

Conflict Management Division

Spring 1996 Newsletter
Number 2

Volume 10,

Chairperson's Column Don Conlon

Status Report: The CM Division at Age Five

As required for the Division renewal process, the CM membership was surveyed late in the fall of 1995. My thanks to those of you who returned your surveys to me. We received about 100 responses, for a response rate of about 20%. Below lists some of the conclusions I reached from analyzing the survey and open-ended responses.

Conclusion 1:

People are quite happy with the CM Division. Perhaps this only confirms the obvious to some of you, but I still take comfort in seeing data from a hundred of my peers. Most encouraging were members' responses to a question which asked about the overall level of satisfaction with the CM Division. The mean was 6.19 on a seven point scale (yes, a higher score reflected more satisfaction). In addition, the CM Division's mean ratings for the set of core questions (presented below) that the Academy has all Division's respond to are also very favorable:

Mean	Question
1. ___5.37_	I feel that I can have a real influence on the CM Division's policies.
2. ___2.03_	The CM Division spends too much of its money on social events.
3. ___5.93_	The CM Division's leaders are very responsive to its members' concerns and interests.

4. ___6.16_ Generally speaking, the CM Division's program at the Annual meeting is both interesting and useful to me.
5. ___2.81_ Access to the CM Division's leadership positions (e.g., program chair, division chair, newsletter editor, etc.) is controlled by a self-perpetuating elite group.

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Program Chairperson's Column Robin Pinkley

Hi folks. I am delighted to give you your first glimpse of the Conflict Management Division portion of the 1996 Academy of Management Program. But first here are some statistics to allow you to put the program into context. Our "Hot, but Not Too Hot To Review For The Conflict Management Division" campaign was a roaring success. An unprecedented 190 people volunteered to review submissions. Consequently, most submissions received four reviews although a handful were reviewed by only two people. We received a total of 69 submissions. This number was slightly less than last year's record of 73 submissions but still well above previous years. This number is excellent given that other divisions report record low numbers of submissions for the Cincinnati conference.

We were able to accept 40 of the 69 submissions. Although we typically accept only 33% of the submitted papers and approximately 40% of the submitted symposia, I was able to accept 57.97% of submissions this year. This percentage is largely due to

two factors. First, a large number (2 out of 4) of the symposia we nominated were selected as “Showcase Symposia”. In fact, the Conflict Management Division was awarded the largest number of Showcase Symposia per member of any division. Second, a large number (7 out of 40) of our submissions were deemed to be of interest across divisions and were included in “Interactive Paper Sessions”. The Academy planned to take 5-8% of the Interactive Papers from each division. Only two divisions were allowed to contribute a higher percentage of the total than the intended cap of 8%. We were one of those two divisions. Neither Showcase Symposia nor Interactive Papers/Symposia count against the total number of papers we are allowed to accept. Consequently we were able to accept an unprecedented percentage of papers. This pattern reflects the quality of the submissions we received, as well as, the degree of cross-division interest in these submissions. Bravo to those who submitted papers this year.

Thanks to all of you who submitted or reviewed papers and symposia. Be sure to join us for the pre-conference sessions arranged by Etty Jehn and Rodney Lim. I hope to see you at the Cincinnati conference and on the riverboat cruise. *Conlon continued from p. 1*

6. ___6.25_ The CM Division's Doctoral Consortium provides members with a valuable service.
7. ___6.07_ The CM Division's Junior Faculty Research Workshop provides members with a valuable service.
8. ___5.91_ The CM Division's Sunday morning preconference activities provides members with a valuable service.
9. ___3.96_ The CM Division needs to spend more money on things that would help its members professionally.

Note: Responses were on a 7 point scale ranging from 1 (Disagree strongly) to 7 (Agree strongly)

Conclusion 2:

Our present name (Conflict Management) and a possible new name similar to our old interest group name (Conflict, Power, and Negotiation) are equally loved (or equally hated, depending on your frame). With regard to the name of the division, respondents were split, with about equal numbers favoring the current name and an equal number favoring a possible new name (mean rating for this item = 4.24). The distribution of responses to this question was bimodal. Thus, I recommend we not worry about whether our present name is inclusive or exclusive.

