

# THE CONFLICT MANAGEMENT NEWSLETTER

Fall, 1994

Volume 9, Number 1

## CHAIRPERSON'S COLUMN

Debra Shapiro

It is hard to believe that Thanksgiving is upon us, and therefore, soon after is the Winter holiday season and ... the Academy paper/symposium submission deadline! Fortunately, the Academy deadline this year is a little later than usual (**January 10, 1995**), giving us all a chance to work NOT during the holidays (like the rest of the world). Before turning our attention to the upcoming National Academy of Management meeting (to be in beautiful Vancouver, British Columbia, Canada), let me take a few moments to recap the resounding success of our last meeting in Dallas.

Thanks to the efforts of Don Conlon, the Conflict Management Division Program last year was exceptionally diversified in its content, including several papers and symposia on issues relating to the effective management of feedback and goal setting, groups and teams, power and influence, negotiations, cognitive biases, race and gender issues, and perceptions of justice.

The solid attendance at the sessions is testimony of their interest to our members!

Congratulations, again, to the winner of the 1994 Best Paper Award, Debra Connelley (who is now at SUNY-Buffalo), and to the winner of the 1994 Best Student Paper Award, Andrew Clarkson (at Boston U).

Thanks to the efforts of Dean Tsovoid and Harris Sondak, our preconference program last year was exceptionally innovative, both in its content and its presentation. First, attendees had the opportunity to discuss, in small groups, issues pertaining to international conflict with panel discussants who represented various countries. Secondly, attendees had the opportunity to hear from managers about the extent to which our theories have helped them deal effectively with the conflict and negotiations they encounter, and what areas

of research they believe are most needed today. Evidence of the preconference program's success was that there were not enough chairs for everyone who attended!

The Doctoral Consortium was successful, too, with the attendance of 30 students who represented an exceptionally wide variety of schools, including top-notch business, industrial relations, industrial psychology, and sociology schools.

For 1995, we look forward to the leadership of Don Conlon, as Chair-Elect, who has organized a fantastic faculty cast for our division's doctoral consortium at next year's Academy meeting (details appear later in this newsletter); Barbara Gray, our Program Chair; Robin Pinkley, our Program Chair-Elect; Bruce Barry and Jennifer Halpern, our Members-at-Large; and Rodney Lim, our newsletter editor. Congratulations to all of you!

An innovation for 1995 will be the First Annual Junior Faculty Research Workshop, sponsored by the Conflict Management Division (the details of which also appear later in this newsletter). This is a fantastic opportunity for people (whose tenure clock is still ticking) to meet with others who share their interests to begin collaborative research relationships that will help all achieve their publication goals, and more importantly, advance our knowledge and effective management of power, negotiations and other conflict-related issues.

**Although the workshop, to be effective, must impose restrictions on who can attend, all of us have an opportunity at every Academy meeting to begin collaborative relationships with each other!** Opportunities for collaborative beginnings occur at the preconference program, and especially during the consumption of donuts and coffee and lunch or dinner afterwards, between CM program sessions, and at the

social hour of the CM Division. Perhaps this year we can encourage more collaborative discussions, or just plain fun with each other, by chartering a boat off Vancouver's shore to explore beautiful British Columbia! (If anyone is interested in seeing this become a reality, please call me at 919-962-3224.) [Ed: Just as long as Peter Carnevale is allowed nowhere near a Super Soaker!]

Please submit papers and/or symposia to the *Conflict Management Division* (CMD) in time to meet the January 10th deadline. The more papers/symposia we have submitted to CMD, the bigger will be the CMD Program, and therefore, the bigger will be the rooms allotted to us for sessions and our social hour. Also, since the Academy meeting will need to use several hotels to accommodate the record attendance they are anticipating in Vancouver, the more papers/symposia we have submitted to CMD, the greater our chance of being assigned sessions in the best hotel (headquarters)! Please keep this in mind as you – and OTHERS YOU KNOW

– prepare papers and organize symposia for this year's convention. Tell a friend or two to submit to CMD, and even better, to become one of our 588 members so they can enjoy the collaborative spirit that is exceptionally possible in a relatively small, but growing, Division!

