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**ПЕРЕГОВОРЫ
В КОММЕРЧЕСКОЙ ДЕЯТЕЛЬНОСТИ
НА АНГЛИЙСКОМ ЯЗЫКЕ**

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UNIT 1

SKILLS AND RULES FOR NEGOTIATION

I. Read and translate the text paying much attention to the rules for negotiation.

Negotiation is a process of bargaining that proceeds an agreement. Most negotiations are conducted with a view to reaching a compromise agreement. Both parties together move towards an outcome which is to mutual benefit. Successful negotiation generally results in a contact between the parties.

Mention should be made that there are different tactics which can help to conduct negotiations.

It goes without saying that there is no use to discuss business matters immediately. The topic at the outset of negotiations should be neutral, non-business. To start with you can touch upon immediate experience, the sort of journey the partner has had, the morning's newspaper headlines, common interests, the last football, hockey championships, the latest political events, etc.

It's common knowledge that the most difficult thing is "to break the ice". Usually it takes five percent of the negotiating time. The two parties adjust their thinking and behaviour to each others, that's why they devote much time to establishing atmosphere of mutual understanding, friendship, concern and good relations.

At the every beginning of the talks get agreement covering the purpose, plan, agenda of a meeting. First of all, draw the attention of your partner to the main problem. Try to discuss major items, then minor items. Follow the headline of the plan one by one. Come over to the next point after you have resolved the previous one.

There's sure to be difference of views between partners. That's why you should be patient, considerable, trying to reach an agreement. Follow some advice on problem-solving tactics:

Present a problem in general and obtain the other party's point of view on it.

Look together at the possibilities of joint advantage.

Suggest practical actions to resolve a problem.

Sometimes you can't come to any conclusion. If negotiations are difficult and you are in a deadlock, take timeout. It will help you to build bridges between your partners when you resume negotiations. Study carefully the minutes of a previous negotiations. Minutes is written report on the discussions and the decisions that have been taken at the negotiations.

Words to be remembered

bargain - сделка
agenda – повестка
to be in a deadlock – зайти в тупик
resume – возобновлять
minutes – протокол

II. There are some special rules for negotiations. Study them thoroughly because they will be helpful to you at any kinds of negotiations. Express your attitude to them.

1. Find out how many points are to be negotiated.
2. Start from an extreme position.
3. Assume the other person owes you a concession.
4. Don't concede without exchange.
5. Don't give what you can sell.
6. Exaggerate the value of your concessions, minimize the value of the other person's.
7. If they insist on "principle", expect a concession in return.
8. Only threaten what you are prepared to carry out.
9. Don't show disrespect to the other person.
10. If you're happy with the result, don't show "I've won!"

III. Read the rule again and then look at the remarks in list A. These remarks are not good for negotiating. Instead, use phrases from list B. Which one would you use in each case? Example: Instead of "You see? I knew I'd win!" say "I think we can agree on these terms."

- A**
- a) You see? I knew I'd win!
 - b) I know what you want to discuss, so let's start.
 - c) I can reduce the price. Does that help?
 - d) Delivery? That's no problem; no extra charge.
 - e) It's against your policy to give discounts? OK.

- B**
- 1) If you increase the order, then we may be able to reduce the price.
 - 2) Very well, but if you can't give discount, I'm sure you can extend...
 - 3) If you can't accept this, I may have to reconsider my position.
 - 4) I think we can agree on these terms.

f) What a ridiculous idea! Don't be stupid

g) Another half per cent? Yes, that's a very generous offer you're making.

h) This is my final offer. If you refuse, I'll cancel everything.

5) I'm afraid that will not be possible.

6) May we go through the point to be discussed before we begin?

7) Half a per cent is a very small amount.

8) Delivery? Well, it may be possible but only if...

IV. Look through the text again and find the English equivalents to the following Russian ones:

1. процесс заключения сделки
2. проводить переговоры с целью достижения компромиссного соглашения
3. взаимовыгодная польза
4. темы начала переговоров
5. заголовки газет
6. последние политические события
7. приспособлять поведение и образ мыслей
8. посвящать много времени установлению атмосферы взаимопонимания и хороших отношений
9. привлечь внимание партнера к главной проблеме
10. ознакомьтесь (получите) с точкой зрения партнера
11. предложите практические действия, чтобы решить проблему
12. быть в затруднительном положении
13. тщательно изучите протокол предыдущих переговоров
14. тактика решения проблем
15. узнайте, как много проблем будет обсуждаться на переговорах
16. возобновлять переговоры
17. преувеличиваете ценность вашей уступки
18. настаивать на чем-либо
19. не показывайте неуважение к другому партнеру
20. возможность добиться совместного преимущества

V. Give the Russian equivalents to the following English ones:

1. process of bargaining
2. to conduct negotiation
3. to reach a compromise agreement
4. mutual benefit
5. business matters
6. at the outset of negotiations
7. to adjust one's thinking and behaviour

8. to devote much time to establishing good atmosphere
9. mutual understanding and good relations
10. to discuss major item
11. problem-solving tactics
12. to obtain the other points of view
13. to resolve a problem
14. to come to any conclusion
15. to be in a deadlock
16. to resume negotiations
17. the minutes of the previous negotiations
18. exaggerate the value of your concessions
19. to insist on
20. to show respect (disrespect) to the other person.

VI. Make up a list of things you should do at the negotiations. Compare it with the list of your partner.

VII. While having negotiations you may find yourself in difficult situation. English-speakers know a key expression for each problem situation. Learn these expressions by heart and use them in your practice.

I think we need to look at the exact figures.	Just give me a moment to do some calculations.
So is that quite clear...?	I'm sorry, could you go through that again?
I don't think we're talking about the same things.	Yes, I think we're talking at cross-purposes.
Can't we say it's agreed here and now?	I'll have to come back to you on this
Where this January figure come from?	Let me just check. Could you bear with me a moment?
So what is your basis of calculation here?	I'm sorry, I don't have the figure to hand.

Which key expression would you use in the following case?

1. You are discussing the date of delivery. And have just realized that you are talking about the different month.

2. You are discussing the terms of delivery. They offered you DDP terms (Delivered Duty Paid). On these terms the seller is responsible for all cost (including) duty of delivering goods to a named place in the buyer's country. You ask to give you some time to do some calculation.

3. Your partner assures you that you have broken the contract. He shows you the sum of your penalty. But you can't understand where this figure comes from.

4. The other person wants you to agree a definite price today, but you need to consult your boss at the office tomorrow before committing yourself.

5. He/she suddenly asks you what discount you would make for a very large order indeed. You need a minute to work it out.

6. He/she asks to see the commission payments for the last three years. You didn't bring these figures because they are not really important.

7. He/she suddenly asks the price of similar products in the range. You have the price list in your briefcase—somewhere.

8. He/she has already explained the commission system twice, but you are still not really clear about it.

9. You have been talking about air transportation costs while they have been talking about costs for transportation by sea. They suddenly realize and point this out.

10. You have been talking about FOR delivery terms (The seller is responsible for the delivery of goods to a named railway station. The buyer is then responsible for all further costs) and your partner has been talking about FOB delivery terms. (The seller is responsible for delivering of goods onto a ship or a plane. The buyer is then responsible for all further costs.) Suddenly you realize the difference.

VIII. Make up a dialog. Discuss with your colleague all rules you should follow at the negotiations.

IX. Speak on the rules you should follow and skills you should have conducting negotiations with your partner.

UNIT 2

RELATIONSHIP BUILDING

I. Read this text and make a list of questions. In groups, discuss briefly what you have learnt about: a. the purpose of visit to Brazil; b. the relationship building stage.

Two representatives of Russian Inland, a Russian domestic airline, are visiting Brazil to have a meeting with representatives of AMB (Aircraft Manufacturers of Brazil). The purpose of the visit is to hold preliminary negotiations about the purchase of aircraft from AMB.

First impressions can be important. Therefore, when you meet the other side before the negotiation begins, you should try to establish a good atmosphere. This relationship building stage can set the climate for the whole negotiation

II. Read the dialogue and decide if the following statements are true or false.

- a. Osario da Silvia has met both of the Russian people before.
- b. The visitors suggest having a cup of coffee before dinner.
- c. Paulo Santos has met Victor Petrov before.
- d. Paulo Santos has met Peter Smirnov before.

Da Silvia: Excuse me. Are you Mr Petrov and Mr Smirnov from Russian Inland?

Petrov: That's right. I'm Victor Petrov, and this is Victor Smirnov.

Da Silvia: How do you do? My name is Osario da Silvia. I'm the Technical Sales Manager at AMB.

Petrov: How do you do?

Smirnov: Pleased to meet you.

Da Silvia: So, welcome to Brazil! You must be tired after your long journey.

Smirnov: No, not too tired. We've had most of the day to relax, and the hotel is very comfortable.

Da Silvia: Good. Paulo Santos will be joining us in the bar in ten minutes. Then we plan to go to a restaurant. So can I offer you a cup of coffee now?

Petrov: Good idea...

Da Silvia: Ah, here's Paulo now.

Santos: Victor, it's good to see you again. How are you?

Petrov: Hello, Paulo. Very well, thanks. It's nice to be here in Brazil.

Santos: Oh, yes.

Petrov: Let me introduce my colleague, Peter Smirnov. He's our new Purchasing Manager. Peter, this is Paulo Santos, head of AMB's Overseas Sales Division.

Santos: I'm pleased to meet you, Mr Smirnov.

Smirnov: Very pleased to meet you, too.

Santos: This is your first visit to Brazil, isn't it, Peter?

Smirnov: That's right. Unfortunately, this is only a short visit, so we won't be able to see very much.

Santos: That's true, and it is very large country. But we'll certainly try to show you something of the city. And I hope, anyway, that this will be the first of many visits.

Smirnov: Indeed. So do we. Maybe next time it'll be possible to add a few days' holiday to the trip.

Santos: Would you like another cup of coffee? Have you drunk pure Brazilian coffee?

Petrov: I don't think so.

Santos: By the way, have you seen a coffee plant?

Petrov: No, I haven't. Is it a large one?

Santos: No, coffee plant is a small tree. It has dark green leaves and white flowers.

Petrov: What fruit does it produce?

Santos: It produces small red fruit.

Petrov: Where was coffee drink originated?

Santos: The drink originated in Arabia and was drunk there before the 13th century. During the 17th century it spread rapidly and became a popular drink in many countries.

Petrov: Where is the coffee plant grown?

Santos: It is grown in an area about 20 degrees on either side of the Equator. It can be grown from the sea level to about 2,000 meters, but the highest quality coffee is provided at about 1,500 meters.

Petrov: Is coffee fruit used anywhere else?

Santos: Besides its importance as a drink (or rather a beverage), the oil from the fruit is used to make soap, paint and shoe polish.

Petrov: This really is very interesting. Do people drink it a lot?

Santos: Yes, coffee is very popular here. And of course, we also drink a lot of beer in Brazil.

Petrov: Beer? And is that brewed here or mainly imported?

Da Silvia: We mainly drink Brazilian beer and some of them are very good.

Smirnov: And what about wine?

Da Santos: We produce some wine too, especially in the very south near Uruguay. But in general, we produce and drink less wine than Argentina, for example.

Smirnov: That's interesting. What's the reason for that?

Da Salvia: Basically it's too hot. A lot of the country is tropical and sub-tropical and that's not a good climate for producing wine.

Smirnov: Thanks a lot. This is very interesting.

Glossary:

domestic	внутри страны (местный)
preliminary	предварительный
aircraft	самолет
lobby	холл
brew	варить (пиво)
relevant	соответствующий
subsequent	последующий
cross-cultural differences	межкультурные различия
assumption	принятие на себя
hand over	вручать, передавать
controversial	спорный, дискуссионный
confidence	конфиденциальный
social setting	непринужденная обстановка
it's prudent	разумно, предусмотрительно

III. Explain the meaning of these word combinations in English.

domestic airlines
hold preliminary negotiations
aircraft
establish good atmosphere
relationship building stage
set the climate for the whole negotiating process
lobby
identify oneself clearly
relevant details about one's job or company
subsequent meetings
keep a conversation moving
show interest in
brew
use a number of tactics
make related comment

standard approach to the use of names
outside circle of family
adjust
cross-cultural differences
be of prime importance
neutral and relaxed environment
hand over a business card
place varying degrees of emphasis on the importance of
build mutual trust and confidence between the two parties
by contrast
social setting
depend on the gender of participants
it's prudent
avoid controversial topics

IV. Translate these words and word combinations into English.

внутренние авиалинии
проводить предварительные переговоры
самолет
создавать хорошую атмосферу
этап создания деловых отношений
установить климат для всех последующих переговоров
холл гостиницы
четко назвать свое имя
соответствующие детали о себе и компании
поддерживать переговорный процесс
варить (о вине)
последующие встречи
использовать ряд приемов
дать нужный комментарий
вне семьи
начальный этап встреч
приспосабливаться, подстраиваться
межкультурные различия
быть первостепенной важности
обмениваться визитками
спорный
делать различный акцент на важность ...
взаимодействие и конфиденциальность
наоборот
дружеская непринужденная обстановка
зависеть от пола участников

разумно, предусмотрительно
избегать спорных проблем

V. Read the dialogue again. Then read the notes on the right and complete the missing words in the extracts.

Extract 1

Notes

Otorio Da Silvia: Excuse me,
Mr Petrov and Mr Smirnov from Russian Inland?
VictorPetrov: That's right.Victor Petrov
AndPeter Smirnov.

Checks the visitors'
identity
Identifies himself
and his colleague

Otorio da Silvia:?
.....Osorio da Silvia.
.....the..... at AMB.

Greets them
Identifies himself
and gives details of his
job

Extract 2

Paulo Santos:, it's
..... How.....?
Victor Petrov:, Paulo.,
It'sin Brazil.

Greets Victor Petrov
Greets Paulo Santos
adds a favourable
comment

Extract 3

Paulo Santos:.....,it's.....
....., Peter Smirnov.
.....new

Introduces P. Smirnov
Gives details of his job

Peter, Paulo Santos,
.....AMB's Overseas Sales Division.

Introduces Paulo Santos
And gives details of his
job

Paulo Santos,Mr Smirnov.

Greets Peter Smirnov

Peter Smirnov.....,too.

Replies

VI. Read the text “Language Summary”. In groups, discuss briefly what you have learnt about greetings at first meetings.

Language Summary

At first meetings it is helpful to:

- identify yourself and other people clearly by name;
- add any other relevant details about your or their job or company.

Checking other people’s identities

Excuse me. Are you Victor Petrov from Russian Inland?

Identifying yourself

I’m Victor Petrov from Russian Inland.

My name is Osorio da Silvia. I’m the Technical Sales Manager at AMB.

Introducing other people

Let me introduce _____ my colleague, Victor Petrov.
I’d like you to meet

He’s our new Purchasing Manager.

This is Paulo Santos, head of AMB’s Overseas Sales Division.

Greetings for first meetings

Greeting _____ Reply

How do you do? _____ How do you do?
I’m pleased to meet you. _____ Very pleased to meet you , too.

Greetings for second and subsequent meetings

Greeting _____ Reply

It's good (nice) to see you again It's good (nice) to see you again, too.

How are you?

Very well, thanks. And you?

VII. A Dutch visitor is waiting in the reception area of the Russian Inland offices in Moscow. The seven lines below are from a conversation between him and two Russian Inland employees. Put them in the correct order.

- a. Pleased to meet you, Mr Petrov.
- b. That's right.
- c. Very pleased to meet you, too.
- d. Excuse me. Are you Mr Van de Kleu? ← Start
- e. How do you do?
- f. Mr Van de Kleu, I'd like you to meet Peter Smirnov from our Sales Department.
- g. How do you do? I'm Victor Petrov, the General Manager

What would you say in the following situations?

Follow the example.

Situation

- a. You meet an ex-colleague at the conference again
Greet her
- b. You go down to the reception area of your company to meet Hans Backer.
You haven't met him before.
Check his identity.
- c. Greet Mr Becker.
- d. You want to introduce your colleague Peter Smirnov, the Data Processing Manager, to Mr Becker.
- e. You meet a business contact by chance at the airport.
He asks how you are. Reply.

Your words

It's nice to see you.
How are you?

VIII. Look through the dialogue again and decide if the following statements are true or false.

In order to establish a good atmosphere, it is important to keep the conversation moving and to show interest in what the other side has to say.

- a. The visitors are unwilling to try Brazilian coffee.
- b. The conversation flows easily, without silence or hesitation.
- c. The visitors show interest in learning about Brazilian coffee.
- d. The Brazilian ask most of the questions.

Read the dialogue again. Then read the notes on the right and complete the missing words in the extracts.

Extract 1

Notes

Paulo Santos: This
To Brazil,, Peter?
Peter Smirnov:

Asks a question

Answers

Unfortunately, this is only a short visit, so we won't be able to see very much

Adds a comment

Paulo Santos:,
and it is very large country.

Reacts

Adds a comment

Extract 2

Peter Smirnov: This is very good.
.....it a lot?
Osorio da Silvia: Coffee is very popular.
And of course, we also drink a lot of beer in Brazil

Asks a question

Answers

Adds information

Peter Smirnov:?
Andbrewed here or mainly imported?

Shows interest.

Asks a related question

Osorio da Silvia: We mainly drink Brazilian beers and some of them.....

Answers

Adds a comment

Victor Petrov: and?

Asks a question

Paulo Santos: Wetoo.
Especially in the very south

Answers

Adds information

near Uruguay.

But in general, we produce and drink less wine than Argentina, for example.

Victor Petrov: Shows interest
What's? Asks a related question

IX. Read the interaction summary below and make a list of questions. In groups, discuss briefly how you can keep conversation moving.

At the stage of relationship building, before the actual negotiation starts, it is important to keep the conversation moving and to show interest in what the other side has to say.

The Brazilians and the Russian used a number of tactics to do this.

When answering questions they gave a little more information than was asked for, or made a related comment:

Question	Answer	Extra information Comment
This is your first visit to Brazil, isn't it?	That's right	Unfortunately, this is only a short visit, so we won't be able to see very much.
Do people drink it a lot?	Yes	Coffee is very popular and of course, we also drink a lot of beer in Brazil.
And what about wine?	We produce some wine too,	especially in the very south near Uruguay. But in general, we produce and drink less wine than Argentina, for example.

They showed interest in what other people said by

- repeating key words
- reacting
- adding comments
- asking related questions

Extra information/Comment	Reaction	Comment/Question
Unfortunately, this is only a short visit, so we won't be able to see very much.	That's true, That's a pity.	and it's a very large country. There are so many beautiful places to visit.
Coffee is very popular and of course, we also drink a lot of beer in Brazil.	Beer?	And is that brewed in Brazil or mainly imported?
...especially in the very south near Uruguay. But in general, we produce and drink less wine than in Argentina, for example.	That's interesting. Oh, really?	What's the reason for that?

X. Read the cross-cultural summary below for a comment on each assumption

There is, of course, no standard approach to the use of names. There are wide variations from individual to individual and from culture to culture. For example, within their own cultures, Germans and Japanese will rarely use first names outside circles of family and close friends; North Americans, Swedes and the Spanish will generally move to first names at an early stage in a business relationship.

At the initial meeting stage, it is clearly important to create a climate in which all participants feel comfortable. In the international context this will almost certainly mean some adjusting and compromise.

If you are unsure of how the people you are meeting will deal with names:

Introduce yourself and others by giving the full name.

I'm Marion Black. (not I'm Mrs Black.)

This is Yoshi Kitawara. (not This is Mr Kitawara.)

Pleased to meet you, Tom.
How do you do, Mrs Black?

Pleased to meet you, too, Rafel.
How do you do, Mr Kitawara?

If you think using first names will be acceptable, suggest this.

By the way, please call me Peter.

Rewrite the dialogue below to make the use of names clear and consistent. Person B is the host.

A: Tom, I'd like you to meet my friend Hari Pannambalam.
Hari and I used to do business together in Sri Lanka.
Hari, this is Mr Jenkins, head of the Marketing Department.
B: I'm pleased to meet you, Hari.
C: Pleased to meet you, too Mr Jenkins.

XI. Answer the questions.

Are there standard approaches to the use of names?

What does it depend on?

Do Germans and Japanese often use first names?

When do North Americans, Swedes and the Spanish generally move to first names?

When is it very important to create a climate in which all participants feel comfortable?

What will it mean in the international context?

XII. Read the cross-cultural summary below for a comment on each assumption.

1. Different cultures place varying degrees of emphasis on the importance of relationship building. For example, in many Middle Eastern countries no business can be done until a relationship of mutual trust and confidence has gradually been built up between the two parties. By contrast, in Finland, small talk before a negotiation is generally kept to a minimum, and most of the relationship building will take place afterwards, in a restaurant or sauna.

2. In many cultures people find it easier to build a relationship with a potential business partner in a social setting. This is particularly true of many European cultures, such as Spain, France and the UK.

3. The practice of immediately handing over a business card is probably most common among the Japanese. It has the advantage of helping you to

remember unfamiliar names and to understand better the role and status of the members of the other negotiating team. However, in other cultures, for example, Germany, it's more common to exchange business cards at the end of a meeting.

4. The amount of touching which is acceptable in different cultures also shows great variation and, of course, varies within cultures depending on the gender of the participants. In general, Latin American cultures permit more physical contact between men than, for example, Anglo-Saxon cultures. The distance at which two people stand from each other also differs. In Latin American and Arab cultures, people generally stand closer together when talking than Europeans or Americans do.

5. It is certainly prudent to avoid controversial topics at this stage of the negotiation. However, the conversational 'taboo' topics of politics and religion may be acceptable if you concentrate on information-gathering type questions (who/what/how?) rather than questions which imply comment or criticism. For example, 'How is your President elected?' rather than 'Why does your President have such a long term of office?'

XIII. Look through the text again and answer the questions.

Are preliminary meetings necessary?

Can preliminary meetings and talks set the climate for the whole negotiation process?

How can you keep the conversation moving at the stage of relationship building?

What tactics can be used to keep the conversation moving?

How can businessmen show their interest in what the other side has to say?

Are there any standard approaches to the use of names?

What traditions do Japanese and the German follow to? Why?

What climate should be established at the initial meeting stage?

Do all cultures place much emphasis on the importance of relationship building?

What cultures find it easier to build a relationship with potential business partners in a social setting?

When are business cards handed over in different cultures?

What advantages does the practice of immediately handing over business cards have?

What amount of touching is acceptable in different cultures?

What distance at which two people stand between each other is acceptable?

What topics are avoided at the stage of negotiation?

XIV. Translate into English.

Если вы хотите купить что-то, например, самолет у бразильской авиастроительной компании, то вам следует посетить эту компанию, чтобы провести предварительные переговоры о возможной покупке. Первые впечатления могут быть очень важными. Поэтому, когда вы встречаетесь с другой стороной до начала переговоров, то вам следует создать хорошую атмосферу. Данная стадия, создания взаимоотношения, часто может сформировать климат для всех переговоров.

На первых встречах полезно представить себя и других людей четко по фамилии и имени и добавить необходимые данные о вашей работе или компании.

Для того чтобы создать хорошую атмосферу до того как начнутся сами переговоры, т.е. на этапе установления отношений, очень важно поддерживать процесс переговоров и проявлять интерес к тому, что другая сторона должна сказать. Участники переговоров в этом случае могут прибегать к ряду тактических приемов, чтобы сделать это. Например, отвечая на вопросы, они могут давать немного больше информации, чем об этом спрашивали, или сделать соответствующий комментарий. Следует иметь в виду, что участник переговоров обычно проявляет интерес к тому, что говорит представитель другой стороны, повторяя ключевое слово, реагируя на сказанное, добавляя свои комментарии, задавая нужные вопросы.

Конечно, нет стандартного подхода как представляться (использовать имена). Существует много вариантов в зависимости от личности и от различных культур.

Например, в зависимости от культур, немцы и японцы будут очень редко прибегать к именам вне семьи и близких друзей; североамериканцы, шведы и испанцы будут склонны к именам на ранних этапах выстраивания деловых отношений. На этапе первых встреч очень важно создать климат, в котором все участники чувствуют себя комфортно. В международном контексте это, естественно, будет означать приспособление и компромисс.

Различные культуры придают различное значение важности установления деловых отношений. Например, во многих странах среднего востока никакое дело не может быть осуществлено (сделано) до тех пор, пока не установлены отношения взаимного доверия и уверенности между двумя сторонами. Совсем наоборот в Финляндии, небольшие беседы перед переговорами, в основном, сводятся к минимуму и основные де-

ловые взаимоотношения будут происходить потом, в ресторане или сауне.

Во многих культурах люди находят (считают), что легче построить взаимоотношения с потенциальным деловым партнером в дружеской атмосфере. Это особенно характерно для европейских культур, таких как Испания, Франция и Соединенное королевство.

Практика обмена визитками сразу же, вероятнее всего, характерна среди японцев. В этом есть преимущество – помочь вам запомнить незнакомые имена и лучше понять роль и статус членов другой команды переговоров. Однако, в других культурах, например, Германии более характерно обмениваться визитками в конце встречи.

Возможность соприкосновения, которая приемлема во многих культурах, так же демонстрирует большое различие, конечно, различие среди культур зависит от пола участников переговоров. Вообще, латиноамериканская культура позволяет больше физических прикосновений между мужчинами, чем англосаксонские культуры. Расстояние, на котором стоят два человека друг от друга, тоже отличается. В латиноамериканской и арабской культурах люди обычно стоят ближе друг к другу при разговоре, чем это делают американцы и европейцы.

Естественно, разумно избегать тем для споров на этой стадии переговоров. Однако, запретные темы для обсуждения политики и религии, могут быть приемлемыми, если вы сконцентрируетесь на вопросах общего характера (кто, что, как), а не на вопросах, которые требуют комментариев или критику. Например, “Как избирается ваш президент?”, а не “Почему у вашего президента такой большой срок пребывания у власти?”