Conclusion 3:

Division Strengths include our size, our research contributions, and our inclusiveness. While the CM Division is small in size, its members appear to be quite passionate about their attachment to it. Much of this has to do with beliefs that the division is populated by "outstanding scholars," "good academics," and good "theory and research." People also seem to feel that there is a great deal of energy and enthusiasm in the division. Several new members mentioned the opportunity for them to get involved in the Division as a plus, e.g., "Young types like me can get involved in Division governance early," "a chance to get involved," "accessibility of offices to members," etc.

A second set of strengths lies in the Division's inclusiveness. Given our multidisciplinary focus, this is no surprise. It is good to know that we are succeeding at maintaining a diverse core. Two of my favorite comments were the following, which were both written in the "additional comments" section of the survey:

"I have been a member of OB, WIM, OMT and the Cognition interest group and have been wholly dissatisfied. I now deal solely with CMD because I get what I need from the Academy through CMD."

"The CM Division feels like home to me. It's the best thing that could have happened to me as an Academy Member."

Conclusion 4:

Division weaknesses include marketing the division and a belief that senior scholars go "AWOL."

Overall, more strengths were mentioned than weaknesses (52 vs. 38, respectively), which is a positive sign. Two-edged swords being what they are, it is not surprising to find some of our strengths also mentioned as weaknesses. For example, the size of the Division is sometimes mentioned as a weakness.

Similarly, several people chastised the Division for paying too little attention to the teaching side of CM, which is perhaps a natural consequence of a number of people lauding the Division for its strong research orientation. A third strength, our "inclusiveness," is occasionally mentioned as a weakness (e.g., "no obvious core constituency").

However, all three of these areas were mentioned more frequently as strengths rather than weaknesses.

Two other issues were mentioned as weaknesses. There seemed to be a consensus that the CM Division could be doing a better job of advertising itself. Members seem to feel that we are broader than non-members perceive, and that if we can make non-members aware of this fact, they would be likely to join our Division. Some sample comments:

"Needs better recruiting; we have an excellent product."

"Marketing itself."

"Needs to do a better job at promoting itself."

There is also a concern mentioned by some people that some of the previous leadership of the Division seems to, as one respondent put it, "burn out and disappear, leaving no history or leader development opportunities for those who step in behind them." Hopefully, this will be alleviated somewhat by the recent change in our Constitution that insures that the Program Chair in a given year continue for several additional years in other leadership capacities in the Division. As I have served in all capacities in the CM Division over the past eight years, I can understand the burnout some members might feel. However, I still get an incredible charge from meeting old friends and making new ones at the Academy Meetings. It is definitely one of the highlights of my year.

**Conflict Management Preconference Program
Etty Jehn & Rodney Lim**

The people have spoken! In keeping with the spirit of this election year, we decided to fan the flames of democracy and put together a preconference program for the 1996 Academy Meeting based on YOUR input. We initially realized we had a tough act to follow after the wonderful program that Jennifer Halpern and Bruce Barry put together last year. So, because we're not qualified to fix what ain't broke, we decided to use their program as a framework for this year's program and allow division members to help shape the content. First, we elicited a number of suggestions at last year's Academy Meeting and culled out the four most promising ones. Then with virtual ballots in electronic hand, we ventured onto the CMDNET listserv to solicit votes and additional input from CMDNET subscribers. The program that you have before you is the culmination of this process. We would like to thank everyone who exercised their virtual voice and helped make this program possible. Remember, there wouldn't be an "us" if we didn't put "you" first.

The first session is a case teaching workshop of sexual harassment with an emphasis on issues that are not usually covered in cases on this subject. The talented team of Len Greenhalgh and Deb Connelley will lead this workshop using a case written by Len. This session will be useful for anyone who teaches sexual harassment as part of a broader course in organizational behavior or human resource management or a more specialized course in power and influence or ethics. Those of you who remember last year's preconference program recall Len's outstanding workshop involving the Commodity Purchase negotiation exercise, in which one of your reps-at-large learned firsthand that unholy alliances sometimes can pay off. And with Deb Connelley providing her expertise as co-leader, this session will no doubt be every bit as good as Len's was last year.

