

<<商务沟通>>

图书基本信息

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<<商务沟通>>

内容概要

本书是国内第一部双语商务沟通专著。

书中有大量三资企业案例及案例分析，多视角分析有效沟通战述动作，符合中国国情，切合时代脉搏，全书共分3部分：商务沟通的基本理论、商务活动中的口头沟通以及书面、跨文化及其他沟通。

<<商务沟通>>

作者简介

徐宪光，1954年生，1994年在上海外国语大学国际文化交流学院获博士学位。

1998-1999年在加拿大渥太华大学工商管理学院任访问教授；现任上海财经大学学术委员会委员、校教材与课程建设委员会委员、外语系教授、上海财经大学——美国韦伯斯特大学中美合作MBA项目兼职教授、上海国家会计学院兼职教授。

已出版专著两部：《言语义流中的信息差及其调控》、《高级英语交流》，研究领域：英语交流、商务沟通。

<<商务沟通>>

书籍目录

第一部分 商务沟通的基本理论 第一章 沟通在商务活动中的作用 第一节 商务沟通的定义 第二节 组织及其结构 第三节 商务沟通的动态性及其多渠道特征 第四节 内部沟通 第五节 外部沟通 第六节 企业文化与内部沟通 第七节 正式沟通与非正式沟通 第八节 本章小结 第二章 沟通理论的基本概念 第一节 言语沟通 第二节 非言语沟通 第三节 沟通要素分析 第四节 本章小结 第二部分 商务活动中的口头沟通 第三章 为更好沟通而听 第一节 听的作用及其具体运用 第二节 听力不佳及其影响 第三节 听力不良原因分析 第四节 怎样听效果更好 第五节 如何听讲效果更佳 第六节 本章小结 第四章 公共场合如何讲话出色 第一节 讲话出色的重要性 第二节 目的分析 第三节 听众分析 第四节 怎样写出好提纲 第五节 话如何展开 第六节 自信心——讲话人成功的关键所在 第七节 讲话方式 第八节 本章小结 第五章 组与参加会议的技巧 第三部分 书面、跨文化及其他沟通 第六章 跨文化商务沟通 第七章 技术促进沟通 第八章 写作出色——商务沟通中的必备技能

<<商务沟通>>

章节摘录

商务沟通(BC)的定义 商务沟通方面有很多的著述，但人们却很难从中找到有关商务沟通的定义。

然而，由于商务沟通有其特定的应用范围，而该范围与其他的沟通确实有着某种程度的不同(尽管它们的确有相同之处)，因此，我们把它定义为：商务沟通是一种动态的、多渠道过程，它包括特定组织内部和外部的沟通。

该定义仅供参考。

尽管如此，该定义包含了商务沟通中的一些基本要素，譬如动态性和多渠道过程、内部和外部的沟通以及组织等。

为能更好地理解商务沟通，本章将对商务沟通所涉及的一些基本但却重要的概念作简短的介绍。

许多公司谈得最多的话题之一是“顾客忠诚”，但员工的忠诚问题则很少被人提及。

事实上，忽略“员工忠诚”问题对一个组织的士气有着强烈的负面效应，这一影响有着日渐扩展的趋势。

为避免这一问题的产生，向员工讲明他们所感兴趣或关心的事实，将是一种行之有效的做法。

2.1.1 EXPRESSING ALL KINDS OF IDEAS The uniqueness of verbal communication is in that it can best express all ideas we want to express. For example, as a manager market department, if you have an idea about the market development, you can talk it over with your assistant(s) to see how he/they feel(s) about it. Besides, you can also hold a meeting to discuss it; or you can send a questionnaire to those people concerned to get a feedback. Sometimes the idea we have is too technical to be stated, so then we should try to make it simpler so as to make it easier for our audience to comprehend. Sometimes the idea we have may be too challenging, then we should do our best to make it acceptable to our doubting colleagues or subordinates (or maybe to our bosses as well--who knows!). No matter how hard the explanation is or how tough the situation may be, we can find one way or another to reach the goal through verbal communication. Only then shall we feel grateful to the power of verbal communication, and only then shall we truly recognize the importance of having verbal communication in an effective way.

2.1.2 KEEPING & DISSEMINATING INFORMATION Suppose you want to do a better job for the idea you have in mind. Before you go to anyone to share your idea with, you had better store your idea into the computer. With the help of the computer, you can modify and develop the immature idea into a mature one. In this way, you will feel more confident when talking with other people about the idea. If the person you want to contact is not in the office, you can try to reach him through the telephone or fax (if he has a facsimile at home), or leave a message if he has a voice mail. If you have a document or something you want someone to read, you can send him an e-mail with the file attached to it (if it's a printed one, you can scan it on to a file document then make it a file). In-

vestigations have shown that e-mailing is one of the most effective and economic ways for business communication, which may account for the scene that many business persons bring along lap-top computers wherever they go. One of the magic powers of using a computer is that it makes us feel as if there were no such things as geographical barriers--we are always in connection, especially now with the help of Internet.