XV.

1. Describe how you can keep the conversation moving and show interest in what the other side has to say.

2. Compare different approaches to the use of names in different cultures while introducing yourself and your colleagues.

3. Based on your understanding of the importance of relationship building, outline the cross-cultural differences in building relationship, the practice of handing over a business card, the amount of touching which is acceptable and topics the participants of the negotiation process should avoid.

4. Discuss with your partner the importance of relationship building stage for the whole negotiation.

5. Read this situation and act it out with your classmates: Two representatives of Russian Inland are visiting Brazil to have a meeting with representatives of AMB. The purpose of the visit is to hold preliminary negotiations about the possible purchase of aircraft from AMB. First impressions can be important. Therefore, when you meet the other side before the negotiation stage, you should establish a good atmosphere, Try to keep the conversation moving.

UNIT 3

AGREEING PROCEDURE

I. Read this text and make up a list of questions. In groups, discuss briefly what you have learnt about the importance of agreeing on the overall objectives and procedure.

At the beginning of the negotiation it is important for both sides to agree on the overall objectives and procedure. This will ensure that nothing is forgotten or left out, and that both sides have a clear idea of the agenda.

II. Read this dialogue and translate it into Russian.

Santos: I think we should start. First of all, I'd like to say that we hope that this will be the beginning of a good business relationship for both our companies.

Petrov: Yes, indeed. So do we.

Santos: Good. Can we now agree on the overall procedure for the next three days? I'd like to check what you hope to achieve. Obviously, our main objective is to find out more about your airline's needs and then talk about ways in which we would be able to service those needs. Does that fit in with your objectives?

Petrov: Yes, that's very much the same how we see it too. The fact that we're here means that we're already very interested in your aircraft. What we'd like to get from this meeting is a full picture of your current products' capabilities, your development plans, and how these aspects match our needs. We'd also like to talk about possible pricing, delivery and support arrangements.

Santos: Good. We seem to have broad agreement on objectives. Could we now agree on the order in which we want to talk about things?

Petrov: Certainly.

Santos: Well, I think we should start by looking at your situation and your needs. Would you go along with that?

Petrov: Yes, that's fine. We'd be happy to start with that.

Santos: We could then move on to a presentation of our family of aircraft, and our range of customer services. Does that sound OK?

Petrov: Yes, indeed. We'd also be very interested in visiting your factory at an early stage of the proceedings, if possible.

Santos: Certainly. We were thinking of taking you to visit our production and test facilities tomorrow. Does that fit in with your plans?

Petrov: Yes, that's fine with us.

III. Look through the dialogue and decide if the following statements are true or false.

- a. The Brazilians already have a detailed plan for the next three days.
- b. Paulo Santos already knows enough about the Russian company's needs.
- c. In this meeting the Russian side wants to find out as much as possible about AMB's products.
- d. Price will also be an item on the agenda.

Glossary:

overall	общий
leave out	не учитывать, не включать
agenda	повестка (заседания)
agree on the overall agenda	согласовать всю повестку
obviously	очевидно
find out	выяснить
fit in	соответствовать, не расходиться с
match	соответствовать, подходить
principle objectives	главные задачи
supplementary objectives	второстепенные задачи
acceptance of objectives	принятие (согласия) задач
so far	пока, на настоящий момент
beneficial	благотворный, полезный, положительный
seek	искать, преследовать какую-то цель
move on to	переходить к
strengthen by	укреплять чем-то
less direct (dogmatic)	менее прямой (догматичный)
forceful style	стиль давления, силовой
summarize	обобщать
optical fiber	оптико-волоконный
feedback	обратная связь
convey	выражать

IV. Translate these word combinations into Russian.

- overall objectives
- have a clear idea of the agenda

- principal objectives
- supplementary objectives
- acceptance of objectives
- identify areas of common interests
- get an agreement on procedure
- state principal objectives
- review of the progress so far
- clear understanding
- agree on a preliminary time schedule
- agree on a new pricing formula
- reach mutually beneficial agreement
- while we are on that subject
- we'll make it the third item then
- interpret as a sign of aggressive behaviour
- see as threatening
- expect more verbal feedback
- convey meaning through words

V. Translate these word combinations into English.

- общие задачи (цели)
- иметь четкое представление о повестке встречи
- согласовать всю процедуру
- главные задачи
- второстепенные задачи
- принятие задач
- определить область общих интересов
- достигать согласия по процедуре
- определить главную задачу
- подвести итоги процесса пока
- четкое представление
- договориться о предварительном графике
- согласовать новые подходы по вопросам цен
- достигать полезные для обеих сторон соглашения
- переходить к
- укреплять
- пока мы обсуждаем эту проблему
- тогда мы сделаем это третьим пунктом
- менее прямой (догматичный)
- силовой стиль
- рассматривать как признак агрессивного поведения

- ожидать больше обратной связи
- понимать смысл с помощью слов

Look through the dialogue again and complete the missing words in these extracts.

Extract I

Paulo Santos: Can we now
for the next three days?
 I'd like to check

Notes
 Ask for agreement on procedure
 Check the other side's objectives

Obviously,is to find out more about your airline's needs and then talk about ways in which we would be able to service those needs.

States his side's principal objectives

Does that

Checks that this is acceptable to the other side

Extract 2

Petrov:we're already very interested in your aircraft.

States his side's principal objective

.....
from this meeting is a full picture of your current products' capabilities, your development plans, and how these aspects match our needs.

States supplementary objectives

.....
 ...possible pricing, delivery and support arrangements.

VI. Read the language summary below. In groups discuss briefly what you have learnt about stating objectives and agreeing on them with the other party.

At the opening stage of the meeting it is important to state the objectives clearly and to agree on them with the other party.

Getting agreement on procedure

Can we now agree on the overall procedure?

First of all, I think we should establish the overall procedure.

Stating principal objectives

Our main objective is to ...

What we'd like to achieve from this meeting is ...

(get)

Supplementary objectives

We'd also like to talk about?

Another objective, as we see it, is ...

Something else we'd like to achieve is ...

Checking agreement and acceptance of objectives

Does that fit in with your objectives?

Is that OK with you?

Does that seem acceptable to you?

VII. Expand the notes below into an introduction and statement of objectives. Follow the example.

Example

1. Get agreement on procedure
2. State principal objective: exchange of ideas

Model version **Can we now agree on the overall procedure? What we'd like to achieve from this meeting is an exchange of ideas.**

a.

1. Get agreement on procedure
2. State principal objective: identify areas of common interest

b.

1. Get agreement on procedure
2. State principal objective: review of progress so far

c.

1. Get agreement on procedure
2. State principal objective: find out more about your product range

d.

1. Get agreement on procedure

2. State principal objective: clear understanding of each other’s capabilities

VIII. Read this text and make a list of tactics to create a climate of cooperation.

In this early phase of a negotiation, it is generally important to create a climate of cooperation. The participants in the Russian/AMB meeting used a number of tactics to achieve this.

The Russian visitors were asked to agree on items of procedure when it was almost certain they would agree.

This climate of agreement and cooperation was strengthened by the use of positive responses by the other side.

Asking for agreement	Positive response	
<p>Could we now agree on the order in which we want to talk about things?</p>	<p>Certainly Yes, indeed. Fine.</p>	
Suggestion	Asking for agreement	Positive response
<p>I think we should start by looking at your situation</p>	<p><i>Would you go along with us?</i></p>	<p><i>Yes, that’s fine.</i></p>
<p>We could then move on to a presentation. Tomorrow we can visit our production facilities</p>	<p>Does that sound OK? <i>Does that fit in with your plans?</i></p>	<p>Yes, indeed Certainly Yes, that’s fine with us.</p>

IX. These are nine exchanges from the early stage of a negotiation between a buyer and a supplier. Put them in the correct order. The buyer speaks first. Follow the example.

a. Yes, that’s good idea. And while we’re on that subject, I’d also like to talk about delivery costs. Is that OK with you?

- b. Certainly.
- c. Fine. We'll make that the third item then.
- d. Right. Well, what's most important for us is the question of quality control, so I think we should start by discussing that. Would you go along with that?
- e. We'd then like to talk about delivery schedules. Does that sound OK?
- f. OK. So we could spend the first half hour on that topic. Is that OK with you?
- Start → g. Could we now agree on the order in which we want to talk about things?
- g. That's fine with me.
- h. Yes, indeed. We've just introduced new quality control procedures, so that's very relevant.

X. Read this text and make a list of questions. Work with the other students from the same group, check what they understood from the text.

To create the strongest climate of cooperation in a negotiation, there are certain choices about the style of language which can be made.

- Use of would like to make requests sound less direct.

I want to check what
you hope to achieve

I'd like to check what
you hope to achieve

- Use of should, could, might, would to make statements and suggestions sound less dogmatic. It is also better to introduce suggestions with phrases such as I think, maybe, perhaps.

It's time to start our meeting.

I think we should start our
meeting

I'll outline our objectives

Perhaps I could outline our
objectives.

- Use of questions to make suggestions in a less direct way.

Now we must agree on the
overall Procedure.

Can we now agree on the
overall procedure?

The less direct and less dogmatic choices are particularly useful when dealing with people who are native speakers of English, for whom a direct and forceful style may be interpreted as a sign of aggressive behaviour.

XI. Look at the statements below. They could be used at the beginning of a negotiation to establish the procedure of the meeting. In each case they are very direct. Give a version which is less direct, and will help to create a better climate of cooperation. Follow the example.

Example

<p>a. We'll talk about price.</p> <p>b. I want to hear about delivery procedures.</p> <p>c. We'll deal with penalty clauses tomorrow.</p> <p>d. We have to finish the meeting at 5.00pm.</p> <p>e. We want your ideas on this.</p> <p>f. We'll look at the specifications tomorrow.</p> <p>g. I'll summarise our objectives.</p>	<p>I think we should talk about price.</p> <p>.....</p> <p>.. ..</p> <p>.....</p> <p>.. ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p> <p>.....</p> <p>... ..</p>
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XIII. Read this dialogue.

Bill: As George was remarking, our latest software control systems are proving very popular with both medium and large-sized manufactures.

George: That's right – our US and Canadian customers are particularly pleased with the flexibility they offer. And, as I understand from you, Takashi, one of the main purposes of your visit is to look how our range of software would suit your developing needs in the optical fibre area. Bill, would you like to run through today's programme at this stage?

Bill: Sure. But first, have you guys got any questions? Yeah, Akira?

Akira: No, everything is clear.

Bill: Oh, OK, George.

George: Thanks, Bill. As you can see on the programme in front of you, I will first be making a short presentation of our product range, concentrating on the new control systems. Then there is a space for you to present to us your future needs at Nippon Glass and how we at Setel may be able to help you. We will then be breaking for lunch. After lunch we plan to go to our facility in which you will see the new system, as well as some of our other products, in operation. How does that programme sound to you?

Takashi: It's fine. We are here because we are interested in your software system.

George: Well, Takashi, we think you will be even more interested by the end of the day.

XIII. Look through the dialogue and say what you have learnt about:

- a. US Setel company
- b. Nippon Glass company

XIV. Look through the dialogue again and answer the questions.

What customers are the software control systems popular with?

What are the customers pleased with?

What is the main purpose of the Japanese customers' visit to this plant?

Did the visitors have any questions?

What was the first point of the programme?

What were the hosts going to concentrate on?

Where did they plan to go after lunch and why?

Did that programme fit in with the visitors' objectives?

What were the visitors especially interested in?

XV. You've just read the extract from a meeting. On the one side there were two representatives of Setel, a US company producing software systems for use in production process in the optical fibre

industry. On the other side were two representatives of Nippon Glass, a Japanese electric glass manufacture.

The comments below were made after the meeting by various members of the negotiating teams.

If you think a comment was made by an American, put *A* in the column. Put *J* if you think it was made by one of the Japanese. In each case give your reason.

Comment	A/J	Reason
a. I get the impression they don't like us. b. Why are they telling us obvious things? c. They are very sales-oriented. d. I've no idea what they're really thinking.		

XVI. Translate the following into Russian.

Can we now agree on the overall procedure for the next 3 days?

First of all, I think we should establish the overall procedure.

I think we should start.

First of all, I'd like to say that we hope that this will be the beginning of a good business relationship for both our companies.

Could we now agree on the order in which we want to talk about things?

I think we should start by looking at your situation and your needs.

I think we should start by explaining our specific needs.

Would you like to run through the today's programme at this stage?

Your main objective is to find out more about your company's needs.

Our main objective is to talk about ways in which we would be able to service those needs.

What we would like to get from this meeting is a full picture of your current product's capabilities, your development plans.

Obviously our main objective is to find out more about your company's needs.

And then talk about ways in which we would be able to serve those needs.

What we'd like to achieve from this meeting is how these aspects match our needs.

What we'd like to achieve from this meeting is an exchange of ideas.

Our main objective is to identify areas of common interests.

What we'd like to get from this meeting is a review of our progress so far.

Our main objective is to find out more about your product range.

What we'd like to achieve from this meeting is a clear understanding of each other's research capabilities

We'd also like to talk about possible pricing, delivery and support arrangements.

Another objective, as we see it, is to agree on preliminary time schedule.

Something else we'd like to achieve is agreement on a new pricing formula.

We'd also like to talk about manpower requirements.

We'd also be very interested in visiting your factory at an early stage of proceedings.

I'd then like to hear about your range of services.

Does that fit in with your objectives (plans)?

That's fine with you?

Is that O.K. with you?

Does that seem acceptable to you?

Would you go along with us?

That's fine?

Does that sound O.K.

XVII. Translate the following into English.

Не могли бы мы сейчас согласовать всю процедуру на последующие три дня?

Прежде всего, я думаю, нам нужно выработать всю процедуру.

Я думаю, что нам нужно начать.

Прежде всего, мне бы хотелось сказать, что мы надеемся, что это будет началом хороших деловых отношений для наших обеих компаний.

Не могли бы мы сейчас согласовать заказ, в котором нам бы хотелось поговорить о таких вещах.

Я думаю, что нам следует начать рассматривать вашу ситуацию и ваши нужды.

Я думаю, что нам бы следовало начать с конкретных проблем.

Не хотелось бы вам просмотреть программу на сегодня на этом этапе?

Наша главная цель – выяснить больше о потребностях вашей компании.

Наша главная задача – поговорить о наших возможностях, чтобы удовлетворить ваши нужды.

Чтобы нам хотелось получить в результате этой встречи - полную картину ваших настоящих возможностей в плане продукции и ваших планов развития.

Очевидно, что наша главная цель – узнать больше о нуждах вашей компании, а затем нам бы хотелось обсудить то, как бы мы смогли удовлетворить ваши потребности.

То чтобы нам хотелось получить из этой встречи - как эти аспекты соответствуют нашим потребностям.

Чтобы нам хотелось получить из этой встречи – обмен мнениями.

Наша главная задача – определение областей общих интересов.

То что нам хотелось бы получить из этой встречи - так это узнать об успехах в решении наших вопросов на настоящий момент.

Наша главная задача – выяснить как можно больше об ассортименте ваших товаров.

То чтобы нам хотелось получить из этой встречи – ясное понимание исследовательских возможностей обеих сторон.

Нам бы также хотелось обсудить возможные цены, поставки и поддержки.

Другая задача, как это мы видим - договориться о предварительном графике.

Еще бы нам хотелось достигнуть соглашение о новой ценовой политике.

Нам бы также хотелось обсудить потребности в человеческих ресурсах.

Нам бы также было бы очень интересно побывать на вашей фабрике на начальном этапе нашей работы.

Затем мне бы хотелось услышать о вашем разнообразии услуг.

Это совпадает с вашими целями?

Это то, чтобы вам хотелось?

Вы согласны с нами?

Похоже, что это приемлемо для вас?

Вы согласны с нами?

Это устраивает вас?

XVIII. Work in pairs. Read these prompts in Russian and act out dialogues in English.

Предложите согласовать следующее и проверьте согласие вашего партнера по переговорам по этому вопросу:

- общую процедуру совещания
- повестку заседания на последующие три дня
- выработать общую процедуру
- условия поставки, ценовую политику и вопросы поддержки
- заказ, в котором вам бы хотелось обсудить ...

Выскажите свою точку зрения с чего бы вам хотелось начать прежде всего:

- рассмотреть ситуацию потребителя и их потребности
- объяснить необходимость просмотреть программу, имеющуюся на сегодня

Заявите о вашей главной цели участия в этих переговорах:

- выяснение нужд компании
- пути удовлетворения потребностей клиентов
- получение полной картины о производственных возможностях и планах развития
- как ваши предложения соответствуют потребностям клиентов
- обмен мнениями
- определение области общих интересов
- выяснение достигнутого прогресса на настоящий момент
- больше узнать об ассортименте товара
- ясное понимание исследовательских возможностей обеих сторон
- вашего присутствия на презентации товара

Заявите ваше желание обсудить второстепенную проблему:

- согласование предварительного графика
- согласование новой ценовой политики
- обсуждение человеческого ресурса
- ваше желание посетить предприятие на ранней стадии переговоров
- узнать больше об ассортименте товара
- узнать больше о предлагаемых услугах

Возможные варианты уточнения согласия и ответной реакции на предложения.

XIX. Look through ex XIII again and read the cross – cultural summary below for a comment on each assumption.

The reaction of people to the style of this meeting will depend on their cultural perspective. It is probable that the American participants in the discussion will feel that the Japanese are far too silent, suggesting that they are unhappy about something, or that they do not want to be cooperative. From their side, the Japanese may feel that the Americans are talking too much, and asking unnecessary questions.

In American culture, meaning is mainly conveyed through words – so people speak a lot to express what they feel and think. Relatively little is left to be understood from the context, where what is not said is as important as what is said. In some other cultures, a lot of meaning is contained in situations and contexts, and words may be less necessary. People from such cultures are, therefore, often considered to be rather silent and uncommunicative. But, in reality, the communication is taking place in an unspoken way.

XX. Let's discuss.

What can the reaction of people to the style of the meeting depend on?

What may the American participants feel about the Japanese partners in the discussion?

What may the Japanese feel about the Americans in the discussion?

How is meaning mainly conveyed in American culture?

Where can a lot of meaning be contained in different cultures?

Are words very important in these cultures?

How are people from these cultures often considered?

What way does communication take place in these cultures?

XXI. Translate this text from Russian into English

Установив хорошие деловые отношения с партнерами и атмосферу доверия, вы можете переходить к первым официальным встречам. В самом начале переговоров очень важно для обеих сторон согласовать все задачи и процедуру. Такое согласование необходимо, чтобы убедиться, что ничего не забыто и не пропущено и , что обе стороны имеют

четкое представление о повестке встречи. На этапе открытия совещания очень важно четко заявить цели и согласовать их с другой стороной. Следует иметь в виду, что вначале согласовываются первостепенные, затем задачи второстепенной важности. Не следует забывать, что вы должны уточнить согласие и принятие этих задач другой стороной. Большинство переговоров работают лучше, когда обе стороны кооперируются, чтобы достигнуть взаимовыгодных отношений. Вы можете создать этот климат сотрудничества на ранних стадиях переговоров путем поиска положительных ответов на самые маленькие проблемы. Следует помнить, что стиль языка может помочь вам создать самый крепкий климат сотрудничества в переговорах. В этом случае вам следует избегать прямого и догматичного стиля, если вы имеете дело с носителями английского языка. Прямой стиль и стиль силы может быть воспринят ими как сигнал агрессивного поведения.

XXII. Let's discuss.

- What should you agree on at the beginning of the negotiation?
- Why is it very important to agree on these two problems?
- Should both parties have a clear idea of the agenda? Why?
- How should you state objectives at the opening stage of the meeting?
- What objectives should you state first?
- Is it necessary to check agreement and acceptance of objectives?
- When do negotiations work better?
- How can you create the climate of cooperation at the early stage of a negotiation?
- Which style of language can help you to create the strongest climate of cooperation in negotiations?
- How can direct and forceful style be interpreted by your partners?

XXIII. Speak on:

1. Explain why it is very important for both sides to agree on the overall procedure and objectives, what objectives are stated first.
2. Explain what tactics can be used to create the climate of cooperation, what style of language will help you to do it successfully.
3. Distinguish between the American and Japanese ways of conveying the meaning in discussions. Which style do you support?

XXIV.

1. Discuss with your classmate purchasing of the latest software control system from one of the American companies, firstly agree on the overall procedure, state objectives, express your wish to visit the manufactures' facilities to see the range of products and make sure that they meet your requirements.

2. Discuss with your classmate how to introduce and check acceptance of objectives, how to create the climate of cooperation, how to make suggestions less direct and cross-cultural differences in conveying the meaning in discussions.

UNIT 4

NEGOTIATING CONDITIONS.

I. Here are the stages of a negotiation and some expressions which you may find useful at each stage.

1. Conversation

I'm sure/confident we can reach agreement. (optimistic)

I'm sure there's room for negotiation.

We have a lot to discuss.

Let's see how we get on. (cautious)

2. Presenting your position

This is our position.

This is how we see it.

We think the following is reasonable/appropriate.

Our approach is this.

3. Questioning the other's position

How do you | explain your attitude?

| justify...? account for...? arrive at...?

Why do you want...?

Why such a | high charge?

| long delivery period?

| low discount?

4. Refusing to accept

I'm sorry, I can't accept 2%.

You'll have to do better than that, I'm afraid.

I'm afraid it's not enough.

Other firms offer more than 2%.

5. Refusing to move

I'm afraid I can't agree to | that

| increase the rate.

| lower the price.

| shorten delivery.

We've done our best for you.

We have to maintain a policy.

I have my instructions.

6. Suggesting a compromise

May I make a suggestion?

If you ... then we may be able to...

We may be able to ... but only if you...

Unless you ... there is no question of our being able to...

7. Reaching agreement

Let's just go through the terms.

Let's summarize the conditions.

II. Read the dialog. You are negotiating the delivery period.

--Well, let's get down to business. You know this delivery problem requires much attention. We should have some negotiations. I'm sure there's room for negotiation.

--Let's see how we can get on.

--Well, we can deliver the 1st equipment in 5 weeks and install it 3 weeks after that.

--I'm afraid it's a long delivery period.

--Well, this is the usual period. It's pretty normal in this kind of operation. Do you want it to be delivered quicker?

--We expect 3 weeks maximum delivery and 2 weeks installation.

--I see what you mean but that would be very difficult. We are heavy with orders. Our equipment is in great demand, because it's our high quality and meets the customer's requirements. Look, if I can promise your delivery in 4 weeks, does that help?

--I'm afraid, that's not enough.

--You see, it goes without saying it's really a very short deadline in this business. You really are asking us for something that is very difficult. I've made a little concession so, I'll have to consult with my colleagues and come back to you, but I can't see what we can do.

--May I make a suggestion? If you deliver equipment in 4 weeks we might be able to talk about further order.

--Mention should be made on that basis I suppose we might be able to look at some kind of arrangements. In fact, if you can promise another order I think we could accept your terms.

--Let's summarize the conditions: 3 weeks delivery and 2 weeks installation. Decision on the next order by the beginning of June, not later than the 3rd of June.

--Exactly. If you could confirm this in writing, I'll be much obliged to you.

III. Complete the dialog using the list of expressions in exercise I. You are having negotiations with your supplier, you are discussing the delivery period.

- Supplier** Well, let's get started. You know, with this delivery problem, I'm sure there's room for negotiation.
- You** (1: Cautions)
- Supplier** Right, well this is how we see it. We can deliver the first machine in ten weeks, and install it four weeks after that.
- You** (3: Long delivery period)
- Supplier** Well, these are in fact the usual periods. It's pretty normal in this kind of operation. Did you expect we could deliver any quicker?
- You** (2: 6 weeks maximum delivery; 4 weeks installation)
- Supplier** I see what you mean but that would be very difficult. You see we have a lot of orders to handle at present, and moving just one of these machines is a major operation. Look, if I can promise you delivery in eight weeks, does that help?
- You** (4: too late)
- Supplier** Well, look... You want the machine in six weeks. Now that is really a very short deadline in this business. You said that you couldn't take it any later, but couldn't your engineers find a way to re-schedule just a little, say another week.
- You** (5: Refuse)
- Supplier** Well, you really are asking us for something that is very difficult. I've offered you seven weeks. I'll have to consult with my colleagues and come back to you, but I can't see what we can do.
- You** (6: if deliver in 6 weeks perhaps talk about further order)
- Supplier** Well, on that basis I suppose we might be able to look at some kind of arrangement. In fact, if you can promise another order I think we could accept your terms.
- You** (7: 6 weeks delivery; 4 weeks installation; decision on next order by 26th of this month)
- Supplier** Exactly. If you could confirm this in writing I...

IV. In the list below, you will see many of the conditions which are common in various kinds of business agreement. First, read the list of conditions and the example.

Conditions	Examples
unit price	\$15.00 per unit
minimum quantity	at least 10,000 units
credit period	30 days after invoice
delivery date	20 June 1993
bulk discount	-2½% if over 10,000 units
penalty clause	5% for each month of delay
cancellation clause	50% charge if cancelled less than six weeks beforehand
exclusivity	sole rights over all East Coast states
royalty on sales under license	3% of turnover on licensed good
commission	5% on sales in the territory
early settlement discount	-2% if paid within 20 days
option period	first option for 12 month after contract
method of payment	irrevocable letter of credit
warranty period	18 month warranty from completion

a) Now cover the right-hand column. Try to think up examples of the conditions you see on the left. Example unit price: \$10.00 per unit.

b) Then cover the left-hand column and try to remember the name of each example on the right. Example 30 days after invoice: credit period.

c) now try to question the conditions on the list. Example I'm not too happy about the unit price. I think \$8.2 would be more reasonable/appropriate. When you have questioned all the conditions, try to do the exercise again with the left-hand column covered.