The second session will focus on the process of managing doctoral students. This session will be similar in format to last year's session on research collaboration. We envision an informal, wide-open discussion revolving around stories of horror or heroism to identify a number of practical do's and don't's. We have invited a number of panelists at various stages of their academic careers to share their thoughts on the issues that will be raised. For this session, we are soliciting tales of wisdom and woe from division members and other interested individuals to serve as discussion material. In particular, we are looking for stories describing success or failure, stories from the past or present, stories based on fact or imagination.

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Conlon, continued from p. 2

A Roadmap For The Future:

While the above material certainly suggests that things are going well for the Division, we have our share of threats. Perhaps the greatest threat to the Division is arecent decline in the size of the membership, from a height of about 600 when we became aDivision five years ago, to its present size of about 500. While some of this decline may be the natural result of our group's maturation, it is a pattern that bears close watching. There areseveral ideas for membership development that spring from the Survey.

One idea is to partner ourselves more closely with other groups or associations involved in the study of conflict. Some members mentioned the International Association for Conflict Management (IACM) as a group we might try to make ourselves known to, which might lead to enhancing the membership in both groups, and broadening the demography of our membership base. For example, The CM Newsletter has occasionally carried small notices for the IACM conferences, but as far as I know we have never asked that their Newsletter carry information about our conference. Perhaps it is time to reciprocate.

A second possible opportunity is to try to do more regarding the teaching and practice of conflict. Perhaps developing a solid program of practice as part of our annual Academy program would draw members to the Division who are not concerned with our research orientation. Finally, we could try to identify who has left the division over the last few years and send them an "exit survey" asking them their reasons for dropping their membership in the Division. However, I am not sure if the Academy data base can find this information for us or not. Perhaps this would provide us with a better idea of what we should change, and what to leave alone, as we seek to maintain both our size and identity in the Academy.

Anyone who would like to contribute should e-mail their submissions by mid-July at the latest to either Etty Jehn or Rodney Lim.

As you might infer from the descriptions of each session, we have set up each one to be highly interactive. Because all of this interactivity will require some energy, we will offer breakfast-related food and beverages starting at 8:30 and again at 10:30 before each session. We hope that you will be able to attend the preconference because both sessions promise to be highly interesting and informative.

Looking forward to seeing you in Cincinnati,
Etty Jehn and Rodney Lim
Your CMD Representatives-at-Large

Saturday Doctoral Consortium

This year's Doctoral Consortium will be held August 10 from 9 am to 5 pm. The Consortium offers an excellent opportunity for Ph.D. students to "make a debut" and become integrated into the Division. The program will feature informal panel presentations and discussion on the following topics:

- Launching Your Career: Making the transition from student to professor
- Crafting and Testing "Good" Theory
- Strategies for Funding your Research

There will also be an opportunity for student participants to present preliminary research ideas and to get feedback and suggestions from faculty participants and students.

Participating faculty members include: Bob Bies (Georgetown), Peter Carnevale (Illinois), Barbara Gray (Penn State), Jennifer Halpern (Cornell), Trish Jones (Temple), and Leigh Thompson (Northwestern).

Faculty are encouraged to nominate students to participate in this year's consortium. Ideally they should have completed their comprehensive exams and the bulk of their course work and be entering the dissertation stage of their program. If you have a student whom you believe would benefit from the consortium, please nominate them. Of, if you are a doctoral student who would like to attend, please check with your faculty advisor about nomination procedures at your school.

Nominations should be sent by mail or fax by June 1 to Barbara Gray. Letters of nomination should include the student's name, address and phone, fax and e-mail addresses (including any changes pertinent to the summer so that we can send them a letter of invitation and some pre-program materials), information about their progress in the doctoral program and a brief description of their dissertation topic or research interests. For additional information, contact Barbara.

Sunday Preconference Program

9:00-10:30am

A Case Teaching Workshop on Sexual Harassment

Coordinators:

Leonard Greenhalgh, Dartmouth College
Debra Connelley, SUNY Buffalo

We will be using a teaching case developed by Len. The case highlights issues not often addressed in teaching sexual harassment such as the nature of the social relationships between the parties involved and how it affects the experience of harassment. Rather than focussing solely on the letter of the law, we will

explore issues of perception and intent, boundary definition, and relational context.

