

THE CONFLICT MANAGEMENT NEWSLETTER

Spring, 1994

Volume 8, Number 2

STOP!! BEFORE YOU DO ANYTHING ELSE, PLEASE TURN TO PAGE 10. THE FATE OF THE FREE WORLD AS WE KNOW IT RESTS IN YOUR HANDS!

CHAIRPERSON'S COLUMN

Keith Murnighan

Greetings of Spring to everyone. Winter is over -- for many, that's a tremendous relief. If you're in need of an injection of warm weather, we can promise it at this year's Academy meeting. Dallas will be hot. And exciting.

But before we get into that, this Newsletter gives you one of those rare opportunities to exercise your rights -- so please Vote! We have an excellent slate of candidates, an organization that is running efficiently, and tremendous traditions to preserve and develop. So do take a minute, fill out and send in your ballot. This is your division; we would like its leaders to represent your interests.

Back to Dallas. Don Conlon has put together an outstanding program -- thanks are due to him and to everyone who submitted such fine work. Debra Shapiro has organized our second Doctoral Consortium with a stellar cast of faculty, including Peter Carnevale, Anne Donnellon, Deborah Kolb, Greg Northcraft, Maureen Scully, and David Thomas. And Harris Sondak and Dean Tjosvold have designed an enticing pre-conference workshop. If that's not enough, I understand the Dallas Cowboys have accepted an invitation to play the Dallas Mavericks in basketball the Sunday of the conference, and if they win, the Mavericks will all retire and the Cowboys will become the first two-sport franchise in sports history. They'll probably win more NBA games than the Mavericks could. On top of that, several colleagues have claimed that Dallas has the best art museums, the best restaurants, and the best entertainment in the entire world! So by all means,

join me in checking their credibility (and mine) at what should be a fine time in Texas. See you then.

NOTES FROM THE PROGRAM CHAIR

Donald Conlon

Several rounds of "Thank yous" are in order. First of all, thanks to everyone who submitted a paper or symposia to the CM division for presentation. Submissions of both papers and symposia were up this year, reversing what had been a downward trend. Keep up the good work.

A second round of "Thank yous" goes to the men and women who were gracious enough to serve as reviewers for the program. This is not an easy task. Because of the increase in submissions, several reviewers had the "opportunity" to review a great number of papers. Others had to surmount incredible time pressures as the January storms wreaked havoc on the US mail system. Some reviewers received their papers in three days, some two weeks, and one reviewer NEVER received them. If you see these folks, buy them a drink:

Bruce Barry
Maura Belliveau
William Bottom
John Bunch
Debra Connelley
Satish P. Deshpande
Michael Elmes
C. Gopinath
Jennifer Halpern
Audrey Korsgaard

Laura Kray
Roy Lewicki
Rodney (Bud Lite would be fine, thanks) Lim
Allan Lind
Judi Parks
Erika Peterson
Robin Pinkley
Jill Purdy
Linda Putnam
Monika Renard
William Ross
Jonelle Roth
Pri Pradhan Shah
Debra Shapiro
Leigh Thompson
Thomas Tripp
Kenneth P. Yusko

Special thanks to Roy Lewicki, William Ross, and John Bunch, who served above and beyond the call of reviewing duty for various reasons best left unspecified. A third round of "Thank yous" to Dean Tjosvold and Harris Sondak for coordinating the preconference program (Sunday Morning -- arrive Saturday night and save airfare \$\$, and check out the preconference sessions). Sessions featuring international perspectives as well as real managers should provide something for everyone.

And finally, thanks to Debra Shapiro for two reasons. First of all, Debra is coordinating the doctoral consortium (running Saturday, 1-9 pm). If you are a doctoral student who would like to participate in the consortium, please read the relevant article in this newsletter. Debra also has my personal thanks for serving as an excellent mentor for me in my role as program chair -- there were many times I needed information about what to do, and Debra always had an answer.