V. Look through the information about the terms of delivery. It will be helpful to you while negotiating the terms of delivery. Make up a dialog according to the situation. You are negotiating the terms of delivery with your partner. Choose the best terms from your point of view and offer it to your partner. But he is of different opinion. Prove that your terms are the most profitable and attractive.

Incoterms.

Incoterms are used in international import/export contracts to show the responsibilities of the buyers (importers) and sellers (exporters). They define who is responsible for "freight" or "carriage" (transportation), insurance against risks, "duty" (import taxes) and clearance (import and export documentation).

Ex-works (EXW)

Goods are made available for collection from the seller's factory. The buyer is then responsible for all costs of transportation, insurance, etc.

Delivered ex-ship (DES)

The seller is responsible for the goods until they are on the ship at the port of importation. The buyer is then responsible for import duty, clearance and all further costs.

Delivered ex-quay (DEQ)

The seller is responsible for delivering goods to the dockside at the port of importation and for duty and clearance.

Delivered at frontier (DAF)

The seller is responsible for delivering goods to an international boundary or border and for export clearance. The buyer is then responsible for all further costs including import duty and clearance.

Delivered duty paid (DDP)

The seller is responsible for all costs (including duty) of delivering goods to a named place in the buyer's country.

Delivered duty unpaid (DDU)

The seller pays costs of delivery to a named place in the buyer's country, but the buyer is responsible for import duty and clearance.

Cost, insurance and freight (CIF)

The seller is responsible for all costs of delivering goods to the buyer's named port of destination. This includes the costs of insurance for the whole journey.

Cost and freight (CFR)

The seller is responsible for all costs for delivering goods to a named port of destination, except for insurance which becomes the buyer's responsibility when the goods are put on the ship.

Carriage paid to (CPT)

The seller is responsible for transportation costs and for insurance for delivery of goods to the buyer's named destination.

Free on rail (FOR)

The seller is responsible for the delivery of goods to a named railway station. The buyer is then responsible for all further costs.

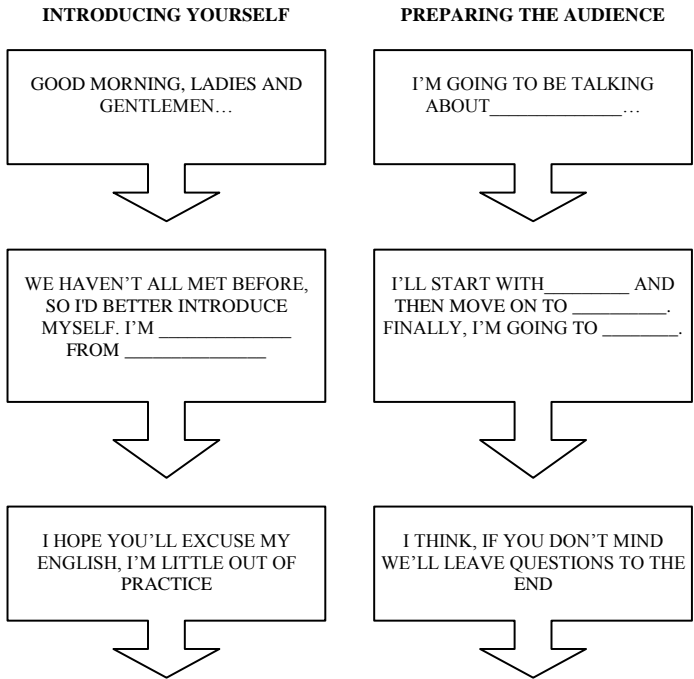
Free on board (FOB)

The seller is responsible for delivery of goods onto a ship or plane. The buyer is then responsible for all further costs.

Free alongside ship (FAS)

The seller is responsible for the delivery of goods only to the dockside before they are transferred onto a ship. The buyer is then responsible for all further costs and for export clearance.

VI. While preparing for negotiations you should draw up a plan of negotiations and if you need to give a presentation of a new product during negotiations you should draw up a rough plan of the presentation. Here is the example of the plan which shows the sequence of the talk and some of the phrases you intend to use. Study this plan carefully and make up a presentation of any goods at the negotiations.



introducing the subject	Our subject today,/the issue is... Let's look at the background to this: What's the situation at present? Let's look at possible courses of action.
keeping to the subject	Let's keep to the immediate subject, which is: Can we come back to our subject...
don't look back!	We've already discussed that. Let's not go over it again.
don't jump ahead!	Let's not jump too far ahead at this stage.
getting this clear	There seems to be some confusion:
summarizing frequently	Let's summarize what we've said so far

How to be good at meeting

asking to speak	Could I just say something?
if you have to interrupt	Sorry to interrupt, but... Can I come in here...
giving your opinion	My own feeling/view is...
disagreement or disapproving	I'm not too sure... I'm unhappy about...

Controlling the people

stopping people who talk too much	"Essential"? John, do you think it's essential? Sorry to interrupt you, John, but I'd like to know if the others agree. Can we put this on paper for later discussion?
--	--

encouraging people to talk

Would you like to comment, John?

What do you think about this, John?

Could you let John finish? I'd like to have his point of view on this. John.

That's an interesting point, Mrs. Black. Thank you.

when personal disputes

Let's just concentrate on the arguments/issues.

occur

John, you have experience of this; I'd like to ask you a question.

VIII. While you were speaking your partner, or your customer, may interrupt to make a point. You will have to deal with it! Look at the interruptions listed below and some possible replies. Match the reply to the interruption.

Interruptions

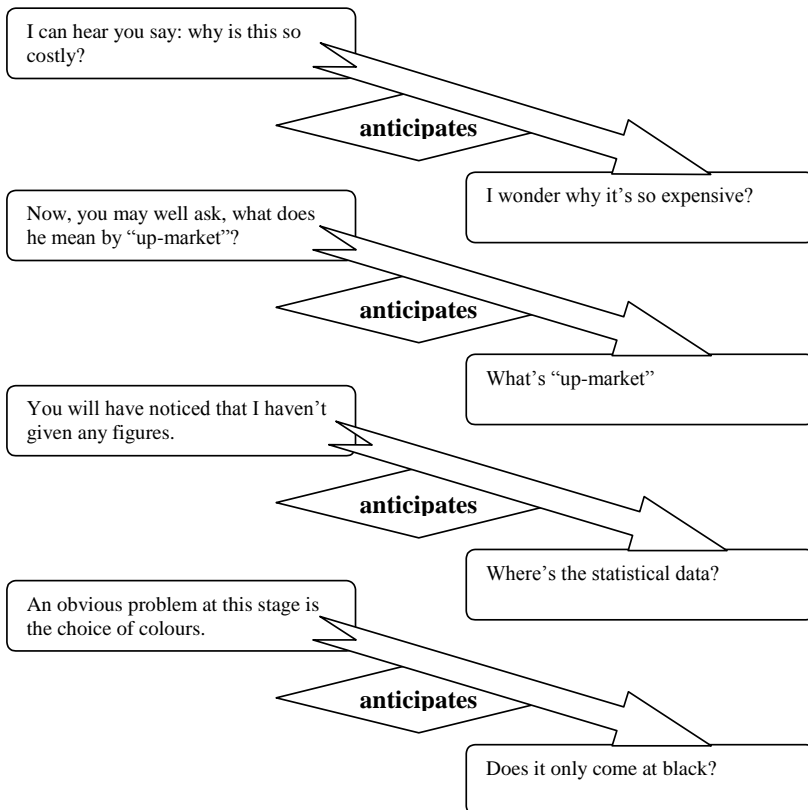
- a) You haven't mentioned the price yet!
- b) Your product is more expensive than your competitor's
- c) I'd like the exact specifications, please!
- d) I still don't understand the difference between the de-luxe and economy models
- e) Your new model seems much heavier than the old one!

Replies

- 1. I take your point...but have you taken into account the improved durability?
- 2. I'll be coming to that in a moment.
- 3. You're quite right, but on the other hand our product has a number of unique design features.
- 4. Our technical department will be able to give you an answer on that.
- 5. Let me clarify that for you.

IX. While having negotiations you should feel the audience.

It's a very good policy to try and anticipate questions or problems, and to deal with them before your audience raises them. Here are some examples of how you can anticipate.



How would you anticipate the following questions? Example (Why is it so heavy?) An obvious problem is the weight.

- a) Why is the delivery period so long?
- b) What's "top quality" specifications?
- c) Do the accessories have to be so expensive?
- d) Why doesn't he mention the price?
- e) Can he prove what he says with figures?

X. Make up a dialog. You are discussing the terms of delivery with your partner. Remember 10 golden rules for negotiation, make some concession and expect a concession in return.

UNIT 5

APPROACHES TO BUSINESS IN THE USA

I. Think over these questions and try to answer them before reading the text.

- a) Do you think it is important that a businessperson should have a history of performing and completing agreements?
- b) Should a foreign negotiator be particularly concerned about results, profits, fairness?
- c) Do you think that references and introductions could play an important role in US business relations?
- d) What do you know about American negotiators?

II. Study the glossary before reading the text.

To contradict – противоречить

To defer to seniority – с уважением относиться к людям старшего возраста

Comprehension – понимание, охват

Competitor – конкурент

Contrary – противоположный

Explore – исследовать, изучать

No matter how unorthodox – как бы неортодоксальны (необычны) они ни были

To make up one's mind – принять решение

To underlie – лежать в основе

Signify – означать

Cordiality – сердечность, душевная теплота

To convey acceptance – дать понять, что (предложение) принимается

Create – создавать

Implied – подразумевающийся

Contract – контракт

Insult – оскорбление

Disconcerting – обескураживающий

Instantaneous – немедленный, мгновенный

Feedback – обратная связь

Issue – (спорный) вопрос

Complex – сложный

Crucial – очень важный, решающий

Frustration – недовольство, неудовлетворенность

Authority – авторитет, полномочия

Willingness – желание
Hierarchical – иерархический
Approach – подход
Make an enthusiastic business partner – быть энергичным деловым партнером
The extent of experience – степень имеющегося опыта
Clarity of purpose – ясность цели
Directness – прямота
At the outset – вначале
To state one's purpose – сформулировать цель
Acknowledgement – 1. подтверждение, уведомление о получении; 2. признание; 3. признательность; 4. юридическое подтверждение, официальное заявление.
Throughout – на протяжении
Deliberation – размышление
Principal – глава, начальник, патрон
Expressly – определенно, точно, ясно
Subsequently – впоследствии
To follow through – завершить, довести до конца
Claim – заявлять, утверждать, предъявлять претензию
Lack of authority – отсутствие (недостаток) полномочий

III. Read the text, paying special attention to the words and expressions you studied in the glossary.

Approaches to Business

Foreign visitors who meet with US business people may be startled to find that US colleagues and team members contradict each other openly and seemingly fail to defer to seniority or authority. In order to expand their comprehension, US businesspeople often imagine themselves in the role of their competitor or customer. They like to argue a position contrary to their own beliefs just to explore the ideas and viewpoints. They are willing to consider any technology or other means (no matter how unorthodox) that will give them greater control or further their goals. By the time they have finished discussing a topic, they have often made up their minds and are ready to proceed.

The joy of debate underlies the US businessperson's enthusiasm in greeting a stranger and warmth in hearing new ideas. This friendly, informal reception accorded to a foreign businessperson may signify nothing more than general cordiality and the US person's intention to participate in the particular

meeting. It is not intended to convey acceptance or to create any implied contract. For this reason, failure to conclude an agreement in such a friendly atmosphere should not be taken as a radical change of heart or an insult toward the foreign visitor.

Perhaps most disconcerting of all, a US person may demand instantaneous feedback—an immediate reaction to an issue or response to an often complex or crucial proposal. The US businessperson may even express frustration and impatience with an international visitor who does not have the authority or the willingness to make an independent, immediate decision. To an international visitor from a culture that is more formal, consultative, and hierarchical, this behavior appears impulsive and disorganized.

A foreign businessperson who understands the US approach to business and who prepares ways to meet it will find that a US businessperson can be, by turns, competitive and cooperative, and can make an enthusiastic business partner, even if sometimes a bit impulsive and naive. The tactics chosen will, of course, vary depending on the extent of the US person's experience in the international arena, but there are generally two keys to success: clarity of purpose and directness. At the outset of any discussion or meeting, a foreign person should be certain to state his or her purpose and to receive acknowledgment from the US party. Whether the meeting is to discuss ideas or to make a decision, the purpose should be clear from the start. Throughout the relationship, the foreign person should be as direct as possible. If a decision can be authorized only after deliberation by all the principals over time, that requirement should be expressly stated. Such a direct statement is likely to find more acceptance and respect in the US business community than the action of a foreign trader who subsequently refuses to follow through on a negotiated plan, claiming lack of authority.

IV. Translate the following questions into English and let your partner answer them.

1. Как ведут себя американские коллеги во время переговоров – привыкли ли они спорить открыто или авторитет вышестоящего начальника является для них непререкаемым?

2. Как относятся американские бизнесмены к необщепринятым, неожиданным идеям и предложениям?

3. Как американцы относятся к дебатам в переговорах?

4. Означает ли дружественный, неформальный прием, оказанный американским бизнесменом иностранному партнеру, что американский коллега готов подписать подразумевающийся контракт?

5. Каково отношение американских бизнесменов к ведению переговоров с партнерами, не имеющими достаточно полномочий, не желающими принимать быстрых решений без предварительных консультаций?

6. Можно ли охарактеризовать американского бизнесмена как импульсивного и иногда наивного?
7. Каковы два основных фактора успеха при ведении переговоров с американскими коллегами?
8. Какие шаги иностранный бизнесмен должен непременно предпринять в самом начале переговоров с американским коллегой?
9. Должно ли поведение переговорщиков меняться в зависимости от того, предназначена ли встреча для обсуждения идей или для принятия решений?
10. Что в поведении иностранного коллеги вызывает особое уважение американского бизнесмена?

V. Translate these sentences from English into Russian

1. US businesspeople expect international visitors to be polite, cordial and knowledgeable about business. All people, regardless of gender, age, race, class, business or income category, are expected to be treated in the same professional manner.

2. Preferences and introductions generally play a smaller role in US business relations than in some other cultures. Nevertheless, these may be useful in establishing credibility with US businesspeople.

3. Reserve on the part of foreign negotiators may be interpreted as disdain or aloofness by US businesspeople. Therefore, foreign businesspeople should try to counteract such impression, such as by adopting a more direct style than in similar situations at home.

4. An attitude of seniority on the part of foreign negotiators is superiority inappropriate, as in any behavior that suggests discrimination. US businesspeople may unconsciously lecture others, but may be offended if given what appears to be a lecture by others.

5. Foreign negotiators should be honest and forthright – while also remembering to be diplomatic.

6. Topics for conversation to avoid include politics, sex, money, and religion, although these may be introduced in one form or another by the host.

7. Note that subordinates, colleagues, and spouses of US businesspeople are likely to be knowledgeable and to express their own opinions; you are usually expected to listen to and seriously consider such opinions.

VI. Discuss the above statements with your partner. Do these key beliefs that characterize negotiating culture coincide with the Russian ones? What is the difference between them?

VII. Read the supplementary text and retell it in English

How US persons see the world: selected beliefs.

US culture, like every other culture in the world, is enormously complex and therefore is difficult to understand, let alone to describe in its entirety. There are, however, a number of key beliefs that characterize US culture, both by itself and in relation to other cultures.

American Cultural Beliefs	Beliefs in Many Other Cultures
<p>Individual identity is acknowledged and seen as the primary way of defining “self”. One usually chooses to join with others in a group, but it is not required to define oneself. Individuals take comfort in their ability to withdraw from the group when and if they so choose.</p>	<p>Membership in one or more groups defines the individual. People see and present themselves first in terms of family, village, religion, ethnic group, nationality, etc. In the absence of such group affiliation, the individual is unlikely to be comfortable with self or easily accepted by society.</p>
<p>Privacy is thought to be a natural state that everyone needs equally and a “right” to be guarded and guaranteed. Lack of privacy is a punishment that is usually reserved for inmates and young children.</p>	<p>Being alone and therefore able to be singled out as an individual is not a good thing. Privacy, which by definition is physical or mental self-exclusion, is unnatural, undesirable, and dangerous.</p>
<p>Competition among individuals and groups is encouraged and thought to be a basis for improvement and growth. An unwillingness to compete is seen as a sure sign of weakness. Individuals even compete with themselves for “personal bests”.</p>	<p>Cooperation is the basis for group success and, by extension, individual success. Competition doesn’t make sense in the absence of the concept of the individual, and is seen as leading to self-inflicted damage to the group.</p>
<p>Individual control over the environment and the circumstances of life is taken for granted. Fate and destiny have been replaced by hard work, good behavior, and the wonders of modern science. One’s life is what one makes of it; there is no one to blame but oneself if things do not turn out for the best. All things are possible for all people.</p>	<p>Fate and destiny define human lives. They are reflected in one’s birthright, heredity, family, social position,, caste, and class. They are modified only by divine will as manifested in the pre-ordained blessings and disasters of nature as well as divine responses to personal/community appeals and devotion.</p>

UNIT 6

Negotiating style in the USA

I. Read the text and give the main idea of it.

Negotiations.

By and large, people in the US are used to paying the asking price rather than haggling over items. Thus they have little cultural experience with bargaining. Nevertheless, you should not expect US people involved in business negotiations to accept your proposals as presented. It is important to realize that no matter how informal and friendly they may be, US businesspeople – like those elsewhere – deal with a view toward their own self-interest and not from altruism.

Do everything possible to minimize miscommunication. This is particularly important when cultural and linguistic differences exist between parties to the negotiation. Misunderstandings are easy under these conditions and must be guarded against. People in the US generally tend to trust people unless and until something occurs to indicate that they are not trustworthy. However, once that trust is broken, it may become virtually impossible to regain it. An essential requirement is that everyone should interpret the terms of the agreement in the same manner; otherwise simple misunderstandings can quickly escalate to become deal-breaking conflicts. Without mutual accord, an agreement may also be unenforceable, even in the courts.

In general, US negotiating style is open and straightforward. Negotiators seldom resort to outright misrepresentation, although they may be highly selective in constructing their arguments and presenting their supporting data. They often rely on prepared financial projections, and you may not be able to sway them unless you can provide reasonable alternate sets of numbers that show how to gain the desired results by doing things your way.

Many foreign businesspeople who want to do business in the US perceive that US companies invariably demand the majority of the proceeds in exchange for their contributions—including innovations or technology, their ability to deliver, and their willingness to take risks.

If you are operating in their home office—or on their "turf"—let the US businesspeople set the tone. In general, most US business negotiations are informal and people tend to address each other by their first names. Although some individuals like to warm up by talking for several minutes about general matters, the majority of US businesspeople begin to discuss the specific issues almost immediately. However, because the US workforce is multicultural, significant differences may exist; visitors who are alert to these and willing to adapt their own behavior accordingly will facilitate communication

The first rule of bargaining is to negotiate over issues, not positions. A party who takes a firm position tends to commit to defending that position and attacking contrary positions, deemphasizing the potential for a meaningful compromise or resolution. You should attempt to separate the personalities from the real issues in question. To do so, it is helpful to look behind the specific positions, try to discover what interests are being served, and rephrase alternatives that will satisfy the concerns of the other party. Above all, negotiators should strive to agree early on objective criteria to measure the results and effects.

II. Translate and pronounce:

Bargaining; negotiations; altruism; miscommunication; linguistic; guard; occur; virtually; requirement; interpret; escalate; accord; unenforceable; straightforward; misrepresentation; financial; alternate; perceive; invariably; facilitate; deemphasize; rephrase; criterial.

III. Give the English equivalents to the following:

Торговаться (препираться) по отдельным пунктам; какими бы свободными в общении и дружелюбными они ни были; стороны, участвующие в переговорах; их надо остерегаться (против их появления надо принимать меры предосторожности); вновь обрести (завоевать); неосуществимый; прибегать к прямому искажению (фактов); поколебать, переубедить; доходы, выгода, вырученная сумма; "на их поле", на их территории; размяться; придавать значение, внимательно относиться к; облегчать общение; спорный вопрос, предмет спора, проблема; придерживаться чего-то, быть связанным чем-то; стремиться изо всех сил; критерий - критерии.

IV. Give Russian equivalents to the following:

By and large; to accept one's proposals as presented; deal with a view to their own self-interest; to minimize miscommunication; tend to trust; once the trust is broken; essential requirement; deal-breaking conflict; straightforward; supporting data; rely on prepared financial projections; perceive; ability to deliver; set the tone; specific issues; to adapt their own behavior accordingly; meaningful compromise; real issues in question; rephrase alternatives; above all; to measure the results and effects.

V. What is the reference to the underlined pronoun? (what person, thing or phenomenon is meant?)

a) However, once it is broken it may become virtually impossible to regain it.

- b) Do everything possible to minimize it.
- c) You should not expect US people involved in business negotiations to accept them as presented.
- d) It is important to realize that no matter how informal and friendly they may be, US businesspeople – like those elsewhere – deal with a view toward it and not from altruism.
- e) In general it is open and straightforward.
- f) They seldom resort to outright misrepresentation.
- g) An essential requirement is that everyone should interpret them in the same manner.
- h) Although some individuals like to warm up by talking for several minutes about general matters, the majority of US businesspeople begin to discuss them almost immediately.
- i) Because the US workforce is multicultural, they may exist; visitors who are alert to these and willing to adapt their own behavior accordingly will facilitate communication.
- j) The first rule of bargaining is to negotiate over issues, not them.
- k) You should attempt to separate them from the real issues in question.
- l) By and large, people in the US are used to paying it, rather than haggling over items.
- m) Many foreign businesspeople who want to do it in the US perceive that US companies invariably demand the majority of them in exchange for their contributions – including innovations or technology, their ability to deliver, and their willingness to take risks.
- n) A party who takes a firm position tends to commit to defending that position and attacking contrary positions, deemphasizing the potential for it.
- o) Above all, negotiators should strive to agree early on them to measure the results and effects.

VI. Fill the missing parts of the sentences. Then compare your version with the original

- a) You should not expect US people involved in business negotiations to accept your proposals
- b) Negotiators seldom resort to, although they may be highly selective in constricting their arguments and presenting their supporting data.
- c) Misunderstandings are easy under these conditions and must be ... upon.
- d) Because the US workforce is multicultural, may exist.
- e) A party, who takes a firm position tends to ... to ... that position and attacking contrary positions.
- f) You should attempt to separate the personalities from the in question.

- g) People in the US generally ... to ... people unless and until something occurs to indicate that they are not ...
- h) Simple misunderstandings can quickly ... to become ... conflicts.
- i) They often rely on prepared financial projections, and you may not be able to ... them, unless you can provide of numbers that show how to gain the desired results by doing things
- j) Although some individuals like to ... by talking for several minutes about general matters, the ... of US businesspeople begin to discuss the almost immediately.
- k) If you are operating in their home office – or - let the US businesspeople set the tone.

VII. Say whether these statements are true or false.

- a) American negotiators are fond of bargaining.
- b) According to American business culture meeting the requirements of the other party is the first item on their priority list.
- c) If American negotiators find out that their foreign business partners are not trustworthy, it will be very difficult to regain their trust.
- d) Americans don't like to haggle over items, so they tend to accept your proposal as presented.
- e) US negotiating style is rather evasive.
- f) It is important that all parties to the negotiation should interpret the terms of the agreement in the same manner.
- g) American negotiators seldom rely on prepared financial projections.
- h) It is sometimes rather difficult to sway American businesspeople without providing reasonable alternate sets of numbers.
- i) American negotiators like to warm up by talking for several minutes about general matters before getting down to business.
- j) In contrast to other countries the US workforce can't be considered multicultural.
- k) The first rule of bargaining is to negotiate over issues, not positions.
- l) You should never let the US businesspeople set the tone, because they will take advantage of it and the deal will be totally one-sided.
- m) Most US business negotiations are informal.
- n) If you try to adapt your behavior to different customs and traditions of multicultural US workforce, negotiations will become easier.
- o) US companies contribute innovation and technology, never demanding any proceeds in exchange.

VIII. These words and combinations from the article are connected with the idea of negotiating. Explain the meaning of these words and expressions in English, using synonymous expressions

Asking price; to haggle over items; people involved in business negotiations; parties to the negotiation; interpret; the terms of agreement; deal-breaking conflicts; an unenforceable agreement; US negotiating style is open and straightforward; negotiators; discuss the specific issues; facilitate communication; the first rule of bargaining; to negotiate over issues, not positions; to rephrase alternatives; to agree early on objective criteria.

IX. Use the following expressions or sentences from the text in your own situations

- a) He (they) is/was (are/were) open and straightforward.
- b) You should do (should have done) everything possible to minimize miscommunication.
- c) This can facilitate communication.
- d) No matter how informal and friendly they (he) might be...
- e) They (he) deal(s) with a view to their (his) own self-interest.
- f) He likes (decided) to warm up by talking for several minutes about general matters.
- g) He (they) has (had) always showed willingness to take risks.
- h) He (they) is (are) highly selective in...
- i) Once that trust is broken (when the trust was broken)...
- j) Misunderstandings are easy under these conditions.
- k) He (they) usually tend(s) to...

X. Review the active vocabulary. Work in pairs. One of you is A, another is B. Each of you translates the Russian part of the dialogue into English and then checks the correct translation of the partner

- A:
- Я знаю, что ты только что вернулся из США. Переговоры прошли успешно?
 - Yes, very. It's been very important experience.
 - Ты не хотел бы поделиться им со мной?
 - Why, sure. What exactly would you like to know?
 - Думаю, мне полезно было бы получить любую информацию, касающуюся того, как американцы ведут переговоры. Например, всегда ли американцы торгуются по отдельным вопросам?
 - I'd say that by and large they are used to paying the asking price rather than haggling over items. At least that's what I saw at the negotiations. Of course they deal with a view toward their own self-interest and not from altruism – you should bear this in mind too.