The session will be conducted to maximize participation by those attending. Both Len and Deb prefer a roll-up-your-sleeves-and-get-dirty approach. The case material for this workshop will be distributed in advance. It is important that participants read the case prior to the session. In order to facilitate the distribution of the material, we would like you to pre-register for the workshop by mid-July with Rodney Lim either by e-mail at burger@mailhost.tcs.tulane.edu or, if your virtual reality is limited to a tangible telephone, at 504- 865-5665.

10:45am - 12:00pm

The Process of Managing Doctoral Students

Panelists:

Jennifer Chatman, University of California, Berkeley
Lorna Doucet, University of Pennsylvania
Elizabeth Mannix, Columbia University
Margaret Neale, Stanford University
Jeffrey Polzer, University of Texas-Austin
Marc-David Seidel, University of California, Berkeley

You have just started your new academic job and have been assigned to supervise a doctoral student or two. What do you do now? This wasn't part of your training. Or you've been supervising doctoral students for a number of years now, but you're still unsure about whether you are maximizing the potential they displayed in their lofty GRE or GMAT scores or maximizing the benefits that you as well as they would derive from working together. You wonder if there might be a better way.

Situations like those described above are the focus of this session. We will explore the process of managing doctoral students in an active research program in ways that benefit both the student as well as the faculty member. Specific issues will likely include how to mentor the budding careers of doctoral students in relation to one's own career, how to manage them in research and teaching so that they develop the requisite knowledge and skills, and how to shepherd them through the dissertation process. We have rounded up a panel of individuals whose current backgrounds span the entire continuum from established professor to doctoral student to reflect on these issues and offer some wisdom born of their experiences. This session will be useful for new Ph.D.'s who have to make the transition from a subordinate or apprenticeship role to a supervisory role. It will also be useful for not-so-new Ph.D.'s. In addition to having an opportunity to share their own insights with others, even well-established Ph.D.'s will probably glean some useful ideas or approaches since

the only training anyone ever gets in this area is through trial-and-error experience on the job. Again, if you would like to contribute any real or hypothetical experiences to this session, please send them to either Etty Jehn or Rodney Lim by mid-July.

1996 Academy of Management Conference Program for CMD

Preconference Activities

SATURDAY

Doctoral Consortium

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Barbara's and other CMD officers' addresses, phone numbers, and E-mail addresses are printed on p. 9

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Conference Papers & Symposia

MONDAY

8:30-10:20 am. Monday

Softening the Blow: The Use of Accounts (CCC 237)

Chairperson: Carsten de Dreu, U. of Amsterdam

Wounded Pride in Negotiations: The Effects of a Polite Message and an Apology on the Perceived Justice and Acceptance of a Low Offer.

Daniel P. Skarlicki, U. of Calgary

Effectiveness of Negative Feedback: The Influence of Impression Management Strategies

Jasmine Tata, Loyola U.

Explaining Negative Events: Attribution Theory and the Effectiveness of Social Accounts

Fiona Lee, U. of Michigan
Robert J. Robinson, Harvard U.

10:40-12:00 n. Monday

Consequences of Diversity in Groups and Networks (CCC 265)

Joint Symposium, Sponsored by CM & OB
Symposium Chairperson: Jeffrey T. Polzer, U. of Texas-Austin

Performance Consequence of Workgroup Diversity: A Field Exploration

Gregory B. Northcraft, U. of Illinois

The Transformation of Conflict: A Longitudinal Study of

Intragroup Conflict and Group Performance
Karen A. Jehn, U. of Pennsylvania

Negotiating Identities in Diverse Work Groups
Laurie P. Milton, U. of Texas-Austin
William B. Swann, U. of Texas-Austin

Demographic Similarity, Salient Social Identities, and Friendship: Who You Know Depends on Who You Are
Jennifer A. Chatman, U. of California-Berkeley
Rebecca A. Brown, U. of California-Berkeley

Group Composition and Decision Making: The Effect of Familiarity and Information Coalition
Katherine Y. Williams, Stanford U.
Elizabeth A. Mannix, Columbia U.

Discussant: Margaret A. Neale, Stanford U.

Interactive Papers

Elements of a Script for the Role of Friendship in Transactions
Jennifer J. Halpern, Cornell U

Procedural Interventions and Amelioration of Negative Consequences of Voting Minority Membership
Kenneth H. Price, U. of Texas-Arlington
Terry M. Coalter, U. of Texas-Arlington
James E. Hunton, Virginia Commonwealth U.

