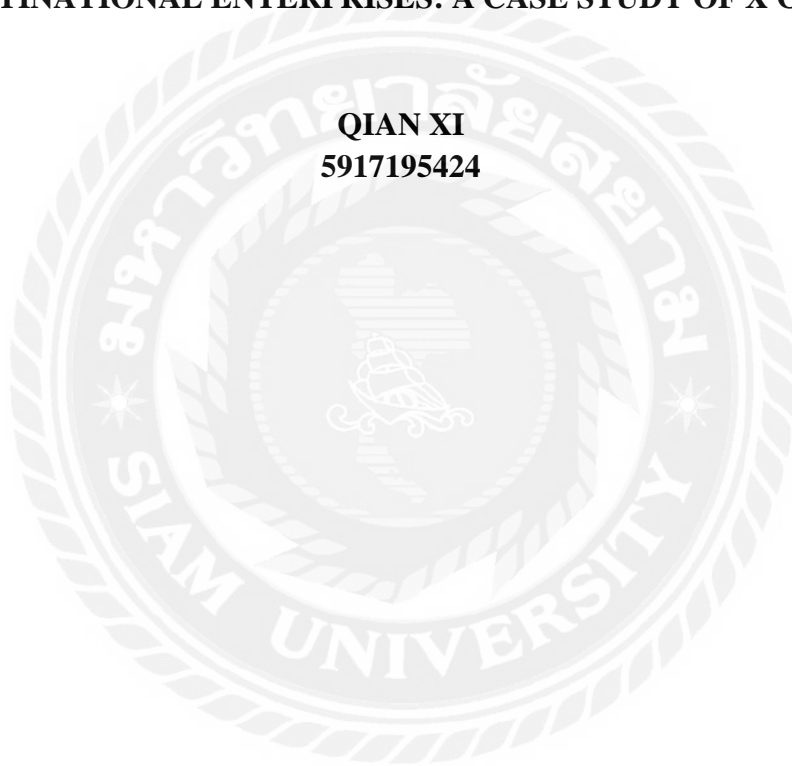**RESEARCH ON CROSS-CULTURAL CONFLICT MANAGEMENT OF**

MULTINATIONAL ENTERPRISES: A CASE STUDY OF X COMPANY

QIAN XI
5917195424

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2018

RESEARCH ON CROSS-CULTURAL CONFLICT MANAGEMENT OF

MULTINATIONAL ENTERPRISES: A CASE STUDY OF X COMPANY

Thematic Certificate

To

QIAN XI

This independent study has been approved as partial fulfillment of the requirements of International Master of Business Administration in International Business Management

Advisor: ....*Li Chiao-Ming*.... Date: ....2018...../.....6...../.....18.....

(Associate Professor Li Chiao-Ming)

....

(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date.....20...../....6...../...18.........

Siam University, Bangkok, Thailand

RESEARCH ON CROSS-CULTURAL CONFLICT MANAGEMENT OF MULTINATIONAL ENTERPRISES: A CASE STUDY OF X COMPANY

ABSTRACT

Title: Research on cross-cultural conflict management of multinational
              enterprises: a case study of x company

By: Qian xi

Degree: Master of Business Administration

Major: Business Administration

Advisor: ....
              (Associate Professor Li Chiao-Ming)

              ..../.............../..............
              25 / June / 2018

With the globalization of the economy, joint ventures continue to grow globally. Because business people are from different cultural backgrounds, they often have different attitudes toward some of the fundamental issues of business operations, for example business objectives, market choices, management methods, style of doing things, operating arrangements, etc. They bring buried crises to the management of enterprises. Cross-cultural conflict is a reaction that comes from the different culture clashes in international management. Whether in daily management, major business decisions or at the beginning of transnational mergers and acquisitions, there are often discordant factors, conflicts and sparks. These factors often cause multinationals to face setbacks and even failures in the practice of the business. Due to the global economy and diversified operation of transnational enterprises, intercultural conflicts frequently occur in international enterprises. Cross-cultural conflict has become the core issue that cannot be avoided in the transnational corporation management process. In face of the venture of cross-cultural shock, it is helpful for transnational enterprises to promote in-depth cross-cultural management if they do some analysis about the formation's social background and factors. It is important for transnational enterprises to absorb advanced corporate culture and improve the core competitiveness of enterprises. Using the example of the branch of Bangladesh multinational X company in China, this text will study the reason for cultural conflicts in transnational enterprises and find the best way to resolve these conflicts.

Keywords: Culture; Conflict Management; Risk Management

摘　要

题目：跨国企业跨文化冲突管理研究 – 以X公司为例
作者：茜溪
学位：工商管理硕士
专业：工商管理
导师：

Li Chiao-ming

（副教授，李乔铭 ）

25 / June / 2018

随着经济的全球化，合资企业在全球范围内不断地壮大，而同时处于不同文化背景的企业人员由于多方面的差异，在企业经营的一些基本问题上往往会产生不同的态度，如经营目标、市场选择、管理方式、处事作风、作业安排等等，都给企业的经营埋藏危机。跨文化冲突是国际经营管理中不同文化相互碰撞而产生的一种反应，无论是在日常经营管理、重大经营决策还是在跨国并购之初，总会有可能出现不和谐的因素，产生矛盾，擦出火花。这些因素往往会导致跨国企业在经营实践中遭受挫折乃至失败。全球经济一体化及跨国企业的多元化经营使国际企业跨文化冲突现象频繁发生。跨文化冲突己成为跨国企业经营过程中不能回避的核心问题，面对跨文化冲突的风险，对国际企业的跨文化冲突进行背景、成因分析以及冲突解决方案的挖掘将有助于跨国企业推进深层的跨文化管理，对于跨国企业吸纳先进的企业文化，提高企业的核心竞争能力有着重要的意义。本文以孟加拉跨国公司X公司在中国的分公司为例，研究跨国企业文化冲突产生的原因，并找到解决冲突的最佳方式。

关键词：文化；冲突管理；风险管理

ACKNOWLEDGMENTS

Figure 1Technical route

```
                              ┌──────────────────┐      ┌────────────────────────┐
                              │  introduction    │      │  Corporate Culture     │
                              └────────┬─────────┘      │  Management Theory     │
                                       ▼                └────────────────────────┘
┌────────────────────┐        ┌──────────────────┐      ┌────────────────────────┐
│ Corporate Culture  │        │ Theoretical      │      │  Behavioral Psychology │
│ Management Theory  │        │ overview         │      │  Theory                │
└────────────────────┘        └────────┬─────────┘      └────────────────────────┘
┌────────────────────┐        ┌──────────────────┐      ┌────────────────────────┐
│ Corporate Culture  │        │ Research object  │      │  Internal control      │
│ Management Theory  │        │ profile          │      │  theory                │
└────────────────────┘        └────────┬─────────┘      └────────────────────────┘
┌────────────────────┐        ┌──────────────────┐      ┌────────────────────────┐
│ Corporate Culture  │        │ Problem          │      │ The main reason for    │
│ Management Theory  │        │ presentation     │      │ the cultural           │
└────────────────────┘        │ and analysis     │      │ differences between    │
                              └────────┬─────────┘      │ China and Bangladesh   │
                                       ▼                └────────────────────────┘
                              ┌──────────────────┐      ┌────────────────────────┐
                              │ Solutions to     │      │ Cultural Conflict      │
                              │ Cross-cultural   │      │ Classification         │
                              │ Conflicts        │      └────────────────────────┘
                              └────────┬─────────┘
                                       ▼
                              ┌──────────────────┐
                              │  conclusion      │
                              └──────────────────┘
```

Figure 2 Case 1

```
┌──────────────────────────────────────────────────────────┐
│ Question: Corporate customers accept a 30-day extension/  │
│ production plant insists on a 45-day extension            │
└──────────────────────────┬───────────────────────────────┘
                           ▼
┌──────────────────────────────────────────────────────────┐
│ BRET Vice President China Tour / BRET Background /         │
│ Order Background                                           │
└──────────────────────────┬───────────────────────────────┘
                           ▼
┌──────────────────────────────────────────────────────────┐
│ Dilemma 1: Factory Meeting Discussion:                    │
│ Planning/Interim Planning                                 │
└──────────────────────────┬───────────────────────────────┘
                           ▼
┌──────────────────────────────────────────────────────────┐
│ Dilemma 2: Workshop Inspection: Inspection                │
│ Report/Production Data                                     │
└──────────────────────────┬───────────────────────────────┘
                           ▼
┌──────────────────────────────────────────────────────────┐
│ Method 1: data acquisition in three production workshops: │
│ cutting workshop / sewing workshop / post integration     │
│ workshop                                                  │
└──────────────────────────┬───────────────────────────────┘
                           ▼
┌──────────────────────────────────────────────────────────┐
│ Method 2: data analysis: can achieve the customer's       │
│ request delivery period                                   │
└──────────────────────────────────────────────────────────┘
```

Figure 3 X Company's Cross-cultural conflict

Focus on institutional, legal, contractual, rule-oriented values	→ ←	Emphasizes emotional factors and relationship-oriented values
Individualism, individuality, independence, responsibility	→ ←	Collectivism, collective interests, human-human harmony
Democracy, Emphasis on Individual Equality, Information Flow and Responsibility	→ ←	Hierarchy, power structure, harmony, face and dignity
Low context, clear content, emphasis on verbal communication	→ ←	High context, emphasized background, implicit information, non-verbal information

Cross-cultural conflict

CHAPTER 1

INTRODUCTION

1.1 Research background

Cultural conflict refers to a kind of pressure or conflict that two organizational cultures feel during a process of interaction due to some conflict or opposition. In the study of the problem of cultural conflicts in the process of mergers and acquisitions, most scholars discuss the evolution process of mutual exclusion and opposition between different organizational forms of corporate culture. This includes conflicts within the company caused by different types of jobs and different backgrounds. It also includes conflicts arising from differences in social concepts and ethnic regions in the process of transnational operations.

Under the new situation in which the process of global economic integration is accelerating, multinational companies are compatible with multiculturalism, and culture is constantly being updated and changed in the process of economic integration. In view of this, multinational companies are bound to suffer from cross-cultural management. A series of complex cross-cultural influences and constraints have brought new challenges to cross-cultural management and have created invisible development bottlenecks for enterprises. If handled improperly, they will severely restrict the development of enterprises, reduce management efficiency and increase management costs. Therefore, we must carefully observe and act carefully in cross-cultural management （Hofstede，1984）. A great Dutch culturist once emphasized that as a cross-cultural administrator, he must profoundly understand "cultural sensitivity" because cultural differences will inevitably cause cultural collisions, and their root causes will be different. The problems that morphological cultures find difficult to avoid in the process of mutual cognition and mutual influence and integration. The corporate culture can be divided into the following: the conflict between the enterprise system culture, the conflict between the enterprise material culture, the conflict between the corporate behavior culture and the conflict between the enterprise spirit culture。

According to Kroeber and Kluckhohn (1952), the essential core of culture consists of traditional ideas and especially their attached values. In Hofstede's（1984）terms, culture "programs the collective minds" of its members. As Ross (1993) has argued, conflict is interpretive behavior. Dispositions rooted in early experiences shape a culture's style of interaction with others and interpretations of behavior. Organizational conflicts get affected by the particular interpretations members bring into the workplace. The broader culture may, therefore, be an explanatory variable when modal practices are compared across countries (Triandis, 1994).

Cross-cultural research has benefitted from the introduction of dimensions or taxonomies of culture that transcend individual national cultures. Consequently, each culture is not treated as a unique case but in terms of either a multidimensional culture space or as belonging to a broader cultural category.

1.2 Research objectives

The research objectives of this article are as follows。

1) To verify that cultural conflict management has a role in promoting business development。 To verify that Sino-Japanese corporate culture difference is one of the key factors producing cultural conflict。

2) To find the best strategy for cross-cultural conflict management, starting with the categories of cultural conflicts and their causes, beginning with cultural integration and constructing common values, and seeking and creating a combination of both cultures that can be recognized and accepted by both parties. The management model that exerts both cultural advantages. Through case studies, this paper believes that X company must adopt localized development strategies when it chooses to develop in China, and cultural management is the same. It is necessary to establish common values. In addition, through the cultivation of collaborative awareness, X companies should break the national boundaries and ethnic groups in culture. In order to truly achieve integration, employees can work together under the overall strategic goals of the company。

1.3 Research methods and research contents

1.3.1 Research methods

First, theoretical research methods. This article combines the knowledge gained in my MBA study and the four intercultural communications of the Hofstede （1984）， system, the Talcott (1984),system, the Krukkommer (1984) system and the Huntington (1984) system. The theoretical framework serves as the theoretical basis for the article.

Second, literature analysis. In order to make the thesis point of view more mature, this paper consulted a large number of books and academic papers related to cross-cultural management through libraries, knowledge networks and other channels before the paper was written. This provides strong theoretical support for this study.

Third, combined with the practical method. If the research only stays at the theoretical level this is utopian, not practical, so I hope to let the knowledge be applied in practice. In view of this consideration, this paper decides to give the example of X company, a multinational company; on the one hand, it can learn to use it alive, and on the other hand, it can make some practical contributions to promote the development of this company, rather than talking on paper.

Fourth, the article will make comparisons between Chinese and foreign culture, and the culture of Chinese and foreign enterprise management highlights the key for cross-cultural management.

1.3.2 Research content

The main research content of this paper is listed below.

The first part, the introduction, introduces the research background and significance of this paper.