SEE YOU IN DALLAS!!!

The more versatile we are in our thinking and our research, the more options we will have for marketing ourselves and our work. Heightened awareness to a BREADTH of perspectives seems especially critical today given the increasing *tightness* of our job market and our journals. For this reason, the Conflict Management Division's (CMD's) 2nd doctoral consortium promises to deliver an abundance of perspectives -- topically and methodologically -- regarding power, conflict, and negotiation.

To succeed, the doctoral consortium needs YOUR help ... because we need your students. Please take a moment to encourage *one of your students* (preferably one who is just finishing coursework and searching for a dissertation research question) to attend the CMD doctoral consortium (see next page). Thanks!

BRIEF NOTE FROM THE CHAIR-ELECT
CMD Doctoral Consortium
Debra Shapiro

THE CONFLICT MANAGEMENT DIVISION'S 1994 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 1994 doctoral consortium (**Saturday, August 13th, 1-9 p.m.**)! 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 **Debra Shapiro** (University of North Carolina at Chapel Hill), and the faculty include: **Peter Carnevale** (University of Illinois at Urbana-Champaign), **Anne Donnellon** (Babson College), **Deborah Kolb** (Simmons College and Harvard Law School), **Gregory Northcraft** (University of Arizona), **Maureen Scully** (Massachusetts Institute Technology), and **David Thomas** (Harvard Business School).

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.

By **May 30, 1994**, all materials (e.g., vita, letters of recommendation) must be mailed to:

Debra L. Shapiro, Coordinator
1994 CMD Doctoral Consortium
University of North Carolina at Chapel Hill
Kenan-Flagler Business School
Carroll Hall, CB# 3490
Chapel Hill, NC 27599-3490

Members of the Conflict Management Division, please encourage your best students to attend this doctoral consortium!

A description of the consortium faculty follows:

COORDINATOR: Debra L. Shapiro is an Associate Professor of Management at the Kenan-Flagler Business School of the University of North Carolina at Chapel Hill. She received her Ph.D. in organization behavior from Northwestern University. Her research centers on actions managers take to manage conflict in organizations, including communication tactics designed to soften bad news, dispute intervention strategies, negotiation strategies, grievance resolution procedures, and tactics for managing the transition to teams. Shapiro's articles have appeared in a variety of journals, including: *The Administrative Science Quarterly*, *The Academy of Management Journal*, *Organizational Behavior and Human Decision Processes*, *The Journal of Personality and Social Psychology*, *Personnel Psychology*, *Journal of Experimental Social Psychology*, *Communication Research*, *The International Journal of Conflict Management*, *Journal of Social Issues*, *The Negotiation Journal*, *Social Justice Research*, *Employee Rights and Responsibilities Journal*, *Journal of Business Ethics*, and *The Journal of Applied Social Psychology*. In addition, Shapiro is the author of several book chapters that appear in R. Cropanzano (Ed.), Justice in the workplace: Approaching fairness in human resource management (NJ: Lawrence-Erlbaum Publishers, Inc., 1993); in S. Sitkin & R.J. Bies (Eds.), The legalistic organization (CA: Sage Publications, Inc., 1994), and in R.J. Bies, R.J. Lewicki, & B.H. Sheppard (Eds.), Research in negotiations in organizations (JAI Press), forthcoming.

CONSORTIUM FACULTY:

Peter J. Carnevale is Associate Professor in the Department of Psychology and the Institute of Labor and Industrial Relations at the University of Illinois at Urbana-Champaign. He received his Ph.D. in social psychology from the State University of New York at Buffalo. Carnevale's research covers a wide range of topics in negotiation, mediation, and conflict resolution. An author of more than fifty journal articles and numerous book chapters, his publications have appeared in *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology*, *Journal of Conflict Resolution*, and *The Negotiation Journal*, among others. Carnevale is co-author (with Dean Pruitt) of Negotiation in social conflict (1993, Brooks/Cole), and the article "Negotiation and Mediation" in the 1992 Annual Review of Psychology. Carnevale's current work focuses on mediation, cooperation in resource dilemmas, computer simulation of negotiation behavior, and grievance behavior in organizations. In addition, he is involved with several NSF-funded programs of research (with Harry Triandis) regarding the effect of culture on negotiation and mediation. Carnevale has received several awards including the 1992 Erik H. Erikson Early Career Award from the International Society of Political Psychology, the 1992 Edwin E. Ghiselli Award for Research Design from the Society for Industrial and Organizational Psychology (Division 14 of APA), and an undergraduate teaching citation at the University of Illinois. Carnevale is currently Program Chair for the 1994 meeting of the International Association for Conflict Management and is on the International Advisory Board of the *Negotiation Journal*.

Anne Donnellon is Associate Professor in the Management Division of Babson College, and a Research Associate at Harvard Law School Program on Negotiation. Prior to joining the faculty at Babson, she was on the faculty of Harvard University Graduate School of Business. She received her Ph.D. in organizational behavior from Pennsylvania State University. Her research focuses on the process and performance of decision making groups. Donnellon's articles have been published in *The Administrative Science Quarterly*, *Journal of Management*, *Organizational Studies*, and *Organizational Dynamics*; and are forthcoming in the *Journal of Product Innovation Management*, and Research in Negotiations in Organizations (JAI Press). Donnellon is co-editor of The Postbureaucratic Organization (Sage, 1994). Donnellon is currently writing a book on crossfunctional teams, which identifies the linkages between organizational factors and team dynamics to explain the contractions and challenges entailed by this organizational form.

Deborah M. Kolb is Professor of Management at the Simmons College Graduate School of Management and Executive Director of the Program on Negotiation at Harvard Law School. She is also Co-Director of the project on Negotiations in Employment Relations at the Program on Negotiation. She received her Ph.D. from MIT's Sloan School of Management. Kolb is an authority on gender issues in negotiation and other forms of conflict management. She is currently carrying out field research in a number of areas related to the role of women in business and the professions and how their presence can lead to change in organizational cultures. She is co-directing the Ford Foundation project to study the ways that work and family issues can become a catalyst for change in leading edge firms. Kolb is the author of *The Mediators* (MIT Press, 1983), an in-depth study of labor mediation; a co-editor of *Hidden Conflict in Organizations: Uncovering Behind-The-Scenes Disputes* (Sage, 1992), a collection of field studies about how conflicts are handled in a variety of business and not-for-profit organizations; and most recently, *Making Talk Work: Profiles of Mediators at Work*. This book is the culmination of a multi-year research project, that brought together a distinguished group of dispute resolution scholars from a variety of disciplines to study the practice of successful mediators.

Gregory B. Northcraft is Professor of Management and Policy at the Karl Eller Graduate School of Management, University of Arizona. He received his Ph.D. in social psychology from Stanford University. His major research interests include conflict management, managerial decision making, processes of collaboration, and employee motivation and job design, particularly in high-technology manufacturing settings. Northcraft has been awarded research grants and has authored or co-authored a wide variety of articles and book chapters on these topics; he also has conducted management development programs in conflict management, human resource management, negotiation, and the management of change. Northcraft has interned for several major federal agencies and has held visiting professorships at the Amos Tuck School of Business Administration (Dartmouth College), the J.L. Kellogg Graduate School of Management (Northwestern University), the Guangzhou Institute of Foreign Trade (People's Republic of China), the Sasin Graduate Institute of Business Administration (Thailand), the University of National and World Economics (Bulgaria) and the Graduate School of Management at Melbourne University (Australia). Northcraft is co-author of the management text, *Organizational Behavior: A Management Challenge*, has served on the editorial boards of *The Academy of Management Journal* and *The Journal of Managerial Issues*, and currently is Cognitive/Behavioral Sciences Editor of the journal, *Group Decision and Negotiation*.