The Effects of Similarity in Negotiators' Social Identities on the Processes and Outcomes of Negotiation
Julie A. Younglove-Webb, Pennsylvania State U.

What Are the Key Dimensions Underlying Choice of Conflict Management Strategies?
Ritch L. Sorenson, Texas Tech U.
Eric A. Morse, Texas Tech U.
Grant T. Savage, Texas Tech U.

Shared Interest Track Sessions (CCC 261):
Trust, Aggression, Violence and Work: Framing Rational Explanations for Irrational Events
Christine M. Pearson, U. of North Carolina

Shared Interest Track Sessions(CCC 261): *From Conflict to Complaint: Conceptualizing the Process of Filing an Employment Discrimination Complaint*
Theresa A. Domagalski, U. of South Florida
Cynthia F. Colen, U. of South Florida

Shared Interest Track Sessions (CCC 267):
Reduction of the Conflict Between Employee and Organizational Interests: An Empirical Assessment of the Contrasting Views of Transformational Leadership's Role
Kenneth K. Eastman, Oklahoma State U.

Badrinarayan S. Pawar, Oklahoma State U.

12:20-2:10 pm. Monday

Justice and Fairness in Organizations (CCC 237)
Symposium Chairperson: Joseph G. Rosse, U. of Colorado

Disputant Reactions to Managerial Conflict Intervention Strategies: A Comparison Among Argentina, the Dominican Republic, and United States
Russell Cropanzano, Colorado State U.
Herman Aguinis, U. of Colorado-Denver
Marshall Schminke, Creighton U.
Dina L. Denham, Colorado State U.

Organizational Fairness and Selection Tests: The Role of Job-Relatedness and Justification
Maureen Ambrose, U. of Colorado
Lynn Harland, U. of Nebraska-Omaha

Designing, Implementing and Utilizing Computerized Performance Monitors of Procedural and Distributive Justice
G. Stoney Alder, U. of Colorado
Maureen Ambrose, U. of Colorado

The Effect of Organizational Structure On Perceptions of Fairness
Marshall Schminke, Creighton U.

Shared Interest Track Sessions, (CCC 267): *Role Conflict, Task Conflict, and Leader Response: An Exploration of a Role-Task Fit Model*
Pat H. Dickson, U. of Alabama

2:30-3:50 pm. Monday

Justice for All...Or at Least to Some: Justice in the Workplace (CCC 237)
Chairperson: Bruce Barry, Vanderbilt U.

Social Influences on Organizational Justice Judgments: A Theoretical Model
Mary E. Graham, Georgia State U.
Pamela Tolbert, Cornell U.

Perceived Justice for All? Race and Gender Differences in Perceptions of Fairness and Job Satisfaction
Carol A. Smolinski, U. of North Carolina-Chapel Hill
Workplace Romance: A Justice Perspective
Sharon Foley, U. of Connecticut

Violence by Disgruntled Employees: Evidence on Injustice and Popcorn Effects (CCC 261)

Showcase Symposium, Sponsored by CM, HR & OB
Chairperson: Robert Folger, Tulane U.

Disgruntled Employee Attitudes and Hostile Behaviors in a Large National Organization

Robert Folger, Tulane U.
Robert A. Baron, Rensselaer Polytechnic Institute
Judi McLean Parks, Washington U.

Predictors of Nonfatal Workplace Violence

Libby L. Cole, National Institute for Occupational Safety and Health
Paula L. Grubb, National Institute for Occupational Safety and Health
Steven L. Sauter, National Institute for Occupational Safety and Health
Naomi G. Swanson, National Institute for Occupational Safety and Health
Peggy Lawless, General Electric Capital Services

The Effect of Job Loss on the Incidence of Violence: Evidence from Epidemiologic Studies

Ray Catalano, U. of California-Berkeley

Does Disposition Moderate the Effects of Perceived Injustice on Workplace Violence?

Daniel P. Skarlicki, U. of Calgary
Robert Folger, Tulane U.
Thomas A. Timmerman, Tulane U.

Discussant: Denise Rousseau, Carnegie Mellon U.

