场经营策略，同时还分析生产活动所需的原材料和投入品的选择基础以及原材料供应计划。

- Social/economic analysis gives an overall picture of impacts the project will make on the society, or the development of the area/country.

社会 / 经济上的分析显示该项目对社会及该地区 / 国家发展的影响。

3. Location and site 地址选择

A feasibility study has to define the location and site suitable for the project under consideration. The choice of location should be made from a fairly wide geographical area. Sometimes, several alternative sites may have to be considered. Once the site has been selected, reasons for the selection and local conditions should be stated, and impacts on the environment should be studied.

可行性研究报告中应指明适合此项目的地点。项目地点应从较大的地理范围内作出选择，有时须考虑多个地点。一旦作出决定，应阐述选择的理由和当地的状况，还应分析该项目对环境的影响。

4. Project engineering 项目管理

A feasibility study shows what kind of infrastructure facilities is needed with its cost estimates of construction program (e. g. costs of civil works and building structures). It also describes the technology employed (e. g. manufacturing techniques) and equipment required in the project together with their costs. Alternative techniques should be evaluated to determine the best technology.

Selection of equipment should be illustrated in the feasibility study, and a list of required spared parts should be prepared.

可行性研究报告中应说明项目需要的基础设施的类型及其建筑预算（如：土建费用）。另外还需说明该项目所应用的技术（如：生产工艺）和生产设备，并做出预算。对其他同类的生产技术也应做出评估，以便选出最好的生产工艺。设备的选择应在报告中加以阐述，并且列出备用零件清单。

5. Organization and overhead costs 项目的组织及费用开支

Organizational arrangements should be made first in the feasibility study. It should also include the cost estimates to operate the project. Attention should be paid to the overhead costs related to the operation, such as administrative overheads in industrial feasibility study.

在可行性研究中应首先做好组织计划，包括项目运转费用开支。在工业项目可行性研究计划中应注意与项目运转有关的间接成本的预算，例如，行政管理开支。

6. Manpower 人员配备

A feasibility study should give the total manpower costs of the project with start at department level. All labour and staff personnel should be included in the department. This tells the cost of manpower as part of the production costs, and gives a comparison of the required personnel with the structure of the labour force available in the project region. And the comparison will facilitate the assessment of training requirements and need for foreign/domestic experts.

可行性研究报告中应就项目的人员配备做出总预算。从部门一层算起，各部门所有的人员都应包括在内。它是生产成本的一部分，应将项目所需要的人员与当地的劳动力结构做一比较，以便做出培训计划并决定是否需要国内/外专家。

7. Implementation scheduling 项目执行计划

It is an essential part of the feasibility study, as the implementation must be