Sometimes, we want to keep something on file. The traditional way is to copy it down or type it out. But now NO. With the help of computers, we can store whatever we like in the computer. We can retrieve the stored file when we need it. If we are to participate in a seminar or to make a presentation, what we should do is to copy the file on a floppy disk as many seminars and conferences are computer-equipped.

2.1.3 MORE CLARIFIED & EFFICIENT THAN OTHER WAYS Some people may argue that besides verbal communication, human beings may have other ways for communication. For example, they can use gestures or some established ways like beating drums (as in Africa) or blowing horns (as in Asia) to send messages. It is true that such ways do work in a given area or given time, but none of them can be compared to the verbal way which is used the world over. Suppose you read from the newspaper that the bank merging proposal between the Bank of Montreal and the Royal Bank was vetoed by Mr. Martin, the financial minister of Canada.

<<商务沟通>>

If you want to share the news with your friends outside Canada, the best way out is to let them know it through verbal communication. Only by the use of words will it be possible for you to explain what is what in a clear way. That is the reason why people depend so much on verbal communication, especially when there are some potential misunderstanding or conflicts.

MINICASE Some Chinese students studying at a business school in Canada were once asked by their professor to study a case written by an American and then make a presentation. The case was about a JV project in a coastal city in China. As the writer described the dinners entertained by the Chinese and the indirect ways of the Chinese at the negotiation table, some western students in the class got the feeling that the Chinese only liked rich food and were not sincere for doing business. The Chinese students got the feedback from the casual talks with their Western classmates. They knew clearly that there were some prejudicial perception in that American businessmen's report, as he did not understand the Chinese way of treating friends, not to mention his lack of understanding the Chinese culture. Therefore, the Chinese students decided that they should talk a little bit about the Chinese culture in their case analysis, and they did a very good preparation. In their presentation the following week, those Chinese students explained the Chinese guest-treating culture to the class with a quotation from Confucius—the ancient Chinese educator: "What a pleasant thing it is to have friends coming from afar." They went on explaining that the Chinese cared more about hospitality than about money spent on guests. While they were talking, they noticed that some Western students nodded their heads and they even heard some "wows" from among them in low voice. After the brief introduction on the Chinese hospitality, they shifted onto another topic—the Chinese way of negotiating with Westerners. Their presentation turned out to be a great success: not only did they win a big applause and excitement from the whole class, but more importantly, it cleared the misperception against the Chinese from the Western students' perspective.

In the case above, the misunderstanding about the Chinese way of entertaining guests and for negotiations is very typical in cross-cultural contacts. However, misunderstandings or misperceptions cannot be corrected unless the people concerned talk them over in a verbal way. Of course, a real understanding of a nation's culture involves other factors. But verbal communication certainly functions as the prerequisite for a real understanding between each other, especially for those people with different cultural backgrounds. In most cases, verbal communication works faster and more efficiently than other ways, and this is especially true when people are far away from each other. For example, an international telephone call takes a few seconds to get connected (one could hardly feel the lag in time), people at both ends would feel that they were making a local call, not an international call. Moreover, when you want to send a message to dozens of even hundreds of people, the most efficient way is to send it by e-mail (as we mentioned earlier) by selecting the item group list. E-mailing will take a couple of seconds (or a little longer) to reach the targeted receivers. Believe it or not, communicating in a verbal way has made our communication easier, more convenient, and more effective.

4. 4. 1 TOPIC SELECTION A topic acts as the theme of a speech. Therefore, it should be dealt with in a serious way. There are a number of ways for choosing a right topic: we may choose one according to our personal interest—we choose it because we like it; it may come out of a ready subject or public concern; it may come out of something else. However, it would be more preferable if we could give two or three topics for comparison. For example, if we want to talk about the significance of professional training for business people today, we may think of topics like "The Modern Businessperson & Professional Training", "The Importance of Professional Training for Modern Business people", and "How to Become a Qualified Modern Businessperson". In this way, it would leave more room for us to choose the appropriate topic for the speech. As to which topic to be selected, it depends on the material preparation and the composition of the audience. Nevertheless, whatever topic(s) we may choose, we should take two points into consideration, i.e. delimitation and justification about the topic:

- **Delimitation** Delimitation refers to "the setting of boundaries" for the coming speech. For example, a topic like "Marketing in China" may refer to a general introduction of marketing as a whole in China, or it may refer to a regional marketing practice in China, or it may just refer to some marketing activities carried out in China. The speaker should tell his listeners what is included and what is excluded when he actually makes the speech, which will be helpful for the listeners to focus their attention on the speech and have a better listening

<<商务沟通>>

afterwards.