– Я понимаю это. Американцы склонны доверять своим партнерам по переговорам?

– Yes they do, but once that trust is broken it may become virtually impossible to regain it.

– Я слышал, что американцы открыты в переговорах и редко прибегают к прямому искажению фактов.

– That's correct, but they can be highly selective in constructing their arguments and presenting their supporting data.

– Как ведут себя американские бизнесмены во время переговоров? Я знаю, что они обычно ведут себя неформально, обращаются друг к другу по именам – это так?

– That's right. One more thing: although some like to warm up by talking for several minutes about general matters, the majority of US business-people begin to discuss the specific issues almost immediately.

– Ты считаешь, такой подход облегчает общение?

– Opinions differ, but if you want my personal view – yes it does. No beating about the bush, business right away – why not?

– Помнишь, мы читали, что первое правило переговоров – договорится по спорным вопросам, а не по позиции в целом.

– Yes, it still holds true in the US business world. You should be flexible enough, because if you take a firm position you will minimize your potential for compromise.

– Думаю, также важно выяснить, в чьих интересах ведутся переговоры, и сформулировать по-другому те варианты, которые смогут удовлетворить интересы другой стороны, верно?

– You appear to be a good listener. That's exactly what I've been trying to say.

В:

– I know you have just returned from the USA. Have the negotiations been a success?

– Да, весьма. Это был очень полезный опыт.

– Would you mind sharing it with me?

– Конечно, что именно ты хотел бы знать?

– I think any information about negotiations in the USA would be useful for me. For example, do people in the US always haggle over items?

– Я бы сказал, что в целом они привыкли скорее платить запрашиваемую цену, чем торговаться по отдельным вопросам. По крайней мере, именно это я увидел на переговорах. Конечно, они совершают сделки с учетом своих собственных интересов, а не из альтруизма – об этом тоже нельзя забывать.

– I understand that. Do Americans tend to trust their partners in negotiations?

– Да, но как только это доверие потеряно, восстановить его бывает практически невозможно.

– I heard that US negotiators are open and straightforward and seldom resort to outright misrepresentation.

– Это верно. Но они часто весьма выборочно подходят к построению аргументов и представлению данных, подтверждающих эти аргументы.

– How do American businessmen behave during negotiations? I know, that generally they are informal and tend to address each other by their first names. Is it so?

– Да, верно. И еще одно: хотя некоторые любят размяться, поговорив несколько минут на общие темы, большинство бизнесменов в США почти сразу переходят к обсуждению конкретных вопросов.

– Do you think such approach facilitates communication?

– Мнения на этот счет есть разные. Но лично я думаю, что облегчает. Не нужно ходить вокруг да около, сразу к делу – разве это плохо?

– Remember, we read, that the first rule of bargaining is to negotiate over issues, not positions.

– Да, это по-прежнему так в деловом мире США. Нужно быть достаточно гибким, потому что если занять твердую позицию, это сведет к минимуму возможность компромисса.

– I think it is also important to find out what interests are being served and rephrase alternatives that will satisfy the concerns of the other party. Right?

– Выясняется, что ты внимательно слушал меня, именно это я и хотел сказать.

UNIT 7

TECHNIQUES AND TACTICS IN NEGOTIATIONS

IN THE USA

I. Read the text and underline the most important tactics in negotiating.

One of the goals in negotiating should be not only to get the best deal possible but also to achieve a deal that will not seem totally one-sided and unfair to the other party. Deals that are heavily unfavorable to one party are likely not only to unravel but also to spoil future prospects. To this end, it is desirable to avoid offending anyone, so far as is possible without compromising your own position and integrity. Therefore, if you are in a strong position, avoid dictating the terms to the other party. Rather, be magnanimous when possible. Let them know that you are sensitive to their interests. Also let them know what your best offer is. To do that, you must have decided the limits of your offer in advance.

If the other side is adamant and fails to bargain in good faith, one possible tactic is to refuse to attack their position or defend your own. Try to rephrase any attacks on you so that instead they are attacks on the basic problem, and try to find common elements that can be used to reformulate a different position. It may also be useful to work on less contentious issues first. In some instances, the central issue is overriding, and no resolution can be made until it is decided. In others, the parties can agree on certain side issues, which can bring them closer together and give them more of a stake in reaching a comprehensive solution so as not to lose the benefits already gained.

Always try to be sure that you and the opposition define and agree on the facts to the extent possible. Restate the argument to be sure that both parties agree on what has been said and proposed. Use the restatement to isolate specific issues for further discussion, setting aside points that are in agreement or are irrelevant to the main discussion. Acknowledge any contributions and concessions that the other side has made to you. Attempt to cast the optimal solution in terms or principles rather than advantages. Aim for fairness, pointing out ways in which your suggestions uphold fairness for the other side. Suggest alternatives and tradeoffs that you would be willing to make to achieve your main goals.

The tactics and techniques you are likely to encounter in negotiating with US firms will vary widely depending on such factors as the personalities

around the table, the company's business policies and international experience, and its commitment to making international deals. Some US negotiators will employ harsh tactics—known as "playing hardball"—aimed at pressuring what are seen as adverse parties in order to gain the supreme advantage in the relationship. For example, a company may start with a greatly exaggerated offer and then appear to give up substantial interests that in fact are fairly minor. Another hardball tactic is to use a negotiator who presents a harsh deal and one who seems more willing to compromise, the intent being to gain the agreement of the prospective trading partner to what appears to be the best deal that the more helpful negotiator can convince the harsher one to accept. Such tactics are not, however, the best because not only will the parties tend to remain resentful and distrustful toward each other, but a US court may interpret such an agreement strictly against the powerful party so as to protect the powerless party. The better choice is to avoid pressure tactics and inequities in the negotiating process.

A basic consideration is the choice of the location for the talks. It is often preferable to meet at a neutral site—such as a hotel—that is seen neither as your territory nor theirs. Overseas visitors may be limited in the choice of a neutral meeting ground because virtually every venue in the US will be familiar to the US company. On the other hand, there may be some advantages to meeting in the US, even in the opposite party's offices, because the US negotiators may be more relaxed, less defensive, and more amenable to compromise; you can also leave more easily if the talks break down.

To avoid committing to a deal that is unfavorable, you should prepare for the negotiating session by deciding exactly which terms you prefer and which alternatives are totally unacceptable. You should consider your options in the event that the deal is not consummated, so that if you decide to leave the negotiations, you know where you are headed. Having confidence in your future will allow you to assert yourself strongly at the negotiating table and will show the other side that in the absence of compromise, you have other resources.

Directness and control are important negotiating tools in the US, which means that you should request what you feel is necessary in a forthright manner. If you need more time or a recess in the talks to study a proposal, consult with your associates, or deliberate over the negotiations, you should ask for a temporary break to regroup. It is appropriate simply to say that you are not prepared to discuss a particular point at that time. Each party at a negotiation should honor the reasonable requests of the other with regard to the process, and the extent of the respect shown at the negotiating table will indicate the trust and strength of the relationship created.

In a cross-cultural negotiation, the parties should be testing whether a long-term relationship is feasible. They should show their natural dispositions, structure time for relaxation, and approach multicultural differences

with understanding, respect, and humor. It is as important to gauge your prospective trading partner as it is to cut the deal, and in the US both of these aspects often tend to occur rapidly and at the same time—during actual negotiations. This process therefore plays an extremely significant role in US business, and first impressions tend to be lasting ones.

II. Translate and pronounce:

Unfavorable; unravel; compromise; magnanimous; adamant; contentious; overriding; comprehensive; isolate; irrelevant; concession; alternative; adverse; supreme; exaggerated; substantial; inequities; preferable; neutral; venue; amenable; consummated; feasible; gauge; occur; extremely.

III. Give the English equivalents to the following:

Одна из целей переговоров; распутывать, решать; целостность, честность; великодушный; неумолимый, твердый; честно, добросовестно; спорные вопросы; важнейший, доминирующий; больше заинтересовать; достигнуть всеобъемлющего решения; уже достигнутые преимущества; компромисс, уступка; откладывать; признавать, подтверждать, выражать признательность; обязательства, решимость, ответственность; использовать жесткую практику; действовать агрессивно, жестко; враждебные, оппозиционные стороны; оставаться обиженным, недоверчивым; избегать пристрастности (несправедливости) в переговорном процессе; место встречи; более склонны к компромиссу; связывать себя обязательствами с; совершенно неприемлемый; в случае если сделка не завершена (не доведена до конца); отстаивать свои права эффективно; откровенно, прямолинейно, честно; перерыв в переговорах; обдумать (взвесить, размышлять над) ход переговоров; осуществимый, выполнимый, вероятный; естественный склад характера; оценить (характер) предполагаемых торговых партнеров; заключить сделку; обычно первые впечатления бывают самыми прочными (дольше всего помнятся).

IV. Give the Russian equivalents to the following:

Totally one-sided; to spoil future prospects; to this end; it is desirable; therefore; sensitive to their interests; in advance; fails to bargain; to rephrase; to reformulate; in some instances; to agree on certain side issues; to the extent possible; set aside points that are in agreement or irrelevant to; in terms of principals; aim for fairness; vary widely; in order to gain the supreme advantage; exaggerated offer; a basic consideration is; virtually every venue; if the talks break down; consider your options; it is appropriate; a long-term relationship; multicultural differences; to occur rapidly.

V. What is the reference to the underlined pronoun? (what person, thing or phenomenon is meant?)

- a) Therefore, if you are in a strong position, avoid dictating them to the other party.
- b) Deals that are heavily unfavorable to one party are likely not only to unravel but also to spoil them.
- c) Let your partners know that you are sensitive to them.
- d) In some instances, it is overriding, and no resolution can be made until it is decided.
- e) Use it to isolate specific issues for further discussion, setting aside points that are irrelevant to the main discussion.
- f) Some of them will employ harsh tactics – known as "playing hard-ball".
- g) For example, a company may start with it, and then appear to give up substantial interests that in fact are fairly minor.
- h) To avoid it you should prepare for the negotiating session by deciding exactly which terms you prefer and which alternatives are totally unacceptable.
- i) They are important negotiating tools in the US, which means that you should request what you feel is necessary in a forthright manner.
- j) If you need more time or a recess in the talks to study a proposal, consult with them.
- k) In a cross-cultural negotiation, the parties should be testing whether it is feasible.
- l) It is as important to your prospective trading partner as it is to do it.
- m) The tactics and techniques you are likely to encounter in negotiating with US firms will vary widely depending on them.

VI. Fill in the missing parts of the sentences. Then compare your version with the original.

- a) A basic consideration is the choice of the location for ...
- b) Overseas visitors may be limited in the choice of a ... because virtually every venue in the US will be familiar to the US company.
- c) There may be some advantages to meeting in the US, even in the opposite party's offices. Because the US negotiators may be more ..., less ... and more ... to compromise.
- d) You should consider your options in the event that the deal is not ..., so that if you decide to leave the negotiations, you know where you

e) Directness and control are important negotiating ... in the USA, which means that you should request what you feel is necessary in a

f) If you need more time or a ... in the talks to study a proposal, consult with your associates or ... over the negotiations, you should ask for a temporary break to ...

g) Some US negotiators will employ harsh tactics – known as "... .." – aimed at pressuring what are seen as adverse parties in order to gain the in the relationship.

h) For example, a company may start with a greatly ... offer and then appear to give up substantial interests that in fact are

i) Each party at a negotiation should honor the of the other with regard to the process, and the extent of the ... shown at the negotiating table will indicate the ... and ... of the relationship created.

j) In a cross-cultural negotiation, the parties should structure time for ..., and approach ... differences with understanding, respect and ...

k) The process of gauging your prospective partner and then cutting the deal plays an extremely ... role in US business, and first impressions tend to be ...

l) The tactics and techniques you are likely to encounter in negotiating with US firms will vary widely depending on such factors as the ... around the table, the company's business ... and international ..., and its ... to making international deals.

m) Another harshball tactic is to use a negotiator who presents a and one who seems more willing to ..., the intent being to gain the agreement of the prospective trading partner to what appears to be the best deal that the more helpful negotiator can ... the harsher one to accept.

n) The better choice is to avoid pressure tactics and ... in the negotiating process.

o) Such harshball tactics are not, however, the best because not only will the parties tend to remain ... and ... toward each other but a US ... may interpret such an agreement strictly against the powerful party so as to ... powerless party.

VII. Say whether these statements are true or false.

a) Virtually none of US negotiators are familiar with harsh tactics in negotiations.

b) There are a lot of factors that can influence the variety of the tactics and techniques you may encounter in negotiating with US partners.

c) Negotiating tactics known as "playing hardball" is aimed at interrupting negotiations.

d) One of the examples of harsh tactics is when a company may fail to appear at arranged time or change the location for the talks on short notice.

e) Sometimes US negotiators may use two negotiators, one of them being difficult to get swayed, the other being more helpful.

f) If the deal is accepted by the other party as a result of US negotiators "playing hardball", a US court will protect the powerless party.

g) The choice of the location for the talks is generally of secondary importance for negotiating parties.

h) If you want to achieve success in negotiating you should insist on meeting on your "turf".

i) The US negotiators become ruthless, harsh and unwilling to compromise if negotiations take part in their offices.

j) You should figure out the terms that are acceptable to you as well as the ones you can't compromise well in advance; doing so you can avoid cutting a deal which could be highly unfavorable to you.

k) It is often advisable that you should conceal certain facts from the US negotiators; it is considered to be an important negotiating tool in the US.

l) You should never ask for a break even if you need a recess to deliberate over negotiations. In this case you should better consult your associates during negotiations, trying not to draw the attention of the other party to your secret consultations.

m) The more respect to the other party you will show in negotiating process, the more trust and strength of the relationship will be created.

n) You should bear in mind that US partners are very sensitive to first impression.

VIII. These words and word combinations from the article are connected with the idea of negotiating. Translate them into Russian.

To employ harsh tactics; "to play hardball"; adverse parties; a greatly exaggerated offer; a negotiator who presents a harsh deal; a negotiator who seems more willing to compromise; a prospective trading partner; more helpful negotiator; to avoid pressure tactics; commitment to making international deals; a neutral meeting ground; venue; if the talks break down; to prepare for the negotiating session; to consider one's options; the deal is not consummated; to leave the negotiations; to assert oneself strongly at the negotiating table; important negotiating tools; a recess in the talks; to study a proposal; to deliberate over the negotiations; to show respect at the negotiating table; in a cross-cultural negotiation; to gauge your prospective trading partner; during actual negotiations.

IX. Review the active vocabulary. Work in pairs. One of you is A, another is B. Each of you translates the Russian part of the dialogue into English and then checks the correct translation of the partner

1) A:

– Я знаю, что у вас большой опыт ведения переговоров с американскими партнерами. Всегда ли главной целью переговоров должно быть стремление заключить наиболее выгодную для себя сделку?

– Deals that are heavily unfavorable to one party are likely not only to unravel but also to spoil future prospects.

– Но разве это возможно – не ущемлять интересы другой стороны, не затрагивая свою собственную позицию?

– That's quite possible. If you are in a strong position, you should avoid dictating the terms to the other party. Let them know that you are sensitive to their interests. Be magnanimous when possible.

– А что делать, если другая сторона непоколебима и не хочет вести честные переговоры (честно торговаться)?

– Try to rephrase any attack on you so that instead they are attacks on the basic problem, and try to find common elements that can be used to reformulate a different position.

– Может быть, было бы полезно поработать сначала над менее спорными вопросами, как ты считаешь?

– That's a good idea of course, there may be different situations. In some instances, the central issue is overriding, and no resolution can be made, until it is decided.

– Да, конечно, но бывают ситуации, когда стороны могут договориться по определенным второстепенным вопросам, что может сблизить их, а это в свою очередь приведет к тому, что они будут более заинтересованы в том, чтобы достичь всеобъемлющего решения проблемы. Таким образом они не потеряют тех преимуществ, которые уже были завоеваны, вы согласны?

– Completely. I would also recommend you to acknowledge any contributions and concessions that the other side has made to you.

– Каково ваше мнение о взаимных уступках в переговорах в целом?

– They are quite useful. Suggest alternates and tradeoffs that you would be willing to make to achieve your main goals.

B:

– I know that you are experienced in negotiating with American partners. Do you think that getting the best deal possible should always be the main goal in negotiating?

– Сделки, которые явно не выгодны для одной из сторон, не только не облегчат, но даже осложнят (испортят) отношения сторон в перспективе.

– But is it possible to avoid offending the other party without compromising your own positions and integrity?

– Это вполне можно сделать. Если вы занимаете сильно позицию, вам следует избегать диктовать условия другой стороне. Дайте им понять, что вы с пониманием относитесь к их интересам. Старайтесь проявлять великодушие там, где это возможно.

– What should we do if the other side is adamant and fails to bargain in good faith?

– Постарайтесь переформулировать любые атаки на вас таким образом, чтобы вместо этого они стали атаками на основную проблему; также постарайтесь найти общие элементы, которые можно было бы использовать, чтобы по-новому сформулировать другую позицию.

– It may be also useful to work on less contentious issues first. What is your opinion?

– Это, конечно, хорошая мысль, но ситуации могут быть разными. В некоторых случаях центральный вопрос спора может быть основополагающим, и ни одна резолюция не может быть принята, пока не решен этот вопрос.

– Yes, that's right, but there are situations when parties can agree on certain side issues, which can bring them closer together and give them more of a stake in reaching a comprehensive solution. Thus they won't lose the benefits already gained. Do you agree?

– Абсолютно. Я бы также порекомендовал вам выражать признательность за любой вклад, сделанный другой стороной в дело продвижения переговоров, за любую сделанную ею уступку.

– What is your opinion about trade-offs in general?

– Они весьма полезны. Всегда для достижения ваших целей предлагайте альтернативные решения, идите на уступки, если вы считаете их возможными.

2) A:

– А от чего, по-вашему, зависит то, с какой тактикой и с какими приемами можно столкнуться во время ведения переговоров с американскими партнерами?

– The tactics and techniques in negotiating with US firms will vary widely depending on such factors as the personalities around the table, the company's business policies and international experience. Have you ever heard the expressions "playing hardball"?

– Да, слышал. Это означает, что американские переговорщики применяют жесткую тактику, направленную на то, чтобы оказывать давление на противоположную сторону, которая рассматривается как враждебная.

– Right you are. The goal is to gain the supreme advantage in the relationship. For example, a company may start with a greatly exaggerated offer and then appear to give up substantial interests that in fact are fairly minor.

– Другая разновидность такой тактики, насколько я помню, - это использование одного переговорщика, который предлагает сделку на жестких условиях, и другого, который более склонен к компромиссам.

– You are right. I should say that such tactics are not the best. The parties will remain resentful and distrustful to each other; besides the US court may interpret such an agreement strictly against the powerful party.

– Для того, чтобы защитить более слабую сторону?

– Exactly. So it's better to avoid pressure tactics and inequities in the negotiating process.

– А как следует выбирать место переговоров?

– It is often preferable to meet at a neutral site – such as a hotel – that is seen neither as your territory nor theirs.

– Да, но ведь зарубежные партнеры всегда ограничены в выборе нейтрального места встречи, т.к. практически любое будет знакомо американской стороне.

– That's a correct observation. On the other hand, there may be some advantages to meeting in the US, even in the opposite party's offices. Guess why?

– Возможно, на своей территории американские партнеры более свободны и занимают менее оборонительную позицию?

– Certainly. They are more amenable to compromise; you can also leave more easily, if the talks break down.

– Что следует делать в тех случаях, если вам требуется сделать перерыв в переговорах для изучения полученного предложения?

– You may also need to consult with your associates or deliberate over the negotiations. In all these cases you should ask for a temporary break to regroup.

– Правильно ли будет сказать, что вы просто не готовы сейчас обсуждать этот конкретный вопрос?

– Yes, quite appropriate. Directness is an important negotiating tool in the US. You should request what you feel is necessary in a forthright manner.

– Наверное, существуют какие-то рекомендации по переговорам с учетом культурных различий стран, представляемых переговорщиками?

– That's a very good question. In a cross-cultural negotiation the parties should show their natural dispositions, structure time for relaxation and approach multicultural differences with understanding, respect and humor.

– Насколько я понимаю, узнать хорошо своего предполагаемого торгового партнера так же важно, как заключить сделку.

– That's precisely my own opinion. In the US both of these aspects often tend to occur rapidly and at the same time – during actual negotiations.

– Да, конечно, этот процесс играет весьма важную роль в бизнесе в США...

– ... if you take into consideration the fact that first impressions tend to be lasting ones.

– большое спасибо за помощь. Я получил очень ценную информацию.

– I am delighted to have been of any help to you.

B:

– What could tactics and techniques you are likely to encounter in negotiating with US partners depend on?

– Тактика и приемы переговоров с американскими компаниями могут быть весьма разнообразными в зависимости от таких факторов, как, например, что за люди собрались за столом, какую политику в бизнесе ведет данная компания, каков ее международный опыт. Вы когда-нибудь слышали выражение "playing hardball"?

– Yes, I have. It means that some US negotiators employ harsh tactics aimed at pressuring what are seen as adverse parties.

– Да, вы правы. Цель – достичь наивысшего превосходства в отношениях. Например, фирма может начать с весьма завышенного предложения, а затем сделать вид, что идет на большие уступки, которые на деле весьма незначительны.

– Another hardball tactics, as far as I remember, is to use a negotiator who presents a harsh deal and one who seems more willing to compromise.

– Вы правы. Должен сказать, что такая тактика – не из лучших. Стороны будут недовольны и недоверчивы друг к другу; кроме того, американский суд может вынести решение не в пользу сильной стороны.

– So as to protect the powerless party?

– Именно так. Поэтому лучше избегать тактики давления и пристрастности в переговорном процессе.

– And how should you choose the location of the talks?

– Часто предпочтительным считается встречаться в нейтральном месте – например, в гостинице, - которое не считается ни их, ни вашей территорией.

– Yes, but overseas partners are always limited in the choice of a neutral meeting ground because virtually every venue in the US will be familiar to the US party.

– Это верное наблюдение. С другой стороны, проведение встречи на территории США, даже в их офисе, может иметь преимущества. Догадываетесь, почему?

– The US negotiators may be more relaxed and less defensive on their territory.

– Конечно. Они более склонны к компромиссу; вам легче будет уйти, если переговоры будут прерваны.

– What should you do if you need a recess in the talks to study a proposal?

– К тому же вам может понадобиться проконсультироваться с товарищами или поразмышлять. Во всех этих случаях вам следует попросить сделать перерыв, чтобы перегруппироваться.

– Is it appropriate simply to say that you are not prepared to discuss a particular point at that time?

– Абсолютно правильно. Прямота – важный инструмент переговоров в США. Вы должны высказывать все ваши просьбы откровенно.

– There must be some recommendations concerning negotiations in regards of cultural differences.

– Это очень хороший вопрос. Во время переговоров представители разных культур должны проявлять естественные склонности (особенности их характеров), планировать время для отдыха и вообще подходить к различиям в культурах с пониманием, уважением, чувством юмора.

– As far as I understood, it is as important to gauge your prospective trading partner as it is to cut the deal.

– Именно таково и мое мнение. В США оба эти аспекта часто происходят быстро и одновременно – во время самих переговоров.

– Yes, sure, this process plays an extremely significant role in the US business...

– ... особенно если принять во внимание тот факт, что первые впечатления – самые прочные.

– I really appreciate your help. I have received very important information.

– Был рад оказать вам помощь.

X. Guess the meaning of the word by its definition:

a) When a person doesn't want to make any concessions in negotiating, you can say that he is a...

- b) When you are trying to solve a very difficult problem it means that you are u... it
- c) If a person doesn't dictate the terms to the other party and tries to take into consideration the interests of the other party to the extent possible, he is being m...
- d) How do we call the issues on which the parties won't agree? (C...)
- e) When an issue is very important, you can call it o...
- f) What is the synonym to the words objective, aim? (J...)
- g) How do we call the feature of the person who never lies, is trustworthy and loyal? (I...)
- h) If you reach a solution which comprises all important issues you can call it c...
- i) If a person negotiates honestly, without trying to deceive the other party, he negotiates in good ...

XI. Use the following sentences and expressions in your own dialogues or situations.

- a) To unravel/to spoil future prospects.
- b) They are adamant and fail to bargain in good faith.
- c) They always try to find common elements.
- d) No resolution can be made until this central issue is decided.
- e) They set aside points that are irrelevant to the main discussion.
- f) These are the trade-offs we would be willing to make.
- g) What can you say about the personalities around the table?
- h) US negotiators decided to play hardball.
- i) Adverse parties.
- j) That negotiator was more willing to compromise.
- k) The parties remained resentful and distrustful to each other.
- l) The location for the talks.
- m) More relaxed, less defensive, more amenable to compromise.
- n) The deal is not consummated.
- o) To assert oneself strongly.
- p) To test whether a long-term relationship is feasible.

XII. See how well you remember the text. Answer these questions, using the vocabulary of the article

- a) What are the goals of negotiating?
- b) Why shouldn't you strike a deal, which is heavily unfavorable to one party?
- c) What should you do if you are in a strong positions?