Maureen Scully is Assistant Professor of Management in the Industrial Relations group at the Sloan School of Management, Massachusetts Institute of Technology. She received her Ph.D. in organizational behavior from the Stanford Graduate School of Business and spent a year studying business ethics as a Fellow in Harvard University's Program in Ethics and the Professions. Her research focuses on the legitimation of inequality in organizations, employees' perceptions of distributive justice, grassroots activism in organizations, and alternatives to merit-based rewards. She addresses latent conflicts over how inequality is legitimated, and examines more explicit conflict that arises when groups mobilize, even if in sporadic or opportunistic ways, to change the distributive principles within an organization.

David A. Thomas is Associate Professor of Organizational Behavior and Human Resource Management at the Harvard School of Business Administration. Prior to joining the faculty at Harvard, he was on the faculty of the Wharton School of Business. He received his Ph.D. in organizational behavior from Yale University. His research interests are in the area of organizational diagnosis and change, group and intergroup relations, career development, and race relations in organizations. Thomas has written and published numerous articles related to his research. He has consulted organizations on issues ranging from organizational design problems and major systems change to career development and leadership training.

1994 CONFLICT MANAGEMENT DIVISION PROGRAM

SATURDAY, AUGUST 13 (Preconference)

CMD Doctoral Consortium -- by invitation only

Time: 1-9 p.m.

Coordinator: Debra Shapiro, University of North Carolina

Faculty:

Peter Carnevale, University of Illinois
Anne Donnellon, Babson College
Deborah Kolb, Simmons College and
Harvard Law School
Gregory Northcraft, University of Arizona
Maureen Scully, M.I.T.
David Thomas, Harvard Business School

SUNDAY, AUGUST 8 (Preconference)

New Directions in the Study of Conflict: Views from Overseas

Time: 8:30-10:00 a.m.

Moderator: Dean Tjosvold, Simon Fraser U.

Participants:

Hamid S. Atiyah, Damascus, Syria
Amos Drory, Ben Gurion U., Israel
Boris Kabanoff, U. of New South Wales, Australia
Kwok Leung, Chinese U. of Hong Kong
Heinz Dieter Mayer, Gottingen U., Germany
Ilana Ritov, Ben Gurion U., Israel
Yaakov Weber, Hebrew U., Israel

New Directions in the Study of Conflict: Views from Managers

Time: 10:30-12 noon

Moderator: Ed Strickel, University of North Texas

Participants:

Sue Elliot, TGI Friday, Inc.
Dick Haayen, Former CEO, Allstate and Southern Methodist U.
Candice Phelan, Lockheed

Ned Munger, Alcatel Network Systems

MONDAY, AUGUST 15

SESSION 1: Toward a Paradigm of Influence: The Road Ahead

Time: 8:30 a.m.

SYMPOSIUM

(Joint with OB)

Chairpersons: Steven M. Farmer, Georgia Tech
Asha Rao, McGill University

Discussant: Chester A. Schriesheim, University of Miami

Influence's future

Stuart M. Schmidt, Temple University

Dyadic social influence: A review and integration of conceptual and empirical developments

Bruce Barry, Vanderbilt University
Mary M. Watson, Vanderbilt University

When the boss says no: Stability and determinants of upward influence styles after a failure

Steven M. Farmer, Georgia Tech
Donald B. Fedor, Georgia Tech
John M. Maslyn, Georgia Tech

Are we running in place? A typology of impression management tactics twenty-five years later

K. Michele Kacmar, Florida State University
Dennis P. Bozeman, Florida State University

Influencing across cultures: A review and methodological extension

Asha Rao, McGill University
Keiji Hashimoto, McGill University

SESSION 2: The Department Chair as Cultivator of the Commons: A Group Mentoring Journey into a New Perspective

Time: 10:15 a.m.