Shared Interest Track Sessions (CCC 265):

Construing Social Relations in Diverse Organizations: A New Model of Intergroup Conflict

Debra L. Connelley, State U. of New York-Buffalo

4:10-5:30 pm. Monday

Perspectives on Race and Conflict in Organizations (CCC 265)

Joint Symposium, Sponsored by CM, OMT & WIM
Chairperson: Martin N. Davidson, Dartmouth College

Images of Disconnection: Black and White Women's Perceptions of Other

Ella Edmondson Bell, Massachusetts Institute of Technology
Stella M. Nkomo, U. of North Carolina-Charlotte

Different Strokes: The Impact of Race on Styles of Dealing with Conflict in Organizations

Martin N. Davidson, Dartmouth College

Managing Diversity and Second-Order Conflict

Raymond A. Friedman, Vanderbilt U.

"Conflict" and "Race" in the Downsizing of an Organization
Elaine K. Yakura, Michigan State U.

Grounded Theory Development as a Tool for Intervening In Racial Conflict in Organizations

David A. Thomas, Harvard U.

Discussant: Thomas Kochman, Kochman Communication Consultants

Business Meeting (CCC 237)

Chairperson: Donald E. Conlon, U. of Delaware

5:10-6:10 pm. Monday

Social Hour (CCC 237)

TUESDAY

8:50-10:10 am. Tuesday

Ah, the Games We Play: Building the Negotiation Playing Field (CCC 237)

Chairperson: Thomas M. Tripp, Washington State U.

Strategic Sequences and Outcome Optimality in Negotiation

Mara Olekalns, U. of Melbourne
Philip L. Smith, U. of Melbourne

The Impact of Non-Linear Preference Structures on Negotiator Effectiveness and Efficiency

Gregory B. Northcraft, U. of Illinois
Jared N. Preston, Northwestern U.
Margaret A. Neale, Stanford U.
Peter H. Kim, Northwestern U.

The Effect of Multiple Anchors in Negotiation

Glen Whyte, U. of Toronto
James K. Sebenius, Harvard U.

10:30-11:50 am. Tuesday

Advances in Research On Motives in Negotiation: Expanding Horizons (CCC 237)

Symposium Chairperson: Laurie R. Weingart, Carnegie Mellon U.

Motivational Orientation and Cognitive Bias in Negotiation

Peter J. Carnevale, U. of Illinois
Tahira Probst, U. of Illinois

Motivational Orientation and Moderating Effects of Power in Integrative Negotiations

Carsten de Dreu, U. of Amsterdam
Ellen Giebels, U. of Groningen

Mixed Motivational Orientation in Groups: Convergence and Quality of Agreements

Laurie R. Weingart, Carnegie Mellon U.
Jeanne M. Brett, Northwestern U.

Culture, Social Motives and the "Weight" of Others In Interdependent Interactions

Chris McCusker, Yale U.

Discussant: David Messick, Northwestern U.

Shared Interest Track Sessions (CCC 261): "Must You Speak of One Who Loved Not Wisely But Too Well": A Theory of Interpersonal Distrust

Donald L. Ferrin, U. of Minnesota
Kurt T. Dirks, U. of Minnesota
Larry L. Cummings, U. of Minnesota

2:00-3:20 pm. Tuesday

Utility from A Multidimensional Perspective: A Close Look at Negotiator Motives (CCC 237)

Chairperson: Terry Boles, U. of Iowa

A Tale of Two Issues: The Impact of Motives on Settlement Processes in Bilateral Negotiation

Kathleen M. O'Conner, Rice U.
Peter J. Carnevale, U. of Illinois

A Look Into the Mind of the Negotiator

Leaf D. Van Boven, Cornell U.

Refocusing Rights-and Power-oriented Negotiators Toward Integrative Negotiations: Process and Outcome Effects

Jeanne M. Brett, Northwestern U.
Debra L. Shapiro, U. of North Carolina-Chapel Hill
Anne L. Lytle, Hong Kong U. of Science and Technology

Building Trust in Organizations: Foundations for Improving Theory and Practice (CCC 261)

Joint Symposium, Sponsored by CM, ODC & OB
Chairpersons: Roy J. Lewicki, Ohio State U, & Roger C. Mayer, U. of Notre Dame

Understanding Trust: A Developmental Model, and Implications for Organizational Change

Roy J. Lewicki, Ohio State U.