The second part introduces the research theories, with the main theory of this paper being the theory of corporate culture management. It also refers to human resource management theory, internal control theory and so on.
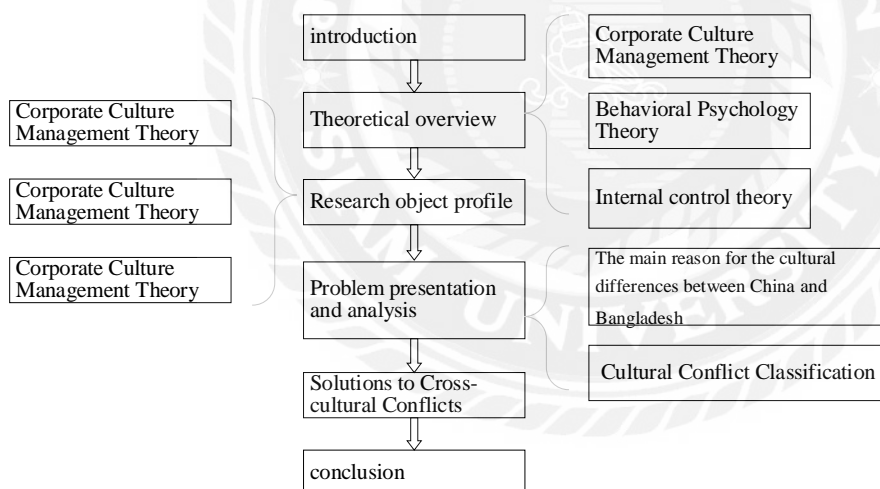
The third part introduces the general situation of multinational company X, and analyzes the types of cultural conflicts and the causes of cultural conflicts.

The fourth part provides X company's countermeasures for solving the internal culture conflict.

The fifth part summarizes the full text.

1.4 Technical route
Figure 1: Technical route.

CHAPTER 2

INTERCULTURAL CONFLICT AND ITS RELATED THEORIES

2.1 Relevant concepts

2.1.1 Cross-cultural conflicts

So-called cross-cultural conflict refers to the process in which different forms of culture or cultural elements are opposite and mutually exclusive. It refers to the conflict between multinational enterprises operating in other countries and the cultural concepts of the host country. It also includes conflicts within an enterprise due to huge differences in values and behavior between management and employees.

When companies operate across borders, cross-cultural conflicts are objective and inevitable. Therefore, throughout the process of business management, business managers should correctly understand the cultural phenomena caused by cultural differences, adapt to and accept different cultures, and minimize the conflicts and impacts brought about by cultural differences. In general, cross-cultural conflicts have the following features：

(1) Complexity

Cross-cultural conflicts not only include ideological conflicts, but also conflicts of economic interests, making cross-cultural conflicts more complex.

(2) Nationality

Since the values and various cultural phenomena held by the employees of both parties are concrete manifestations of the national culture, the conflict also manifests itself with ethnic characteristics.

(3) Dynamics

We know that culture is not formed overnight – it is a long and slow process, and it is constantly changing. The same is true of cross-cultural conflicts. They are not static, but constantly being carried out and adjusted.

2.2 Literature review

2.2.1 Overseas research status

Malcolm (2004) believes that culture is a social ideology that reflects the values of people in the same region. Due to the different cultural and historical origins in different regions, cultural characteristics are different, thereby forming different cultural regions and cultural types. Since culture is regional, there are huge differences in the values, traditional cultures, religious beliefs, languages and habits of different nationalities. Corporate culture is an integral part of national culture, so the formation and development of corporate culture must be closely

related to the foundation of national traditional culture.

Conflicts in the workplace may erupt over any aspects of the organization process (Mead, 1998). Contemporary management literature underlines the positive influence of social conflicts and the innovative effect of conflicts on organizations, which enhances their effectiveness (Gladwin & Walter, 1980), and considers constructive conflict management the key to the effectiveness and survival of multinational companies. Understanding conflicts is a necessary first step in managing their impact on a multinational team (Joshi, Labianca, & Caligiuri, 2002).

One of the major topics in conflict studies is conflict management style, which focuses on strategic intentions and situational influences. A model of five conflict styles (Kilmann & Thomas, 1975) was built on the classical twin dimensions of the concerns for oneself and others in the leadership style (Blake & Mouton, 1964). According to this model, integrating style arises from high concern for both oneself and the other party in the conflict and is concerned with collaboration between parties. The obliging style is associated with low concern for oneself and high concern for others and involves smoothing over differences and focusing on areas of agreement to accommodate the other. The dominating style represents a high concern for oneself and a low concern for the other party in the conflict and manifests itself in forcing one's viewpoint at the expense of others. The avoiding style reflects a low concern for oneself as well as the other party and is characterized by withdrawing from the conflict situation. The compromising style involves moderate concern for both oneself and the other in the conflict, giving rise to a give-and-take sharing stance or a search for a middle-ground solution. More recent works (Rahim, 2001) further group the styles into two dimensions of integrative (integrating-avoiding) and distributive (dominating-obliging) and identify five factors that affect the style in organizational conflicts: personality, power base, organizational culture, referent role and gender.

Chinese and Westerners in intercultural conflict situations

A conflict style is also influenced by one's culture. The extant literature suggests that avoiding conflict is more prevalent in collectivist societies, commonly aided by bureaucratic and structural means, i.e. being regulative (e.g. Kozan, 1997; Ting-Toomey et al., 1991). Comparative research on the Chinese and on Westerners has attributed cultural differences in the conflict style to a few factors, including power, face and inter-relationship, also known as "guanxi" (e.g. Chen & Starosta, 1997–1998; Chen, Ryan, & Chen, 1999).

MU (2012) argues that the success of the joint venture, cooperation and ascension, is one aspect; it is more important among employees that they have enough sincerity, mutual tolerance and mutual understanding, build a happy business atmosphere, let employees with different cultural backgrounds in the same company find a sense of belonging, to inspire greater enthusiasm. Femenia (2012) found that successful joint ventures are based on mutual respect. If one side strongly suppresses the other, the business results are mostly poor.

In the aspect of cross-cultural conflict management, Wolf（2005）found that the

manifestation of conflict is related to its culture. Bangladeshi employees take a more direct approach to conflict (face-to-face), while the Chinese are more indirect (Paticia, 2008). A German scholar argues that the cross-cultural conflict of enterprises is mainly manifested in the following three aspects: 1). Exchange conflicts. Due to miscommunication of language information, communication barriers between employees are formed; 2). The management idea conflict. Western managers pay more attention to long-term interests and strategic planning, while China pays more attention to short-term behavior. Western managers pay attention to principles, and to the individual ability of employees, "only the good is to do," while the Chinese are influenced by traditional culture, pay attention to human feelings, take into account "nepotism," and more often "only the person is held" the management mode conflict. Under the influence of traditional culture, the Chinese side is deeply influenced by the concept of rank, and the preferences and intentions of the above level are the guiding principles for their own work, while Western employees strictly follow the open rules and regulations. Pay attention to principle 5) incentive mechanism conflict. China and the West are influenced by culture to hold different measures of wages and rewards.

Conflicts in the workplace may erupt over any aspects of the organization process (Mead 1998), Contemporary management literature underlines the positive influence of social conflicts and the innovative effect of conflicts on organizations, enhancing their effectiveness (e.g. Gladwin & Walter, 1980).and considers constructive conflict management the key to effectiveness and survival of multinational companies. Understanding conflicts is a necessary first step to manage their impact on a multinational team (Joshi, Labianca, & Caligiuri, 2002).

The French economist Iribarne (2005) studied cross-cultural phenomena through company analogy and found that in the multinational corporations of Bangladesh, a company's management philosophy subtly penetrated into other cultures. Since ethnic cultures have inherited characteristics, communicating and understanding the characteristics of each culture is an effective way to resolve cross-cultural conflict management. After studying the cross-cultural conflict management of multinational corporations, Canadian cross-cultural management scientist Nancy J. Adler realized the importance of conflict management for the development of enterprises and believed that there are mainly three ways to resolve conflict management. Species: The first is the cultural outstrip. The strong internal culture of the company controls the weak culture and forms a corporate culture. This method is the most direct and effective, but in the long run, the long-term suppression of a vulnerable culture can easily lead to conflict. The second is cultural compromise. The various cultures within the company compromise each other and try to avoid conflicts as much as possible, creating a stable and harmonious corporate atmosphere. However, this method only stays on the surface and cannot fundamentally eliminate conflicts caused by cross-cultural. The third is the integration of culture. Under the premise of respecting each other's cultural differences, a new corporate culture is formed through the understanding, integration and transformation of various cultures, complementing and coordinating each other. This method has strong stability and creativity and helps the company's internal and external healthy expansion.

2.2.2 Domestic research review

Xu (2015), from the perspective of a cross-cultural management definition of culture, states that culture is formed by a specific group of specific values, which determines the different groups of different thought patterns and code of conduct, and affects members of the groups' behaviors.

Zhou and Luo (2017) think that there are several forms of corporate cross-cultural conflict management: the conflict of management culture, the conflict of corporate cultural values and the conflict of working style. In the conflict of management culture, they take the Zhuzhou Siemens Company as an example, and point out that because of the difference in the nature of a joint-stock company and the operating mechanism of a corporate governance structure, it can also cause cross-cultural conflict management. The German stock company operates strictly according to the company share law, which is the standard schema. Although China also has the company share law, its execution is flexible and often influenced by the leader's will, temperament, personality and leadership style, along with some informal factors. Germany fully respects the rights of employees and believes that employees have the right to enter the board of directors, encourage them to participate in corporate decisions and advise on business development, which is almost impossible for the Chinese.

In solving the problem of cross-cultural conflict management, many domestic scholars believe that we must start with the corporate system. Huang (2011) believes that the conflicts brought about by differences in values and religious beliefs are the most obvious. Because they are related to individual values and principles of handling affairs, enterprises should use mutual respect, mutual understanding and mutual accommodation as the preconditions for issuing relevant national solutions. The program of conflict and national integration will properly address the issue of cross-cultural conflict management. Luo (2016) believes that in addressing cross-cultural conflict management, we must first start with the system and combine human governance with the rule of law. Chinese people tend to talk about human feelings. They are often more emotional than rational people, and they are in short supply before the rule of law and principles. However, the sustainable development of enterprises must have a sound system and a strong enforcement of the system as a guarantee. Therefore, China and the West should fully respect each other's culture, complement each other's strengths, establish and improve a sound corporate system and legal system, integrate and communicate with each other, use the rule of law as a prerequisite and adopt a flexible and innovative cross-cultural management system. In addition, for the first time, this article proposes a combination of the "masculine" that Westerners seek to succeed in their careers and the "yin flexibility" that Chinese people pursue in terms of family happiness and happy lives. It creates a home-like working environment for employees and ultimately achieves "hardness and softness." The perfect realm.

Yang (2010), starting from the managers themselves, thinks that joint venture management not only needs powerful cultural knowledge reserves, but should also use verbal and nonverbal intercultural communication skills with employees to establish a kind of mutual respect and equal relations of cooperation, and create a harmony and common progress of interpersonal atmosphere, making the enterprise into a cohesive and competitive team, which

can be in any cultural environment and can maintain a vigorous upward momentum in terms of development.

Wang (2012) argues that solving the problem of cross-cultural conflict management should start from communication, can communication platform through interviews, meetings, establishing company, strengthening leadership both among employees and between employers and employees. In order to solve the issue of intercultural conflict management, an emotional foundation should be laid. Wang (2013) holds the same view, DHC company: for example, he thinks the cross-cultural conflict must first to build an internal communication system, strengthen the communication between the project manager, project internal employee communication, good team spirit. Compared to other articles, this article thinks it should start from performance management within the enterprise, not only solving the problem of cross-cultural management, but strengthening the communication with foreign clients. There will be a lot of special customer culture, and each cross-cultural project manager before the start of the project can strengthen the communication and management skills. Project members, through training in the middle of the project, must also keep in close contact with customers in order to master the dynamic and for new members to keep communication channels open, so that we can try to avoid communication problems due to cultural differences.

Meng (1997) concluded from Foxconn's research that the solution to cross-cultural conflict management is to be people-centered and to address staffing, incentives and other related issues, fully mobilize the enthusiasm of employees, and bring their potential to work, so as to ultimately bring benefits to the company.

Zhu (2009) believes that those Chinese companies that operate transnationally overseas should be fully aware of the cultural differences between the host country and the home country, carry out cultural adjustments, and achieve cross-cultural training to achieve cultural integration and avoid the risks posed by cross-cultural conflicts. To resolve conflicts in cross-cultural human resource management, principles and strategies, as well as several major functions of human resource management, such as: selection of cross-cultural talents, cross-cultural training and career development, performance management, and compensation and benefits, etc. Resource management conducted in depth and systematic research and further demonstrated the content of the theoretical analysis section.

Liu and Jin (2016) believe that to eliminate and crack down on cross-cultural conflicts, we can proceed from the macro point of view and first construct a unified corporate value system. Second, we can broaden the channels of cultural communication, such as by putting together people of different cultural backgrounds as far as possible during personnel deployment. A department to promote cultural exchanges: When selecting transnational company personnel, try to choose overseas work experience to shorten the cycle of cultural integration. Third, each company must discover the cultural integration model that suits its unit. This is the most effective, scientific and longest way to resolve cross-cultural conflict management.

On the basis of continuous research, some scholars put forward a unique management

model for cross-cultural enterprises. Yu and Jia (1997), through field interviews and investigation of nearly 30 joint ventures, found that after the establishment of a joint venture, there are conflicts between Chinese and foreign managers because of the differences in management concepts and modes. In order to minimize conflicts and promote cultural integration, they put forward a new model of common management culture, which is a compromise management model acceptable to both sides of the joint venture, i.e. through cultural transplantation, cultural grafting and cultural integration. To achieve the goal of joint management of the enterprise.

As the research carrier, Irina (2014), proposed a unified management model, a standardized management model and multiple cross-cutting management modes at headquarters. This solves the cultural conflict, perfects the content of cross-cultural talents training from human resources, develops a reasonable system, respects each other's cultural differences and finally achieves the purpose of achieving equal cooperation, and provides a good working environment for the employees of the enterprise.