- d) Should you change the limits of your best offer during the negotiations or should you have decided the limits of your offer in advance?
- e) What should your tactics be like if the other side is adamant and fails to bargain in good faith?
- f) How should you react to any contributions and concessions that the other side has made to you?
- g) In negotiations, should you try to deceive the other party if the opportunity arises?
- h) Depending on what factors will the tactics and techniques in negotiating with US partners vary?
- i) How is the harsh tactics of some US negotiators called?
- j) What is such harsh tactics aimed at?
- k) Give examples of "playing hardball"
- l) Can such tactics be called the best? Why not?
- m) What is the alternative to such harsh tactics?
- n) What can you say about the choice of location for the talks?
- o) What are the advantages of meeting on the US territory?
- p) What should you do to avoid committing a deal that is unfavorable?
- q) What are important negotiating tools in the US?
- r) What could be the reason for your wanting to have a recess in the talks?
- s) What would be an appropriate way to ask for a recess?
- t) How should each party behave when asked for a recess?
- u) How should the parties be testing whether a long-term relationship is feasible?
- v) Is it important to gauge your prospective trading partner? Why?

UNIT 8

COMMUNICATION ACTIVITIES

I. Categorizing skills and traits in negotiation.

Negotiators absolutely need certain kinds of skills and characteristics. Other skills and characteristics, while useful, are not absolutely essential. Below are words that could be used to describe a negotiator. Categorize and rank 30 of these skills and characteristics. If you do not know what a word means, focus on the words you do know.

- | | | |
|------------------------------|-------------------|--------------------------|
| 1. analytical | 14. disciplined | 28. idealistic |
| 2. angry | 15. dogmatic | 29. indirect |
| 3. arrogant | 16. efficient | 30. informal |
| 4. aware of other's position | 17. empathetic | 31. logical |
| 5. calm | 18. ethical | 32. naive |
| 6. competitive | 19. experienced | 33. openminded |
| 7. confident | 20. fair | 34. patient |
| 8. considerate | 21. firm | 35. perceptive |
| 9. cooperative | 22. flexible | 36. persistent |
| 10. courteous | 23. formal | 37. realistic |
| 11. creative | 24. goal-oriented | 38. sarcastic |
| 12. diplomatic | 25. honest | 39. sensitive |
| 13. direct | 26. hostile | 40. serious |
| | 27. humorous | 41. tolerant of conflict |

Es- sential	Useful	Not useful
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

II. Discussion.

In small teams, discuss the following questions:

What are the advantages and disadvantages of merging with or acquiring another company?

Advantages	Disadvantages
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____

What are some of the dangers involved in acquiring companies overseas?

What should a company look for when deciding IF and WHEN to acquire another company? _____

III. Summarizing negotiation steps

The following passage is from a book by Robert B. Maddux, entitled Successful Negotiation. Read it and then summarize the key points below.

Below is a brief summary of the six steps common to each negotiation. Keep these in mind before you engage in your next negotiation.

Step 1

I plan to get to know the party with whom I will be negotiating. My objective will be to keep initial interaction friendly, relaxed and businesslike.

Step 2

I expect to share my goals and objectives with the other party. At the same time I anticipate learning the goals and objectives of the other side. If possible, the atmosphere during this step will be one of cooperation and mutual trust.

Step 3

To start the process, specific issues will be raised. I plan to study all issues before the negotiations begin to identify where my advantages might lie insofar as splitting or combining issues is concerned. Once this has been done, the issues can be dealt with one by one.

Step 4

Once the issues have been defined it is essential to express areas of disagreeing or conflict. Only when this has been done will it be possible to resolve the differences in a way that is acceptable to both parties.

Step5

The key to any successful negotiation is when both parties reassess their positions and determine what level of compromise is acceptable. During this step I plan to remember the give-get principle (basically, you have to give something in order to get something).

Step 6

The final step is when both parties affirm any agreements that have been reached. I plan to ensure that there is no misunderstanding later by putting the agreements in writing (when applicable), and sending a copy to the other side. Mutual agreement is the ultimate objective of any negotiation.

Key words

Step1 _____

_____ **Step2** _____

_____ **Step3** _____

_____ **Step4** _____

_____ **Step5** _____

_____ **Step6** _____

IV. Get acquainted with the text about cultural tendencies in business.

Various writers have discussed cultural differences that complicate business relationships and negotiations. Below are some tendencies that have been noted for Americans and Japanese. Look at the tendencies and, from your background knowledge, where your own national tendencies would be on the spectrum. Circling a "10" indicates that your culture's tendency is very similar to the Japanese tendency, while circling "1" shows that your culture's tendency is very similar to the American tendency. If your cultural tendency is in the middle, or you are not sure where it falls, circle "5" or "6." When you finish, discuss your tendencies with others.

Japanese ←	10 9 8 7 6 5 4 3 2 1	→ American
Focus on group	10 9 8 7 6 5 4 3 2 1	Focus on individual
Focus on consensus	10 9 8 7 6 5 4 3 2 1	Focus on compromise
Formal	10 9 8 7 6 5 4 3 2 1	Informal
Passive speakers	10 9 8 7 6 5 4 3 2 1	Assertive speakers
Patient	10 9 8 7 6 5 4 3 2 1	Impatient
Quiet and reserved	10 9 8 7 6 5 4 3 2 1	Outgoing and talkative
Indirect	10 9 8 7 6 5 4 3 2 1	Direct and frank
"Yes" is for understanding	10 9 8 7 6 5 4 3 2 1	"Yes" is for agreement
Saying nothing is preferred over "no"	10 9 8 7 6 5 4 3 2 1	Saying "no" is preferred
Status is respected	10 9 8 7 6 5 4 3 2 1	Status is downplayed
Focus on long-term	10 9 8 7 6 5 4 3 2 1	Focus on short-term

V. Read the passage below to prepare generally for the final team task. After each paragraph, write a sentence in your own words, which summarizes the main idea of the paragraph.

Making strategic alliances work.

1. In today's highly competitive world marketplace, strategic mergers and acquisitions make a lot of sense. The purchases of Columbia Studios and SBS Records by SONY helped to give the hardware company much more access to the software side of its business. Matsushita's purchase of MCA, which owns Universal Studios is another such move. In addition to M & A's, however, there lies the whole area of cooperation between competitors through joint ventures and other cooperative arrangements. Witness, for example, the cooperative arrangements between IBM and Apple Computer, two fiercely competitive giants in the personal computer industry, which see distinct advantages in joining forces to forge better futures for both.

Main idea _____

2. As with M & A's, joint ventures carry with them many dangers. Strong differences in company cultures or top executive personalities can doom such alliances to failure. One company may contribute fairly while the other works only to its own advantage. In addition, whenever two companies are joined in some way, decision-making will typically slow down. In an age when speed is increasingly an essential part of business, such delays can be extremely frustrating. Then, too, each company legitimately has different priorities, and some of those priorities may be more important than the alliance. Alliances need time to mature so as to fully benefit both parties.

Main idea _____

3. If strategic alliances are so dangerous, then why should top executives risk their careers and their company futures on cooperating with competitors? There are various reasons. First, there may be important new research being done by one company that may leave others lagging behind. In such a scenario, two or more smaller companies may need to join forces for combined R & D work. Second, one company may have expertise in a market where another has a new product that might do very well in it. A strategic alliance in that market may help both to prosper where, without the alliance, both might have suffered. Third, joint ventures can be useful ways to bypass government restriction. There are many other reasons as well; desire for increased profits, opportunities for more efficient production, acquisition of manufacturing skills, decrease of financial risk, increase of capital, and so on.

Main idea _____

4. If a company is thinking about entering into an alliance with another company, what things does it need to consider? Among many other things, it is essential to study everything ahead of time. A S.W.O.T. analysis can help a lot in this regard. Planning is a key, from taking care of what seem to be minor details in the operation to communicating to various stakeholders in the process, e.g., consumers, suppliers, employees, community leaders, etc. Gaining some kind of consensus among the managers who will be connected with the process is another key. The partner one chooses is critical. Does it make sense over the long term or is it merely a tactic to get something for nothing. Joint ventures are like marriages in some respects. Sensitivity to the other's needs and patience in ironing out the problems is important as well.

VI. Final task: negotiating a strategic alliance. Form negotiating teams of 2-3 persons. Half the teams will be from a Japanese industrial company with deep pockets and a desire to enter a new market. The other teams will be from a company from the U.S.A., which hopes to become better-capitalized in order to become more competitive in the market. In your teams, do the following:

1. Study the role instructions for your side, the instructions for the Japanese Team are on page 78, and the instructions for the American Team are on page 79.

2. Prepare your team and individual strategies and tactics for the upcoming negotiations. If you have time to spare, practice your strategies and tactics with each other.

3. Meet and conduct negotiations with your counterparts from the other company.

4. After the negotiations have concluded, hold a mutual press conference, with visual aids, to announce the results of the negotiations.

5. You do not have to come to an agreement with the other side. Only come to an agreement if you are comfortable that the deal will serve your side's interest.

VII. Negotiation summary. Write a clear and concise report, including the following items:

1. The decision. Was there agreement?

2. If there was agreement, list everything agreed to in the negotiations.

3. If anything was not agreed upon, explain the stumbling blocks that need to be overcome.

4. If there was no agreement at all, and the negotiations ended in failure, explain what happened to cause the failure.

5. Your assessment of the other team's negotiating strategies, tactics and communication styles.

6. What you have learned about negotiating or about communicating from this task.

VIII. Role play. You are going to reproduce negotiating between American and Japanese teams.

A. The task for a Japanese team.

Your company is a well-established, cash-rich, industrial products company in a sunset (mature, low-growth) industry in Japan, but which has little real experience or market overseas. Consensus has been reached within your

company that an acquisition of a company overseas would be a good opportunity to expand into a new industry and new markets. An American company has just approached your company about forming some sort of strategic alliance with them. Your task is to negotiate the acquisition of that company. In your negotiations, be sure to focus on the following:

1. Acquiring the company, not just participating in a joint venture or loose strategic alliance. You estimate the purchase price to be \$700,000,000.

2. Getting access to the new technology and markets that the other company possesses.

3. Establishing control over the other company's operations, including quality control, accounting, information systems, etc.

4. Keeping the top executives of the American company so that operations continue smoothly.

5. Establishing a regular reporting system to ensure clear and complete communications between the two companies.

6. Any other concerns you have. If you cannot acquire the company, you should make as good a deal as possible so that you are in a position of control, not just partnership. You want to use this venture to prepare for greater overseas expansion in the near future.

SPECIAL NOTE: Try to use Japanese communication tendencies throughout the negotiations.

B. The task for an American team.

Your company is a relatively new company with a new, high technology product that promises to become very popular throughout the industrialized world. However, in order to produce and market the product on a wide scale, you need a partner to capitalize your big manufacturing and marketing push. You have learned that a well-established, cash-rich, industrial products company in a sunset (mature, low-growth) industry in Japan is interested in investing in a company such as yours. You have approached them and they have agreed to enter into talks with you. Your task is to come up with an agreement that will enable your company to succeed internationally without losing control of the company to the Japanese. You would like them to purchase a 15% stake in your company for about \$150,000,000. You would also be willing to sell them exclusive distribution rights in Japan. In your negotiations, be sure to focus on the following:

1. Joining a strategic alliance with the Japanese company, not merging with or becoming acquired by it.

2. Maintaining control over and limiting their access to your new technology. Companies have been known to steal the secrets of another company and then abandon the partnerships. Be careful.

3. Maintaining control over your operations, such as information systems, accounting, and so forth. If you can get help in improving your quality control system without risking the loss of your technological secrets, that would be desirable. But can you do that?

4. Finding out what exactly the Japanese company expects for their investment and when they expect it. This will include how and how often reporting requirements are to be met.

5. Any other concerns you have. You may have to sell more of the company than you would prefer to get the capital you need, but you should make sure that you will still control the company in the end. You want this venture to help your company become an international presence in your industry.

SPECIAL NOTE: Try to maintain American communication tendencies throughout the negotiations.

UNIT 9

SUPPLEMENTARY

1. Grammar notes and exercises

Grammar notes

It is assumed that students have already completed a course of basic English grammar. These notes are designed to help students refresh their memory of some structures, so that they won't have difficulty translating some sentences given after the grammar notes.

I. Modal verbs:

a) Expectation or probability: *should*, *ought to*.

Should and *ought to* are often used to indicate what is regarded as probable or what may reasonably be expected.

The introduction of new machinery *should* contribute greatly to better profits next year.

Should and *ought to + perfect infinitive* refer to expectations in past time, and may indicate that expectations were not realized or fulfilled:

He *should have passed* the examination easily.

This sentence will yield two interpretations:

Perhaps he has passed—this, at least, is what I expected, (said, probably, before the examination results are known),

Or:

He didn't pass—this is not what I expected (said, probably, after the results are known).

b) Inference and logical conclusion: *must*, *can't*

We use *must* to assert what we infer or conclude to be the most likely interpretation of a situation or events:

He *must* be at least sixty.

We don't know for a fact that this is true, but taking everything into account, we think that it is almost certainly so. The opposite of *must* in this sense is *can't*:

John: He *must* be at least sixty.

Peter: Oh no! He *can't* be anything like as old as that.

John is almost certain that 'He' is sixty, and Peter is equally certain that 'He' is not. In reported speech, this dialogue becomes:

John said he *must* be at least sixty, but Peter thought he *can't* be anything like as old as that.

To refer to past time, we use *must* and *can't* (or *couldn't*) with the perfect infinitive.

It *must have been* a great shock to him. (It was a great shock, I feel sure.)

You *can't* (or *couldn't*) *have understood* what he said. (It seems clear that you didn't understand.)

II. Conditionals

Type 1: open conditionals.

If we *catch* the 10 o'clock train, we *shall* (can, may, etc.) *get* there by launch time.

If you wake up before me, give me a call.

In these sentences, the conditional clauses represent 'open' conditions; that is, conditions that may or may not be fulfilled. We make such statements when the action or event mentioned in the conditional clause is being actively considered, or is under discussion, or appears likely to happen. Such statements can even be comments on decisions already taken.

The commonest sequence of tenses in this type of sentence is:

(If) present tense, (Main) Future (or Modal verb) or Imperative.

Note that *will* and *shall* are not used in a predictive sense in the conditional clause, even though it is the future that is referred to.

Type 2 Conditionals. Tentative, hypothetical and unreal conditions (present or future time reference)

If we *caught* 10 o'clock train, we *would* (could, might, etc.) *get* there by lunch time

If I *came into* a fortune, I *would give up* working.

If I *knew* how it worked, I *could tell* you what to do.

In these sentences, the conditional clauses represent what is *a* possible, *b* hypothetical/imaginary, or *c* contrary to present fact. The verb form in the conditional clause represents the attitude of the speaker towards the condition; it *does not represent time*, which is indicated (if at all) by other elements in the context or situation.

The three sentences are formally identical: they all have the same sequence of tenses:

(If) past tense, (Main) conditional

However, contextually (i.e. in their meaning and use) they are rather different. They represent three points on a scale of decreasing probability, from a) suppositional, to b) hypothetical but not impossible, to c) contrary to present fact, and hence unreal. Note that the conditional tense is not used in the conditional clause.

Type 3 Conditionals. Unreal conditions (past time reference)

If we had caught the 10 o'clock train, we would (could, might, etc.) have got there by lunch-time.

This sentence is completely hypothetical, and represents what is contrary to past fact. In this case, the past perfect tense is used to indicate past unreality - we didn't catch the 10 o'clock train, so we didn't get there by lunch-time.

III. Wish-sentences.

We also use the past tense to refer to present unreality after the verb *wish*

I *wish* (that) I *were* rich

We never use the present tense or a future form after *wish*. We use either the past tense as illustrated above, or *would* (not 'will') to invite someone's cooperation or to indicate that people or events frustrate our desires:

I wish you would be more polite.

I wish it would stop raining.

We use the past perfect to refer to something wished-for in the past:

I wish you had mentioned this fact earlier (but you didn't).

IV. Verb+ing/verb+infinitive.

Stop	Enjoy	Fancy	Admit
Finish	Mind	Imagine	Deny
Delay	Suggest	Regret	Avoid
Consider	Involve	Practice	Risk
Miss	Postpone		

If these verbs are followed by another verb, the structure is usually verb+ing

I *considered* *taking* the job but decided against it.

Jane *gave up* *trying* to persuade him.

Agree	Offer	Decide	Learn (how)
Refuse	Attempt	Plan	Pretend
Promise	Manage	Arrange	Dare
Threaten	Fail	Hope	Afford
Appear	Forget	Seem	Tend

If these verbs are followed by another verb, the structure is usually verb+to+infinitive:

There is a continuous form (to be doing) and a perfect infinitive (to have done). We use these especially after *seem, appear and pretend*

I *pretended to be sleeping*

After *dare* you can use the infinitive with or without *to*

I wouldn't *dare to visit* her

I wouldn't *dare visit* her

But after *daren't* you must use the infinitive without *to*

I *daren't visit* her

Some verbs are normally used in the passive when they are followed by a 'to' infinitive clause.

Believe	Feel	Know	Say
Understand	Consider	Find	Report
Think	Expect		

Pay attention to the Russian translation of such sentences:

He is said to be an experienced negotiator

Говорят, он опытный переговорщик

The strike is expected to begin tomorrow.

Ожидается, что забастовка начнется завтра.

Grammar exercises

I. Insert the correct prepositions:

a) If you are operating ... their home office – or ... their "turf"- let the US businesspeople set the tone.

b) Although some individuals like to warm up ... talking ... several minutes ... general matters, most often get down ... business right away.

c) The first rule ... bargaining is to negotiate ... issues, not positions.

d) By and large, people ... the US are used ... paying the asking price rather than haggling ... items.

- e) ... mutual accord, an agreement may also be unenforceable, even ... the courts.
- f) Negotiators often rely ... prepared financial projections.
- g) It may also be useful to work ... less contentious issues first.
- h) Aim ... fairness, pointing out ways ... which your suggestion uphold fairness ... the other side.
- i) Some negotiators employ harsh tactics aimed ...pressuring what are seen ... adverse parties ... gain the supreme advantage.
- j) A basic consideration is the choice ... the location ... the talks.
- k) If you need a recess ... the talks to study a proposal, consult ... associates, or deliberate ... the negotiations, you should ask ... a temporary break to regroup.

II. Translate the sentences from Russian into English. Use the expressions from the texts “Negotiating style in the USA” (unit 6) and “Techniques and tactics in negotiations in the USA” (unit 7). Consult grammar notes above, if necessary.

1. Бизнесмены в Америке склонны обращаться друг к другу по именам.
2. Если бы он не прибежал к прямому искажению фактов, их сделка была бы успешной. А ведь я предупреждал его не делать этого.
3. Я бы не осмелился предлагать ему подписывать такой контракт.
4. - Он не привык торговаться.
- Мне кажется, раньше он часто торговался.
5. Если бы между нашими странами не существовало культурных и лингвистических различий, не было бы и недопонимания. А недопонимание иногда происходит.
6. Вам следовало интерпретировать условия соглашения одинаково. Почему вы этого не сделали?
7. Говорят, он очень опытен в заключении сделок.
8. Говорят, он сожалеет о том, что подписал этот договор.
9. Тебе не следовало сразу приступить к разговору о бизнесе. Американцы склонны начинать со своего рода разминки.
10. Хочу предупредить тебя: если хочешь облегчить общение с переговорщиками, учитывай различия в культуре и приспосабливайся к их поведению.
11. Некоторые бизнесмены избегают обсуждать конкретные вопросы сразу же.
12. Он не привык платить запрашиваемую цену и всегда торгуется.

13. Если бы он не забыл, что действует «на их территории», то вел бы себя по-другому. Но сейчас результаты переговоров изменить нельзя.

14. Говорят, он часто опирается на заранее подготовленные финансовые проекты.

15. Этот бизнесмен предпочитает все делать по-своему.

16. Он попытался определить, нравится ли им начинать переговоры с общих тем или с ними следует сразу переходить к делу. Однако ему не удалось выяснить это.

17. Если ты не будешь диктовать условия другой стороне и попытаешься учесть ее интересы, твое великодушие (= то, что ты великодушен) будет оценено.

18. Тебе следовало иначе сформулировать свои аргументы.

19. Сообщается, что они достигли всеобъемлющего решения всех проблем.

20. Я договорился начать переговоры завтра в 6. Говорят, он никогда не опаздывает.

21. Если бы его целью было избежать обид со стороны американских коллег, сделка не оказалась бы такой односторонней и нечестной. Но, кажется, его целью была именно нечестная сделка.

22. Он имеет склонность быть непоколебимым в любых обстоятельствах. Бесплезно спорить с ним.

23. Все спорные вопросы решены? Нет? Тебе следовало быть более великодушным.

24. Решение не может быть принято, пока вы не дадите им знать, что думаете и об их интересах.

25. Жаль, что вы не учли их интересы. Вы могли достичь оптимального решения проблемы.

26. Он притворился, что читает договор, но, по-моему, он заранее установил пределы возможных уступок.

27. Если бы вы отнеслись к вашей партнерше по бизнесу с уважением, такого непонимания не возникло бы. Она терпеть не может, когда к ней относятся как к представительнице слабого пола.

28. Говорят, она намеренно приняла мужской стиль поведения во время переговоров.

29. Ты когда-нибудь хотела, чтобы тебя ценили за профессиональный вклад в работу, а не за то, как ты выглядишь?

30. Жаль, что рабочий день женщин дольше и они работают за меньшую заработную плату.

31. Ее всегда воспринимали как серьезного профессионала.

32. Как часто он прибегал к прямому искажению фактов?

33. Эти льготы могли бы удержать ее на работе. Но она о них не знала и ушла (с работы).

34. Мне не нравится стиль ее поведения. Она всегда была такой деловой и неуступчивой? (= твердой, неприступной)

35. Жаль, что вы не достигли более всеобъемлющего решения.

36. Он пригрозил прервать переговоры, но ему не удалось убедить переговаривающуюся сторону сделать уступки.

37. Жаль, что они заключили сделку, в высшей степени невыгодную для одной из сторон. Г-н Браун считает, что это испортит дальнейшие перспективы.

38. Говорят, он всегда избегает диктовать условия во время переговоров.

39. Условия этой сделки сейчас формулируются заново. Он сказал, что они смогут найти компромисс.

40. Если бы он не пошел на компромисс, непонимание перешло бы в конфликт, перечеркивающий возможность заключения сделки.

2. Texts for Rendering

Render the following texts into English paying attention to the main rules, tactics and skills while negotiating.

Text 1

Коммерческие переговоры организуются по инициативе одного из участников путем личной договоренности при встрече, переписки, по телефону и т.п. и начинаются с того момента, когда одна из сторон выступит с предложением обговорить детали и условия заключения контракта.

Когда вторая сторона принимает предложение, наступает один из важнейших этапов – подготовка к переговорам. Именно на этом этапе во многом закладывается основа для успешного проведения переговоров. От того, насколько тщательно будут подготовлены переговоры, зависит не только результат, но и сам процесс: будут ли переговоры длительными, конфликтными или они пройдут быстро, без срывов.

Подготовка к переговорам включает два основных направления работы: решение организационных вопросов и проработка основного содержания переговоров.

К организационным вопросам подготовки переговоров следует отнести определение времени и места встречи, формирование количественного и качественного состава делегации.

Text 2

Коммерческий переговорный процесс состоит из трех последовательных этапов:

взаимное уточнение интересов, точек зрения, концепций и позиций участников;

их обсуждение (выдвижение аргументов в поддержку своих взглядов и предложений, их обоснование);

согласование позиций и выработка договоренностей.

Первый этап – взаимное уточнение позиций участников переговорного процесса – очень важен, поскольку для выработки договоренностей прежде всего необходимо выяснить точки зрения друг друга и обсудить их. Поспешность здесь крайне нежелательна, так как отношение к самому процессу переговоров у деловых людей разное. Американцы любят сразу «брать быка за рога», без туманных рассуждений и затягиваний. Японцы же не любят спешки. В отличие от стремительных американцев японцы убеждены, что успех переговоров зависит от количества часов, затраченных на детальную подготовку. Поэтому при переговорах с ними нужно быть готовыми к длинным паузам, которые они часто устраивают, чтобы исключить малейшую угрозу расхождения мнений в своем кругу.

Text 3

Второй этап – обсуждение позиций и точек зрения участников – направлен, как правило, на то, чтобы максимально реализовать собственную позицию. Он особенно важен, если стороны ориентируются на решение проблем путем торга.

При обсуждении позиций особое значение приобретает аргументация. Она может использоваться для жесткого отстаивания своих позиций. В то же время аргументация нужна и для того, чтобы показать партнеру, на что сторона не может пойти и почему. В этом случае этап обсуждения является логическим продолжением этапа уточнения позиций. Выдвигая аргументы в ходе дискуссии, высказывая оценки и предложения, стороны таким образом указывают на то, что, по их мнению, не может войти в заключительный документ, с чем они принципиально не согласны и почему или, напротив, что может быть предметом дальнейшего обсуждения.

Text 4

Техника ведения коммерческих переговоров подразумевает два принципиально отличающихся друг от друга подхода, которые можно рассматривать как методы их ведения. Это метод позиционного торга и метод так называемых принципиальных переговоров (или переговоров по существу). Рассмотрим вначале метод позиционного торга.

Суть метода позиционного торга заключается в том, что занимаются позиции, которые затем уступаются в некоторой последовательности. Начинается он с изложения исходных позиций, предполагающих весьма значительное завышение первоначальных требований. Выдвигается крайняя позиция (например, максимальная цена товара), которую упорно отстаивают путем небольших уступок. Чем более жесткую позицию вы занимаете и чем незначительнее ваши уступки, тем больше времени и усилий потребуется, чтобы обнаружить возможно соглашение или нет.

Цель позиционного торга – реализовать свою исходную, как правило, завышенную позицию наиболее полно и при минимальных уступках. При этом торг ориентирован на некую игру, предполагающую манипулирование поведением партнера, давление на него и т.п.

