Conflict Management and Intercultural Communication

The Art of Intercultural Harmony

Edited by
Xiaodong Dai and
Guo-Ming Chen

ROUTLEDGE

CONFLICT MANAGEMENT AND INTERCULTURAL COMMUNICATION

The Art of Intercultural Harmony

Edited by Xiaodong Dai and Guo-Ming Chen

Routledge
Taylor & Francis Group
LONDON AND NEW YORK

First published 2017
by Routledge
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge
711 Third Avenue, New York, NY 10017

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2017 selection and editorial matter, Xiaodong Dai and Guo-Ming Chen; individual chapters, the contributors

The right of Xiaodong Dai and Guo-Ming Chen to be identified as the authors of the editorial material, and of the authors for their individual chapters, has been asserted in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library.

Library of Congress Cataloging in Publication Data
A catalog record for this book has been requested.

ISBN: 978-1-138-96283-5 (hbk)
ISBN: 978-1-138-96284-2 (pbk)
ISBN: 978-1-315-26691-6 (ebk)

Typeset in Bembo
by RefineCatch Limited, Bungay, Suffolk

CONFLICT MANAGEMENT AND INTERCULTURAL COMMUNICATION

In the globally interconnected world, conflicts often arise as a result of tensions between different cultural perceptions and diverse social preferences. Effectively managing conflicts and harmonizing intercultural relationships are essential tasks of intercultural communication research.

This book seeks to find effective intercultural conflict management solutions by bringing together a group of leading international scholars from different disciplines to tackle the problem. Consisting of two parts, this book covers major theoretical perspectives of conflict management and harmony development in the first and conflict management and harmony development in different cultural contexts in the second. Integrating the latest work on conflict management and intercultural harmony, *Conflict Management and Intercultural Communication* takes an interdisciplinary approach, adopts diverse perspectives and provides for a wide range of discussions. It will serve as a useful resource for teachers, researchers, students and professionals alike.

Xiaodong Dai is Associate Professor at the Foreign Languages College of Shanghai Normal University, China. He currently serves as the vice president of the China Association for Intercultural Communication (CAFIC).

Guo-Ming Chen is Professor of Communication Studies at the University of Rhode Island, USA. He is the founding president of the Association for Chinese Communication Studies (ACCS). He served as the executive director of the International Association for Intercultural Communication Studies (IAICS) for six years and is currently the president of the association.

此为试读，需要完整PDF请访问：www.ertongbook.com

FIGURES

8.1 The paradigmatic assumptions of Eastern and Western cultures 146
8.2 The either-or view of paradigmatic assumptions between East and West 149
8.3 The continuum view of cultural values based on paradigmatic assumptions 149
8.4 Similarities and differences of cultural values between nations 150
8.5 The mutual exclusivity of two cultures 150
8.6 The mutual inclusivity of two cultures 151
8.7 The *tai chi* model of conflict management 152
11.1 Unstandardized significant parameter estimates: IND and COL predicting peer and intergenerational conflict management styles 202
11.2 Significant factor correlations of the four conflict styles in the peer and older adult conditions 203
11.3 Unstandardized significant parameter estimates: indirect effects of COL on the integrating, accommodating and avoiding styles in the intergenerational condition 204
12.1 The number of foreign tourists in Japan 211
12.2 Three important factors contributing to Japanese people's awareness of internationalization 213
12.3 A can-do list for the ICM-AP and the ICMP 214
12.4 The table of contents 216
12.5 The flow of the qualifications for the ICM-AP and the ICMP 217
12.6 The renovation of street signs in Tokyo 218
13.1 Distribution of actual strategies 229
13.2 Distribution of proposed strategies 229
14.1 Emic Chinese model of conflict behaviors 243

14.2 Components of Chinese culture that influence conflict behaviors 245
14.3 Model of cooperative conflict management with Chinese 246
15.1 The interrelationship of cognition, metacognition, social metacognition, trust and self-disclosure 271

TABLES

6.1 Three cultural models of conflict management 105
11.1 Descriptive statistics, standardized factor loadings, standard errors, and residuals for the parceled indicators of the latent constructs 201
11.2 Factor correlations among the conflict styles in the peer and older adult conditions 203
13.1 Demographic information of participants 224
13.2 Triggering event of conflict 226
13.3 Transitivity system 230
13.4 Occurrences of transitivity processes in actual strategies 231
13.5 Occurrences of transitivity processes in proposed strategies 231
13.6 Percentage of transitivity processes in *dominating*, *articulating* and *integrating* 232

CONTRIBUTORS

Benjamin J. Broome is Professor in the Hugh Downs School of Human Communication at Arizona State University.