2.2.3 Evaluation of literature review at home and abroad

Generally speaking, the research direction of cross-cultural conflict management in Chinese-foreign joint ventures is consistent with the international direction, and a relatively standardized technical route has also been formed in the research methods (Luo, Wang, Zhu, Yu, & Jia, 2016). The research results of other scholars also fully proved this conclusion. However, with the continuous development and changes in the global economic situation, future research on cross-cultural conflict management in joint ventures will inevitably have more new problems. Finding how to solve these new problems also requires new ideas and methods. And each company also has its own background in the development of cross-cultural conflict management and will show different characteristics, so based on this consideration, in domestic scholars' existing research results there are still many deficiencies. How to study the issue of cross-cultural conflict management, combined with the characteristics of the times, and fully integrated with the characteristics of the company's own development, provide strong theoretical support for the healthy and orderly development of the company – this is the focus of this article in the study.

2.3 Cross-cultural conflict characteristics of enterprises

Employees of Sino-foreign joint ventures not only include Chinese employees, but also a large number of foreign employees. There are cultural differences between Chinese and foreign employees. Cross-cultural conflicts are inevitable. Judging from the actual situation of the cross-cultural conflicts between Chinese and foreign joint ventures, the following characteristics have emerged:

(1) Cross-cultural conflicts are manifested in various aspects. Due to differences in cultural backgrounds and differences in values, customs and languages, cross-cultural conflicts between Chinese and foreign employees are manifested in various aspects of corporate management. It is possible that there will be cross-cultural conflicts in daily behaviors,

exchanges, and the management and decision-making processes of enterprises.

(2) The impact of cross-cultural conflicts is extensive and far-reaching. Cross-cultural conflict not only affects the business decision-making process of the company, but alsothe mutual exchanges between the employees of the company. The scope of influence can be deep into almost every corner of the business.

(3) It is difficult to eliminate cross-cultural conflicts once they exist. Enterprises must face this problem squarely and take corresponding evasive measures. For a joint venture, the impact of cross-cultural conflict has a greater impact, and the main negative impact, the joint venture in the business, must be fully aware of the problems in cross-cultural conflict management and take targeted measures to address the impact of cross-cultural conflict on corporate governance.

2.4 The manifestation of cross-cultural conflicts in enterprises

Judging from the manifestations of cross-cultural conflicts in Sino-foreign joint ventures, they mainly include:

(1) Conflict of values

Values determine the employees' views on a particular issue. However, in Sino-foreign joint ventures, because Chinese and foreign employees have been producing in different environments for a long time and have formed different values, different values will inevitably affect their views on the issues and they will have a different understanding of the same event. As a result, in the course of business management, due to different values, different opinions may arise when making specific decisions, which may easily lead to disputes and frictions.

(2) Conflicts of explicit culture

Explicit culture refers to the external manifestations of culture, including language, demeanor, gestures, expressions, behaviors and other aspects. From the actual situation, in a Sino-foreign joint venture, the explicit culture exhibited by Chinese employees and foreign employees may be quite different. There are differences in language, and there may be great differences in outward appearances such as demeanor, gestures, face expressions and behaviors; and there may be the same expression, but due to the different cultural backgrounds, the meaning is also very different. Therefore, in the case of explicit culture, it is also very easy to produce cultural conflicts.

(3) Conflicts in labor and personnel management

Labor and personnel management is an enterprise's basic work. Doing a good job in labor and personnel management plays a great role in promoting business management and management. However, from the actual situation, there are many influencing factors in labor and personnel management. Both policy factors and cultural factors have a serious impact on labor and personnel management. In contrast to Sino-US, US employees are significantly more

receptive to performance work, while Chinese employees are relatively unaccepting; in addition, Chinese employees are significantly more receptive to overtime, while the US places more emphasis on rest time, once legal holidays do not deal with work matters. Therefore, this series of cultural differences also directly tests the level of labor and personnel management in Sino-foreign joint ventures.

(4) Conflicts in institutional culture

There is a big difference in institutional culture between China and Western countries. In the United States, for example, they have a very rigorous institutional culture. Not only do the companies establish a relatively complete system of systems, but employees also work in strict accordance with the system, forming a culture of acting in accordance with the system; and domestic employees in this area With great differences, not only the enterprises need to be improved in the system construction, but also because employees are not strict with the rules and regulations of the company, they often cannot strictly follow the rules and regulations, and sometimes they will be treated by the "emotional" approach. Break the rules of the system. Therefore, when Chinese employees and US employees are in the same joint venture company, cultural differences will inevitably lead to cultural conflicts. How to solve the cultural conflicts in this area is a challenge that must be met by the joint venture. It is also a problem that needs to be solved.

(5) Conflicts in interpersonal communication

In a joint venture company, there may be barriers in language communication between Chinese and foreign employees, which affect the interpersonal communication between the two parties, and based on the differences between Chinese employees and foreign employees, Chinese employees obviously pay more attention to human relations, like the United States. Foreign workers in other countries pay more attention to the quality of work.

2.5 The impact of cross-cultural conflict on the management of joint ventures

The impact of cross-cultural conflicts on the management of joint ventures is obvious. Combined with the above analysis, we can conclude that this impact is mainly manifested in the following:

First, cross-cultural conflicts have an impact on the management atmosphere of the joint venture. In joint ventures, due to the existence of Chinese and foreign employees, there are different customs on both sides, and there are also many differences in behavior, which may cause communication difficulties for Chinese and foreign employees and make it difficult to establish a harmonious team atmosphere, which is not conducive to the management of joint ventures.

Second, cross-cultural conflicts have an impact on the operation and decision-making efficiency of joint ventures. Due to differences in cultural background, Chinese and foreign employees may have different views on the same thing. In this context, when the joint venture

needs to make corresponding decisions, the Chinese and foreign employees may take different positions and it is difficult to reach an agreement. This will inevitably affect the efficiency of the joint venture's operation and decision-making.

Again, cross-cultural conflicts have an impact on the human resources management of joint ventures. The human resources management of an enterprise is greatly affected by labor policies and cultural backgrounds. For joint ventures, when formulating corresponding human resources policies and systems, not only should the cultural background of Chinese employees and domestic labor policies be taken into consideration, but also the cultural background of foreign employees and the labor policies of their country must both be taken into account. Therefore, it will inevitably have a corresponding impact on the formulation of human resources policies of joint ventures and the daily human resources management.

In addition, cross-cultural conflicts have an impact on the system and process management of joint ventures. Chinese employees and foreign employees have different institutional cultures. Due to the conflicts created by the institutional culture, the joint ventures must consider different institutional cultures when formulating the company's management systems and processes to ensure that the systems and process management embodies the proper role. And in the process of implementing the system and the process, there will be differences between Chinese and foreign employees, which will test how the joint venture will implement the system and process management.
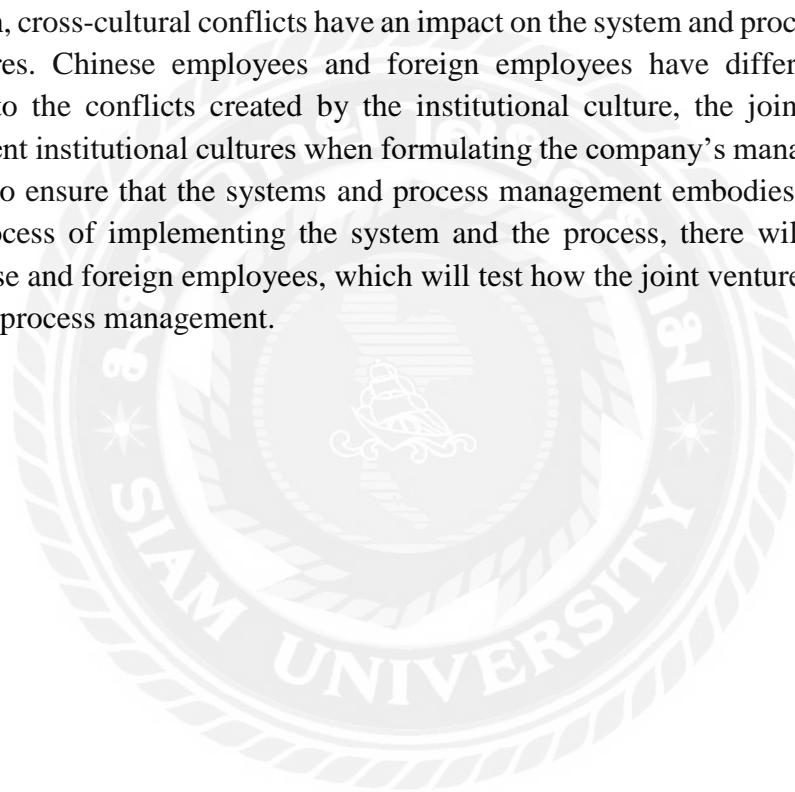
CHAPTER 3

STATUS OF CROSS-CULTURAL CONFLICTS IN X COMPANY

3.1 X company profile

X is a national garment import and export trading company with headquarters in New York, Shanghai and Bangladesh. The company was founded in 2013 and has 55 employees from Bangladesh, Belgium, China and Hong Kong. The cultural differences between employees in the company are very large, and there are various conflicts in daily work. How to manage these contradictions and conflicts is a great challenge in building effective cross-cultural management.

The company's products are mainly outdoor sportswear, yoga and school uniforms, mainly from China, Bangladesh and Vietnam. The products are sold in countries and regions across the world, mainly in the European Union and Bangladesh markets. In Asia, there are China, Hong Kong, Taiwan, South Korea, Japan, Indonesia and some countries and regions in the Middle East, and a few countries in North Mon and South Bangladesh. Africa is dominated by South Africa, with sales of about 20 million Bengal dollars in 2016, and an annual growth rate of about 20 percent since 2013. It is a younger company compared with its peers but is growing faster than the industry's annual average.

The company is structured mainly according to the different functions. The headquarters in Bangladesh is responsible for marketing and finance; the Shanghai branch is mainly responsible for product development, technology and operation; and the Bangladesh branch is mainly responsible for local sourcing and quality control. Each branch has a division of work, but the operation of the whole business relies on the cooperation of a whole team. In such a cross-cultural team, conflicts exist at multiple levels of the enterprise, with specific cognitive and relational conflicts. In the process of daily work, employees experience misunderstandings, accusations and even uncooperative behaviors.

3.2 Industry background

Although the deterioration of global air, water and soil pollution has eased in some areas, the overall trend in terms of resources and the environment has not yet fully improved. People's consciousness of pursuing health becomes stronger and stronger. They go out of their homes and exercise outdoors to improve their body. In recent years, the "square dance" and "marathon" phenomena have shown that people's health awareness is improving. They are willing to spend time on exercise and purchase outdoor equipment to invest in different sports. This social phenomenon has also led to the continued growth of the outdoor sportswear market. The purchasing power of the market is increasing every year. The clothing brand merchants are willing to invest in more boutique stores and strive to expand the scale of operations, seize the market share and improve the company's sales performance. In recent years, many capital investment companies have also been willing to invest huge amounts of capital in the outdoor sports market in order to expect returns. The global apparel industry has recently undergone

the transfer and upgrading of manufacturing industries in Asia, and international procurement has gradually shifted from China to Southeast Asia. Currently, some international brands have a 60% purchase ratio in Southeast Asia. The main reason is that the labor cost in China has been increasing year by year, and China's manufacturing industry has been upgraded under the guidance and promotion of the government. There are also changes in the international free trade policy. The developed countries of the EU have implemented preferential tariff policies for underdeveloped countries. For example, textiles exported from Bangladesh to the European Union are zero-tariffed, while 12% is imposed on similar products from China. The EU and Vietnam reached a free trade agreement after two and a half years of negotiations. From 2018 onwards, tariffs on textile trade between the two regions will be cancelled. These factors have affected the cost comparative advantage of procurement, which will inevitably adjust the pattern of textile trade.

On November 27, 2014, the WTO General Council passed the "Trade Facilitation Agreement" and entered the formal approval process. The "Trade Facilitation Agreement" was the first global trade agreement reached since the establishment of the WTO and circumvented customs regulations and trade procedures. Cumbersome, greatly reducing the cost of trade. Trade facilitation is also an important opportunity for the growth of global textile trade. More and more multinational companies have strengthened international procurement and reduced procurement costs.

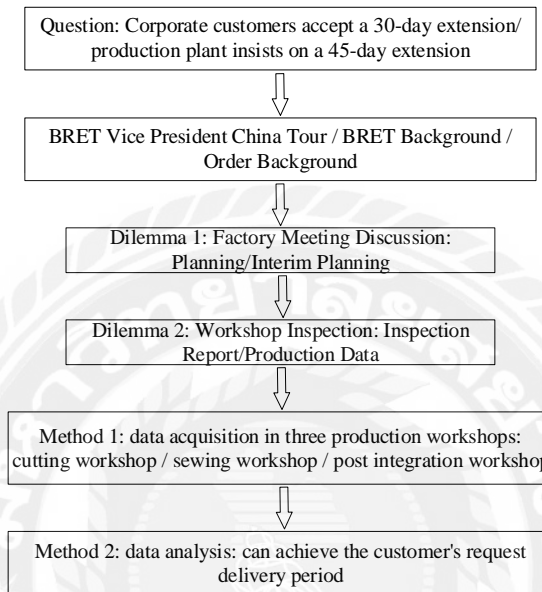### 3.3 X company's case of cross-cultural conflict

The term "conflict" connotes an event; however, as Ross (1993) postulates, it is more useful to think about it as a process. Approaching conflict as a process corresponds to the social psychological perspective that the present study has adopted; the social psychological approach to understanding conflict places emphasis on the process followed (i.e. how conflict evolves over time) rather than on the content of conflict (i.e. what the conflict is about) (Fisher, 1990). Generally, the development of conflict episodes has been closely associated with the interaction between the parties in conflict. Accordingly, conflict episodes are seen as sequential processes of social interaction between the two parties involved in the situation (Wolf, 1983).

Thomas (1992) developed a process model of a conflict episode that accounted for the importance of interaction in conflict situations. As the model indicates, there can be more than one episode within the same conflict situation; any previous episode is likely to affect subsequent episodes. The model9 accounts for the importance of interaction, which has an impact on the way the party perceives, feels and behaves in regard to a given situation. The model is dynamic, in the sense that it allows for changes in the person's thoughts, emotions, intentions and behavior, as a result of the interaction with the other party. Each episode "ha[s] an internal logic with each preceding event causing later events and outcomes" (Thomas, 1992).