Позиционный торг в зависимости от его реализации подразделяется на два варианта. В основе первого лежит предположение, что выигрыш одного из участников равен проигрышу другого, а сами переговоры рассчитаны на взаимодействие, основанное на альтернативе: либо абсолютный выигрыш, либо полный проигрыш, иными словами «все или ничего».

Такой крайне упрощенный вариант торга в коммерческих переговорах встречается очень редко. Чаще всего переговоры носят более цивилизованный (хотя и не в должной мере) характер. Этот вариант применим тогда, когда конфронтация сторон выражена менее ярко и они обладают примерно равной силой. Участники путем торга скорее всего выйдут на некое «серединное решение». Однако и у той и у другой стороны может возникнуть чувство неудовлетворенности.

Позиционный торг как жесткий метод ведения коммерческих переговоров в целом малопродуктивен, поскольку он характеризуется непредсказуемостью результата, большими затратами времени, возможностью ухудшения взаимоотношений с партнерами и, соответственно, вероятностью отказа от сотрудничества в будущем.

Text 5

Более эффективным методом ведения коммерческих переговоров является *метод так называемых принципиальных переговоров* (или пе-

реговоров по существу), разработанный в Гарвардском университете США и подробно описанный в книге Роджера Фишера и Уильяма Юри «Путь к соглашению, или переговоры без поражения».

Этот метод состоит в том, что партнеры не торгуются по поводу того, на что может пойти или не пойти каждая из сторон, а исходят из сути дела и стремятся найти взаимную выгоду там, где это возможно, а там, где их интересы не совпадают, добиваются такого результата, который был бы обоснован справедливыми нормами, независимо от воли каждой из сторон.

Главное в переговорах – принятие удовлетворяющего все стороны решения проблемы, основанного на партнерских взаимоотношениях равноправных субъектов. Отсюда и иное поведение на переговорах – значительно большая степень открытости. Нет здесь и начального завышения требований. Для того чтобы переговоры были более объективными и справедливыми, приглашаются посредники, наблюдатели, независимые эксперты.

Text 6

Метод принципиальных переговоров означает жесткий подход к рассмотрению существа дела, но предусматривает взаимопонимание между участниками переговоров. Пользуясь этим методом, можно достичь того, что вам и вашему партнеру полагается по праву.

Метод принципиальных переговоров может быть сведен к реализации четырех условий.

Первое условие: сделайте разграничение между участниками переговоров и предметом переговоров, т.е. не рассматривайте их и предмет обсуждения как один и тот же фактор. Иначе будут необоснованные обвинения и обиды. Это видно хотя бы и из такого бытового примера. Если я скажу своей жене: “В нашей кухне беспорядок” – всего лишь с единственной целью обозначить увиденный факт, то она, скорее всего, воспримет это замечание как личное обвинение.

Необходимо поставить себя на место своих партнеров и постараться посмотреть на проблему их глазами.

Не делайте вывода о намерениях партнеров исходя из собственных соображений. Не принимайте свои опасения за намерения другой стороны.

Никогда не обвиняйте ваших партнеров, даже тогда, когда они этого заслуживают. Это очень непродуктивно, поскольку всякое обвинение вынуждает другую сторону занимать оборонительную позицию.

Внимательно слушайте и показывайте, что вы слышали то, что было сказано. Переспрашивайте (“Правильно ли я понял, что вы говорите

о...”), проговаривайте свое понимание того, что имела в виду другая сторона (“Ваши доводы я понял так...”).

Говорите о себе, а не о ваших партнерах. Например, лучше сказать: “Я чувствую себя обманутым” вместо: “Вы нарушили свое слово”, т.е. вы должны прийти к пониманию того, что вам необходимо, работая с партнерами, решать проблемы, а не разбираться друг с другом.

Text 7

Второе условие: сосредоточьтесь на интересах, а не на позициях. Не стоит концентрировать внимание на позициях участников, так как цель переговоров – удовлетворение подспудных интересов сторон. Поэтому чтобы достичь разумного решения, необходимо примирить интересы, а не позиции. Трудность заключается в том, чтобы за позициями партнеров разглядеть их интересы.

Если вы захотите, чтобы другая сторона приняла во внимание ваши интересы, надо объяснить, в чем они заключаются и почему они для вас важны. При этом будьте точными и конкретными, поскольку это повышает доверие к вам.

Признайте интересы другой стороны частью решаемой проблемы. Покажите, что вы поняли интересы партнеров, подчеркните свое стремление понять их нужды.

Text 8

Третье условие: разработайте взаимовыгодные варианты, которые бы учитывали ваши интересы и примиряли бы несовпадающие интересы.

В большинстве случаев участники переговоров допускают три серьезных просчета, которые препятствуют поиску взаимовыгодных вариантов.

Просчет №1: критическое отношение к высказанным вариантам. Нет ничего более вредного для их разработки, чем такое отношение, поскольку преждевременное суждение по поводу любой новой мысли препятствует воображению – основному генератору новых идей.

Просчет № 2: поиск единственного ответа. Стремясь с самого начала найти единственный лучший ответ, вы делаете нечто вроде короткого замыкания в процессе выработки решений, позволяющих найти много ответов, из которых можно выбрать наилучший.

Просчет № 3: мнение, что «решение их проблемы – их проблема». Если вы хотите достичь соглашения, которое отвечало бы вашим собственным интересам, нужно предложить такое решение, которое отвечало бы интересам и ваших партнеров. Для создания творческих подходов к

поиску вариантов полезно воспользоваться следующими рекомендациями:

- отделяйте этап поиска вариантов от этапа оценки;
- расширяйте круг вариантов вместо того, чтобы искать единственный ответ;
- ищите взаимную выгоду;
- предлагайте такие варианты, чтобы другой стороне было легче принять решение.

Text 9

Четвертое условие: настаивайте на том, чтобы результат переговоров основывался на объективной оценке или на использовании объективных критериев. Следует всегда подчеркивать, что упрямство и неприступность не являются достаточными аргументами и что соглашение должно отражать определенные нормы, а не зависеть только от воли каждой из сторон. Это не означает, что условия должны основываться на нормах, которые выбираете вы, а подразумевает наличие каких-либо справедливых критериев, которые и должны определить результат. Обсуждая такие критерии, а не желание или, наоборот, нежелание относительно чего-либо, ни одна сторона не будет вынуждена уступать другой: обе могут надеяться на справедливое решение.

Объективными критериями в коммерческом переговорном процессе могут, например, выступать устоявшиеся рыночные цены, имеющиеся прецеденты, экспертные оценки, таможенные правила и т.п.

Text 10

Стадии ведения переговоров

На стадии анализа необходимо изучить проблемы, которые стоят перед участниками переговоров, установить их значимость: определить свои интересы и интересы другой стороны, обратить внимание на варианты обсуждения и разобраться в критериях, предложенных в качестве основы для достижения договоренности.

На стадии планирования прежде всего нужно обдумать, как решить проблему взаимоотношений с партнерами, какие из интересов наиболее важны, в чем заключаются объективные препятствия. Желательно также предусмотреть дополнительные варианты и критерии для того, чтобы выбрать из них приемлемые.

На стадии дискуссии, когда вы общаетесь с партнерами, необходимо выяснить, есть ли у вас ощущение недовольства, и попробовать разобраться в этом. Каждая сторона должна понять, каковы интересы дру-

гой стороны. Они могут совместно выдвинуть варианты, являющиеся взаимовыгодными, и помощью объективных критериев стремиться к соглашению и согласованию противоположных интересов.

Text 11

Правила ведения переговоров

Правило первое. Прежде всего надо постараться отвлечь вашего партнера от занимаемых им деструктивных позиций, давая понять, что конструктивность на переговорах выгодна прежде всего ему самому.

Правило второе. Если оппонент по-прежнему заявляет о своей твердой позиции, не отвергайте, но и не принимайте ее. Когда оппонент атакует ваши идеи, не защищайте их, а переждите и дайте ему возможность выговориться. Короче говоря, откажите себе в удовольствии ответить оппоненту ударом на удар. Вместо того, чтобы отражать его натиск, внимательно выслушайте все возражения и покажите, что понимаете о чем идет речь, а затем направьте свои усилия, на изучение интересов, которые стоят за такими возражениями.

Правило третье. Предложите партнеру несколько вариантов решения проблемы. Попросите его дать свои варианты. Затем обратите внимание на совершенствование этих вариантов. Попробуйте обсудить гипотетически, что произойдет, если одна из его позиций будет принята.

Правило четвертое. Поощряйте критику вместо того, чтобы отбиваться от нее. Не просите принять или отвергнуть идею, спросите, что вашему оппоненту кажется неправильным (например, «Какие обстоятельства мешают вам принять во внимание мое предложение?»).

Поощряя критику, старайтесь направить ее в конструктивное русло так, чтобы изменить ситуацию и обратиться за советом к своему оппоненту. Спросите, что он сделал бы на вашем месте.

Правило пятое. Используйте в диалоге с вашим партнером вопросы, а не утверждения. Утверждения вызывают сопротивление, в то время как вопросы вызывают ответы.

Правило шестое. Чаще делайте паузы, особенно после вопросов, которые вы задали. Если вам сделали неразумное предложение или предприняли необоснованную атаку, самое лучшее – сидеть и не говорить ни слова.

Text 12

Американский стиль ведения переговоров отличается достаточно высоким профессионализмом. В американской делегации редко можно встретить человека, некомпетентного в тех вопросах, по которым ведут-

ся переговоры. При этом по сравнению с представителями других стран члены американской делегации относительно самостоятельны при принятии решений.

При решении проблемы они стремятся обсудить не только общие подходы, но и детали, связанные с реализацией договоренностей. Для них характерны открытость, энергичность и дружелюбие. Таким партнерам импонирует не слишком официальная атмосфера ведения переговоров.

Text 13

Английский стиль ведения коммерческих переговоров характеризуется тем, что английские партнеры вопросам подготовки уделяют очень мало времени. Они подходят к таким переговорам с большой долей прагматизма, полагая, что в зависимости от позиции партнера на самих переговорах и может быть найдено наилучшее решение. При этом они достаточно гибки и охотно отвечают на инициативу противоположной стороны. Английским партнерам свойственны прагматический подход к делу, эмпиризм. Традиционным для них является умение избегать острых углов.

Английские бизнесмены – одни из самых квалифицированных в деловом мире Запада. Они выработали определенный ритуал делового общения, которого нужно строго придерживаться. Так, прежде чем приступить к переговорам с ними, необходимо хотя бы в общих чертах выяснить фирменную структуру рынка того или иного товара, примерный уровень цен и тенденцию из движения, а также получить сведения об особенностях нужной вам фирмы и о людях, которые на ней работают. И только после этого можно договариваться о встрече.

Переговоры с английскими партнерами лучше начинать не с предмета обсуждения, а с чисто житейских проблем: погода, спорт, дети и т.п. Постарайтесь расположить их к себе, покажите им, что для вас общечеловеческие ценности если не выше коммерческих интересов, то по крайней мере равны им. Необходимо подчеркнуть ваше доброе расположение к британскому народу и идеалам, которые он разделяет. Все вопросы должны быть выдержаны и корректны. Во время беседы постарайтесь распознать наклонности и привычки вашего партнера. Не менее важно не забывать оказывать внимание тем, с кем вы когда-либо встречались или вели переговоры.

Text 14

Французский стиль ведения коммерческих переговоров отличается тем, что французские коммерсанты стараются избегать официальных обсуждений конкретных вопросов «один на один».

На переговорах французские партнеры очень следят за тем, чтобы сохранить свою независимость. Однако их поведение может кардинальным образом измениться в зависимости от того, с кем они имеют дело.

Такие партнеры большое внимание уделяют предварительным договоренностям и предпочитают по возможности заранее обсудить те или иные вопросы. По сравнению с представителями американской стороны французы менее самостоятельны при принятии окончательных решений.

Французские участники переговоров традиционно ориентируются на логические доказательства и исходят из «общих принципов». Они достаточно жестко ведут переговоры и, как правило, не имеют «запасной» позиции. Чаще всего они выбирают конфронтационный тип взаимодействия, хотя стремятся при этом сохранить традиционные для французской нации черты поведения: учтивость, вежливость, любезность и склонность к шутке и непринужденности в общении.

Text 15

Немецкий стиль ведения коммерческих переговоров в отличие от французского стиля характеризуется большей сухостью и педантичностью. Кроме того, немецкие партнеры всегда очень расчетливы. Они вступают в переговоры только тогда, когда уверены в возможности нахождения решения.

Такие партнеры обычно очень тщательно прорабатывают свою позицию еще до переговоров, а на самих переговорах любят обсуждать вопросы последовательно один за другим, также тщательно рассматривая все из детали.

Ведя переговоры с немецкими коммерсантами, необходимо учитывать их пристрастие к точности, пунктуальности и строгой регламентации поведения. Нужно обращать внимание и на приверженность к титулам. Поэтому еще до начала переговоров следует уточнить все титулы каждого члена немецкой делегации.

В процессе обсуждения с такими партнерами их и своих позиций надо стремиться к ясности, четкости и краткости и не употреблять пустых ничего не значащих слов и выражения. Все предложения и замечания должны носить сугубо деловой и конкретный характер.

Немцы как деловые партнеры всегда очень аккуратны и щепетильны. Если вы сомневаетесь в том, что сможете соблюсти все условия договоренности с ними, лучше заранее отказаться от своих предложений.

Text 16

Японский стиль ведения коммерческих переговоров характеризуется тем, что японские представители, когда им делают большие уступки, отвечают тем же. На любых переговорах с ними угрозы дают очень малую эффективность, хотя сами японцы на переговорах более слабыми партнерами могут использовать угрозы как прием давления.

Во время официальных переговоров японская сторона стремится избегать столкновения позиций. Для нее не характерны особые подвижки в позиции или значительные изменения в тактике ведения переговоров. В то же время японские бизнесмены уделяют много внимания развитию личных отношений с партнерами. Поэтому не следует разбирать человеческие проблемы холодно и безучастно, ибо тем самым вы можете затронуть эмоциональный настрой японского партнера. Показывайте, что вы доброжелательны и искренни. Эти черты ему особенно симпатичны.

Японские предприниматели на переговорах обычно стараются обсудить темы, не имеющие особой значимости, затем обсуждают другие темы, также не относящиеся к основным. И чем серьезнее стоящие на повестке дня предложения, тем больше внимания уделяется малозначимым деталям. За этим кроется традиционное стремление создать соответствующую атмосферу на переговорах, установить взаимопонимание, когда все второстепенные вопросы решены и можно приступить к главным. Форсировать переговоры другой стороне не следует.

Text 17

Стиль ведения переговоров южнокорейскими бизнесменами в отличие от стиля ведения переговоров японскими предпринимателями характеризуется прежде всего тем, что они предпочитают «брать быка за рога» сразу после того, как установлено взаимопонимание. Они не любят общих рассуждений и готовы обсуждать возможность партнерства при наличии реальной и детально разработанной программы.

В своем поведении на переговорах представители Южной Кореи всегда стремятся к логической последовательности и четким взаимосвязям. Они более всего склонны к простоте и очень не любят абстрактных рассуждений. И сами корейцы четко излагают свои предложения и пути их конкретного решения.

При проведении переговоров с корейцами надо иметь в виду, что им никогда не хочется показывать свое непонимание или отказывать собеседнику. И если кто-либо из них кивает головой, это вовсе не означает согласие. Во многих случаях гордость и боязнь «потерять лицо» просто не позволяют им обнаружить непонимание. Именно поэтому так часты ситуации, когда стороны искренне убеждены, что достигли договоренности, однако каждый понимает ее по-своему, что и определяется впоследствии.

Корейцы открыто не говорят о своем несогласии с партнером и не доказывают его неправоту (и того же ждут от собеседников). Но если решение принято, корейская сторона выражает готовность к немедленным действиям. Поэтому у корейских бизнесменов вызывают недоумение и даже раздражение уклончивые ответы типа: «Надо подумать» и продолжительные согласования.

Они также бывают сильно разочарованы, когда лицо, пребывавшее на переговоры с ними, не имеет полномочий принимать ответственные решения.

Text 18

Китайский стиль ведения коммерческих переговоров характеризуется четким разграничением отдельных этапов: первоначальное уточнение позиций, их обсуждение и заключительный этап. На начальном этапе большое внимание уделяется внешнему виду партнеров и манере их поведения. На основе этого делаются попытки определить статус каждого участника.

В дальнейшем в значительной мере идет ориентация на людей с более высоким статусом. В делегации партнера китайцы выделяют людей, которые выражают симпатию их стороне. Именно через этих людей они впоследствии стараются оказать свое влияние на позицию противоположной стороны. Надо сказать, что для них вообще «дух дружбы» на переговорах имеет очень большое значение.

Переговоры с китайскими партнерами включают технический и коммерческий этапы. На первом этапе успех переговоров зависит от того, насколько удастся убедить партнера в преимуществах сотрудничества с вами. Поэтому в состав участников переговоров необходимо включать высококвалифицированных специалистов, способных на месте решать сложные технические вопросы, а также хорошего переводчика, знающего специфические термины вашего дела. Затем начинается коммерческий этап переговоров. Китайские компании обладают, как правило, хорошо подготовленными в коммерческом отношении и

опытными кадрами, располагают обширной конъюнктурной информацией и в процессе переговоров часто ссылаются на ранее заключенные с большой выгодой для себя контракты. Ваша коммерческая позиция должна основываться на хорошем знании конъюнктуры мирового рынка и подкрепляться грамотным технико-экономическим анализом и конкретными материалами.

При деловом знакомстве следует представить свою визитную карточку. Желательно, чтобы ваши реквизиты были напечатаны и по-китайски (это можно сделать в Китае). Во время приветствия принято обмениваться рукопожатиями. Сначала жмут руку наиболее высокопоставленного лица.

Как правило, китайский партнер первым на переговорах «открывает карты», т.е. первым высказывает свою точку зрения, первый делает предложения. Уступки он делает обычно в конце переговоров, после того как оценит возможности противоположной стороны. При этом ошибки, допущенные ею в ходе переговоров, умело используются. На этой стадии китайская сторона может применять различные формы оказания давления.

Окончательные решения принимаются китайским партнером, как правило, не за столом переговоров, а дома. Одобрение достигнутых договоренностей со стороны руководства практически обязательно. Большое значение китайская сторона придает и выполнению достигнутых договоренностей.

APPENDIX

1. LIST OF EXPRESSIONS WHICH WILL BE USEFUL AT ANY KIND OF NEGOTIATIONS.

I. Вступление

My today's report deals with the analysis...	Сегодняшнее мое выступление касается анализа...
It is natural (usual) to begin with...	Вполне естественно (логично) начать с...
Today I'm going to speak about...	Сегодня я собираюсь говорить о...
I'd like to offer some information concerning ...	Мне хотелось бы представить вам информацию о...
I'd like (o give you the fresh information relating to (about)...	Мне хотелось бы сообщить последнюю информацию, относящуюся к (о)...
We shall begin by saying that...	Мы начнем с того, что...
We will begin with a brief consideration of...	Начнем с краткого рассмотрения...
The first point to be made is...	Первое, о чем надо сказать, - это...
We shall begin with the following observation...	Начнем со следующего наблюдения...
We may start by noting that...	Начнем с замечания о том, что...
I'd like to begin with...	Я бы хотел бы начать с...

2. Выражение главной идеи выступления

the report discusses...	В докладе обсуждается...
expresses the view that...	выражается точка зрения на...
concentrates on...	концентрируется внимание на...
focuses attention on...	концентрируется внимание на...
highlights...	освещается...
points out...	указывается на...
stresses that...	подчеркивается, что...
suggests that...	говорится, что...
sums up, summarizes...	(strongly) criticizes...

(strongly) condemns/denounces	(остро) критикуется...
reveals...	резко осуждается...
reviews...	вскрывается...
considers...	рассматривается, делается обзор...
comes out /against...	рассматривается...
is opposed to...	выступает против...
подводится итог, суммируется...	выступает против...
comes out/in support...	выступает в поддержку
the report carries some information on...	в докладе предоставляется информация о...
the work reports at length that...	в статье подробно рассматривается...
the report carries a lot of comment on...	в докладе помещаются многочисленные комментарии по поводу...
takes a critical view of...	критически оценивается...
this theory dominates the report.	эта теория занимает самое видное место в докладе.
this idea is given much comment...	эта идея широко комментируется...

3. Характеристика предмета исследования

a detailed analysis...	подробный анализ
an objective analysis...	объективный анализ
a systematic analysis...	системный анализ
a total analysis (of)...	полный анализ
a profound analysis...	глубокий анализ
a serious analysis...	серьезный анализ
an essential part of the analysis...	значительная часть
analysis in terms of...	анализ в рамках...
at some level of analysis...	на определенном уровне анализа
to carry out the analysis...	выполнить анализ
to turn to another plan (level) of analysis...	обратиться к другому уровню анализа...
to confine oneself to this sort of analysis...	ограничиться подобным уровнем анализа...
to contain an exhaustive analysis of...	содержать исчерпывающий анализ...
to subject to analysis...	подвергнуть анализу
to conduct a research...	проводить исследование...
to carry out a research...	выполнить исследование...

to require special research...	требовать специального исследования...
current research in ...	современные исследования в...
previous investigation (research) in the field...	предыдущие исследования в области...
according to the research of...	согласно исследованию...
a research into ...	исследование (чего-л.)...
a comprehensive research...	всестороннее исследование...
a step-by-step research...	последовательное (поэтапное) исследование...
thorough research...	широкое исследование...
an extensive research...	тщательное исследование...
scrupulous research...	скрупулезное исследование...
an empirical approach to...	эмпирический подход к...
a theoretical approach to...	теоретический подход к...
previous / -early approaches...	предшествующие взгляды...
another recent approach to...	еще один современный взгляд на...
traditional approaches to...	традиционные взгляды на...
the only possible approach to...	единственно возможный подход к...
a reasonable approach to...	обоснованный взгляд на...
a sound approach to...	здоровый взгляд на...
the necessity of such an approach..	необходимость такого подхода...
inadequacy of such an approach...	неправомерность такого подхода
a generally accepted approach to...	общепринятый подход к...
from the point of view of the approach adopted in the present..	с точки зрения подхода, принятого в данной работе...
work to develop an approach...	выработать подход...
to discuss various approaches...	обсуждать разные подходы (взгляды)...
the essentials /basic ideas/...	важные (основные, существенные) идеи...
the subject in a question...	рассматриваемая тема...
to survey a subject...	рассмотреть тему...
to form the subject of...	представлять тему ...
the problem under consideration/investigation / discussion...	обсуждаемая проблема...
to consider a problem...	рассматривать проблему...
to dwell on / deal with the problem	касаться проблемы...

to be confronted with a problem...	столкнуться с проблемой...
to raise a problem...	поднять проблему...
to approach a problem...	подойти к проблеме...
to handle a problem...	решать проблему...
to solve a problem...	решить проблему...
the problem is greatly complicated by...	проблема значительно усложнена (чем-то)...
the problem still remains unsolved.	эта проблема все еще остается нерешенной...
the problem is by no means confined to...	проблема ни в коем случае не сводится к...
the problem arises...	встает проблема...
to draw /collect material from...	собирать материал из...
to classify the material...	классифицировать материал...
to enlarge the material...	расширять материал...
to narrow down the material...	ограничить материал...
reliable material...	надежный материал /источники..
a sufficient corpus of material...	значительное количество материала...
sufficiently extensive material...	достаточно широкий материал...
valid results...	обоснованные результаты...
sufficient results...	достаточные результаты...
markedly different results...	значительно отличающиеся результаты...
to yield interesting results...	дать интересные результаты...
to arrive at certain results...	прийти к определенным результатам...
to achieve significant results...	достичь значительных результатов...
the application of results...	использование результатов...
to adopt a method...	принять метод...
to apply the method to...	применить метод к...

4. Формулирование целей и задач

my report deals with...	.в моем докладе говорится о...
my report is devoted to the analysis of the situation in...	мое сообщение посвящено анализу обстановки в...
the article is devoted to the question of...	статья посвящена вопросу о...
the description of...	описанию...

there is a general feeling that...	вообще существует мнение о том, что...
there is much specification as to whether or not...	существует многочисленное предположение в отношении того, будет или не будет...
the present work is concerned with/deals with...	настоящая работа имеет дело с...
the main concern of the work is...	основная проблема работы —это...
what we are interested in is...	что нас интересует, так это...
we shall consider briefly the problem of...	рассмотрим кратко проблему...
the present paper is devoted to...	настоящая работа посвящена...
we'd like to dwell on the problem of...	мы бы хотели остановиться на проблеме...
we'd like to concentrate on...	мы бы хотели сосредоточиться на...
what we are aiming at is...	мы намекаем именно на...
the present paper aims at...	цель данной работы - ...
this work is intended to show...	цель этой работы - показать...
the aim and purpose of the present paper is...	целью данной работы является...
our task is to show...	наша задача- показать...
our task consists in...	наша задача заключается в...
the idea of this chapter is...	основная цель этой главы - в...

5. Сообщение о том, что исследование исходит из известных положений

it's an open secret that...	не представляет секрета тот факт, что...
it was revealed (disclosed) that...	стало достоянием гласности, что...
it is common knowledge...	общеизвестно, что...
as everybody knows...	как всем известно...
it is usually assumed at present that...	в настоящее время обычно полагают, что...
it has often been claimed at present that	в последнее время часто заявляют о том, что...
it has become customary to think...	привычным стало полагать...

it is generally believed that...	обычно полагают, что...
it is commonly held (known)	общеизвестно...
it has repeatedly been stated	неоднократно утверждалось...
it is generally agreed that...	обычно все согласны с тем, что...
it is generally recognized that...	обычно признается, что...
it is always taken for granted...	обычно считается само собой разумеющимся, что...
it is a well-established /common, well-known/ fact...	всем известно, что...
it has become traditional to assume that...	традиционно предполагают, что...
it is common place to say that...	общеизвестно, что...