Patrice M. Buzzanell is Distinguished Professor in the Brian Lamb School of Communication and the School of Engineering Education at Purdue University. She is the past president of the International Communication Association (ICA) and the president of the Council of Communication Associations (CCA) and the Organization for the Study of Communication, Language and Gender (OSCLG).

Guo-Ming Chen is Professor of Communication Studies at the University of Rhode Island. He is the founding president of the Association for Chinese Communication Studies (ACCS). He served as the executive director of the International Association for Intercultural Communication Studies (IAICS) for six years and is currently the president of the association.

Ling Chen is Professor in the School of Communication at Hong Kong Baptist University. She was the editor-in-chief of *Management Communication Quarterly* and the associate editor of *Communication Theory.*

Xiaodong Dai is Associate Professor at the Foreign Languages College of Shanghai Normal University. He currently serves as the vice president of the China Association for Intercultural Communication (CAFIC).

Yiheng Deng is Associate Professor at Southwestern University of Finance and Economics.

Juana Du is Assistant Professor and the program head of the Master of Arts in Intercultural and International Communication on-campus program at the School of Communication and Culture at Royal Roads University.

Yihong Gao is Professor and the director of research at the Institute of Linguistics and Applied Linguistics in the School of Foreign Languages at Peking University. She is also the vice president of the China English Language Education Association (CELEA) and has served as the president of the Association of Chinese Sociolinguistics (ACS).

Beth Bonniwell Haslett is Professor in the Department of Communication at the University of Delaware. She has published four books and more than thirty articles and book chapters, and has presented over sixty papers at regional, national and international conferences.

Michael B. Hinner is Professor at the Freiberg University of Mining and Technology. He is the editor of the book series *Freiberger Beiträge zur Interkulturellen und Wirtschaftskommunikation* (*Freiberg Contributions to Intercultural and Business Communication*).

Xue Lai Jia is Associate Professor of Intercultural Communication in the School of Foreign Languages at the Harbin Institute of Technology.

Yuxin Jia is Professor of Sociolinguistics, Applied Linguistics and Intercultural Communication at the Harbin Institute of Technology. He is a past president of the International Association for Intercultural Communication Studies (IAICS) and the China Association for Intercultural Communication (CAFIC).

Pamela Tremain Koch is Adjunct Professor at the Seidman College of Business, Grand Valley State University. Her research fields are cross-cultural leadership and conflict management.

Munzhedzi James Mafela is Professor of African Languages at the University of South Africa. He was a guest editor of the *Southern African Journal of Folklore Studies* in 2011 and the scientific editor of the same journal in 2013.

Yoshitaka Miike is Associate Professor in the Department of Communication at the University of Hawaii at Hilo and Fellow at the Molefi Kete Asante Institute for Afrocentric Studies. He is past chair of the International and Intercultural Communication Division (IICD) of the National Communication Association (NCA).

Alois Moosmüller is Professor of Intercultural Communication and Cultural Anthropology at the Ludwig Maximilian University of Munich and an

intercultural trainer and consultant. He has done extensive research on German–Japanese and American–Japanese collaboration in multinational corporations.

Cynthia Danisile Ntuli is Associate Professor at the University of South Africa in the Department of African Languages.

Yuko Takeshita is Professor of English and Intercultural Communication in the Department of International Communication at Toyo Eiwa University. She serves as the director of the Global Human Innovation Association. She also works as the managing editor of *Asian Englishes*.

Stella Ting-Toomey is Professor of Human Communication Studies at California State University (CSU), Fullerton. She was the 2008 recipient of the 23-campus-wide CSU Wang Family Excellence Award and the 2007–2008 recipient of the CSU-Fullerton Outstanding Professor Award in recognition for her superlative teaching, research and service.

Astrid Villamil is Assistant Teaching Professor in the Department of Communication at the University of Missouri. Her research focuses on diversity in higher education and intercultural/intergroup processes in organizational contexts.

Chong Xing is a doctoral candidate in the Department of Communication Studies at the University of Kansas. His research interests include examining individual communicative practices in various intergroup processes and studying romantic relationship initiation.

Jing Yin is Associate Professor and Chair of the Department of Communication at the University of Hawaii at Hilo and Fellow at the Molefi Kete Asante Institute for Afrocentric Studies. She won a Top Paper Award from the International and Intercultural Communication Division of the National Communication Association (NCA).