To sum up, the industry market pattern of X company is also undergoing major changes,

and the basic staff and management of the company must adapt to the change in market trend. There are many cross-cultural conflicts occurring in this process, which is a common and unavoidable phenomenon in enterprises. It can exist in different departments, groups and individuals in different levels of conflict. In this paper, we choose representative cases for analyzing the conflicts in X company. These cases have a certain pertinence and universality, which have a certain reference significance to the conflict management of intercultural enterprises.

Figure 1 Case 1


```
┌─────────────────────────────────────────────────┐
│ Question: Corporate customers accept a 30-day     │
│ extension/ production plant insists on a 45-day   │
│ extension                                         │
└─────────────────────────────────────────────────┘
                        ⇩
┌─────────────────────────────────────────────────┐
│ BRET Vice President China Tour / BRET Background /│
│ Order Background                                  │
└─────────────────────────────────────────────────┘
                        ⇩
┌─────────────────────────────────────────────────┐
│ Dilemma 1: Factory Meeting Discussion:            │
│ Planning/Interim Planning                         │
└─────────────────────────────────────────────────┘
                        ⇩
┌─────────────────────────────────────────────────┐
│ Dilemma 2: Workshop Inspection: Inspection        │
│ Report/Production Data                            │
└─────────────────────────────────────────────────┘
                        ⇩
┌─────────────────────────────────────────────────┐
│ Method 1: data acquisition in three production    │
│ workshops: cutting workshop / sewing workshop /   │
│ post integration workshop                         │
└─────────────────────────────────────────────────┘
                        ⇩
┌─────────────────────────────────────────────────┐
│ Method 2: data analysis: can achieve the          │
│ customer's request delivery period                │
└─────────────────────────────────────────────────┘
```

3.3.1 Case 1

This event mainly refers to company X sent BRET vice President of Suzhou plant site order date of delivery delay problems, solve the problem in the factory in the process of some specific events, and how to solve the problem. The whole process of communication is as follows:

（1）Bret vice-president and order background introduction

X company vice-president Bret is a genuine Mencius, now over 50 years old, middle-aged man. He worked in Japan and the Philippines as a young man and lived in Asia for more than a decade. Although he has a certain understanding of oriental Asian culture, he has never fully understood the oriental culture and lacks inclusiveness. He could not agree with and accept the way of thinking and solving problems of oriental people, and there were differences in cultural values.

The major in the clothing trade is a very detailed job. The daily problems are fabrics, seams, buttons, zippers and all kinds of tags. The company's brand customers are very strict in their selection, development and validation of fabrics and accessories, and place emphasis on product differentiation, plus the elements of their own brand and LOGO. The emphasis is on the need to respect the choice and requirements of the brand customers who may also require the supplier to resubmit the sample for approval due to subtle variations in line color or

thickness within the product. In real-life consumption, most end users do not have the relevant knowledge to criticize these problems. Thinking about empathy, as consumers, we will not place too much emphasis on thread color and weight.

Deputy B's general requirements for the company's specific business operations process and details are not very clear, but he still made some suggestions that do not seem to be easy to operate. This brings about real problems for the company's business staff. If an employee performs according to his instructions, the workflow is obviously unreasonable. If employees think that there is something wrong with his instructions, they need to spend a lot of time discussing this with him. Because everything must be done personally, many employees feel disgusted, especially in the busy season when the business volume is large and the work pace is fast. At this time, B. Deputy General Manager also demands excellence in the details of the work, and many employees feel unprecedented pressure. Therefore, many employees argue and complain behind the scenes. In fact, Deputy B is not always a person with a very strict working attitude. He is not very demanding on his own, and often forgets some important things because he does not play a good role and he is not supported by his employees. Answering his work." And what people are not willing to talk about is that he often forgets things. He forgets things and blames others.

Another situation is that Vice-President B can't answer and help solve the work problems of junior employees in a timely manner. He sometimes just provides selective guidance, which you can't understand. The company is restricted in some areas of operation, and brand customers are not familiar with the division of work in our company. For example, the customer is very interested in cooperating with us in the development of new products. However, the basic staff cannot get clear guidance from Vice-President B, and it is not clear that the company has a strategic choice in the market development. The employee needs to be clear about the company's upper level of opinion, so as to communicate with the client's specific work. From the perspective of respecting the customer, it is also necessary to reply to the customer's inquiry in time.

In September 2015, X opened up a new product market and needed to work with a new supplier. This is a Taiwanese company that has been operating in Suzhou for 20 years. Its cultural characteristic is the management mode of Taiwan headquarters, which is vastly superior to the local culture of the Suzhou factory. Its strength is that the management process is relatively mature, standardized and rigorous; the shortcomings are that the actual work management appears stiff and bureaucratic, the operation process is relatively complex and there is a lack of flexibility, which is not conducive to mobilizing the enthusiasm of the factory management. Any loss to the factory during the operation of the order, after which they have an internal review, direct leadership to reflect on why the loss occurred, and did not take any remedial measures to reduce the loss. Such a management system causes most management staff to be reluctant to work actively and to open their hands to bold attempts at innovative products in the market. Internal plant ERP system requirements are very strict, order time node to strictly follow the initial plan. If the brand customer's confirmation is delayed or substantially altered, their request is often unacceptable to the customer. For example, they

have to reschedule the production schedule of the order, delay the delivery of the product a lot and sometimes ask for the extra cost of production loss, etc.

For example, X company needs to purchase 20,000 seamless sports pants, which is the first batch of large-scale orders for brand customers. Due to the complexity of the new process, the customer asked the factory to test the stability of the product several times during the early stage of its development. The customer's final confirmation of their opinion of the production was six days later than originally planned. According to normal understanding, the delivery of orders will be delayed for 15 days, but the factory requires a 45-day delay in delivery, and customers cannot accept the factory's requirements. The factory explained that the new process is unstable and the actual production capacity is 25% less than expected. There is also a conflict between the arrangement of workshop lines and other orders, which can only be produced after the production of other products. The actual situation is that these two factors are indeed two factors that must be taken into account when scheduling a factory schedule. X company, depending on the actual start of the production time of the order, and after a strict calculation of the order, can complete the order within the extension of 30 days, but the factory did not confirm this. Company executives complained about the lack of flexibility in the operation of the factory and the lack of cooperation. However, due to constant customer urging, the company responded to the relatively sloppy reply of the customer: "Orders really need to be delayed for 30 days, and the new delivery date is December 30. The production efficiency will be followed in the later production. Delivery may be late, it may be ahead of schedule."

2. Bret, deputy president Suzhou factory line

This order is very important to X company, because the factory has not confirmed the delivery delay. The company headquarters decided to send someone over to coordinate the processing. Vice-President Bret flew to China from Bangladesh on November 28, 2015. Before he set off, he sent an email saying that he was confident that he could solve the delivery deadline issue. The email was very wordy and there were many preaching elements within. The worst result is that the factory bears losses. Nowadays, most apparel factories have very different ideas from those of 10 years ago. They are more aware of their self-protection awareness and ability to understand risks and are more confident in handling their business. They will not overly compose themselves and please guests. They have their own interests, and they are relatively stable and conservative in their handling of business. They will not presume to accept the request of the guests. The management of this Suzhou factory is more conservative, and no one has taken the initiative to assume even a little bit of potential risk.

After Deputy B's arrival in Shanghai, he led Chinese employees to the Suzhou factory at 6:30 in the morning on Monday (November 30). He planned to arrive at the factory before 8:00. When X arrived at the company's line at 7:50, it was actually blocked by the factory's guard. The guard said that the factory's internal system did not see any employees applying for their company's visit. Deputy B called and communicated with Mr. Ren, the person in charge of the factory, and was informed that the relevant employee had already applied for their company's visit. However, the system had not been confirmed within the system. Confirmation is the authority of the logistics department. The staff of the logistics department were still on their

way to work and they were authorized immediately by the office. This trip and the factory were in good communication in advance. It was apparent that the factory had not arranged a trip. One of the pedestrians spent 20 minutes outside the door before entering the factory. During this period of waiting, everyone was helpless. Deputy B was very dissatisfied with the arrangement of the factory. He believed that the factory's work was not rationally organized and such incidents should not occur.

3. Bret, vice-president Suzhou factory meeting discussion

After X company arrived in the conference room, Mr. Ren first said hello, then explained the process of the factory doorman security system. He reflected that he had never met a customer who had come to the factory so early. What happened today was that for the first time, Vice-President B had to placate everyone with different factory rules and regulations, so as to ease the public's discontent. After a brief exchange of greetings, it was only after a meeting that Vice-President B spoke first. The main purpose of this trip was to improve business cooperation in the future, emphasizing the importance of ordering 20,000 shorts. Mr. Ren did not confirm the time of delivery of the order. He said the order had some difficulty, production line workers were not familiar with the process, the current product rework rate was as high as 25. Workers complained that although they were a little bit higher in price, they ended up getting less pay, and many employees didn't want to be vice-president of the new product. B was a little confused because he didn't fully understand Mr. Ren's explanation. He asked the factory to look at the production plan. Mr. Ren's reply was that the final plan had not yet been set out. At present, there was a temporary plan. Vice-President B was a little skeptical of this reply. According to his understanding, the product would have a clear plan on the line; now there would be a temporary plan, adding to his concern about the order. Westerners pay attention to the planning of work, with very specific requirements, and the schedule clearly sets out the specific schedule of work. He asked, somewhat confused, whether there was a problem with the interim plan. Will you really be unable to meet the delivery date requested by the guest? If the order cannot be delivered on time and the customer has a serious claim, the factory will have to bear all the losses. When it comes to claims, the factory does not want to. They insist that the delay in production confirmation is the responsibility of the brand customers. The atmosphere of the meeting suddenly became tense as everyone argued with each other. Both sides were sticking to their positions and stressing that they were right. At that moment, Mr. Ren suggested that everyone took a break.

During the rest of the meeting, in order to ease the tension, Vice-President B distributed the chocolate brought back from Bengal to the participants in the meeting, a move that really helped to ease the atmosphere. Vice-President B then led the participants to shift the subject of the discussion from work to other aspects, talking about each other's experiences and bringing each other closer together in a pleasant conversation. The move helped a lot in subsequent conversations. After 35 minutes of this pleasant and relaxed conversation, the factory staff gave the final delivery time and stated that the shipment would be delayed by 45 days. Vice-President B was very dissatisfied with such an adjustment. He asked the factory to complete all production work 15 days ahead of time, because customers could only accept 30 days of

deferral. B's tough attitude allowed the atmosphere of the meeting to solidify again. The man in charge of the factory replied that there was not much to do. The meeting ended in an unpleasant atmosphere. After Mr. Ren and other factory employees had left the conference room, Vice-President B and the Chinese staff accused the factory of having a problem and finding an excuse to shirk the responsibility. They should have figured out how the assembly line had been planned for a week or a while and found out why the problem could not be adjusted immediately. In such a situation, he could not understand the Chinese way of dealing with problems, he did not understand the meaning of "temporary" and "not too much" in the Chinese context, which is the most obvious manifestation of the conflict of cultural differences.

4. Data statistics and analysis of Suzhou factory workshop

Employees of the Shanghai branch are familiar with the process and mode of factory planning, and it is clear that China's factory plan is quite conservative. Different departments of the factory need to set aside enough time to guard against the problem. They are not willing to transfer this time to other departments. What X company has to do now is decide how to excavate this extra time if he is not familiar with the operation process of the factory, nor can he propose specific methods. He can only rely on Chinese employees to solve the problem. After the communication had reached a consensus, we decided to go to each workshop to check the actual progress of the order. About an hour later, X company was accompanied by the factory to the workshop. In the sewing workshop Vice-President B inquired about the production of the product. Found in the rework turnover box, there are a lot of clothes waiting for repair team leader explanation a main question, the front waist head, car line is not straight, seamless bonding part check mouth big size, some parts have large size. In relation to these questions, Vice-President B found that the filling of the production record report on these days was not complete, and the rate of rework in recent days was basically the same. According to Western management theory, today's rework rate will certainly be lower than the previous day. He believes that these inspection reports are problematic and that they have not effectively used reports to analyze problems in production and have not helped the assembly line to increase production efficiency. In theory, the proficiency of workers' operations is increasing every day. Today's product qualification rate is definitely higher than the previous day's. Mr. B, deputy general minister, repeatedly commented on some statements. Although Deputy B always has high requirements regarding work efficiency and quality, he is also good at gaining insights into employees' internal emotions. After all, in the high-pressure work environment, employees will be irritable and dissatisfied. This is the way that B deputy chiefs explain to the employees why they must have a detailed understanding of the circumstances of the incident by self-deprecating. Although this may temporarily reduce the prejudice against employees, time is wasted in explanations and arguments.

In the afternoon of the same day, company X and his company first came to the cutting workshop for production products. After brainstorming by all the management personnel in the workshop, they eventually reduced the construction schedule by 15 days, i.e. they could deliver within the time limit requested by the customer. This made all managers involved in the meeting feel relieved. However, the Chinese have always reserved a certain amount of

flexibility for doing something strongly, i.e. they do not guarantee 100%. Therefore, Mr. Ren proposed that although the plan could meet the requirements of the delivery date, the impact of unforeseen factors on the production plan would not be ruled out in the coming month. If an emergency occurred, the time limit could not be guaranteed. This is the foreseeable future work risk and the worst plan for everything. However, Deputy B always believed that Mr. Ren's statement was shirking responsibility. He asked for a 100% positive response without considering any risk factors and emergencies.