6. Продолжение информирования

here is a piece of the information referring to ...	вот некоторая информация, относящаяся к...
the report goes on to say...	далее в докладе говорится...
we shall now proceed to show...	теперь покажем...
we can now turn to / pass on to...	теперь мы можем обратиться/перейти к...
then comes the next point / the problem	и вот следующий момент...
a further point to be made...	следующее, о чем надо сказать...
we now move to...	обратимся теперь к...
let us now consider...	давайте рассмотрим...
the next point concerns...	следующий момент касается...

7. Связь с предшествующими и последующими элементами сообщения

in this connection it's worth mentioning	в этой связи стоит упомянуть о том, что...
mention should be made of the fact...	необходимо упомянуть о том, что...
the authors give no details as to...	авторы не сообщают каких-либо подробностей в отношении...
there is no mention about...	в докладе не упоминается...

as we will see...	как будет видно...
later I'll come on to...	затем я подойду к...
i'll be coming back / returning to that later...	мы ещё вернемся к этому...
so far we have discussed...	до сих пор мы обсуждали...
as I said / mentioned earlier...	как уже было сказано...
it has been already pointed out...	как уже было показано...
as we saw earlier...	как мы уже видели...
it has already been stated above...	как уже было сказано выше...
it follows logically from what has been said that...	из всего сказанного логично вытекает, что...
this obviously leads to...	это явно наводит на...
furthermore...	далее...
moreover...	более того...
and yet...	и все-таки...
nevertheless...	тем не менее...
despite this...	несмотря на это...
in spite of this...	несмотря на это...

8. Остановка в изложении

it calls for a digression / here a digression is called for...	здесь необходимо отступление
to see the point we must go back to...	чтобы разъяснить этот момент, нужно вернуться к...
it brings us back to...	это возвращает нас к...
we shall now go back and say...	сейчас вернемся к...
two more remarks are necessary before we begin...	прежде чем начать, сделаем еще два замечания
in this connection the following observation can be made...	в этой связи можно сделать следующее замечание

9. Внесение добавлений, разъяснение высказанного

mention should be made...	следует упомянуть, что...
speaking of... it's necessary (interesting) to note that...	говоря о..., необходимо (интересно) заметить, что...
analyzing (describing) the situation in...	анализируя (описывая) положение...

it's necessary to emphasize that...	необходимо подчеркнуть то, что...
to clarify the point...	чтобы прояснить этот момент...
what we are going to say is not meant as...	мы вовсе не собираемся сказать, что...
by this we mean that...	под этим мы понимаем / тем самым мы полагаем, что...
in other words...	другими словами...
otherwise stated...	можно сформулировать иначе...
we may also put it in a different way.	можно также сформулировать это по-иному...
a few words of comment are... obviously necessary here...	здесь необходимо кое-что... прокомментировать...
we should make it clear that...	следует пояснить, что...
it requires some explanation...	это требует некоторого объяснения
it should be added in this connection that...	в этой связи следует добавить, что...

10. Иллюстрация положений примерами

the report gives figures illustrating...	в докладе приводятся цифры, иллюстрирующие...
analyzing this information it's necessary to illustrate...	анализируя эту информацию, необходимо продемонстрировать...
this is illustrated by the following examples...	следующие примеры иллюстрируют это положение...
a typical example is to be found in...	типичный пример можно найти в...
a slightly different example is provided by...	несколько иной пример представлен...
this can be best illustrated...	это лучше всего продемонстрировать...
here are some examples of...	вот несколько примеров...
it is not difficult to exemplify it...	нетрудно продемонстрировать это на примерах...
two examples will be sufficient to show that...	достаточно двух примеров, чтобы показать, что...
let us take as an example...	в качестве примера давайте возьмем...
for purpose of illustration we have chosen...	для иллюстрации мы выбрали...

11. Активизация внимания слушающего

i'd like to draw your attention to the fact that...	я хочу привлечь ваше внимание к тому факту, что...
we should lay special emphasis / stress on...	обратим особое внимание на...
it would be interesting to mention that...	интересно, что...
it is noteworthy that...	примечательно, что...
it is also important to show that...	также важно показать, что...
it seems essential to emphasize that...	представляется очень важным подчеркнуть, что...
it should be borne in mind the point has to be stressed that...	следует помнить, что... следует подчеркнуть, что...

12. Указание на итог, выводы

in this connection (respect) it's worth while mentioning (the fact)...	в этой связи (в этом отношении) стоит упомянуть, что...
there is a general feeling that...	вообще существует мнение о том, что...
we may now summarize by saying...	подводя итог, можно сказать...
it enables us to make a conclusion that...	это позволяет нам сделать вывод, что...
from this point we can conclude...	отсюда мы можем заключить...
in conclusion I'd like to say...	в заключение я бы хотел сказать...
we cannot but conclude that...	нельзя не сделать вывод о том, что...
slimming up the results of our research we'd like to say...	подводя итог результатам исследования, необходимо сказать...
we thus arrived at the following conclusions	таким образом, мы пришли к следующим выводам
from this it may well be concluded that...	отсюда можно сделать вывод...
these observations have led to the following conclusion...	эти наблюдения привели нас к следующему выводу...
to sum up...	подводя итог...

13. Оценка высказывания

giving an appraisal of the situation in...	давая оценку обстановки в...
it's necessary to point out that...	необходимо указать на то, что...
there is a lot of comment on...	имеется большое число (количество) комментариев по поводу...
there is very likelihood that...	есть вероятность того, что...
there is every reason to believe that...	имеются все основания полагать, что...
the report is in favour of...	автор доклада поддерживает...
the report is opposed to...	автор доклада выступает против...
it would be wrong to assume that...	было бы неправильно предположить, что...
it remains to be seen (whether)...	будущее показывает, что...
it's hard to predict the course of events in future, but there is some evidence of...	трудно предугадать, каков будет ход событий, но есть некоторые доказательства...
it is considered useful to...	считается целесообразным...
it would be most desirable / helpful	было бы весьма желательно / полезно
it is worth noting that...	стоит отметить, что...
it seems worthwhile to remind that...	стоит запомнить, что...
it is necessary therefore...	таким образом, необходимо...
we find / think it (absolutely) necessary to...	мы считаем (совершенно) необходимым...
it will be futile to...	было бы бесполезно...
there is no point in assuming...	нет смысла предполагать...
it is possible to assume that...	можно предположить, что...
it is quite possible that...	вполне возможно, что...
it is not difficult to see...	нетрудно увидеть...
we could easily see...	можно было бы легко увидеть
it is difficult to assume...	трудно предположить...
we have no reason to state...	у нас нет причины утверждать...
it would be no less \ erroneous to believe that...	не менее ошибочным было бы предположить...
there is no reason why...	нет причин, почему бы...
there is no (little) doubt that / as to...	нет сомнений, что...
It can hardly be doubted that ...	трудно сомневаться в том, что...
It goes without saying that...	само собой разумеется, что...
It is true that...	верно, что...

It becomes clear / obvious / evident that...	становится ясным...
we have every reason to believe that...	у нас есть все основания полагать, что...
there are all reasons for thinking that	есть все основания полагать, что...
it is doubtful that...	сомнительно, что...
it is not quite clear...	не совсем ясно...
it remains unclear...	остается неясным...
the question still remains open...	вопрос остается открытым...
there is no reason to think that...	нет оснований полагать...
it is not sufficient to say that...	недостаточно сказать, что...
it is questionable whether...	вызывает сомнения...
it is hardly acceptable	вряд ли можно согласиться
it is far from being proved	это вовсе не доказано
it would be unfair to suggest that	было бы несправедливо говорить, что...

14. Продолжение речи после прерывания

does that answer your question?	я ответил на ваш вопрос?
may I continue?	можно мне продолжать?
if I could go on to...	если позволите, я продолжу...

15. Завершение речи

that brings me to an end of my report	на этом я кончаю свой доклад
that seems to be all I wanted to tell you	это, кажется, все, о чем мне хотелось вам рассказать
that's about all I wanted to say	это, кажется, все, о чем мне хотелось вам сообщить
i've spoken out	я закончил свое выступление
the report concludes by saying that...	автор доклада заключает свое выступление, говоря, что...
the report draws a conclusion that...	автор доклада делает вывод, говоря, что...
in conclusion the author suggests that...	в заключение автор говорит о том что...

2. LIST OF EXPRESSIONS WHICH WILL HELP YOU TO ANSWER QUESTIONS, EXPRESS YOUR AGREEMENT OR CERTAINTY, SUGGESTIONS OR THANKS AT THE NEGOTIATIONS.

Agreement

I quite agree with you.
I think so too
You are quite right there
Exactly
Quite so
I should say so
That's just what I think
I suppose so
You may well be right, but...
To a large extent you are right, but...
I agree with you to a certain extent, but...
Up to a point I'd agree with you, but...
I see what you mean, but...

I appreciate your point of view, but...
I take your point, but...
You would be right, but...
That's an interesting idea, but...
I agree with you up to a point, but -in a sense...
-in a way...
I see what you mean, but...

That may be true, but (on the other hand)...

Disagreement

I don't agree (with you) (there)
I disagree (with you) (there).

Согласие

Я согласен
Я думаю также
Вы полностью правы
Точно так
Точно так
Мне следует сказать так
Это то, что я думаю
Я полагаю так
Возможно, вы правы, но...
В большей степени вы правы, но...
Я согласен с вами в какой-то степени, но ...
Что касается смысла, я согласен с вами, но...
Я вижу, что вы имеете в виду, но...
Я ценю ваше мнение, но...

Я принимаю ваше мнение, но...
Вы были правы, но...
Это интересная идея, но...
В основном я согласен с вами, но что касается смысла...
но что касается способа...
Я понимаю, что вы имеете в виду, но...
Это может быть правдой, но с другой стороны...

Несогласие

Я не согласен с вами
Я не согласен

I'm afraid I can't agree (with you) (there).

On the contrary

Personally. I..

As a matter of fact...

I wouldn't say so.

Are you sure?

I can't quite go along with you there.

I don't think I really like the idea.

No, I think you are mistaken here.

No, I'm sorry, I have to disagree there.

No, I disagree.

I disagree entirely; I can't agree at all

I don't agree with you at all on that point.

That's not right I'm afraid; that's quite wrong.

I really must object to that comment, you know.

Боюсь, я не могу согласиться с вами.

Наоборот...

Лично я...

На самом деле...

Я бы не сказал так

Вы уверены?

Я не могу вполне согласиться с нами.

Я не думаю, что мне нравится идея.

Нет, я думаю, вы ошибаетесь здесь.

Извините, мне приходится не соглашаться.

Нет, я не согласен.

Я не согласен полностью. Я вовсе не могу согласиться.

Я не согласен с вами полностью по этому вопросу.

Боюсь, это не правильно. Это полностью не правильно.

Я действительно должен возразить против этого комментария.

Disappointment

I am / was rather (very) extremely disappointed.

It disappointed me.

I found it rather / very disappointing.

Well, to be frank it wasn't as good/nice as I'd expected

Well, to tell the truth I'd expected it to be (much) nicer.

Разочарование

Я крайне разочарован.

Это разочаровало меня.

Я обнаружил, что это разочаровало меня.

Если честно, это не оказалось тем, что я ожидал.

Если честно, я бы хотел, чтоб это было намного лучше.

Certainty

Yes, definitely.

Yes, certainly.

Уверенность

Да, определенно.

Да, конечно.

I'm (quite /absolutely) sure / certain.
I'm sure of it / that.
There's no doubt about it / that.

Я полностью уверен.
Я уверен в этом.
Нет сомнения.

Uncertainty

I'm not sure / certain
I'm not quite / at all sure / certain
I can't / couldn't / say (for sure / certain)
I don't think so
As far as I know.
If I remember rightly
If I'm not mistaken
If my memory doesn't fail me...

Неопределенность

Я не уверен
Я не вполне (совсем уверен)
Я не могу сказать (с уверенностью)
Я не думаю так
Насколько я знаю
Если я помню правильно
Если я не ошибаюсь
Если мне не изменяет память...

Suggestions

Let's...
Why don't we...?
Why not...?
What (How about) ... ing?
I suppose we could (might)...
I suggest that...
I propose that...
That's a very good idea
That / it might be interesting
Good idea
I don't mind
I don't mind, providing/as long as...
I'm not very keen on...
I'm not very fond of...
I don't feel like it

Предположение

Давайте...
Почему бы нам не...?
Почему бы...?
Как насчет...?
Я полагаю, мы могли бы...
Я полагаю, что...
Я предполагаю, что...
Это очень хорошая идея
Это могло бы быть интересно
Хорошая идея
Я не возражаю
Я не возражаю, при условии, что...
Меня не интересует...
Мне не нравится...
Мне не нравится

Thanks

Thank you very / so much
Thank you very much indeed
Thanks a lot

Благодарность

Спасибо
Большое спасибо
Огромное спасибо

Many thanks
I don't know how to thank you
I can never thank you enough

I'm very grateful

Премного благодарен
Я не знаю, как вас благодарить
Я никогда не смогу отблагодарить
вас в достаточной степени
Я вам премного благодарен

Approval or Disapproval

Excellent
Fine
I'm sure you did right

I'm sure that was the right thing to do
Good for you
Well done!
You've done a wonderful job
That was clever / sensible / thoughtful (of you)
You've done wonders with the...
Very thoughtful
That isn't a very good idea
That's (was) thoughtless
It's your fault (really).

Одобрение или неодобрение

Отлично
Замечательно
Я уверен, вы поступили правильно
но
Я уверен, что сделано правильно

Хорошо
Отличная работа!
Вы сделали отличную работу
Это умно/разумно/ содержательно

Вы добились чуда с...
Очень содержательно
Отличная идея
Это необдуманно
Это (действительно) ваша вина

Preference and Lack of Preference

I prefer
I'd prefer
I like them both (all).
I haven't got any particular preference
I can't say I prefer any particular

They both / all have certain advantages. /and disadvantages/

It's all the same to me
It makes no difference to me
It's up to you (to decide).
I leave it / that to you (to decide).

Предпочтение или отсутствие предпочтения

Я предпочитаю
Я бы предпочел
Мне нравятся оба
У меня нет особого предпочтения

Я не могу сказать, что я предпочитаю что-нибудь либо
Они оба /все/ имеют определенные преимущества /и недостатки/

Мне все равно
Мне все равно
Вам решать
Вам решать

I'll go along with whatever you decide

Я согласуюсь с вашим решением

Regret

I wish I had...
I wish we hadn't...
If I only had...
It's a pity I didn't...
I wish I could...

Сожаление

Жаль, что у меня нет...
Жаль, что у нас нет...
Если бы у меня был...
Жаль, что я не сделал...
Жаль, что я не могу...

Attracting Attention

May /can I have your attention, please
Attention, please
I say
Just a minute
I'd like to draw your attention

I'd like to pay much attention to the fact that...
May / can I draw your attention to the fact that...?

Привлечение внимания

Можно привлечь ваше внимание

Внимание, пожалуйста
Послушайте
Минутку, пожалуйста
Я бы хотел привлечь ваше внимание

Я бы хотел обратить ваше внимание на тот факт, что...
Можно привлечь ваше внимание к факту, что...

3. NEGOTIATIONS: US BUSINESS SLANG DICTIONARY

МЕТОДИЧЕСКИЕ УКАЗАНИЯ ПО РАБОТЕ СО СЛОВАРЕМ

Любой студент или предприниматель, изучающий различные сферы бизнеса, рано или поздно столкнется с американским сленгом. Свои жаргонные слова всегда были у представителей любой специальности, и современный жаргон предпринимателей – не исключение. Иностранному бизнесмену, владеющему только классическим английским, рискует быть не понятым своим американским партнером, поэтому ему никак не обойтись без знания американского сленга.

В данном словаре выборочно представлены жаргонные слова и выражения, наиболее часто встречающиеся в сфере международного бизнеса и финансов. Термины в словаре расположены в алфавитном порядке, при этом термины, пишущиеся через дефис, следует рассматривать как слитно написанные сложные слова (например *deer-six*). В словаре принята американская орфография. В связи с разнообразием орфографических вариантов ряда многокомпонентных терминов в американской деловой литературе (слитное, раздельное, дефисное написание) могут возникнуть расхождения между вариантом, приведенным в словаре, и вариантом, употребленным в конкретном тексте. В словаре принято наиболее часто встречающееся написание.

Объяснение жаргонных слов и выражений дается на английском языке. Здесь же приводится пример употребления этих слов и выражений в речи. Студентам предлагается обращать особое внимание именно на эти конкретные примеры, помогающие лучше понять данные термины в контексте.

American businessmen tend to use a lot of slang in negotiations. Study the dictionary, paying special attention to the example sentences, illustrating the usage of slang expressions. Consult an English – American dictionary if necessary.

A

Ace In the hole/ace In the pocket/ace up one's sleeve. An undisclosed advantage, usually one that will ensure success when revealed. "The new process we've developed is our ace in the hole - it will allow us to keep our costs so low that no one else will be able to match our bid (or this project)."

Acid test. The worst possible conditions that can be devised to test whether an idea or product might be successful. "Let's put this contract to the acid test. Give it to our attorney."

Across the board. Involving everything. "This contract has problems across the board. Every clause needs to be reworked."

Advance. Funds paid to someone before work is performed. "They insisted on an advance because our order is a custom design."

Ahead of the game. In the lead position. "We will be ahead of the game when we introduce this product at the end of the month. Our competitors are still working on the design of their model and haven't even started production yet."

air (to) a) To broadcast. "This commercial will air on seven West Coast television stations beginning tomorrow." b) To share or publicize. "Let's air that idea and see what others think about it."

Appeal. Attractiveness. "Our ads need more mass appeal."

Art Photographs, illustrations, and other visual presentations used in publications and advertisements. "We'll have to redo the art for these ads. The appeal isn't broad enough."

Asleep at the switch Neglectful or inattentive. "Let's take advantage of the trends now, while our competitor is asleep at the switch."

B

Baby boomers The now middle-aged generation of the US population, which was characterized by a high increase in birth rate following World War

II. "Baby boomers represent a substantial market for our hair dye. We should be certain to target our advertising to them." The term "baby boomer" refers to the generation born during a smaller surge in US populations that began in the 1980s and has continued into the 1990s as baby boomers began to have children.

Backlog Work not yet completed or orders not yet filled. "What a backlog! I can't see my desk through all the papers!"

Back burner Relatively insignificant position. "We should put this issue on the back burner for now and concentrate instead on completing this other project before the deadline."

Back down (to) To yield. "This deal won't happen unless you back down on your demands."

Back to square one (to the drawing board) To forget about Ideas or approaches that are not working, return to the basic issue, and begin anew. "This advertising concept is not working; we need to go back to square one."

Ball out (to) a) To help solve a problem. "Thanks for bailing me out. I'll pay you back for the loan as soon as the check from the buyer clears the bank." b) To abandon a failing project or product before losing more money, time, or labor. "I think we should bail out of the plan to make purple and green piano keys. It looks like a deadend."

Bait and switch The practice of luring buyers by advertising an item for sale at a special price, then selling them a different item at a higher price. Often, the original item was never available. "The computer store advertised a laser printer for US\$800, but when I got there, all they had were models for US\$950. I was a victim of bait and switch tactics."

ballpark figure Rough estimate. "Even if you don't have all the numbers yet, could you give us a ballpark figure of the total cost?"

(the) ball is in your court Sports term meaning "The next move is up to you."

bat a thousand (to) To succeed in all aspects of a venture. In baseball, it means that a player makes a base hit every time at bat. "Everyone you asked to the meeting is coming. You're batting a thousand this week."

Beantown Boston, Massachusetts.

bear a) A person who believes stock market prices or activity will fall. See "bull." b) Someone who is gruff and generally difficult to deal with.

bells and whistles Extraneous but alluring features. "This contract has some interesting bells and whistles, but some of its basic terms are totally unreasonable."

bench strength Sports expression for access to talented people or other resources in depth. "This company has superb bench strength, particularly in the knowledge and skill of its top and middle managers."

best shot Superlative effort. "We'll give this deal our best shot. We really want it to work out."

Big Apple New York City, New York.

big cheese/big enchilada/big wig Person in charge. "You had better look busy. The Big Enchilada is coming down the hall." See "food chain."

Big Easy New Orleans, Louisiana.

biggest bang for the buck The best result in relation to the money spent. "For this product, the Midwest market gave us the biggest bang for the bucks. The ads we placed there were less expensive and received a larger response than the ones we placed on the East Coast."

Big Six (formerly Big Eight) The six largest US public accounting firms: Arthur Andersen & Co., Ernst & Young, Deloitte & Touche, KPMG Peat Marwick, Coopers & Lybrand, Price Waterhouse.

big-ticket items Large, costly items, such as cars, furniture, computers, or refrigerators.

bite the bullet Face reality in a losing situation. "I guess it's time to bite the bullet on this deal. I don't think it is going to happen, and I'd rather not spend any more time on it."

black hole An endeavor or a company that absorbs unlimited sums from investors with no hope of profits in the near future.

black knight A potential investor who attempts a hostile takeover of a corporation. "The controlling shareholders of our largest competitor are fighting a black knight." See gray knight. Opposite: white knight (a savior).

blue chip A well-known company with a solid history of profits or dividends. In poker, the blue chip is usually the most valuable. "My wealthy conservative aunt doesn't like surprises. She prefers blue chip stocks."

bogus A sham or something spurious or deceptive in nature. "This sales pitch has some basic flaws; it seems bogus to me."

boiler plate Standard contract provisions, often printed in small type and referred to as "fine print." "Let's use the first paragraphs of this form as boiler plate in all our manufacturing contracts."

boom A period of explosive economic growth, characterized by excess demand for goods and services, rising interest rates, and an optimistic public attitude. Opposite: bust.

boondoggle An undertaking that wastes money, time, or energy. "That idea was really a boondoggle. We should have put it to an acid test before we went to market."

bottom line a) Net profit of a business. "Our bottom line this year was US\$2.4 million." b) The final or short answer to a question. "I'm tired of going back and forth on this issue. What's the lowest price you will accept? Give me your bottom line."

brainstorm (to) Creative session in which a group of people propose, discuss, and develop ideas. "I don't know what to do about the Bidley account. Let's call a meeting and brainstorm."

brand image Consumers' perception of a company's product. "If this proposed product lacks quality, our brand image could suffer, and consumer sales of all of our products could be affected."

brass tacks The basic issues. "All right, let's put aside all these details and get down to brass tacks."

break-even point The time when income equals the cost of doing business; in other words, neither profit nor loss is being made.

break the ice Overcome awkward barriers when first meeting someone. "It's important to have a good introductory line to help break the ice."

bring to the table Present issues or ideas. "We have four concerns to bring to the table when we meet with the client to negotiate this deal."

buck One US dollar.

buck the trend (to) To go against the conventional way of thinking. "I know the market is advancing, but I'm going to buck the trend and sell short."

bug Problem. In the computer industry, a malfunction, usually a logical error, in a program. "We need to eliminate all the bugs and get our production line running more smoothly."

bull a) A person who believes stock market prices or activity will increase. See "bear." b) A derogatory expression used for something one believes to be of no validity. "That argument is all bull."

bust A period of economic deflation. Opposite: boom.

buyout Acquisition of a company, or a division of a corporation, by an investor or group of investors formed for that purpose. "The XYZ Group was organized quickly so they could do a buyout of Transocean's freight division."

buy the farm To terminate or go out of business. "His shop was in such a poor location, that after just six months in business, he bought the farm."

by the numbers (by the book) According to the rules. "Let's not attract the attention of the Securities and Exchange Commission. Be sure to do everything by the numbers."

C

call one's bluff To insist that a person who has made a promise act so as to carry it out. "You say that you can deliver 500 ducks by Friday. I'm going to call your bluff, and if you actually make the delivery, I'll pay you double the wholesale market price."

can someone (to) To fire or dismiss ("axe") someone from a job. "That clerk got canned for losing the account."

cannibalize (to) a) To take something apart, salvaging what is useful and abandoning what is not. "The new owners have completely cannibalized the research and development department." b) To take sales away from one's own product with a new product. "The new model was a success except that it cannibalized the existing product."

cap (to) To limit. "Their salaries should be capped at US\$60,000 a year for the next three years."

cash-strapped Short of liquid funds. "Craminex put so much money into research and development that now they're strapped for cash."

cash cow A company or product that generates more cash than it uses. "XYZ is a cash cow. Revenues are substantial, even though we haven't spent much on advertising."

CD-ROM Compact disk-read only memory. Technology allowing a large amount of material to be put on an optically-read disk. "We can get the whole series on CD-ROM and save the shelf space the books would need."