SYMPOSIUM

(Joint with CAR)

Chairperson: Kathy E. Kram, Boston University

Commons problems and strategies: Two illustrations
Kathy E. Kram, Boston University
Hugh O'Neill, University of North Carolina

Developing a mentoring group among department chairs
Jean Bartunek, Boston College

The department chairperson's role: How to manage the commons
Robert Coffey, University of Southern California

Managing individual and collective interests: The case of academic departments in professional business schools
Michael K. Moch, Michigan State University
D. Jeffrey Lenn, George Washington University

SESSION 3: Understanding Violence at Work

Time: 10:30 a.m.

**SYMPOSIUM
(JOINT with HR)**

Chairperson: Sara M. Freedman, University of Houston
Discussant: Jerald Greenberg, Ohio State University

A model of workplace violence
Richard Arvey, University of Minnesota
Judi McLean Parks, Cornell University

Personnel practices and violence: Proactive strategies
Richard F. Tonowski, United States Postal Service

Sexuality and harassment among employees and students: An analysis of the components of sexual harassment
Richard S. DeFrank, University of Houston
Mary Jane Saxton

The validity of honesty and violence scales of integrity tests in predicting violence at work
Deniz S. Ones, University of Houston
Chockalingam Viswesvaran, Florida International University
Frank L. Schmidt, University of Iowa
Angelika D. Reiss, University of Houston

When organizations do harm: Two cautionary tales
Paula J. Caproni, University of Michigan
Joycelyn Finley, University of Michigan

SESSION 4: The Interactive Effects of Outcomes and Procedures on Reactions to a Decision: The Effects of What You Do Depend on How You Do it

Time: 1:00 p.m.

**SYMPOSIUM -- PANEL DISCUSSION
(Joint with OB)**

Chairperson: Joel Brockner, Columbia University

Panelists: Max H. Bazerman, Northwestern University

Robert Folger, Tulane University

E. Allen Lind, American Bar Association

David M. Messick, Kellogg Graduate School

SESSION 5: Real Teams, Real Relationships....Real Results?

Time: 2:00 p.m.

Chairperson: Jennifer Halpern, Cornell University
Discussant: Andrea Hollingshead, University of Illinois

The role of procedural and distributive justice in building commitment, attachment, and trust in strategic decision making teams
M. Audrey Korsgaard, University of South Carolina
David M. Schweiger, University of South Carolina
Harry J. Sapienza, University of South Carolina

The effect of racioethnicity on managers' beliefs about coping with interpersonal conflict: Bridging understanding in interethnic and intraethnic conflict
Martin N. Davidson, Dartmouth College
Social Identity as a barrier to understanding: The role of gender and race
Debra L. Connelley, Carnegie Mellon University

Beyond name, rank, and function: Construal of relationships in business

Marla Tuchinsky, Duke University

Jennifer Edson Escalas, Duke University

Marian Chapman Moore, Duke University

Blair Sheppard, Duke University

SESSION 6: POSTER SESSION

Time: 2:00 p.m.

Predicting influence tactics: The dynamic nature of antecedents

John M. Maslyn, Georgia Tech

Donald B. Fedor, Georgia Tech

Steven M. Farmer, Georgia Tech

Upward influence: Identifying the dimensions individuals use to compare tactics

William Schoel, University of Tennessee

Michael C. Rush, University of Tennessee

Organizational justice and organizational economics: Towards a dialogue

Bryan W. Husted, ITESM

Opening the motivational-orientation black box: The role of emotions in negotiation

Keith Allred, UCLA

TUESDAY, AUGUST 16

SESSION 1: Beyond Individual Justice: A Multi-Level Look at the Role of Organizational Fairness

Time: 8:00 a.m.