From this case, we recognize that Western management patterns focus on planning, process and detail. Planning is the guidance and requirement for future work. Work must be carried out in accordance with the planned plan, and the final task will be completed. Bangladesh is a typical low-context country, and in communication, it emphasizes the direct and straightforward manner, and communicates the information in clear and concise words. Often there is no hidden meaning between the lines, no need to listen, no gongs and drums. The Chinese management believes that the plan is an expectation, and there are many uncertainties in the process, and it is normal to plan a deviation. There are two sets of plans for Chinese management. One is for others and the other is for production. Chinese factories are responsible for the results, and they do not like their customers participating in process management. China is a typical high-context country, and the communication between people is very important. The vice-president cannot understand the meaning behind the words of the Chinese factory manager, and the staff of the Shanghai branch need to help explain that X company is a team, and the function of dealing with the factory needs more Shanghai branches.

In the harmony model, criteria for judging the effectiveness of resolution include face-saving concerns along with distributive justice. Face-saving involves protecting one's pride, status and honor. Hence, fairness of process entails symbolic concerns, or observance of rituals, rather than the due process concerns common to abstractive cultures (Cohen, 1991). For example, two crucial elements of due process—namely, neutrality of the third parties and the ability of the principal parties to control the process (Sheppard, 1984)—may not always be as critical in the associative countries. A case in point is the sometimes-constructive role played by representatives that are not strictly neutral. The most crucial concern when assessing the desirability of a process is the preservation of the social status of the parties.

3.3.2 Case 2

The case mainly describes Nazrul, a shipping specialist at the Bangladesh branch, who did not complete the work on time but refused to explain the reasons for not completing the job. In March 2016, company X had 10 orders for beach pants shipped from the Bangladesh factory. The brand customer requested a delivery date of March 16. According to the procedure, Mr. N needs to book his flight space with the customer's designated freight-forwarding company two weeks before the delivery date. While issuing a booking email, he also asked to update the specific shipping order information in the booking system of the freight-forwarding company. Under normal circumstances, within 4 working days, he can receive a reply from the freight-forwarding company and he will be informed of the deadline, address and specific shipping information of the order delivery. According to the customer's request, Mr. N also

needs to update the FINAL OB DATE in the customer's SNC (system of network change) system before the ETD (estimated time of departure) date. The final on-board date) is the date when the final cargo ship leaves the terminal, or the start date of the aircraft. The workflow and time nodes are as follows:

X Shanghai branch is responsible for managing the business operations of the Bangladesh branch office and supervising the progress of various aspects such as the production and shipping of customer orders. Some conflicts and inconsistencies occurred in the event of updating the client SNC system FINAL OB DATE. In the order of time, the entire process is as follows:

1. Manager Wu inspected the work on March 12.

On Thursday, the Shanghai branch manager, Mr. Wu, logged in to the client's SNC system to check the updated status of the FINAL OB DATE. He found that the 10 Po orders produced by the Bangladesh factory had not yet been updated, and the shipping date required by the customer was March 16. Based on past experience, when encountering such a situation with orders, generally there are three possibilities: The first is that the order is shipped on time, the SNC system is not updated, but the company internal remedial update is OK. Second, there is no notice of the DATE of FINAL OB DATE of the forwarder, and the shipping DATE may be delayed. In this case, the customer may confirm with the freight-forwarding company the delayed shipment DATE. But from the company's point of view, we need to report to the customer in time for late delivery. Third, the order is not delivered on time. If such a situation occurs, the problem is much more serious. X company needs to report to the customer as soon as possible the reason for the failure to ship the goods and apply for an extension. In order to understand the origin of the matter as soon as possible, Mr. Wu sent an email to Mr. N to ask why he did not update the system, but he had not received a reply.

2、On March 13, manager Wu contacted Mr. N of the Bangladesh branch.

Because Mr. N's reply was not received the previous day, manager Wu was very worried about the status of orders. Then on Friday Mr. Wu once again sent an email to Mr. N, hoping to get a reply as soon as possible and grasp the actual status of the order. If no reply was received on Friday, the two-day holiday would be basically unable to arrange work. The following Monday was the delivery date, and it would be too late to adjust to any problems. Throughout Friday, manager Wu still did not get a reply from Mr. N. The frantic manager Wu tried to contact   Mr. N directly. However, Mr. N's mobile phone was turned off and no one answered the call from the office. At 6 o'clock Mr. Wu called Mr. N again and failed. By 8 o'clock in the evening, Mr. N had not replied to Mr. Wu's email and the phone was still not contactable. This made manager Wu feel very anxious and helpless.

3. On March 14th, manager Wu contacted Mr. N's leadership in the Bangladesh branch office.

Although Saturday was a rest day, manager Wu did not rest but chose to work overtime

at home and continue to contact Mr. N. Mr. N never gave any response. Manager Wu felt very helpless about this; even if the order was not completed, Mr. N should how to report progress, to facilitate communication between manager Wu and customers, timely delivery cannot be on time, but also to explain to the customers. However, Mr. N's attitude and behavior made the order as a whole indefinite, and he had to take great risks for manager Wu and the customers. In order to understand the status of the order as soon as possible, manager Wu chose no more slippers. He sent a hard-line message to Mr. N. He also sent the same email to Mr. N's supervisor. Mr. N's leader received a reply after receiving the email, but he was also not sure what the order status was. Mr. N did not report any abnormal orders. In addition, Mr. N had been on leave for two days due to his private business and had not been on duty on Thursdays and Fridays. Therefore, he did not reply to Mr. Wu's email. For this reason, Mr. N's leader expressed his regret and promised to contact Mr. N's reply to Mr. Wu's email later.

4 Mr. N finished working overtime on March 15th.

After the end of the two-timer, Mr. N returned to work, and Mr. N's leadership asked him to complete the work that had not been completed before the overtime. Mr. N inspected Mr. Wu's email. He repeatedly sent emails to Mr. Wu and found his superior's practice. Mr. N did not recognize it. He believed that in the absence of a job, manager Wu could understand the status of orders through many channels, such as finding other company colleagues. Moreover, before leaving to go on holiday, he had already informed the leader that the order was normal and he left after completing the work. The work attitude was very serious and responsible. As for the absence of a reply to Mr. Wu's mail during the holiday period, it was normal, not abusive, and he had no obligation to work overtime. Mr. N's performance reflected the attitude of the employees in Bangladesh to the separation of work and life. Being on holiday was more important than anything else and there should be absolutely no mention of work. With respect to work attitude, employees in different countries have different understandings of this. For example, in China, if the work is not completed within the working day, the employees will work overtime on rest days. Even the management staff will give up their rest time for work; this is China and Bangladesh. These are obvious manifestations of the differences in corporate culture in the country.

5. Manager Wu planned a meeting.

For Mr. N's statement, manager Wu was not approved, and manager Wu thought that everything he did was focused on the interests of the company and he was responsible for his work and did not infuse any personal feelings. He sacrificed his rest time but in return for a reasonable answer, so manager Wu felt very unhappy. Therefore, manager Wu hoped to communicate with the leaders of Bangladesh branch offices and focus on solving the problem of how employees maintain communication during vacations. Manager Wu wrote an email to the leader of the Bangladesh branch office. He suggested that all business and shipping attend the meeting on the afternoon of the next day. The theme of the conference was "Requirements for Business Work Communication." Manager Wu listed the topics to be discussed in the meeting:

How to communicate with the multinational branch when different branch staff ask for leave?

Do you want to keep the communication on time when you ask for leave of absence from different branch staff?

What are the company employees' requests for email responses?

These topics do not seem to be creative. There is a problem with the implementation of commonplace talk of an old scholar. Manager Wu should consider how to reduce problems and conflicts between cross-cultural colleagues from different cultural perspectives. In the context of the conference, most people in the company knew what was going on. Mr. N was very clear that this meeting was for himself, so he was disgusted with it. He thought that it was normal for employees to ask for leave, and they had already given up all work before leaving the company. The company did not insist that they worked overtime during the holidays. Therefore, there was no need to hold a meeting about this. This was personally targeted at him. Very strongly. According to Hofstede's theory of "long-term orientation and short-term orientation," Bangladeshis pay attention to the afterlife, while the Chinese emphasize the importance of the present world. They don't have a strong sense of time and are different from Chinese people. Bangladeshi employees have been given two days off, and their work has largely stopped. They generally do not have a work handover, and think that processing two days later is also normal. From the perspective of Chinese culture, Wu's early work is understandable. He did not investigate the matter later and wrote a very unfriendly email, creating a tense atmosphere at work. On the second day of the event, it was a bit of an exaggeration to ask for a special meeting. A company meeting was necessary, but the proposition could not be too sensitive, the time chooses whether to consider a bit later.

6. Meeting conflict

At 2 pm on March 17, everyone arrived in the conference room on time. The Shanghai branch held a videoconference with Bangladesh. First, manager Wu introduced the purpose and main topics of the meeting. He reiterated the company's system and regulations and asked everyone to complete their work in a timely manner. Employees attending the meeting agreed with the company's requirements and promised to comply. In the final part of the meeting, manager Wu criticized Mr. N and asked him to explain his previous behavior. Mr. N himself believed that he did not have great responsibility and was absolutely disgusted with this meeting from beginning to end. When emotions had accumulated to a certain extent, Mr. N gave no explanation, and he said very impatiently, "I did not explain to you what is necessary." Afterwards, the atmosphere of the meeting was very embarrassing. Both Mr. Wu and Mr. N were more excited. The leader of the Bangladesh state suggested ending the meeting prematurely and everyone was very unhappy to leave. It can be seen from this incident that the origin of the conflict was the difference between the cultures of the two countries. China has a far-reaching influence on Confucian culture, and Bangladesh has Islam as its state religion. There are great differences between the cultures of the two countries. The cultural system of Bangladesh is dominated by Islamic civilization, while it also incorporates Hindu civilization

and Western civilization. However, Bangladesh has been influenced by Western culture for many years because of British colonial rule for about 190 years. Bengali people's long-term interracial colonial rule caused "surface obedience" but a "hidden informality" rebellion. Mr. N. attended the meeting, but he did not agree with it, so there was "informal" verbal resistance.

This case conflict has a certain representativeness, and most of the leaders of multinational companies have the style to deal with it. The beginning of the event is good and the supervisor is normal. But they often encounter some of the work of employees in other countries and regional branches, and are unable to keep up with the pace of the work. The leaders themselves find it very hard to help solve the problem, show resentment, hinder their own situation and often make a fuss, and want psychological comfort. The end result is often bad, leading directly to conflict. According to the research on Hall's high- and low-context theory, Bengali is a low-context language, while Chinese is a high-context language. Different language expressions and communication methods directly caused this conflict. Mr. Wu thought Mr. N's reply was simple and crude, meaning that he was not respected. He was embarrassed by the staff who attended the meeting. But the leader of the Bangladesh branch understood Chinese culture, so suggested adjourning. The effect of the meeting was not satisfactory and did not achieve the desired end. As a middle-level manager of the company, manager Wu also lacked knowledge of Bengali culture and could not handle the conflicts generated in some work. Mr. N is a Bangladeshi, and the pace of work is relatively slow. All things are very calm and never stressful because of work. When things happen, they are not in a hurry, as if nothing has happened. Bangladeshis are relatively laid-back in their lives and work styles and are not particularly anxious or serious about anything. Compared with China's manager Wu (workaholic), there is no work rhythm at all. No wonder manager Wu was very angry. He was furious and did not solve the intercultural conflict.
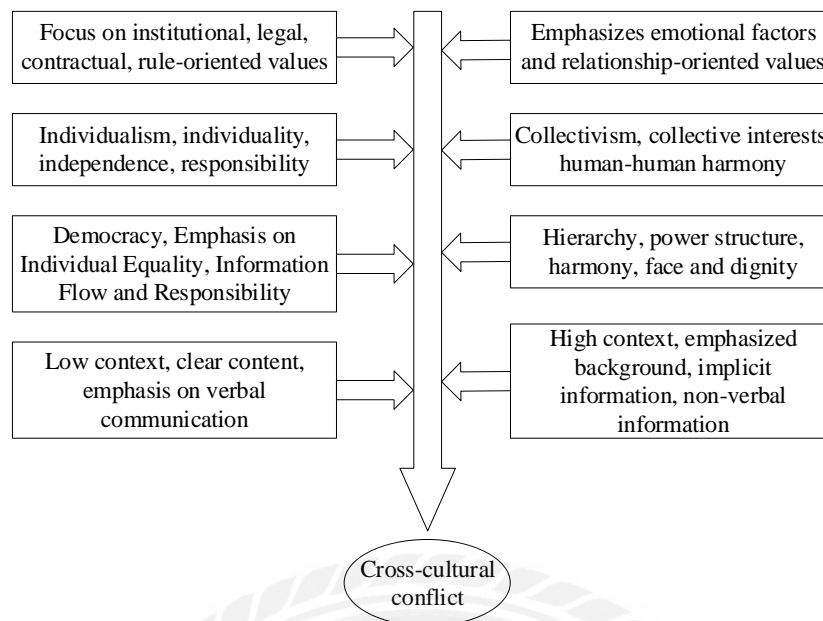
This chapter introduces X company and the industry background. X company is a global company. In Bangladesh, both China and Bangladesh have branches, and employees are also from many countries and regions. As employees have different cultural backgrounds, the company does have many cross-cultural conflicts. This paper describes two representative cases. Case 1 describes the dilemma of Bret, vice-president of the Bengalese head office, in dealing with problems in Chinese factories. It is obvious that he cannot talk about the same plane of the problem. China and Bangladesh have different contexts and differences in long-term and short-term value orientation. Only with the help of Chinese employees can we find a solution to the problem. In case 2, the shipping commissioner of the Bangladesh branch, Nazrul, did not complete the work on time. Manager Wu of the Shanghai branch did not analyze the differences between Bengalis and Chinese in terms of time values and did not recognize the working characteristics of Bangladeshi people. Without analyzing from the perspective of a cross-cultural context, it was not expected that Mr. N would reply that he had "no need to explain," which directly damaged his face, leading to the climax of the whole conflict.