## MESSAGE FROM THE OUTGOING CHAIR

**Keith Murnighan**

As I move out of office as chair of the division, I had a strange but irresistible urge to continue to be actively involved. Thus, with Debra Shapiro, I will be coordinating our new venture, the First Annual Junior Faculty Research Workshop. We will hold it in lovely Vancouver, British Columbia, prior to next year's meeting, on Friday and Saturday, the 4th and 5th of August. The workshop will give junior faculty the opportunity to make real connections with other junior faculty and to lay the groundwork for (or actually begin) research collaborations. Look forward to more information on this exciting new initiative.

One other suggestion for next year's meetings: Book your flights as early as you can. Many cruise ships sail from Vancouver, and people fly into town from all over to take them. So flights get booked early. Don't delay: Book your airfare early – and your cruise reservations too, for that matter. Plan to come early and/or stay late. See Vancouver Island, Victoria, the Queen Charlotte Islands, Alaska, or some of our other natural attractions. They are all within easy reach.

My final words as outgoing chair are "Thank You" to the past and present officers of the division and to all its members. Thanks to you, this is an exciting, vibrant organization that was a real honor to chair. Thanks for all your support and involvement!

## NOTES FROM THE PROGRAM CHAIR

Barbara Gray

A few gold and auburn leaves remain as I look out my window in State College, PA. Fall has been absolutely spectacular here (including watching Nittany Lion football), and I've been trying to enjoy the calm before the storm of Academy submissions that will hopefully arrive on my desk January 10th. Just in case you too are basking in the warm autumn sun, or out there planting tulips or busied by holiday shopping, let me remind you that there are only 54 days until January 9th. That's the day you'll be frantically racing off to Federal Express to get your submissions in on time!

I'm looking forward to getting at least one submission from each one of you. The more submissions we get, the more program space we'll be given. I hope we can make an impressive showing in Vancouver this year. Toward that end, I've been musing about how this year's theme, "Transforming Work and Organizations for the 21st Century" opens up interesting possibilities for our division. For example: How has Alternative Dispute Resolution transformed organizations? What dispute resolution systems will be appropriate for organizations in the 21st century? Are organizations becoming more or less just as organizations become leaner and meaner? How do western theories of negotiation work in cross-cultural situations?

If any of these topics (or others equally titillating) spark your imagination, I hope you will consider sending a paper or organizing a symposium that addresses them. Also, consider the possibility of a joint symposium with another division. I can imagine engaging prospects for joint work with the Organization and Natural Environment Interest Group (around environmental conflicts), the International Division (around joint-venture negotiations, buyer-seller negotiations, or international political conflicts), Managerial and Organizational Cognition (negotiator biases, frames, etc.) and Social Issues in Management (ethical conflicts, whistleblowing, interorganizational collaboration or power and governance issues) just to name a few. Let me encourage you to be adventuresome in proposing these joint symposia.

In order to lure you to Vancouver early, we have an exciting set of preconference activities organized as well. This year we will hold the First Annual Junior Faculty Workshop on Friday and Saturday. By offering this

opportunity for junior faculty to get together, we hope to stimulate early networking among our newest colleagues. Junior faculty who are selected for the workshop will be expected to team up to launch some exciting collaborative research.

Don Conlon (Delaware) will be organizing our doctoral consortium this year. He has rounded up a cadre of seasoned as well as young scholars to tantalize our doctoral students with the joys of being in academia and to motivate them to charge ahead with their dissertations. Joining Don this year will be: Rob Folger, Martin Davidson, Bob Bies, Debra Connelley, Judi McLean Parks, and Joel Brockner. Sounds like an exciting group. If you have a doctoral student to recommend, please contact Don.

Other preconference activities are being planned as well. On Sunday morning, Bruce Barry (Vanderbilt) and Jennifer Halpren (Cornell) are organizing some surprises for us. The preconference will emphasize both teaching and research. The research session will seek to bridge the gap between different substantive areas that comprise the division (i.e. conflict, negotiation, justice, power, influence). Stay tuned for a news flash on the details in the next newsletter.

Finally, please note that there is a major change in the Academy's guidelines for submissions this year. The page limit for papers has been replaced with a 30 page guideline. While this makes writing papers easier, it will make reviewing them a giant headache. Please help us cope with this change by doing two things. First, remember that density (quality per page) will now be a criteria for evaluation. Papers that exceed 30 pages better be darn good! Second, if you haven't already done so, volunteer to review for the Division. To do so, send your name address, phone, fax, and e-mail address to me at (814) 865-0123 (fax) or b9g@psuvm.edu or (814) 865-0197 (phone).