SYMPOSIUM

(Joint with OB and OMT)

Chairpersons: Maureen L. Ambrose, University of Colorado

Marshall J. Schminke, Creighton University

Discussant: E. Allen Lind, American Bar Association

The effects of ethical frameworks on perceptions of organizational justice

Marshall J. Schminke, Creighton University

Maureen L. Ambrose, University of Colorado

Terry W. Noel, University of Colorado

The fairness of influence tactics: Integrating organizational politics and organizational justice

Linda A. Cyr, University of Colorado

Employee resistance to teams: A justice perspective

Bradley Kirkman, University of North Carolina at Chapel Hill

Debra L. Shapiro, University of North Carolina at Chapel Hill

Luke Novelli, Jr., Center for Creative Leadership

Understanding the social climate of organizations:

The relationship of organizational politics and support to work attitudes and work behaviors

Marjorie L. Randall, Colorado State University

Russell Cropanzano, Colorado State University

Carol Bormann, University of Denver

SESSION 2: The More the Merrier: Beyond Two-Party Negotiations

Time: 9:30 a.m.

Chairperson: James A. Wall, Jr., University of Missouri

Discussant: Ray Friedman, Vanderbilt University

Coalitions in organizations: Six elements

Andrew E. Clarkson, Boston University

The effects of hybrid third-party public sector dispute resolution procedures on procedural and distributive fairness judgments

William Ross, University of Wisconsin-LaCrosse

Cheryl Brantmeier, University of Wisconsin-LaCrosse

Exploring situational and temporal contingencies in mediation

Rodney G. Lim, Tulane University

SESSION 3: Social Accounts as Weapons in the Construction of "Truth" and Battle for Commitment in Organizations

Time: 3:30 p.m.

SYMPOSIUM

Chairperson: Anthony Cobb, Virginia Poly Institute and State University

Discussant: Robert Bies, Georgetown University

The role social accounts play in planned organizational change

Anthony Cobb, Virginia Poly Institute and State University

What makes you think this policy is fair?

Robert Folger, Tulane University

Richard McCline, Tulane University

Jennifer McDannell, Tulane University

Accounts as informal influence tactics: A conceptual model and propositions

Debra L. Shapiro, University of North Carolina at Chapel Hill

Susan Houghton, Georgia State University

Idalene F. Kesner, University of North Carolina at Chapel Hill

Robert J. Robinson, Harvard University

Accounts: Weapons and tools for whom?

Carroll Stephens, Virginia Tech

Bart Irwin Victor, University of North Carolina

WEDNESDAY, AUGUST 17

SESSION 1: Cognitive Issues in Individual and Group Negotiation

Time: 9:30 a.m.

Chairperson: Robin L. Pinkley, Southern Methodist University

Discussant: Elizabeth A. Mannix, University of Chicago

The importance of social context in trade: Explaining market price- versus reservation price-driven outcomes in two-party transactions

Sally Blount White, University of Chicago

Melissa C. Thomas, Northwestern University

M. A. Neale, Northwestern University

Concession aversion: Is it risk seeking or pain avoidance?

Victoria Medvec, Cornell University

Kathleen Valley, Cornell University

Richard Thaler, Cornell University

Negotiation in small groups: Expertise, communication networks, and task structure
Linda Palmer, University of Utah
Leigh Thompson, University of Washington

Getting to the core: Social and institutional constraints on group decision making
William Bottom, Washington University
Gary Miller, Washington University
Cheryl Eavey, Washington University

SESSION 2: Is All Fair in Love and War? Bank on it.

Time: 11:00 a.m.