CHAPTER 4

ANALYSIS OF THE CAUSES OF CROSS-CULTURAL CONFLICTS IN X COMPANY

X company's cross-cultural conflict involves a lot of incidents, reflected on different levels. From the source of the conflict, there are two main conditions for the conflict: Employees within the company recognize the existence of corporate culture differences and feel that the differences impact their original value system and behavior model; the other is the degree of understanding and tolerance of the employees themselves, resulting in a certain intensity of adverse emotion and emotional response. In case 1, Vice-President B holds Western values, and the understanding of the plan at the Suzhou factory meeting is different from that of the Chinese side. The understanding of interpersonal relationships is different from the importance of interpersonal relationships in China. China is a high-context country, and because of the different context, he cannot fully understand the real meaning of Chinese speaking. In case 2, there are differences in work and time values between Mr. Wu and Mr. N. Mr. N is a Bangladeshi who does not seek punctuality in time values and lacks seriousness in his work. There is also a big difference in context. Mr. N's words "I don't have to explain to you" seriously hurt manager Wu's dignity. As regards the power structure, manager Wu tends to be hierarchical and different from Mr. N's democratic power structure culture in terms of cross-cultural values, collectivism culture and individualism culture. The power structure of democracy and hierarchy is different from Hofstede's (1984) theory of cultural latitude. The difference between high and low context is studied from the perspective of Hall's theory of high- and low-context culture. From the existing cases and the theory of cross-cultural management, it is concluded that there are four reasons for the cross-cultural conflict, namely: the difference in cross-cultural values, the difference in collectivism culture and individualism culture, and the difference in democratic and hierarchical power structure. Different context.

Figure 1 X company's cross-cultural conflict.

Focus on institutional, legal, contractual, rule-oriented values	→ ←	Emphasizes emotional factors and relationship-oriented values
Individualism, individuality, independence, responsibility	→ ←	Collectivism, collective interests, human-human harmony
Democracy, Emphasis on Individual Equality, Information Flow and Responsibility	→ ←	Hierarchy, power structure, harmony, face and dignity
Low context, clear content, emphasis on verbal communication	→ ←	High context, emphasized background, implicit information, non-verbal information

Cross-cultural conflict

4.1 Differences in cross-cultural values

The differences in traditional habits, behaviors, ideas and attitudes caused by differences in values are one of the root causes of cross-cultural conflicts and one of the difficulties encountered in cross-cultural management. Values refer to a person's overall evaluation and general opinion of the significance and importance of the objective things (people, events, things) around him.

In case 1 Mr. B, the company's deputy general manager, accepted the education of the values of Western culture, and he paid attention to the spirit of contracts and rules. Before he came to China, he was full of confidence. According to him, this problem should be resolved smoothly. The starting point for his question was the contractual terms of the order, and the factory had to be responsible for the quality and delivery of the product. When he communicated with Mr. Ren of the Chinese factory, he also seized on the rules, but the person in charge of the factory was unwilling to argue too much with him. He did not understand that Chinese values are maintenance-oriented, and Chinese people do not want to be with you. Controversy, more consideration is face problem. Chinese people hold long-term values and emphasize social relations. He will think that the relationship is good and the problem can be solved.

In case 2, Mr. N, a Bangladeshi employee, fails to give acceptable explanations without having finished his work on time. Bengal culture is a combination of Muslim, Indian and Western civilization. Bangladesh gained its independence from Pakistan in 1971. Pakistan was under British colonial rule with India and was deeply influenced by Western culture. But Bangladesh is geographically located in South Asia, and influenced by Indian culture. From the perspective of Bangladeshi culture's values of time, this is how they work. They think that there is no problem, in contrast to the understanding of work in Chinese culture.

4.2 Differences between individualism and collectivism

People from individualistic cultures see themselves as independent individuals. They dare

to ask various questions and are full of personality and independence, and are willing to take corresponding responsibility for their actions. They attach great importance to privacy, focus on personal living space and are not willing to be disturbed by others. People with this cultural tendency in a company are concerned about doing things rather than relationships. When they communicate, they need objective data, facts and the entire work plan. Otherwise it is impossible to obtain their consent and support. Their communication is very logical and orderly, requiring direct and very clear information exchange. They are very strict about time management and are not willing to interfere with other people's time.

A collectivism culture emphasizes the sense of collective existence. Individuals are only members of a collective. With collective power, we can effectively guarantee the survival of individuals. There are not many requirements for personal privacy, and personal space is very limited. Parents of family members do not think it is normal to walk into a child's room without having to knock on the door. Some parents think that their children are self-born, that they should educate themselves. Sometimes it is normal for them to beat children. In companies, people with a collectivist cultural tendency pay attention to interpersonal relationships and social relations. Relatively speaking, information is relatively vague. The collectivist will first understand information from one side, cultivate good relations and then tackle the topics to be discussed. The collectivist culture emphasizes the principle of the minority being subordinate to the majority. As long as the number of voters meets the prescribed requirements, it is considered reasonable and legal.

In case 1, Mr. B, deputy head of X company, is an obvious individualist cultural man, who is partly concerned with himself. When a problem is found in the workshop, he will ask a lot of questions in accordance with his way of working. He needs quality reports, objective data and, more importantly, concrete plans based on them.

In case 1, Mr. Ren of Suzhou factory is conservative and prudent, afraid to take risks and afraid of failure. It is not difficult to understand why the factory began to ask for an extension of 45 days. China tends to be collectivist, and employees are highly dependent on the company. Most of the work is done by groups. The Chinese lack the courage to challenge and innovate, and do not emphasize personal heroism.

In case 2, Mr. N says that there is more individualism than collectivism. Most of the ways of expressing are individualistic. Dealing with problems has its own personality and lacks consideration of collective needs. However, he does not have the courage to assume responsibility, at least in terms of communication needs. In fact, everyone can forgive him for his mistakes and understands that everyone can make mistakes.

4.3 Hierarchical and democratic

Hierarchical culture refers to the view of rights that tends to have a strict structure of rights between people. This kind of culture pays attention to the harmony between people and to face and dignity. In this cultural enterprise, communication is from top to bottom, and decisions are

made by superiors. In some enterprises that pay more attention to the level, you can initially see the different positions according to the position of the desk, the size of the office and the decoration. When communicating with others, the title of the other party is respected. Most employees of the Shanghai and Bangladesh branches tend to favor this kind of cultural structure. They value the relationships between people. Case 1 also reflects the wisdom of Chinese employees when dealing with specific issues. They generally do not clash with the factory from the front and understand Chinese people's needs. They conduct survey data from the workshop and use actual data to analyze the results of deducing things. They understand the importance of working together among colleagues.

Democratic culture refers to the equality between people. In such an enterprise, the position is different from the task and the division of work. Communication tends to be bottom-up, and employees dare to express their opinions. Information is shared equally among employees, and everyone can see the company's operation and financial data. It's also normal to call someone by their first name. In case 1, Vice-President B constantly argued with Mr. Ren in the factory, and he thought this was a way to discuss and solve problems with the other side. If the object of communication does not have the same cultural values, then it really can't solve problems effectively.

4.4 High-context culture and low-context culture

High-context culture communication within the society places great emphasis on the context of communication. Implicit information is an important feature of this, and the person to be communicated with needs to understand the true intention of the speaker himself. Sometimes it is necessary to use nonverbal information, the other person's mood, expressions, gestures and the place of communication. They still think it's important to cultivate relationships. High-context culture requires companies to be loyal to their employees. The company is like a big family. Employees are like members of a big family. The growth of a family requires everyone to work together. Some individuals have ordinary abilities, but they are very loyal to the company. These people are generally not fired. Instead, they can work in important departments. People in this context believe more in intuition and do not go too far to pursue objective facts. Indirect communication in daily communication is like roundabout reasoning.

The context of low-context culture is clear and simple. People with a low situational cultural tendency emphasize language communication, look at the simplicity of work, and make it clear that people and things are separate. Personal work is more active and personal. They communicate directly, like being frank and straight, and won't beat around the bush.

A culture-based situation approach (Ting-Toomey & Oetzel, 2001) theorizes that managers are likely to have high self-face concerns given their status and power, whereas employees are likely to have high other-face and self-face concerns, which are necessary for maintaining their job and position. The managers' high self-face concern results in a preference for "forcing with an occasional collaborating" style. In contrast, the high self- and other-face

concerns of employees result in "avoiding and accommodating" for a good relationship with the boss. They offer a model based on cultural dimensions of individual collectivism and power distance (Hofstede, 1981) with four approaches to conflict. A status-achievement approach is seen in cultures of individualism and large power distance. Managers would be concerned with maintaining and recognizing one's status and expect the subordinates to accommodate the manager's wishes, while subordinates view authoritative managers as using power from the top by giving solutions and perceive avoiding conflict as managers being weak. A benevolent approach describes collectivist and large power distance cultures, where managers would consider personal relationships, thereby trying to smooth over the conflict and maintain harmony in the workplace, while subordinates would need to anticipate the needs and wishes of their superiors and expect managers to serve as "protectors" or mentors of their career paths. An impartial approach is associated with individualist and small power distance cultures. Managers would tend to deal with the conflict in a direct, upfront manner, while subordinates directly articulate their concerns and bring the problem to the manager's attention. A communal approach is seen in cultures of collectivism and small power distance. Mindful of communal goals during conflict, managers would resist using power to resolve conflict, while subordinates are open and expressive, working together to develop mutually acceptable decisions. This culture-specific model is also built with reference to manager-subordinate conflicts in the same culture.

Specifically, for the Chinese, Hwang (1997) conceptualizes "harmony" as an axis branching out into two wings of guanxi (interrelation) and mientze (face) for a model of three-category interpersonal networks as the conflict context: vertical in-group, horizontal in-group and horizontal out-group. The model depicts the intertwining of personal and professional relationship in a Chinese society and suggests that when a subordinate is in conflict with his superior, in a vertical relationship, he or she has to protect the superior's face by maintaining personal harmony. As such, the dominant response may be endurance, i.e. accommodating. When a superior insists on the attainment of a personal goal, disregarding feelings of subordinates in a vertical relationship, subordinates may also react to oppose the superior, i.e. challenging. When this happens, their relationship may come to a severance.

In case 1, the company, B, is always a Bangladeshi. He will collect some factory background information and do some investigation and analysis. He also understands the background of the factory's responsible person. In the process of work, he will also understand the causes and background of some problems. This is the same as the working methods of Chinese employees. The communication on the subject matter is more direct and the information is clearly transmitted. The high-context environment in China is higher than that of Europe and Bangladesh. The Orientals like the "Taijiquan" communication, and what is usually said is not true. Mr. Ren does not speak directly and simply, and the B vice-president cannot understand the meaning of Chinese speaking.

In case 2, Mr. N's remark "there is no need to explain" aroused great dissatisfaction from the Chinese manager Wu. He felt that Mr. N did not respect him, and the atmosphere of the meeting embarrassed him. But Mr. N's understanding was relatively simple, saying that there

was nothing else to say about the idea at the time.

Comprehensive examples of the cross-cultural theories in the three cases and the second chapter summarize the reasons for the cross-cultural conflicts formed by the X company, i.e. there are four kinds of cultural differences within the enterprise: differences in cross-cultural values, differences in individualism and collectivism, differences in hierarchical culture and democratic culture, and differences in high-context culture society and low-context culture society. If the company's management recognizes the objective reasons for the formation of cross-cultural conflicts, then in their daily work they will be able to analyze conflict events and help to propose a reasonable solution to the conflict. Chapter 5 focuses on this.

Furthermore, from the perspective of the cultural quality of employees of X company, it is believed that we need to improve in three aspects: cultural respect, cultural tolerance and cultural trust. It is not easy to achieve these three points, but we must improve the learning level of individuals and organizations and find effective ways to solve conflicts in practice.

CHAPTER 5

X COMPANY CROSS-CULTURAL CONFLICTS AND MANAGEMENT IMPROVEMENT PROGRAM

5.1 Face up to cultural differences and pay attention to diversity

According to the analysis of the causes of cross-cultural conflicts in Chapter 4, X company has objective cross-cultural differences. The existence of these differences leads to the continuous occurrence of conflicts. If the conflict situation is not handled properly, it will lead to negative emotions among the employees, the employees will be harmed and the company's interests will be lost. To reduce cross-cultural conflicts, leaders need to pay attention to cross-cultural differences.

According to the second chapter, Susan Schneider's strategic approach to cross-cultural conflict management uses cultural differences to integrate cross-cultural advantage resources. Based on this theory, it is proposed that we must face up to cultural differences and pay attention to diversified communication.

Conflict within organizational groups has so far been studied very little, even though its importance has been highlighted by existing organizational research. Research has demonstrated that friction among group members reduces employees' satisfaction regarding their work group, while it increases the likelihood of job quintal (Jehn, 1992). The same applies in cases where employees feel they are in conflict with another member of the group, even though the friction between them is not apparent. For instance, studies have indicated that group members' perceptions of conflict have an impact on both group and individual outcomes (Deutsch, 1969; Kabanoff, 1985).

The bulk of organizational research on conflict has concentrated on situations where parties have athletic interests or incompatible objectives (Jehn, 1992). This approach can be seen as a reflection of the fact that much of this body of research has focused on conflict at an intergroup level (Ross, 1989). Nonetheless, even conflict research at an intragroup level has focused primarily on conflicts of goals within the group (Levine & Moreland, 1990). Placing such an emphasis on goal incompatibilities among members of an organizational group tries to disregard the fact that most organizational groups are common-goal groups. The existence of a common goal or purpose is a key element in the definition of a work group, in the sense that organizational groups (in the form of work teams, units and departments) formed

In order to achieve a common task goal (Jehn, 1992).