- Justification Justification means you should be ready to answer questions from your audience on the topic. Suppose the topic you have chosen is "Watch Out for Y2K Bug". You should be prepared to answer questions like "Y2K Bug is something related to computer technology. What has that to do with my company?" or "Why should I be concerned about the millennium problem?" Of course, questions like these may not actually occur. However, a little effort is better than none. This is especially true when you are speaking to a group of people about whom you have little knowledge, or when the audience is composed of professionals. Therefore, unless you are willing to take a chance for your speech, it would be better for you to prepare some backup information on the guesstimates of your own.

<<商务沟通>>

媒体关注与评论

1995年我以翻译身份随同财政部大学校长考察团先后访问了美国和加拿大近10所知名大学的商学院。

给我留下深刻印象的，不是这些大学尤美的校园环境，而是其商学院中种类繁多的MBA项目——MBA，EM-BA(高级工商管理硕士)，HMBA(卫生管理硕士)，AMBA(航空工商管理硕士)等。

当时留存我心里的问题是：工商管理何以在西方受到如此重视？这个问题始终未能得到满意的答案。

直到1998年我以访问教授的身份到加拿大渥太华大学工商管理学院作一年研修时，我才真正找到了答案，这就是：系统的工商管理课程的学习所培养的是管理方面的专门人才；现代企业所期盼的并不仅仅是技术，他们还迫切需要管理方面的专才，因为惟有科学的管理才能使企业出效益，才能在激烈的市场竞争和风云变幻的市场需求中，求得企业的生存和发展。

企业呼唤管理人才，而管理的精髓则在于有效的沟通。

无论是企业内部管理还是其外部的联系，无论是部门的经理、公司的财务总监还是集团的总裁，有效沟通应是任职的必要条件之一。

之所以这样说，是因为从企业运作的角度看，企业的每一个成员都是企业信息链上的一环——环环相连。

从企业的内部运作来看，企业信息链上的任何一环出现问题，都必将影响到信息的准确传递及企业的正常运作；从企业对外联系的角度看，企业与外界能否做到信息上的双向沟通并达到本企业所预期的沟通目的，完全取决于企业管理层处理信息的能力。

华尔街杂志社所出版的一期《国家商务录用周刊》(National Business Employment)职者必须娴熟掌握口头和书面沟通技能”。

“窥一斑而知全貌”，我们由此不难看出沟通在企业管理中所占的分量。

在我主持的中美联合培养MBA“商务沟通技术”(Business Communications&Technology)课程的教学以及我所参与的有关企业活动、涉外交往及研修活动中，我常常感到：在经济活动日趋全球化的今天，中国的商务人士迫切需要加强商务沟通理论的学习，迫切需要接受商务沟通方面的专门教育。

惟有这样，中国的商务人士才能够更好地迎接中国入世后所面临的种种机遇和挑战，才能够真正称得上是一个“国际人”，而不仅仅是一个中国人。

正是在这样的背景下，我萌发了一个念头：撰写一部借鉴西方商务沟通理论而又符合中国具体国情的商务沟通专著。

中国现有的国情是：一方面，商务人士急需接触和了解商务沟通的理论；另一方面，他们当中大多数人的英文水平尚未达到能流利阅读原版商务沟通专著和教材的程度。

西方虽有不少关于商务沟通的专著和教材，但它们无一例外地都是从西方的文化背景、西方的价值观出发，与我国的国情和民族文化有着很大的区别——这是中国的商务沟通理论研究者及感兴趣者不得不认真思考的问题。

所以我们要做的，不是对风行西方的商务沟通理论采取“拿来主义”，而是根据中国的国情对这一理论加以取舍和改造，使它真正能够为我们所用。

正是从走向世界的视点出发，我决定书稿先用英文写成，而后再将其译成中文——即写一部双语书。

这样处理会给读者留下较大的选择空间：读者自己决定选读英文版或中文版内容，或者是对比阅读。

在语体方面，借鉴国外同类书的做法，我采用了谈话语体，从而使商务沟通理论更易于为读者所理解和接受。

该项目动笔于1998年，即我在加拿大渥太华大学工商管理学院研修期间；但其写成之时已是2001年2月——前后历时四载。

这本书居然跨越了两个世纪！因此对我来说，它有着独特的纪念意义。

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