Chairperson: John F. S. Bunch, Kansas State University

Discussant: Monika Renard, West Virginia University

The fair distribution of adventitious outcomes

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

J. Keith Murnighan, University of British Columbia

Bank loan applications: A comparison of control and group-value model predictions of procedural justice

Robert L. Holbrook, Jr., University of Illinois

Carol T. Kulik, University of Illinois

Adding anger to perceptions of unfairness: Spiteful rejections of ultimatum offers

Madan Pillutla, University of British Columbia

J. Keith Murnighan, University of British Columbia

ELECTION OF OFFICERS FOR THE CONFLICT MANAGEMENT DIVISION

Well, the fate of the free world doesn't really rest in your hands, but the future of our division does. Since I now have your attention and it would be such a shame to waste it, please take a few minutes to read the bio-sketches below and vote for the individuals you feel will best serve our division. We need to elect a Division Chair and a Program Chair Elect for the 1995-96 year and two Members at Large for 1994-95. The following candidates were proposed, have agreed to have their names placed in nomination, and, in accordance with Academy regulations, have been sanitized for your protection.

Division Chair Elect (vote for one):

Peter J. Carnevale is an Associate Professor in the Department of Psychology and the Institute of Labor and Industrial Relations at the University of Illinois at Urbana-Champaign. Peter received his B.A. in psychology from the University of Delaware and his Ph.D. in social psychology from the State University of New York at Buffalo in 1982. His research covers a wide range of topics in negotiation, mediation, and conflict resolution. He is co-author (with Dean Pruitt) of Negotiation in Social Conflict (1993, Brooks/Cole), and the article, "Negotiation and Mediation" in the 1992 Annual Review of Psychology. His publications have appeared in Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Journal of Personality and Social Psychology, Journal of Conflict Resolution, and Negotiation Journal.

Donald E. Conlon is an Associate Professor of Management in the Department of Business Administration at the University of Delaware. He received his Ph.D. in organizational behavior from the University of Illinois at Urbana-Champaign. Currently, he is Program Chair for the Division. He has also served as an at-large member and Newsletter editor. His publications on justice, conflict, and decision making have appeared in a variety of journals, including the Academy of Management Journal, Administrative Science Quarterly, Journal of Applied Psychology, and Organizational Behavior and Human Decision Processes.

Raymond A. Friedman is an Assistant Professor of Business Administration at Harvard Business School. He received his Ph.D. in 1987 from the University of Chicago in sociology. His research on the social dynamics of labor negotiations and the use of mutual-gains bargaining in labor negotiations has appeared in Administrative Science Quarterly, Negotiation Journal, Journal of Applied Behavioral Science, Human Resource Management Journal, and Journal of Contemporary Ethnography. Additionally, a book on that topic will be published in April, entitled Front Stage, Backstage: The Dramatic Structure of Labor Negotiations (MIT Press). His current research is on the role of female and minority employee networks in organizations and intergroup differences in perceptions of justice.

Robin L. Pinkley is an Assistant Professor of Organizational Behavior and Business Policy at the Edwin L. Cox School of Business at Southern Methodist University. She is the author or co-author of articles on negotiation and managerial conflict intervention, which appear in the Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Academy of Management Journal, Journal of Experimental Social Psychology, Personality and Social Psychology Bulletin, Journal of Social and Clinical Psychology, and the International Journal of Conflict Management. She is currently continuing her investigations into how perceptions of conflict influence negotiator behavior and outcome, managerial dispute intervention strategies and tactics, negotiator norms of justice, and the impact of explanations and justifications on perceptions of organizational justice.

Program Chair Elect (vote for one):

Members at Large (vote for two):

Bruce Barry is an Assistant Professor at Vanderbilt University's Owen Graduate School of Management. He received his Ph.D. in organizational behavior at the University of North Carolina at Chapel Hill. His research investigates various aspects of interpersonal and group behavior in organizations, especially social influence processes, dyadic negotiation, justice perceptions, and small group conflict. Bruce's work appears in the Academy of Management Journal, Organizational Behavior and Human Decision Processes, Human Relations, the Journal of Applied Social Psychology, and Research in Organizational Change and Development.