Involved, despite the existence of a common task goal that unites employees working in the same group, social interactions amongst organizational members are complex since they reflect a fundamental incompatibility (Boulding, 1963). They are often characterized by a mixture of cooperation and competition. For example, on the one hand, in their everyday interaction, employees rely on each other in order to accomplish the task assigned to the unit in which they work; due to the regular interaction, emotional ties also develop among

employees. At the same time, they often find themselves competing with each other for power and scarce resources (Mastenbroek, 1987). Since the work that members of the same group perform is usually interdependent, effective organizing cannot take place unless such interdependencies are managed, and a balance is reached between cooperation and mutual dependency on the one hand, and rivalry and autonomy on the other. Nowadays, posed grow in size and diversity and problems emerge what these members of these organization are probable to have quite divergent perspectives; the steps experienced by employees can range from competing over resources and struggles for power, to failure to coordinate their efforts, and to discrepancies in the way in which personal relationships are processed. Therefore, conflict interfaces between employees working in the same group occur, even though they have common interests and basically agree about the goals to be achieved. In other words, these are situations where people who believe they should be working together find that they are unable to do so effectively; that if, conflict that develops primarily from people's normal attempts to cooperate or coordinate their efforts" (Kabanoff, 1985). Moreover, sometimes personal goals are intermixed with organizational ones; in the work environment, employees find it difficult to separate their personal id Entity from the tasks they have to perform, from the organizational goals, as well as from the beliefs and norms in use in the particular organization or work group (DeCosta, 1993). This can be seen as another indication of the special nature of conflict situations in organizational groups, while it also explains why disputes between organizational members are typically seen as personality clashes (Rahim, 1986).

So far, I have referred in general to the special nature of the awareness of members of the same work group, and how such cause incoming armed conflict a form which is quite distinct from other forms of social interaction. Although these relationships and interactions among the apply to multifarious organizational settings, there are bound to be differences depending on the various characteristics of work organizations (e.g. the technology employed, the structure of the organization). The present study focuses on bureaucratic organizations. For this reason, references will be made to the way in which employees perform their tasks and relate to each other in organizational bureaucracies.

5.1.1 Respect employees' multicultural values

The management of the company needs to recognize the composition of the company's employees. They come from different cultural backgrounds, have their own values in understanding their work and have different value judgments. Some employees are more inclined to individualism, serious and responsible work, time arrangement of work, whether in the workplace restrictions, striving for work. Many employees often work overtime to complete the task, they can't specifically for overtime wages. Employees of individualistic cultures value the holidays they should enjoy, and are reluctant to be disturbed during their holidays, especially when private holidays are annoying to work calls. The values of collectivism are embodied in employees with individualistic values. They are also willing to cooperate and identify with the values of the group.

X company management need to pay attention to cultural differences of individualism collectivist cultures tend to the influence of the employees, managers need to identify with the

staff, let them have a collective sense of belonging, to fully recognize the importance of them as a member of the collective. For employees with individualistic tendencies, they should respect their equal status and reward corresponding work achievements. Individuals feel a sense of accomplishment. They will keep on working hard and keep up the good work.

5.1.2 Develop the company's cultural differences into the competitiveness of the company

The cultural difference is the fact existence phenomenon, and we must dialectically look at its influence on company development. A moderate amount of conflict is conducive to the development of a company, helping the company to achieve the best performance. In some ways, conflict can expose the shortcomings of some schemes and improve the quality of decision-making. So, conflict within a certain range is beneficial and helps maintain the vitality of the organization.

X branch employs many local employees and has various cultural differences. Some international brand companies value the new vitality that such cross-cultural companies bring to the traditional clothing industry. They choose to cooperate with X company.

5.1.3 Respect different management habits

Different management habits come from different cultural backgrounds. The employees of X company come from different countries and regions, and the management methods of branch companies are not exactly the same. Hierarchical employees prefer a paternalistic management style, while democratic employees disagree with such management. Bengal employees emphasize the realization of personal values and believe that the company's management is subject to strict rules and regulations. Therefore, for the actual situation of X company, a management mode is not the most effective and needs to be treated separately.

For example, the addition of new employees in Bangladesh, as a leader needs to do very specific work, tell him clear tasks, always remind him what time period should be completed, and to control the progress of the work. However, for Bangladeshi employees with a personal cultural tendency, managers only need to clearly explain their tasks and give them full autonomy. You don't need to give them too much guidance on the details of their work. What you need to do is to reach out when he asks for help and use your resource advantages and internal integration capabilities to help him.

5.1.4 Establish communication principles and encourage effective communication.

As with any other form of social interaction, conflict does not occur in a vacuum. Since individuals do not live in isolation, the way in which they behave and interact with each other takes place within a social environment (Deutsch, 1973). As Bateson (1978) notes, "all communication necessitates context, without [which] there is no meaning." Even processes such as motivations and cognitions, which have usually been approached uniquely from the perspective of the individual, operate in a social context (Condor & Brown, 1988). In regard to conflict studies, Morley argued that negotiations can only be appreciated when examined within "the historical contexts of which they form a part, and which they help to produce" (Morley, 1992). Since this research focuses on dyadic conflict interfaces in organizational groups, the organization constitutes the social context of the conflict situations to be studied.

A great number of organizational studies have investigated the phenomenon of conflict; the abundance of research conducted in this area is related to the persistence of conflict in organizational life. For instance, it has been noticed that a great deal of a manager's time is typically spent in being involved in the resolution of conflicts (Sheppard, 1984). The focus of this study is to model the way in which incidents of dyadic conflict are resolved between members of the same organizational group. According to Rahim (1986), intragroup conflict situations—and the way they are resolved—within an organizational group have different characteristics from other conflict interactions occurring in an organizational context. For this reason, the next section discusses the special nature of intragroup conflict.

Communication is not an easy thing to do: Send your message out, the other person understands and give you feedback so that the communication can be finished. If the communication is not complete, i.e. the other party does not understand or agree with your point of view, there will be a conflict of work, so there is no work. Therefore, to reduce conflict, effective communication should adhere to the following principles: (1) Information integrity requires the other person to understand your message. Communicators need to answer questions in time and provide additional information; (2) the clarity of information must be avoided and ambiguous, and ambiguity should be avoided; (3) when communicating, you need to maintain respect for each other, and language should be polite.

5.1.5 Effective formulation of communication strategies

Communication among employees in cross-cultural enterprises is complex. I suggest you prepare yourself for a communication strategy before you communicate. To be targeted, to reduce the incidence of communication conflicts, to improve effective communication. 1) to confirm who is the object of communication, whether it belongs to that kind of situational communication culture, and whether the view of time is straight or flexible; 2) to determine the purpose of communication. Is to understand why they want to communicate, to understand their communication to achieve the desired results; 3) different communication sites to choose different communication strategies. For employees who prefer the high-context culture, they can talk informally, without having to talk about work in the workplace, and by having dinner together after work they can talk about things other than work. If you need to interview, also pay attention to the use of politely. For low-context culture cultural staff, direct interviews and phone calls are more effective. To know when to communicate, when the better communication results, to master the length of communication time. For employees with a linear tendency, managers should pay attention to the premise of not affecting the staff work is relatively safe, concise and clear, concise and comprehensive.

5.1.6 Learn to listen

For managers of intercultural companies, it is also important to learn to listen. You need to concentrate and listen carefully. Listen to employees' opinions on the cultural industry and understand their cultural values. Listening is a kind of respect for each other, increasing tolerance for each other and reducing the possibility of cultural conflict. Having a sufficient amount of information for managers increases the effectiveness of decision-making.

5.1.7 Correct use of language and nonverbal communication

X company's Bangladeshi employees sometimes provide and feed-back information that is often incomplete and untrue. In a formal job, you need to dig deeper into the information you need, and you need another way to verify the information you want. Sometimes they find they are wrong in further communication. In informal communication, you should respect local religious practices. Some 90% of the people in Bangladesh believe in Islam, and they have daily fixed time to pray. Perhaps during a meeting, they would stop in the office for a unified prayer service.

In Bangladesh, when people interact with each other, they tend to shake their heads in a polite way. Skaking the head to the left is approving or respecting. Nodding the head means disagreement. This is exactly the opposite of our Chinese "head shake."

5.2 Build common goals

X company needs vision and stage goals. Employees need to have a vision and space for development. They have the direction of compliance, commitment and dedication. Organizations that do not have a common vision often lead to employee obedience to the organization, but never lead to a genuine commitment to the organization.

According to Chapter 2, Nancy Adler's theory suggests there are three cross-cultural conflict solutions. Collaboration is the difference between different cultures within the company, complementing and coordinating cultural differences, and creating a completely new organizational culture. Under the guidance of this theory, X company proposes the creation of a common goal.

5.2.1 Reasonable positioning and building common goals

The company's positioning consists of many aspects: marketing, production, research and development, personnel and finance. Reasonable positioning is the basis for the development of an enterprise. Without accurate product positioning, there will be no obvious market revenue. There are problems with market positioning, which will result in a specific inventory, and the previous research and development input will be lost. In cross-cultural X companies, it is necessary to eliminate the sense of superiority of different cultures and make the company's vision and goals become the common values of all employees.

5.2.2 Identify the core values of the enterprise and build a common culture of the enterprise

Core values are the ultimate beliefs that companies must have, and they are an important part of corporate philosophy that plays a dominant role. It is a series of guidelines to help enterprises deal with specific issues in their development, such as their views or attitudes toward the market, customers, employees, etc.

Now many companies are recruiting employees, the first is to match values. If the values do not match, companies will rarely consider hiring even if their individual ability is stronger. If the values are matched, the company may be willing to train even if the work ability is not

so strong.

X company, as a global clothing trading company, is a communicator of fashion clothing, which enables employees to participate more in the development of enterprises, so that they can understand and identify with the company's values.

In the X company, whether it is or Bangladesh Chinese employees, workers, and even to other countries, though they come from different countries and have different cultural background, but for the X company all the staff, they are currently working in the X company such a large family, all from the same company. Therefore, although there are a variety of cross-cultural conflicts, the X company needs to build a common corporate culture, to give employees from all parties a sense of belonging, promote they can agree on the culture and philosophy, in response to the current and the Bengal employee of cross-cultural conflict, reduce the friction of cross-cultural conflict.

First, in building a common corporate culture, company X should fully embody the concept of "ONE FAMILY" and demonstrate the "ONE FAMILY" in terms of organization, technical team, work style, decision-making process and delivery model. Thought, unity of ideas and understanding across the company.

Second, in building a common corporate culture, company X should clearly define its customer-centric thinking and the extent to which it meets customer needs as a measure of its effectiveness. In company X, whether it is a Chinese employee or a member of the Bangladeshi staff, their customers are all the same, and all the work they do is ultimately for the customer. Therefore, the establishment of a clear customer-centered thinking can guide both Chinese and Bangladeshi employees in their daily work to use the customer's needs as a working standard. All work must be based on the customer's needs as a measure, and all work objectives are also aimed at satisfying client needs. When employees from both China and Bangladesh disagree in the course of their work because of cross-cultural conflicts, the criterion for measuring whether the parties are right or wrong is not the respective cultural background of the parties, but rather the needs of the customers. Under the guidance of this kind of thinking, employees from both China and Bangladesh are able to basically unify their work standards, effectively reducing the conflicts arising from cross-cultural conflict issues and the friction in their work.

Thirdly, company X should regard honesty and integrity as a core part of building a common corporate culture, encourage employees to become trustworthy employees and ultimately build company X into a trustworthy company. Judging from the actual situation, despite the cross-cultural conflict between employees from both China and Bangladesh, integrity has always been a common standard of conduct for both Chinese and Bangladeshi employees. Therefore, company X should regard honesty and integrity as an important part of the corporate culture, establish the common values of employees from both China and Bangladesh, seek common standards in doing business and work for employees from both China and Bangladesh, and excavate more common ground between the two. This can resonate, promoting the establishment of unified core values and a harmonious team atmosphere.

Fourth, company X should establish a corporate culture of "fully authorized teamwork" to ensure that it creates a good atmosphere within the company and actively develop the characteristics and strengths of its employees and partners. From the perspective of the cultural differences between the employees from China and Bangladesh, the employees from Bangladesh pay more attention to personal skills and individual contributions to the team, while the Chinese employees pay more attention to teamwork. Therefore, company X should integrate the two organically in the construction of a corporate culture and establish a corporate culture of "fully authorized team cooperation." The corporate culture of "fully authorized teamwork" not only pays more attention to the individual's ability level, but also ensures that individuals can fully exert their personal abilities under the scope of authorization and permission; at the same time, they also pay attention to the achievement of team spirit and team goals. The integration of the cultural factors of Bangladesh and the formation of a "fully entitled teamwork" corporate culture can ensure that employees from both China and Bangladesh can be more easily accepted, promote the effectiveness of corporate culture building, and can also facilitate the construction of team spirit and a team culture.

Fifth, company X should reflect the spirit of "continuous improvement and innovation" in the construction of corporate culture, and promote better, faster, more effective and more use of new thinking. For a clothing company, the spirit of "continuous improvement and innovation" is extremely important. Although X company is currently in a leading position on the domestic technology level, there is still a gap with international apparel giants. For employees of X company, both Chinese employees and Bangladeshi employees attach great importance to the spirit of innovation in their cultural background. Through the spirit of "continuous improvement and innovation" in the corporate culture, the employeesfrom both China and Bangladesh are further promoted. There is a focus on improvement and innovation, encouraging them to work together more harmoniously, building a platform for "continuous improvement and innovation," and at the same time promoting the company's own business goals.

5.2.3 Discuss and cultivate collective sense of honor

It is very important to cultivate a kind of moral emotion that loves collective self-consciously to honor the collective. If there is a group of people who are not united, the group is likely to fall apart, and there will be many conflicts in cross-cultural enterprises. The employees of X company come from different cultural backgrounds. If there are problems, they need to communicate more with each other, discuss more and solve problems through cooperation.

5.3 Correct selection and adjustment of management mode

Cross-cultural managers need to have the ability to manage cultural differences, cultivate employees' recognition of cross-cultural values and build team cooperation. Different enterprises choose management modes to suit them. There are three general management modes: (1) localization mode: the branch is completely independent from the operation of the parent company; (2) cultural grafting mode: the parent company dispatches personnel to ensure

the parent company's control over the subsidiaries; (3) cultural compatibility infiltration pattern: absorbing the differences between different cultures, complementing and promoting each other. In the cross-cultural conflict management of X company, the use of the third mode culture is suggested to be compatible with infiltration. This model can reasonably avoid unnecessary conflicts and can become a special form of competitiveness among enterprises.