CEO Chief Executive Officer, usually the person in charge of a company. "When the CEO speaks, the rest of us act."

chain of command Hierarchy. "You should check with my boss. He's first in the chain of command, and has authority to give you a discount." See "food chain."

clean house (to) To review employees, usually with an eye to reducing personnel. "Our new supervisor thinks we're overstaffed and is looking to clean house."

clean up (to) To make a large profit quickly or to buy or sell something under very advantageous conditions. "I cleaned up on that sale. The buyer was so eager that I was able to sell the entire shipment for twice the list price."

close a deal Complete a transaction; reach final agreement on contract terms. "We finally closed a deal with our supplier. The bolts will be delivered next week."

clout power or political influence. "If you want to cut the red tape, you have to know someone with the right clout."

cold call (to make) a) To make an unsolicited visit or call to a company or individual to sell a product. "It's hard to call up total strangers, but some of my cold calls have resulted in big sales."

collar (white, pink, or blue) A class of employees— white being salaried, generally office, employees; blue being employees typically paid on an hourly basis and who wear uniforms or work clothes; and pink being employees in occupations (such as nursing and clerical) traditionally held by women.

comeback Winning response. A term derived from sports, meaning that a losing team has been able to score enough points at the end of a game to become the victors. "That was a snappy comeback. You must have memorized the slang dictionary."

corner the market Control a particular market. "We have cornered the market. No other companies are selling this product."

corporate raider One who buys a company in the face of significant resistance from current owners, often breaking it up afterwards to pay for the purchase.

cover all the bases (to) To be complete. "With the addition of these two clauses, this contract seems to cover all the bases. Are you ready to sign it?"

cover up Conceal or obscure facts, usually for purposes of making a situation look better than it is.

crash course Accelerated instruction, usually covering only the essential information about a topic. "I need a crash course in US culture tonight so that I can feel confident when I meet our US supplier tomorrow."

crown jewel A company's most valuable asset. "The West Coast division is our crown jewel; they've posted top sales for the fifth year in a row."

cut a deal Agree on favorable terms to both parties. "Let's cut a deal. I'll buy 500 of these widgets at 40 percent of the list price, and I'll pay in advance on condition that you deliver by the end of the week."

cut and dried Standard or already arranged. "These terms are cut and dried, but we can make adjustments to these other items if you desire."

cut throat Ruthless. "The competition in computers is becoming cut throat."

cutting edge The forefront. "If you want to be on the cutting edge of fashion, you have to follow the trends in Paris and Milan."

D

Dead end No exit or hope for success. "This project is a dead end. There's no chance it will turn a profit."

dead time Period of no business activity. "We had to pay for dead time last month while our computer system was down."

debug Fix errors. A term derived from the computer industry, in which software is commonly "debugged" before being marketed.

demo Demonstration; sample product. "We need to make some demos to show to potential buyers at trade fairs."

demographics Segments of the population, divided for marketing purposes into groups based on such factors as age, race, religion, gender, income, domicile, and home ownership. "We've looked at all the demographics, and I think we've identified our market niche."

deep-six Eliminate or forget about something. "Let's deep-six this idea. I see no profit in it."

doable Possible. "If you want to meet with all the company's principals next week, I think it's doable."

DOC US Department of Commerce.

dock (n) Loading platform or pier.

dock (*to*) (v) To reduce, to cut. "Charles has left work early every day this week, so I'm going to dock his pay."

dog and pony show Slightly derogatory metaphor for a presentation, promotion, or advertisement that is primarily intended merely to impress a client.

dog eat dog Ruthless competition. "It's a dog-eat-dog world out there. We've got to target the right market to survive."

DOT US Department of Transportation.

down Inoperable; broken. "Our computer is down."

downside The negative, less desirable alternative. "I like the idea of making them wonder, but on the downside, stalling too long could cost us the deal." See "upside."

downsize (*to*) To reduce operating costs, usually by laying off employees and restructuring the company. "I lost my job when the company decided to downsize its operations."

down time A period during which a business cannot operate. In relation to computers, the time during which a computer is inoperable. "We had some downtime last July when the dockworkers went on strike. We couldn't get the goods off the ships and onto the trucks."

draw a (the) line Fix a boundary. "This is taking too much time. We need to draw the line at two hours. Whatever it looks like at that time, goes to print."

E

eager beaver Employee who appears to be excessively hardworking, and often irritating to co-workers. "It seems that the new accountant is trying to take over all the new accounts in our office. That eager beaver has been working late every night just to make the rest of us look lazy."

earnest money Funds paid to make a contract binding.

eggs in one basket Holding the same investments without diversifying. Often heard in securities and investment sectors, but may have a more general application. "By concentrating on courses in taxation, that graduate has put all her eggs in one basket and now she has limited job opportunities."

eleventh hour At the last minute. "The dockworkers were supposed to go on strike at dawn. Lucky for us they negotiated all night and agreed on labor contracts at the eleventh hour, so our shipment should be unloaded today."

empower To give local or subordinate workers the authority to structure their jobs in hopes of gaining efficiency and improving employee morale.

E-mail (to) To send messages or documents by electronic mail, which is transmitted by computer through a central, national center. "Please E-mail this document to our supplier. I want it to get there as quickly as possible."

ETA Estimated Time of Arrival. "I'm on my way now. My ETA is 3 pm."

Eximbank Export-Import Bank of the US. A US export financing bank created by law to promote exports. Refer to "Financial Institutions" chapter for discussion of this Institution.

even keel (to be on an) To be balanced and steady. "When this product was first introduced, sales were extremely high. Then they dropped by half. Now that we have reevaluated the market, sales are rising at a constant rate. I think we are finally on an even keel."

eye-opener An enlightening or surprising revelation. "The survey result was a real eye-opener. Who would have guessed that this product would sell in that market?"

eyes only, for your Private, confidential. "When you send the documents to me, be sure to label them for my eyes only. No one else should see them."

eye-to-eye Similar beliefs or viewpoints. "We get along well because we see eye-to-eye on most issues."

F

fallout Repercussions, usually negative. "We're going to get some fallout from that court decision on patent infringement."

fast buck Money quickly earned, often, but not necessarily, through questionable or even devious means. "We were able to turn a fast buck this time, even though we had to cut quality to do it."

fast track Quickest procedure or path to a desired result. "That employee has been promoted four times in just eight months. He is on the fast track to the executive suite."

fax Facsimile. A document transmitted over telephone lines.

FDA US Food and Drug Administration.

(the) Fed The Federal Reserve System. "If inflation keeps getting worse, we think the Fed will raise short-term interest rates again."

(the) Feds Any US federal government authorities. "Our shipment of baskets was held up by the Feds at the border, where they inspected every carton for illegal drugs, but of course didn't find any."

feel the pinch Aware of, and even suffering from, an unfavorable condition. "I seem to have less money to spend these days. I'm feeling the pinch of inflation."

fleece (to) To confuse another party, or to gain materially from another person's ignorance. "We could have fleeced that company on this deal, since the CEO had no background in this market, but our honesty will probably benefit us over the long term."

fly-by-night operation Shaky or shady business. "I think ABC Company doesn't hold up to scrutiny. Joe says it's a fly-by-night operation."

food chain Hierarchy. "In this corporate food chain, the CEO is at the top—like a shark—and I'm at the bottom—just one of the little fish."

fringe benefits Employee perquisites, such as discounts on company merchandise, expense accounts, or free parking.

front runner Candidate most likely to succeed. "Right now, the Harvard graduate is a front runner for the job."

frozen assets Property holdings that the owner is not permitted by law to sell or otherwise transfer. "During the Persian Gulf War, the US President froze Iraq's assets in the US."

G

game plan Method or approach. "We need to devise a game plan before we start marketing this new product."

gatekeeper Person, often a secretary, who controls access to a person. "The boss needs a good gatekeeper to keep him focused on the essentials."

get out from under (to) To be relieved from an obligation. "Let's just pay them off and get out from under that contract so we can move ahead."

GIGO Garbage In-Garbage Out. Results are only as good as the input. "I don't trust this analysis. After all, remember GIGO. If the initial concept is flawed, how can we really expect to profit from selling this product?"

go for broke (go for it) Take whatever risks are necessary. "This project could succeed or be a disaster. But we've thought through the alternatives, and this seems to be the best one. I think we should go for broke."

go-getter An ambitious person. Often one who works too hard to get ahead.

go public (*to*) Disclose information to the public. "We found a defect in the exhaust systems. I think we should go public with this information and recall the systems right away."

gold mine A very profitable business. "The Martin family doesn't have to worry about money any more. Their car dealership is proving to be a gold mine."

grapevine An informal network of communications that usually includes gossip. "I heard on the grapevine that you may have to sell your property in Honolulu." See "scuttlebutt."

gray knight A potential investor who makes a bid to take over a corporation but whose motives are unknown. "I just heard that a gray knight has entered into the acquisition negotiations. This will certainly complicate our fight to keep our controlling shares, at least until we know the motives behind this latest offer."

gray market a) Unofficial marketing channels in which products are bought and sold in violation of restrictions and contractual rights imposed by the manufacturers. "That's a gray market because those brandname goods were made in the US, purchased overseas at prices lower than those available directly from the US manufacturer, reimported to the US, and sold as resale items." b) Segment of the population past the age of retirement (65), also known as senior citizens. "The gray market accounts for much of the cruise business out of Florida."

green card The official identification card for Immigrants to the US who have been admitted as permanent residents and thus have the right to work in the US. "Anyone who applies for this job must have proof of US citizenship or a green card."

green technology Applications designed to clean up and preserve the environment. "This environmental engineering firm has developed a number of innovative green technologies that might work in our plants."

gut feeling Intuition. "I have a gut feeling that this is the person we've been looking for to take charge of this program for us."

H

haggle (to) To bargain. "Let's not haggle over the price of everything in your store. You must be able to cut me a deal on these few items. If I buy this television at the asking price. What's the bottom line?" See "cut a deal" and "bottom line."

half the battle Partly completed (but not necessarily halfway). "Getting the names into the computer was only half the battle. Printing them onto mailing labels and then doing the mailing is next."

hammer out Negotiate, usually over final or detailed terms. "Now that we've agreed to the basic terms, we need to sit down and hammer out the details."

happy hour (cocktail hour) Usually late afternoon or early evening period (4 pm to 6 pm) when people socialize after work, often with alcoholic drinks and appetizers. "Let's continue this discussion over happy hour at the bar on the corner—it has reduced drink prices and free snacks."

hardball Overly strong or harsh approach. "Competition is intense in this area. We are going to have to play hardball to break into this market."

hard copy Tangible material printed from a computer, as opposed to copy that exists only on a disk.

hardware Computer equipment. See "software."

haves and have nots Persons who have a good standard of living and those who do not.

head honcho The person in charge. "If you want 60 percent of the price, you'll have to speak to the head honcho."

head hunter Job recruiter for executive posts. "We use a head hunter to fill all our top management positions."

hidden agenda Undisclosed concerns or intentions. "Something in that latest sales pitch made me wonder whether the company has a hidden agenda. We need to be cautious in agreeing to any deals with them. They might intend to put us out of business."

hired gun A person, generally from outside of an organization, who has specific expertise or is asked to perform a task that involves aggression or that is considered less than distasteful. "For this Intense negotiating session, they brought in some hired guns. When I sat down at the table, I was facing a formidable row of attorneys - all from highly reputable and expensive firms."

hype (to) To promote, usually with exaggeration. "They're really hyping their new convertible as if no one's ever heard of a removable top for a car

I

Icon A computer command shown as a picture (or image) on the computer screen. "If you wish to print out your letter, just press the icon that looks like a printer."

ID Identification, usually personal. "I can accept your check, sir, but only if you have some ID with your picture on it."

In hock Indebted, financially or otherwise. "We are in hock to that other department; they lent us several employees to help us work through our backlog."

Input Ideas. "I called this meeting because I would like some input from everyone about this new project."

INS US Immigration and Naturalization Service.

inside track Having knowledge or familiarity not commonly available to others. "The only person on the Inside track around here is the secretary of the boss."

interface a) Meet or converse. "We need to Interface over this issue to work out the details." b) Linkages between computer programs and users.

IRA Individual Retirement Account.

IRS US Internal Revenue Service, which is the US government's taxing authority.

J

junk bond Wall Street term for bonds with a low credit rating, usually regarded as speculative investments.

jet lag Condition of exhaustion and/or disorientation caused by flying on an airplane through several time zones. "The flight to Miami from Munich gave me a bad case of jet lag, and I am still waking up on German time."

jump through hoops (to) To overcome obstacles, often ones that are tedious and unnecessary. "I had to jump through hoops just to get past the receptionist. Now I'll have to do the same thing to get past the office secretary,"

K

kickback A hidden rebate given by a seller Illegally or secretly as a payoff to secure a contract or order. "It seems odd that XYZ Limited chose another supplier, when our price for the same type of products was lower. Maybe there was a kickback involved."

kiss off (to) to abandon; walk away from. "That CEO hasn't returned any of my calls. I'm going to kiss off the Idea of retailing through those stores."

knock-offs Copies of an original, often counterfeit or made without authorization. "The purses in this shipments are knock-offs. The logos duplicate the brand-labels of several fashion designers, and therefore entry Is denied based on US trademark protection law."

know the ropes (score) Fully comprehend a situation. "After you have been here for a while, you'll get to know the ropes,"

L

lay It on the table (lay it on the line; lay the cards on the table) To speak directly about the circumstances, to tell the (acts about a situation. "The time has come for me to lay it on the table so that you can understand why I've been so cautious about this deal. Then maybe you can help me figure out what to do next."

light a fire To encourage development or action. "Sales have slowed in the past two months. I think we need to light a fire under our agents."

liquid Having immediate access to cash. "We have stayed liquid so that we would have the funds available to take advantage of the opportunity."

lock, stock, and barrel Everything; the entire holdings of a company. "Blue Bell Dairy doesn't exist as a separate company anymore. Swanberg bought the company lock, stock, and barrel."

long haul (run) A lengthy time. "Once we start, we will be in this for the long haul because we will have Invested to much to stop before the project is completed."

loop, in the Informed about activity in the company or within one's circle. "She knows all about the proposed cutbacks. The boss keeps her in the loop." See "out of the loop."

loop, out of the Passed over or not given information that is circulated among others in one's circle. "Information about the pending sale should not be released generally. Until the sale is finalized, everyone but the managers should be kept out of the loop."

loose cannon Unpredictable person who has trouble maintaining self-control. "Dan's really a loose cannon. He can make a million-dollar deal one day, and then lose it the next by insulting the client."

M

make a killing Realize a large gain on a transaction. "We bought those widgets at half-price and sold them at double the market price. We sure made a killing!"

make or break A pivotal act that will cause success or failure. "This is our last attempt. It will either make or break this business."

Mickey Mouse Petty, trivial, or subordinate. "Let's move on to the important issues and get away from the Mickey Mouse stuff."

miss the market (to) To fail to buy or sell at a certain price, usually followed by a transaction with unfavorable terms. "When we decided to wait six months before purchasing those rolls of plastic, we missed the market. The price has tripled since then."

monitor Computer screen.

monitor (to) To watch or evaluate a situation. "Louise hasn't worked on this type of project before so I'm going to monitor her work for a while."

muddy the waters Cause confusion. "These extra issues are muddying the waters. We need to concentrate on the core issues."

N

network System of increasing contacts by sharing information and forming relationships; also used as a verb. "I'm going to that open house at the new store tonight. A lot of dealers will be there and I want to network."

nickel-and-dime (to) To attack a little, often inconsequential, piece at a time; to bring slowly to financial ruin. "At the rate we're negotiating, this deal may never close. The other party keeps arguing over small details, even though we haven't worked out the overall plan, yet. I think they're trying to nickel-and-dime us."

nitty gritty Necessary procedural details.

nose to the grindstone Work hard. "I kept my nose to the grindstone all week, and I have only three small deals to show for all that work."

nuke it Delete, eliminate, remove from consideration. "This idea will cost too much to develop. I think we should nuke it and concentrate on the other options."

nuts and bolts Basic, essential ingredients.

O

off the record Not made public or recorded; confidential. "I'll comment on that issue only if we are off the record."

online a) Hooked up to a computer or an information system. "We can go online to get the latest data." b) Operational. "The new factory is ready to go online next week."

out of it Unaware, often tired or depressed. "I feel out of it today. I finally closed the deal we've been working on for weeks, but I'm not even excited about it."

outsourcing A company's use of independent contractors or consultants to perform specific jobs, with the requirements and price of each contract separately negotiated. "To make our operations more cost-efficient, we are going to have to start outsourcing some of the work."

P

PBX Private business exchange A telephone system used by small businesses and offices to route calls.

PIN Personal Identification Number. A security access code, usually selected by the user. "It seems like everything has PINs these days—from bank cards, to credit cards, to hotel room keys."

pitch Speech to a potential client or customer. "No wonder she's our best salesperson. You should have heard her pitch to the Carson Group." Also:

to pitch a product is to promote It.

players Persons involved in a deal or transaction. "We certainly have the right mix of players for this project. Everyone has a past related success."

poison pill A corporate strategy designed to avoid hostile takeovers by reducing the desirability of the acquisition. "We need a poison pill right away to try to avoid losing our interests in this company. One option is to acquire some large debts. Any other ideas?"

pool (to) Combine separate talents or assets for the benefit of all parties. "Let's pool our resources. With your distributors and our agents, we should be able to corner the market on this product."

promo Promotional material. "Our promos include pens, notepads, coffee mugs, and t-shirts, all with the company name and logo in silver on a blue background. Do you like the design?"

puff up Inflate; make something appear better than it is in fact. "Those sales figures must be puffed up. It's hard to believe that a start-up company in this type of industry can be doing so well."

punch up Make more interesting. "The only way that this advertisement is going to appeal to a teenage crowd is if we punch up the copy with some younger generation lingo."

Q

quid pro quo Latin phrase meaning "this for that" and used in negotiations to mean exchanging a concession for a concession. "Hey, you can't expect something for nothing. Here's the quid pro quo on this deal."

quote Bids or estimates of cost, usually for a particular job or project. "Let's get some quotes on this project before we choose which firm to hire for the job."

R

R&D Research and Development. **rag trade/rag** business The fashion apparel industry.

rain check (to take a) To postpone; to suggest rescheduling a meeting or appearance for a later date. "I can't get away from the office today. I'll have to take a rain check on lunch."

rally (to) To recover from a slump or decline. "Stock prices are rallying after the announcement that interest rates aren't going up again."

RAM Random access memory. Computer memory that can be written over and reused.

rank and file Employees who are not part of management.

rat race Life at a fast pace. "We moved to the country to get away from the rat race of the city."

red-eye Overnight flights, usually between the east and west coasts of the US. "I can make the meeting in New York tomorrow if I take the red-eye from Los Angeles tonight."

red flag A warning. "Every time I see an indemnity clause in a contract, it puts up a red flag; I review it very carefully and usually have to insist on changes."

red ink (in the red) Deficit or loss in business. "Our books are covered with red ink; we better start showing a profit soon or we will have to find new jobs."

reengineer Restructure or redesign; usually refers to the reorganization of a company's operating procedures.

rep Representative, usually in sales. "We have 42 reps operating in 20 states."

RFP Request for proposal. An invitation to bid on a job. "We just got an RFP from the Able Company on their new project. We need to put together a response right away."

road, on the Traveling. "I'll be on the road (or the next two weeks, so we'll have to meet after I get back."

romance (to) Courting a company, making preliminary contacts and raising interest in forming a long-term business relationship. "We'll have to romance this company some more before we get a signed contract."

rolling in dough Wealthy; rich. "Don't be fooled by the jeans and raggy shirt. That guy is rolling in dough."

roll up one's sleeves (to) To get to work on a project immediately. "Now that we've agreed to the terms, I'll roll up my sleeves and get the contract written."

ROM Read only memory. Computer memory that can only be read and not reused or recorded over.

rubber check Negotiable instrument that is signed without sufficient funds to cover it, so it will "bounce" like rubber.

rule of thumb General guideline. "As a rule of thumb, you should make friends, not enemies."

gave face Avoid injury or embarrassment; salvage a situation or reputation from potential destruction. "That accidental toxic spill could have been a major public relations disaster for our company, but we managed to save face by our immediate and controlled response."

SBA US Small Business Administration.

schmooze (to) To socialize; to converse with casually, particularly with potential business contacts. "I thought this deal would never go through, but all it took was a little schmoozing over dinner, and the client signed the contract."

scuttlebutt Rumor or gossip. "The scuttlebutt on Jim is that he threatened to quit if he didn't get that promotion."

seed money Funds used to start a company; risk capital; funds used for research and development. "Before we establish this company and start operating, maybe we better first find some seed money and research the market for the product."

get in stone Inflexible, unchangeable. "This deal is set in stone now. Changing it will be nearly impossible, and probably costly."

shark A lawyer. See also "black knight."

shot in the dark A guess. "I'm not sure what to do first, so let's take a shot in the dark and see where we end up."

Silicon Valley A region south of San Francisco—encompassing San Jose, Sunnyvale, Cupertino, and Palo Alto—famous for its concentration of high-technology companies, especially those that first worked with silicon chips.

sleeper Undervalued product or company with a huge but unrealized profit potential. "I think the Tidy Clam Finder is a sleeper. We just have to figure out the marketing strategy, and we'll be selling millions."

slush fund A company's account used for entertaining important clients and influential persons; may also refer to secret funds used for possibly improper purposes. "The slush fund is running a bit low since we've been dining out with the CEO and all the other officers of that corporation. We'd better close the deal soon."

smokeout A buyer's contractual condition that the seller disclose all or most of the details about a product or company before the purchase is completed.

skyrocket (to) To increase tremendously and quickly. "The sales of our newest product line have skyrocketed off the charts."

state-of-the-art The most current technology; the best available. "I love listening to music in Jane's studio. Her stereo system is state-of-the-art."

stay on top (to) To retain control and to be immediately informed. "We'll have to stay on top of this problem or we might lose more than a few clients."

stonewall (to) To be inflexible or refuse to acknowledge. "We haven't received their response to our proposal. I think they are stonewalling to see if we will offer more favorable terms."

straw bid A buyer's false offer to pay more than the buyer can afford. "MFC, Inc. offered to buy out our company for an outrageously high sum. I believe the offer is just a straw bid, particularly because MFC declared bankruptcy just six months ago."

suitor A company intending to acquire another concern, possibly under hostile conditions. "Have you heard that the giant conglomerate, Gifts, Inc., has become a suitor of Brassware, Ltd.?"

table (to) Place aside for consideration in the future. "I think we should table this idea for now. We need some more facts and figures to make an informed decision."

take it on the chin (to) To bear up under attack or stress; to withstand abuse or overwork.

talk turkey Discuss honestly. "Let's stop hinting around. I'm ready to talk turkey."

tap out (tapped out) Out of money. "I'd love to advance the money, but I'm tapped out."

TGIF Thank God It's Friday. "It's been a really rough week. TGIF. How about a relaxing dinner?"

thin ice Taking a risk. "You are on thin ice when you insult my business and then expect me to invest in your project."

Third Age Age 65 or older. People of age 65 or older are often called senior citizens.

throw light on Make clear. "I do not understand why the delivery was delayed so long. Could you throw some light on this for me?"

tight money Cash is hard to find; a restrictive monetary policy, and often high interest rates.

tip of the iceberg A small visible portion. "This little problem may be just the tip of the iceberg; there may be some major issues that we don't know about yet."

track record A company's history, including its policies, financial status, and performance record. "This company's track record for the past 10 years shows wise financial strategies and steady growth."

TRO Temporary restraining order. A legal term referring to a court order that restrains or prohibits certain actions for specific time. "That company's production is under a TRO until it complies with environmental laws."

turf Area of activity or influence.

turkey An embarrassingly unsuccessful performance, product, or person. "My broker sold me a real turkey. That stock dropped 10 points right after I bought it."

turnaround A company that successfully emerges from a period of financial problems. "I know they've had their difficulties, but Acme Co. is a classic turnaround case. It's really improving the bottom line." See "bottom line."

turnkey A project or product that is sold on the basis that it can begin to function as soon as it is delivered.

U

union shop Company or corporation in which all the employees are required to belong to a labor union.

upside The positive, favorable alternative. "A change in the location of our factory will be costly, but the upside is that the new factory will be closer to our distribution center and will save transport costs." See "downside."

upstream merger Subsidiary corporation merging with its parent. "We've been working for months on this upstream merger so that when the consolidation occurs, the employees will feel positively about the new chain of command." See "chain of command."

user-friendly Easy to operate or use. "I don't know anything about computers so I need a user-friendly software program."

venture capitalist An investor who supports new companies with money and other resources. "Those guys started their computer company on their own, but they were lucky enough to get money from a venture capitalist."

V

VIP Very Important Person. "A delegation of VIPs is arriving to meet with our CEO and the Board today."

virus A set of directives encoded into a computer software program intended to cripple or destroy totally the system of the user. "Every time I put a new diskette into my computer, my software checks for hidden viruses. One little virus could infect our entire network."

voice-over Speech of an unseen narrator on a television or radio commercial. "We'll show a picture of the new house with a voice-over by a person who sounds like a sincere lending officer."

W

waffle Fluctuation or equivocation. "I'm waffling on this question. I'm not sure what would be the best decision."

wave of the future A trend. "Global marketing is the wave of the future."

wet behind the ears/not dry behind the ears Inexperienced. "This Is Tom's first marketing job, so he's still a little wet behind the ears."

white knight Person (or company) that rescues a corporation from a hostile takeover, either by making an equity investment in the target concern or by causing a friendly takeover. Opposite: black knight. See "gray knight."

whole hog Completely. "We need to saturate the market with these new ladders. Let's go whole hog in our sales efforts."

window dressing Making something look as attractive as possible. "Our fourth quarter financial statement needs some window dressing to show our shareholders the most optimistic outlook for next year."

Windy City Chicago, Illinois. (Also known as Chi-town and the Second City.)

work this out Reach a conclusion or resolution. "Our goals are the same, so we should be able to work this out to benefit both of us."

world class Highest caliber. "This is a world-class company; it delivers only the finest quality service to its clients."

write-off A deduction claimed against taxable income, resulting in a tax savings.

WYSIWYG Acronym for "what you see is what you get." In computer terms, it means that the printout will look exactly like what is on the screen.

X

xerox (to) To photocopy, not necessarily on a Xerox brand machine. "I'm xeroxing copies for the whole staff."

Y

yo-yo Something with an unstable or constantly fluctuating nature. "He's a yo-yo. He changes his mind every time we talk."

Z

zap a) To eradicate, erase. "If you're finished reading that computer memo, please zap it. I don't want anyone else to see it." b) To send a message quickly, for example by E-mail.

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