John F. S. Bunch is currently an Assistant Professor in the College of Business Administration at Kansas State University, where he has taught courses in Organizational Behavior, Business Government and Society, Legal and Social Environments of Business, and Human Resources Management. He has been active in the Conflict Management Division for a number of years serving as a reviewer and session chair at the national conferences as well as manager of CMDNET-L, the Division's E-Mail list. His research interests include organizational justice, the management of organizational decline, human resource development, entrepreneurship education, and recently, the development of "virtual communities" on computer networks. He received his Ph.D. in Business Administration from the University of North Carolina at Chapel Hill.

Jennifer J. Halpern received her Ph.D. from the Haas School of Business at the University of California, Berkeley, and is currently a faculty member at the School of Industrial and Labor Relations, Cornell University. Her research focuses on social, rather than economic rationality; specifically, on the social and cognitive effects of perception and context on negotiation and decision making. Her most recent research examines the roles of relationships, gender, and obesity in determining negotiating and decision making tactics and strategy. She was one of the coordinators of the 1993 Pierce Memorial Conference at Cornell and is a co-editor of a volume to be published shortly, tentatively titled Debating rationality: Nonrational aspects of organizational decision making. She has also published in journals such as Industrial Crisis Quarterly and Management Science.

Jonelle Roth is a visiting instructor in the Organizational Behavior area in the School of Management at the Georgia Institute of Technology. She did her Ph.D. work at the Fuqua School of Business at Duke University. The main focus of her current research deals with how peoples' interpretations of disputes affect their communication with other disputants and how that in turn affects conflict outcomes. Her other research interests include conflict in decision making, the use of computer-mediated communication in group negotiation, conflicts within business relationships, and gender issues in organizations (e.g., perceptions of justice regarding responses to sexual harassment). She is currently serving as the executive education program director for the Consortium on Multi-Party Conflict Resolution, which is an inter-university organization sponsored by the Hewlett Foundation.

BALLOT FOR THE ELECTION OF CMD OFFICERS

Please return this ballot to:

James A. Wall, Jr.,
University of Missouri,
College of Business Administration,
Department of Management
Columbia, MO 65211

Division Chair Elect (vote for one):

_____ Peter J. Carnevale

_____ Donald E. Conlon

Program Chair Elect (vote for one):

_____ Raymond A. Friedman

_____ Robin L. Pinkley

Members at Large (vote for two):

_____ Bruce Barry

_____ Jennifer Halpern

_____ John F. S. Bunch

_____ Jonelle Roth

IDENTITY CRISIS?

A Survey

Robert Folger

Should we continue to call ourselves the Conflict Management Division? This question came up in our business meeting at the last Academy, during a discussion about possible reasons why the number of members might be slipping. Recall that previously we were the Power, Negotiation & Conflict Interest Group. Did we fail to retain some of those who had been members of the interest group because of the name change (i.e., because using only one of the three terms in the title might attract a smaller group than including all three terms)? Would a title construed as referring to a broader range of subject matter be preferable either for membership draw or for any other reasons? During our discussions, one possible reason mentioned for not changing (in addition to questioning whether any problem even exists in the first place) is that our new title starts with "C" and puts us earlier in lists than would some other options, such as our previous name. On the other hand, we could go for a name such as "Conflict, Power, and Negotiation Division" and not alter our place in the ordering. In responding afterward about these discussions, Len Greenhalgh also noted that other divisions have changed their names, such as the switch from "Business Policy and Planning" to "Business Policy and Strategy," in attempting to characterize more accurately the topics encompassed by their focus. Responses to the following survey would help provide input for further discussions. Please return them to the newsletter editor.

Please mark an "X" in the blank next to one of the following three response options. If your choice is the third option and you have a preferred title you would like to suggest, please write it in the additional blank provided at the bottom.

___ I do not think the name of our division should be changed.

___ I am indifferent and could live with the name changing or staying the same.

___ I think a name change is in order

The name change(s) I'd like to see considered:

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Rejected infomercials and/or names for the conflict management division

Hooked on Conflict

Roseanne

Tonya Harding's Practical Guide to Managing Conflict

The Clash