5.4 Strengthen training and development of cross-cultural human resources

Cross-cultural training is a must. This can prevent and solve cultural conflicts between different cultural backgrounds. It is one of the most effective ways to realize cross-cultural management. Cross-cultural training has three levels of understanding: the micro-level training of employees, the training of managers and the macro-level of the overall corporate culture.

From the current point of view, human resource management is the focus area of the cross-cultural conflict between China and Bangladesh. Therefore, X company needs to carry out a series of effective measures in human resources management.

5.4.1 Personnel recruitment

In the recruitment of personnel, X company first needs to pay attention to the cultural background of the candidates, not only to pay attention to the level of knowledge and skills of the candidates, but also to conduct professional cultural assessment in the recruitment process in order to ensure that the employees recruited can adhere to the company's development philosophy and values and avoid creating more cross-cultural conflicts.

Secondly, company X is currently operating mainly in China. Therefore, in order to avoid cross-cultural conflict, company X should recruit more local staff, and through the recruitment of domestic staff, it can greatly reduce the phenomenon of cross-cultural conflict. The production.

5.4.2 Incentive system

In response to the current cross-cultural conflict among X companies in terms of performance incentives, they need to further establish effective incentive systems in response to existing problems.

First of all, X company should further improve the system of performance management, add more quantitative indicators in performance indicators, and through a quantitative index set-up promote the accuracy of performance appraisal results, improve the fairness of performance appraisal and thus further bring into play the function of the performance management incentive.

Second, company X should establish an incentive system that combines physical incentives and spiritual incentives, and in particular, it should reflect the role of mental incentives. Through the establishment of a fair promotion system, equal training opportunities and other spiritual incentive measures, the Chinese and Bangladeshi staff will be placed on a common development platform to promote equal competition among them and establish a

sound development. The atmosphere encourages them to contribute their own strengths to X company.

5.4.3 Compensation system

In terms of the construction of a salary system, X company needs to consider all aspects, not only the salary culture of Bangladesh, but also the salary culture of Chinese employees.

(1) Salary structure management

In terms of the arrangement of the salary structure, company X should first establish a percentage of post wage, post wage accounted for the proportion of total wages should be kept between 40 and 60 %, and the determination of post salary is based largely on employees' post to confirm. Second, X company should set up wages, skills wages accounted for the proportion of total wages remain between 20–30 %, skill salary should be based on employees' qualifications, knowledge, skills and the working life of such situation. Again, X company should set up a performance salary, mainly allocated according to the staff performance appraisal results. Among the current Chinese employees, acceptance of performance-related pay is not particularly high. X company shall specify the merit pay accounts for the proportion of total wages remain between 20 and 30 %. To ensure that the performance management and salary management system is as good as possible in the future, and employee recognition of performance management is as high as possible, X company should further improve the performance of wages accounted for the proportion of total wages, further perfecting the compensation structure.

（2）Bonus management

In order to effectively deal with the cross-cultural conflict between China and Bangladesh, company X can further play the role of bonus management. Based on the fact that there is a difference between the team culture of Chinese employees and the individual culture of the staff from Bangladesh, company X should add both team and individual bonuses to employees' salaries where applicable to reward outstanding achievement. The establishment of individual bonuses to reward outstanding individuals can not only stimulate the team's combat effectiveness, but can also stimulate the staff's fighting spirit, while taking into account the cultural differences between China and Bangladesh.

CHAPTER 6
CONCLUSION

Through the analysis of the causes of the corporate culture conflict in X company, this paper holds that in order to realize the localization of the host country, it is necessary to ensure harmony and unity between the local staff and the local employees, and then ensure harmony and unity between the employees and the host country, so the character of value is very important to the management of the enterprise. At the beginning of its establishment, the enterprise should take the coordination of values as part of the assessment at the time of selecting people. The enterprises and employees have achieved only in the value view. In the face of cultural differences, the two parties are willing to adjust, adapt, contain and cover the possibility of cultural conflict.

This paper analyzes the types of cultural conflicts in X company and the causes of cultural conflicts and puts forward the strategic choice of X company's cross-cultural conflict in terms of the three stages of respect, communication and adaptation. In the respect strategy, the values and methodology are first put forward, and the strategies for the implementation of cross-cultural conflict respect are expounded from the perspectives of organization and individual. As regards the communication strategy, a "he and I culture" as the basis of cross-cultural communication, cultural identity as the result of cross-cultural communication, cultural harmony as the inevitable trend of cross-cultural communication; in terms of adaptation strategies, the four strategies of cultural complementation, cultural avoidance, cultural stage replacement and localization are put forward. Finally, the success of the international operation of X company expounds the transnational operation of X company's management philosophy, and respectively discusses the forms of expression of X company's cross-cultural conflict, formation reasons and countermeasures of choice.

REFERENCES

Hofstede, G. (1991). Cultures and Organizations. *McGraw-Hill International (UK) Limited,* (08), 11−12.

Hofstede, G., & Michael, H. B. (1998). The Confucius Connection: From Cultural Roots to Economic Growth. *Organizational Dynamics,* (02), 45−46.

Malcolm, W. (2004). *Cross-cultural Management* [M]. Beijing: Machinery Industry Press.

Mu, M. (2012). Cross-cultural Conflict and Affirmative Action: Inter-and Intra-ethnic Dilemmas of Management, Malaysia's Heterogeneous Workplace. *International Journal of Cross Cultural, 12*(1), 115−132.

N, F., & B, P.A. (2013). Cross-cultural Conflict Management. *US, 9*(1), 78.

Wolf. (2005). *International Human Resource and Cross-cultural Management[M],* 215−216.

Nancy, A., & Robert, D. (1986). From the Atlantic to the Pacific Century: Cross Cultural Management Reviewed[J]. *Journal of Management, 12*(2), 295−318.

Wolf, (2005). International Human Resource and Cross-cultural Management. 9,

Philippe, D. I. (2005). A New Theory of Intercultural Communication. *Wuhan University Press,* (12),

Adler, N. (1991). *International Dimensions of Organizational Behavior.* Boston, MA: PWS Kent.

Xu, M. (2005). Based on Cross-cultural Management Perspective of Shanghai Disneyland Theme Park Construction Countermeasures (*Master's Degree Thesis). Liaoning University*

Zhou, Y. J., & Luo, Q. M. (2017). Zhuzhou Siemens Traction Equipment Co. Ltd. Cross-cultural Management Research. *Business Manager,* (2), 96−98.

Huang, Q. (2011). Cultural Conflict and Integration of Multinational Corporations and Cross-cultural Management Strategies. *Contemporary Economy,* (10), 46−47.

Luo, M. Y. (2016). Cultural Conflicts and Integration in Cross-cultural Management of Sino-Foreign Joint Ventures. *Corporate Culture,* (6), 158−159.

Yang, Q. (2002). Research on Cross-cultural Management of Sino-Japanese Joint Venture C&S Motor Company (*Master's Dissertation). Chongqing University.*

Wang, W. Q. (2012). Research on Cross-cultural Conflict Management of Sino-Japanese Joint Ventures (*Master Thesis). Dalian Maritime University.*

Meng, F. W. (2017). Foxconn Human Resources System and Method Research. *Business*

Economics, (3), 118－120.

Zhu, X. Y. (2012). Research on Cross-cultural Human Resources Management of Korean-invested Company A in China (*Master Thesis*). *Shanghai Jiao Tong University.*

Liu, Y., & Jin, X. (2016). Research on Cultural Conflicts and Cross-cultural Management Issues of Multinational Corporations. *Management Strategy,* (5), 125-126.

Yu, W. Z., & Jia, Y. (1997). The New Mode and Application of Common Management Culture. *Applied Psychology,* (3), 3－10.

Elena, (2014). Research on Cross-cultural Management of Sino-Russian Joint Ventures (*Master Thesis*). *Harbin Institute of Technology.*

Shan，B., Shi, Y. B., & Philippe, D. (2005). A New Theory of Cross-Cultural Communication[M]. *Wuhan University Press,* (4), 310－321.

Patricia, P. S. (1998). Cross-cultural Management. *Beijing: China Social Sciences Press,* (7),

Kroeber, A. L., & Kluckhohn, C. (1952). *Culture: A Critical Review of Concepts and Definitions.* Cambridge, MA: Peabody Museum*,* (47), 1.

Hofstede, G. (1984). Culture's Consequences: International Differences in Work-related Attitudes. *Beverly Hills, CA: Sage.*

Triandis, H. C. (1994). Cross-cultural Industrial and Organizational Psychology. In H. C. Triandis,

Gladwin, T. N., & Walter, I. (1980). *Multinationals Under Fire.* New York: John Wiley & Sons, Inc.

Joshi, A., Labianca, G., & Caligiuri, P. M. (2002). Getting Along Long Distance: Understanding Conflict in a Multinational Team Through Network Analysis. *Journal of World Business,* (37), 227－284.

Kilmann, R., & Thomas, K. (1975). Interpersonal Conflict-handling Behaviors as Reflections of Jungian Personality

Dimensions. *Psychological Reports,* (37), 971－980.

Blake, R.R., & J, S.M. (1964). *The Managerial Grid.* Houston: Gulf*,*

Kozan, K. (1997). Culture and Conflict Management: A Theoretical Framework. *International Journal of Conflict Management, 8*(4), 338－360.

Ting-Toomey, S., Gao, G., Trubisky, P., Yang Z., Kim, H.S., Liu, S. & Nishida, T. (1991). Culture, Face Maintenance, and Styles of Handling Interpersonal Conflict: A Study of Five Cultures. *International Journal of Conflict Management,* (2), 275－ 296.

Chen, G. M., & Starosta, W. J. (1997－98). Chinese Conflict Management and Resolution: Overview and Implications. *Intercultural Communication Studies,* (7): 1, 1－15.

Chen, G. M., Ryan, K., & Chen, C. (1999). The Determinants of Conflict Management

Among Chinese and Americans. *Intercultural Communication Studies,* (8), 163−175.

Ross, M. H. (1993). *The Culture of Conflict.* New Haven: Yale University Press.

Ross, R. G. (1989). Conflict. In R. Ross & J. Ross (Eds.) *Small Groups in Organizational Settings* (pp.139-178). Englewood Cliffs, N.J.: Prentice-Hall.

Fisher, R. J. (1990). *The Social Psychology of Intergroup and International Conflict Resolution.* New York: Springer-Verlag.

Wolf, G. (1983). Conflict Episodes. In M. H. Bazerman, & R. J. Levicki (Eds.), *Negotiating in Organizations* (pp. 135−140).

Thomas, K. W. (1992). Conflict and Negotiation Processes in Organizations. In M.D,

Cohen, R. (1991). *Negotiation Across Cultures: Communication Obstacles in International Diplomacy.* Washington, DC: U.S. Institute of Peace Press.

Sheppard, B. H. (1984). Third-party Conflict Intervention: A Procedural Framework. In B.M. Staw, & L. Cummings (Eds.), Research in Organizational Behavior. Greenwich. *CT: JAI Press,* (6), 141-190.

Ting-Toomey, S. & Oetzel, J. (2001). *Managing Intercultural Conflict Effectively.* Thousand Oaks, CA: Sage.

Hofstede, G. (1980). *Culture's Consequences.* London: Sage.

Hwang, K. K. (1997−98). Guanxi and Mientze: Conflict Resolution in Chinese Society. *Intercultural Communication Studies,* (7), 17−42.

Jehn, K. A. (1992). *The Impact of Intergroup Conflict on Effectiveness: A Multi-Method Examination of the Benefits and Detriments of Conflict* (PhD Thesis). The J. L. Kellogg Graduate School of Management. *Northwestern University, Illinois, USA.*

Kabanoff, B. (1985). Potential Influence Structures As Sources Of Interpersonal Conflict In Groups And Organizations. *Organizational Behavior and Human Decision Processes,* (36), 113−141.

Deutsch, M. (1969). Conflicts: Productive and Destructive. *Journal of Social Issues,* (25), 7−41.

Levine, J. M., & Moreland, R. L. (1990). Progress in Small Group Research. *Annual Review of Psychology,* (41), 585−634.

Boulding, K. (1963). *Conflict and Defense.* New York: Harper and Row.

Mastenbroek, W. F. (1987). *Conflict Management and Organization Development.* Holland: Wiley.

Kabanoff, B. (1985). Potential Influence Structures as Sources of Interpersonal Conflict in Groups and Organizations. *Organizational Behavior and Human Decision Processes,* (36), 113−141.

Decosta, J. (1993). *Conflict Management and the Learning Organization: A Case Study* (PhD Thesis). The Fielding Institute, California, USA.

Rahim, M. A. (1986). *Managing Conflict in Organizations*. New York: Praeger.

Deutsch, M. (1973). *The Resolution of Conflict: Constructive and Destructive Processes*. New Haven, Conn.: Yale University Press.

Bateson, G. (1978). The Pattern which Connects. *Co-evaluation Quarterly,* (18), 13.

Condor, S., & Brown, R. (1988). Psychological Processes in Intergroup Conflict. In W. Strobe, A.W. Kruglanski et al. (Eds.), *The Social Psychology of Intergroup Conflict* (pp. 3−26). *New York: Springer-Verlag*.

Morley, I. E. (1992). Intra-organizational Bargaining. In J. F. Hartley, & G. M. Stephenson (Eds.), *Employment Relations* (pp.203−224). Oxford: Blackwell,

Sheppard, B. H. (1984). Third Party Conflict Intervention: A Procedural Framework. In B.M. Stew & L.L. Cummings (Eds.), *Research in Organizational Behavior*. *Greenwich, Conn.: JAI Press,* (I 6), 141−190.

Ting-Toomey, S., & Oetzel, J. (2001). *Managing Intercultural Conflict Effectively*. Thousand Oaks, CA: Sage.