Yan Bing Zhang is Associate Professor in the Department of Communication Studies at the University of Kansas. She studies communication, conflict management and intergroup relations with a particular focus on age and cultural groups.

Xuan Zheng is Lecturer at the Institute of Linguistics and Applied Linguistics in the School of Foreign Languages at Peking University. Her research interests include intercultural communication, Teaching English to Speakers of Other Languages (TESOL) and the professional development of non-native English-speaking teachers (NNEST).

此为试读，需要完整PDF请访问：www.ertongbook.com

PREFACE

As one of the oldest concepts regarding human behaviors, conflict management has been studied by scholars in different academic disciplines for many years. The concept has remained significant in the contexts of both human interaction and scholarly research as human society has progressed into the 21st century. The new century, which has thus far been characterized by a process of globalization that has been accelerated by the rapid development of new technology, demands a global connectivity that thrives on intensive competition and cooperation between people from different cultures. It has therefore never been more necessary to situate the study of conflict management in a global context.

In response to this dire need to place the study of conflict management in a global context, the fourth biennial International Conference of Intercultural Communication, which was sponsored by Shanghai Normal University and which took place from December 28 to December 29, 2014, focused on the theme of conflict management and intercultural harmony. After the conference, 17 papers from a pool of more than 150 presentations were selected to be included in this book. The authors of these papers are from different cultures and academic disciplines, and their papers deal with different aspects of conflict management, examining the concept from various research perspectives and within diverse cultural contexts. The diversity and richness of these papers reflect the need to study conflict management as a global phenomenon.

The publication of the manuscript for this book would not have succeeded without support from various sources. First, we would like to thank the authors for their willingness to contribute their papers to this collection. Second, we would like to thank the College of Foreign Languages at Shanghai Normal University and the Harrington School of Communication and Media at the University of Rhode Island for their support during the process of completing

this project. And finally, we would like to thank the editorial staff at Routledge, particularly Ms. Yongling Lam, for their assistance with the publication of this book.

Xiaodong Dai
Guo-Ming Chen

CONTENTS

List of figures viii
List of tables x
Notes on contributors xi
Preface xiv

Introduction 1
Xiaodong Dai and Guo-Ming Chen

PART I
Perspectives on the study of intercultural conflict management **11**

1 Moving from conflict to harmony: the role of dialogue in bridging differences 13
Benjamin J. Broome

2 A dialogic approach to intercultural conflict management and harmonious relationships: dialogue, ethics and culture 29
Yuxin Jia and Xue Lai Jia

3 Between conflict and harmony in the human family: Asiacentricity and its ethical imperative for intercultural communication 38
Yoshitaka Miike

4 Constituting intercultural harmony by design thinking: conflict management in, for and about diversity and inclusion work 66
Patrice M. Buzzanell

5 The development of interculturality and the management of intercultural conflict 85
Xiaodong Dai

6 Transforming conflict through communication and common ground 98
Beth Bonniwell Haslett

7 Conflict face-negotiation theory: tracking its evolutionary journey 123
Stella Ting-Toomey

8 The *yin* and *yang* of conflict management and resolution: a Chinese perspective 144
Guo-Ming Chen

9 Rethinking cultural identity in the context of globalization: comparative insights from the Kemetic and Confucian traditions 155
Jing Yin

PART II
Conflict management in cultural contexts 175

10 Intercultural conflict and conflict management in South Africa as depicted in indigenous African literary texts 177
Munzhedzi James Mafela and Cynthia Danisile Ntuli

11 Cultural orientations and conflict management styles with peers and older adults: the indirect effects through filial obligations 194
Yan Bing Zhang, Chong Xing and Astrid Villamil

12 Intercultural communication management professionals in the Japanese linguistic and cultural environment 210
Yuko Takeshita

13 The discursive construction of identities and conflict management strategies in parent–child conflict narratives written by Chinese university students 221
Xuan Zheng and Yihong Gao

14 A Chinese model of constructive conflict management 239
Yiheng Deng and Pamela Tremain Koch

15 Conflicts in an international business context: a theoretical analysis of interpersonal (pseudo)conflicts 254
Michael B. Hinner

16 Intercultural conflicts in transnational mergers and acquisitions: the case of a failed deal 278
Juana Du and Ling Chen

17 Intercultural challenges in multinational corporations 295
Alois Moosmüller

Index *311*

此为试读,需要完整PDF请访问: www.ertongbook.com