All in all, it promises to be another exciting year. I look forward to hearing from you in January and seeing you in Vancouver in early August.

## CALL FOR PAPERS

### THE 1995 ANNUAL ACADEMY OF MANAGEMENT MEETING

Theme: The Transformation of Work  
and Organizations for the 21st Century

August 6-9, 1995, Vancouver, British Columbia, Canada

Hyatt Regency Vancouver, 655 Burrard Street, Vancouver,  
British Columbia, Canada V6C 2R7  
and  
Vancouver Trade and Convention Center, 999 Canada Place, Vancouver,  
British Columbia, Canada V6C 3C1

You are invited to submit a new paper, symposium, or proposal for other program presentations directly to a Division or Interest Group Program Chairperson.

#### SUBMISSION RULES

To be considered, your submission must adhere to the following:

1. Submissions must not have been previously presented at a professional meeting nor be under concurrent consideration or scheduled for presentation at another professional meeting. Furthermore, submissions must not have been previously accepted for publication in a journal and, if under journal review, must not appear in the journal prior to the Academy meeting.
2. Participants can be included as an author or other participant or in any other role as presenter, session chair, discussant, etc. **IN UP TO 3 SUBMISSIONS OR SESSIONS** for the **REGULAR** program, but no more. This rule does not apply to preconvention activities, nor nor to program listings resulting from officer roles.
3. There are **no specific length restrictions on papers**. However, authors should use a **30 page guideline** common for major journals (e.g., *AMJ*, *AMR*). Furthermore, in addition to the other criteria, papers will also be evaluated according to the ratio of their length to the value of their contribution. The paper's references and format should follow the Style Guide for the *Academy of Management Journal* (pp. 222-227, February 1994 issue).
4. Papers to be presented will be selected by blind review processes. Please ensure that only the **title page reveals authors' names and affiliations**. **The title page should also show complete addresses, telephone and FAX numbers of all authors and specify who will be presenting the paper**. The intended division or interest group should be listed at the bottom of the title page.
5. Symposium or other proposals are not blind reviewed. They should include a 3-5 page overview statement, a 2-5 page synopsis of each presentation, and a signed statement from each intended participant showing agreement to participate.
6. Proposals for innovative program presentations are encouraged. These proposals should be prepared in the same manner as symposium proposals and will be reviewed in a similar fashion.
7. A separate abstract page for each paper, symposium, etc. should include the title and an abstract of up to 50 words in length. It should not report the author's names. At the top of the right side of the abstract page, please indicate the number of words in the abstract and put this number in parentheses.
8. Submissions should be prepared in letter-quality type and be double-spaced on 8.5 by 11 inch paper. Please use margins of 1 inch on every side and 12-pitch font for computers or 12 characters per inch for typewriters.

9. To reduce paper use and mailing costs, **please use the front and back of pages for copies submitted.**
10. Four copies of the submission plus one additional copy of the title page and the abstract page are needed. A completed and signed submission checklist form should also accompany each submission.
11. Once a paper has been submitted, the title of the paper should not be changed, authors should not be added, and the order of authorship should not be changed.
12. Submissions should be sent directly to a Division or Interest Group Chairperson. Papers should be submitted to a single program Chairperson. In the special case of a proposed joint symposium or other presentation intended to be sponsored by two or more divisions or interest groups, the items listed in #10 above should be sent to all relevant Program Chairpersons, with a cover letter identifying this submission as a joint symposium or other proposal.
13. All submissions should be accompanied by a self-addressed, stamped postcard to acknowledge receipt of the submission, a self-addressed, legal size envelope to be used in returning Program Committee decisions, and the submission checklist form. Submissions across national borders must be accompanied by an internationally-stamped, self-addressed postcard and a self-addressed legal size envelope.
14. Submissions will be judged primarily on four criteria (new and valuable contribution, overall quality, interest to Academy members, length to contribution value) and secondarily on relevance to the overall theme of the meeting. However, papers should be pertinent to the domain of the division or interest group to which they are submitted.
15. **THE DEADLINE FOR RECEIPT OF SUBMISSIONS IS TUESDAY, JANUARY 10, 1995.**
16. Send papers for the Conflict Management Division to:

Barbara Gray  
Pennsylvania State University  
408 Beam Business Administration Building  
Department of Organizational Behavior  
University Park, PA 16802  
office: (814) 865-3822  
e-mail: b9g@psuvm.edu

## THE CONFLICT MANAGEMENT DIVISION'S 1995 DOCTORAL CONSORTIUM

Doctoral students who are interested in issues relating to conflict, power, and negotiation will not want to miss the Conflict Management Division's 1995 doctoral consortium (Saturday, August 5th at the Vancouver Meetings)! The faculty for this consortium have been carefully selected so that all topics, and all methodologies pertaining to conflict, power, and negotiation will be represented. As a group, the faculty have expertise in issues pertaining to:

- conflict (including ways of effectively resolving conflict with third party interventions, and ways of effectively stimulating conflict),
- power (including tactics of influence and negotiation that stimulate conflict and change),
- negotiation (including cognitive, linguistic, behavioral, and demographic factors that influence negotiation behavior and outcomes),
- justice (including the influence that procedural, distributive, and interactional justice have on the management of conflict and negotiation),
- diversity (including the influence that gender, race, and culture have on the management of conflict and negotiation),
- teams (including the dynamics of group and intergroup relations, and specifically, of self-managing teams and crossfunctional teams; and their potential for conflict as well as innovation),
- organizational change (including the influence that problems in organizational design, career development, and leadership training have on the management of change).

The consortium's coordinator is Donald Conlon (University of Delaware), and the faculty include: Robert Bies (Georgetown University), Joel Brockner (Columbia University), Debra Connelley (SUNY Buffalo), Martin Davidson (Dartmouth College), Robert Folger (Tulane University), and Judi McLean Parks (University of Minnesota).

During this consortium, students will have an opportunity to work closely with each of the faculty, and to hear from three Academy Journal Editors about issues pertaining to publishing. Students will also have the opportunity to discuss and learn a variety of teaching strategies for issues pertaining to conflict, power, and negotiation. For a maximal learning experience, the consortium will be limited to 40 participants. Preference will be given to doctoral students who have demonstrated serious commitment to advancing our field, and who are in the theorizing stage (as opposed to data collection stage) of their dissertation.

Interested parties should send all materials (e.g., vita, letters of recommendation) to:

Donald E. Conlon, Coordinator  
1995 CMD Doctoral Consortium  
Department of Business Administration  
University of Delaware  
Newark, DE 19716

## Call for Papers

### The Eighth Conference of the International Association for Conflict Management

Copenhagen, June 11-14, 1995

The International Association for Conflict Management (IACM) cordially invites you to participate in the 1995 meeting. IACM was founded to encourage research and training in the handling of social conflict in a variety of arenas.

*Topical areas* for IACM 1995 reflect the broad interests of our membership and include environmental dispute resolution, organizational conflict, communication and decision processes in negotiation, mediation, arbitration, and international conflict. In addition to this, IACM 1995 will be held in collaboration with the Ethnic Studies Network, who will organize a track on ethnic conflict.

*Special features* of the IACM 1995 meeting include an invited address on international negotiation by I. William Zartman from John Hopkins University, a keynote symposium on culture and negotiation, and a roundtable discussion on environmental conflict. A lifetime achievement award will be presented to Robert McKersie from the Sloan School of Management. In addition to this, IACM 1995 will continue the tradition of productive and invigorating meetings featuring special symposia, poster sessions, and competitive paper sessions. There will be awards for outstanding empirical, theoretical, and applied papers.

*The place to meet* is Lo-Skolen, Helsingor (near Copenhagen), Denmark. Lo-Skolen offers numerous amenities including modern meeting rooms, comfortable accommodations, and is situated close to the castle that inspired Shakespeare's famous play "Hamlet." To top things off, Copenhagen provides us with many possibilities for entertainment and extended holidays (or vacations, for our American colleagues). You can visit the Swedish coast, and both Amsterdam and Berlin are only a one-day drive away.

*The deadline for submissions is February 1, 1995.* For further information, contact:

Dr. Carsten de Dreu  
Social and Organizational Psychology  
University of Groningen  
Grote Kruisstraat 2/1  
9712 TS Groningen  
The Netherlands

Phone/FAX: +31 50 636418/6304  
Email: c.k.w.de.dreu@ppsw.rug.nl

**THE ORGANIZATION DIMENSIONS  
OF GLOBAL CHANGE  
SPECIAL ACADEMY CONFERENCE  
CALL FOR PAPERS**

The Academy of Management invites scholars with an interest in global change efforts to join this ground-breaking conference on *The Organization Dimensions of Global Change: No Limits to Cooperation*, to be held May 3-6, 1995, at Case Western Reserve University in Cleveland, Ohio. Given the urgency of environmental, economic, and social issues demanding global cooperative responses, this conference invites organizational scholars to consider how our knowledge of human systems can join the knowledge of other social sciences and the natural sciences to inform the pursuit of constructive global change. The conference is a collaborative effort of two Academy divisions -- Organization & Management Theory and Organization Development & Change.

We are encouraging a wide range of types of papers, including theory building articles, speculative thought pieces, essays that extend what is known (e.g., in organizational learning) to the global change arena, literature reviews, research program suggestions, case studies, and dialogues among two or more authors.

Suggested topics include: new global organizational forms, global learning, decision making in the global change organization, effective global meetings, global change inquiry, the dynamics of transformational global change, leadership for global cooperation, and educational imperatives for global change.

If you plan to submit a paper, we need a proposed title by October 31, 1994. Papers must be received by January 1, 1995. Papers should follow Academy of Management publication guidelines and be no more than 30 pages, except case studies, which should be brief (5-7 page) descriptions of exemplars or benchmarks from the field. To request a Conference Prospectus, or for more information, call Professor David Cooperrider @ 216-368-2055. All submissions should be directed to the Conference Co-Chairs, David Cooperrider (Case Western Reserve University) and Jane Dutton (University of Michigan), c/o Department of Organizational Behavior, Case Western Reserve University, 10900 Euclid Avenue, Cleveland, OH 44106. E-mail: globalorg@po.cwru.edu.

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**CALL FOR NEWSWORTHY ACCOMPLISHMENTS AND OTHER ITEMS**

I would like to encourage Division members to submit any noteworthy accomplishments for inclusion in the next issue of the newsletter, e.g., tenure promotions, awards, appointments, etc. I would also like to encourage members to send me any unusual or humorous newspaper or magazine items relating to conflict resolution that you would like to share with fellow division members in this newsletter. Basically, as a rule-of-thumb, submit anything you think will inspire others to buy you a drink the next time you see them without feeling guilty the next morning or upon restoration of your sobriety, whichever comes first.



**Northwestern University Post-Doctoral Fellowships  
in Dispute Resolution and Negotiations**

Northwestern University's Dispute Resolution Research Center offers one- or two-year fellowships at the post-doctoral level. Applicants must have completed a PhD in a social science discipline prior to beginning the fellowship. Fellows will have the opportunity to pursue their own research and will be granted as much as \$5,000 per year in research support. Fellows are also invited to join in the ongoing research of faculty associated with the Center, audit courses, and participate in the Center's scholarly and applied seminars and workshops. Fellows will teach 4 sections per year of an applied course in negotiations at Northwestern's Kellogg Graduate School of Management. The fellowships pay \$41,000 per year.

Applications should include a vita, examples of written work, two letters of recommendation, and a statement as to how current or future research interests would benefit from association with the Center. Applications must be received by March 1, 1995. Awards will be announced around April 15, 1995. Inquiries and applications should be directed to:

Peggy Dash  
Dispute Resolution Research Center  
Organization Behavior Department  
Kellogg Graduate School of Management  
Northwestern University  
Evanston, IL 60208-2011  
(708) 491-8068

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**DIVISION AWARDS FOR 1994 MEETING**

In case you missed it, three awards were announced during the business meeting at the 1994 Academy meeting in Dallas. The winner of the **Best Paper Award** went to **Debra Connelley** (SUNY Buffalo) for "Social Identity as a Barrier to Understanding: The Role of Gender and Race." The recipient of the **Best Student Paper Award** was **Andrew Clarkson** (Boston University) for "Coalitions in Organizations: Six Elements." Each winner received a handsome plaque that commemorates their noteworthy accomplishment and is sure to serve as a proud and lasting reminder of the excellence of their work. Oh yeah, they also get some cash, too, or at least they will eventually. Congratulations to both Debra and Andrew for their well-deserved efforts. Your checks are in the hands of a hopefully non-disgruntled postal carrier.

In addition, a special award for the paper with the most co-authors, the highly revered but seldom conferred **Gaggle Award**, was bestowed upon the authors of the paper entitled "The Fair Distribution of Adventitious Outcomes." To their recognize their notoriety, each co-author received a gaggle award certificate (unfortunately nonredeemable for cash) as well as the coveted "Bobo" doll. The winning co-authors are Judi McLean Parks (Cornell University), Terry L. Boles (University of Iowa), Eros DeSouza (Illinois State University), Wallace Gatewood (Morgan State), Kevin Gibson (University of Colorado), Jennifer Halpern (Cornell University), Don Locke (University of North Carolina-Asheville), Paul Straub (Northwestern University), George Wilson (North Carolina Central University), and J. Keith Murnighan (University of British Columbia). Although richly deserved this time around, the prestige attached to this award precludes the Division from offering it every year. Thus, merely submitting a paper with the sole purpose of topping the feat accomplished by this year's winners is no guarantee that you will be given a Gaggle next year.

Back by Popular Demand

However, the Division will once again offer a Best Competitive Paper Award and a Best Student Paper Award for the 1995 meeting. And once again, the winners will receive a commemorative plaque and a cash award. There is only one stipulation. If you do want to be considered for the Best Student Paper Award (an award given to the best paper authored or co-authored entirely by students), be sure to indicate your desire to Barbara Gray when you send her your submission.

## ACADEMY MOVES TO PACE UNIVERSITY, NEW YORK

The Academy of Management's headquarter, based at Ohio Northern University, Ada, Ohio, for the past six years has officially moved to its new location at Pace University, Briarcliff Manor, New York.

The move coincides with the hiring of the Academy's first executive director, Nancy Urbanowicz, and the soon-to-be completed term of secretary-treasurer, Ken Cooper, who has handled the Academy's business operations as a volunteer and appointed member of the 15-person board of directors. His term ends in August of 1995.

The Academy's new address is:

Academy of Management  
Pace University  
P.O. Box 3020  
Briarcliff Manor, NY 10510-8020

Phone: (914) 923-2607  
Fax: (914) 923-2615  
E-mail: [AOM@ACADEMY.PACE.EDU](mailto:AOM@ACADEMY.PACE.EDU)

The move to New York also brings with it a new staff. Their names and key areas of responsibility are:

Nancy Urbanowicz	Executive Director
Terese Vivenco	Administrative Manager Division Liaison Conference Registration Special Programs/Projects
Judith Juback	Financial Manager Special Programs/Projects
Hope Tinsley	Membership Subscriptions Orders

## CONFLICT MANAGEMENT DIVISION OFFICERS

### Division Chair, 1994-1995

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### Division Chair-Elect

Don Conlon  
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University of Delaware  
Newark, DE 19716  
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### Program Chair, 1994-1995

Barbara Gray  
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408 Beam Business Administration Building  
Department of Organizational Behavior  
University Park, PA 16802  
office: (814) 865-3822  
e-mail: [b9g@psuvm.edu](mailto:b9g@psuvm.edu)

### Program Chair-Elect

Robin Pinkley  
Cox School of Business  
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Dallas, TX 75275  
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### Representatives-at-Large, 1994-1995:

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### Past Division Chair

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Answer Key:

Interpreting Your Score:

2 - 7 You know more than I did.

0 - 1 Ideally qualified to be newsletter editor.

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### Position Descriptions for Division Offices

Division Chair: The Division Chair is charged with chairing the executive and business meetings, as well as attending other division chairperson meetings that take place at the Academy meeting. S/he is also the official "bill payer" of the division, as the chair's signature is usually required before the Academy will cut someone a check. The Division Chair is also responsible (with the past division chair) for the organization of the junior faculty research workshop (beginning with the 1995 meeting).

Past Division Chair: The primary responsibility of the Past Division Chair is to co-organize (with the Division Chair) the junior faculty research workshop. The Past Chair also serves as Chair of the Nomination Committee and is responsible for conducting and certifying the annual election.

Division Chair-Elect: The primary task of the Division Chair-Elect is to organize the doctoral consortium at the national meetings.

Program Chair: The Program Chair is the most time consuming role: Responsibilities include all aspects of that years national program. S/he is responsible for securing reviewers, getting reviews of papers and symposium, as well as final decisions about program content.

Member-at-Large: At-large members serve two primary functions. First, they are expected to participate in the executive and business meetings that take place at the Annual Academy of Management meetings. Second, they are in charge of putting together the preconference program that takes place Sunday mornings, just prior to the official start of the Academy meetings.

Secretary/Newsletter Editor: This member of the executive board has two primary responsibilities. First, s/he is charged with keeping the minutes of both the executive and business meeting. They are also responsible for publishing the division Newsletter, which typically is produced twice a year.

CALL FOR NOMINATIONS  
ELECTION OF OFFICERS FOR 1995-1996

At the Business Meeting of the Conflict Management Division in Dallas, we began the process of nominating a slate of officers for the next year. The four officers that we will be electing in the spring are Chair-Elect, Program Chair-Elect, and two Members-at-Large. We received nominations from those in attendance at the Business Meeting in Dallas. In addition, we would like to hear from Division members who were unable to attend the Dallas meeting or who did not make nominations for these offices at that time. If you nominated someone for a particular position at that meeting, please do not nominate that person again for the same position. The form at the bottom of this page invites you to nominate candidates for Chair-Elect, Program Chair-Elect, and Members-at-large. Please clip out your form and mail it to me with your nominations by February 1, 1995, or sooner, if possible.

Here is how the process works. These names will be added to the nominations made by members at the Business Meeting in Dallas. The results of this process will then be presented to the Nominating Committee. Next, we will telephone the members who receive the most nominations to ascertain their willingness to serve, if elected. Then a ballot will be included in the next newsletter asking all members to vote for their choices. Votes will be tallied, and the winners will be announced at the 1995 Annual Meeting in Vancouver.

So, if you didn't have a chance to nominate individuals for these positions in Dallas, please take the opportunity to do so now!!

NOMINATION

I did not nominate any candidates for the offices listed below at the 1994 Conflict Management Division Business Meeting in Dallas and now I wish to nominate the following individuals as candidates for 1995-1996.

FOR DIVISION CHAIR-ELECT \_\_\_\_\_

FOR DIVISION PROGRAM CHAIR-ELECT \_\_\_\_\_

MEMBERS-AT-LARGE \_\_\_\_\_

\_\_\_\_\_

Please mail this completed nomination form by February 1, 1995 (or sooner, if possible) to:

Keith Murnighan  
University of British Columbia  
Faculty of Commerce  
2053 Main Mall  
Vancouver, British Columbia  
Canada V6T 1Z2

**THE FINAL RESOLUTION**  
**Notes from the Editor**  
**Rodney Lim**

Since everyone else contributing to this issue has offered a recap of the Academy meeting in Dallas, I thought I'd do the same, but with a different twist. Don't worry, though. I still have my day job.

Ode to Dallas

Under the Stemmons and 'round the knoll,  
 Through numerous theories and discussions we go,  
 From JFK to TQM,  
 Dissected throughout the Loews Anatole.

Ideas exchanged, so much to remember,  
 Time seems to fly by for an Academy member,  
 A session here, a symposium there,  
 A hustle and bustle rivaled only in December.

And with name tags still dangling like prints on a wall,  
 And with no one in uniform to shout "Play Ball!",  
 Hundreds descended upon the crowded West End,  
 To reflect under neon on the meaning of it all.

And when business commenced to proclaim the prized picks,  
 Don Conlon stepped up with a bag full of tricks,  
 To signal a winner, a hacking cough he performed,  
 Worth an Oscar, an Emmy, or at least a few Vicks.

So with visions of Bobo dolls sitting tall in the stands,  
 Now crumbling from memory like hourglass sands,  
 The promise of Vancouver seems a long way off,  
 For a newsletter editor with far too much time on his hands.

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1c, 2b, 3c, 4g, 5a, 6c, 7d