Creating More Trust in Systems Through Large Group Interventions

Barbara Bunker, State U. of New York-Buffalo
Management Credibility in Effectively Changing Organizations

Denise Rousseau, Carnegie Mellon U.
Snehal Tijoriwala, Carnegie Mellon U.

Opening the Black Box of Trust of Management: Can Trust Levels be Managed?

Roger C. Mayer, U. of Notre Dame
James H. Davis, U. of Notre Dame

Discussants: Thomas G. Cummings, U. of Southern California, & Blair Sheppard, Duke U.

3:40-5:00 pm. Tuesday

Justice in Change: Exploring the Illusions and Realities of Justice in Organizational Change (CCC 237)

Symposium Chairperson: Richard W. Woodman, Texas A&M U.

Justice Is As Justice Does: Organizational Justice From an OD Theory and Change Agent Perspective

Kevin Wooten, U. of Houston-Clear Lake

Making Sense of Change: The Role Social Accounts Can Play in Affecting Perceptions of Justice

Anthony T. Cobb, Virginia Polytechnic Institute and State U.

Robert J. Bies, Georgetown U.

George W. Watson, Virginia Polytechnic Institute and State U.

Justice and Organizational Change

Walter R. Nord, U. of South Florida

Discussant: Debra L. Shapiro, U. of North Carolina-Chapel Hill

Conflict and Negotiation: A Transnational Perspective (CCC 237)

Chairperson: Debra L. Connelley, State U. of New York-Buffalo

Inter- and Intra-Cultural Negotiation: US and Japanese Negotiators

Tetsushi Okumura, Shiga U.

Jeanne M. Brett, Northwestern U.

Comparing the Role of Voice in the People's Republic of China and the United States: The Mediating Effect of Power Distance

Grant Ackerman, Columbia U.

Joel Brockner, Columbia U.

How We Get to Yes: Comparing Conflict Management Behaviors Across Cultures

Catherine H. Tinsley, Hong Kong U. of Science and Technology

Interactive Papers

Demographic Differences in Preferences for Organizational Dispute Resolution Procedures

Carol T. Kulik, U. of Illinois
David A. Whetten, Brigham Young U.

Effectiveness of Conglomerated Conflict Behavior in Dutch Hospitals: The Irrelevance of Sex Composition

Evert van de Vliert, U. of Groningen
Martin C. Euwema, U. of Erecht

Shared Interest Track Sessions (CCC 261): Trust Versus Power: Does Trust Reduce Power Disadvantage in Negotiations?

Chalmer E. Labig Jr., National U. of Singapore
Ho Wee Kiong, National U. of Singapore

Conflict Across Organizational Boundaries: Managed Health Care - Health Care Provider Interactions

Ronda Roberts Callister, U. of Missouri

Fostering Constructive Conflict Management in a Multistakeholder Context: The Case of the Forest Round Table on Sustainable Development

Cathy Driscoll, Saint Mary's U.

The Functionality of Dysfunctional Behavior: What We Can Learn from Workplace Deviance (CCC 266)

Showcase Symposium, Sponsored by CM, HR, OB & SIM

Chairpersons: Sandra L. Robinson, New York U., & Rebecca J. Bennett, U. of Toledo

WEDNESDAY

9:00-10:20 am. Wednesday

Negotiation Through A Looking Glass of Gender: Implications for Organizational Theory, Practice, and Pedagogy (CCC 237)

Symposium Chairperson: Linda L. Putnam, Texas A&M

Revisioning Negotiations in Organizations

Deborah M. Kolb, Simmons College
Linda L. Putman, Texas A&M

A Feminist Pedagogy for Teaching Negotiations

Anne Donnellon, Babson College
Elaine M. Landry, Babson College

Discussant: Leonard Greenhalgh, Dartmouth College
Respondent: Sara Cobb, Fielding Institute

10:40-12:00 n. Wednesday

Conflict Management Within And Across Organizational Boundaries (CCC 237)

Chairperson: K. Etty Jehn, U. of Pennsylvania

Seeing the Forest as a Tree: An Integrative Hierarchical Classification of Responses to Social Conflict

Jonathan A. Rhoades, U. of Illinois-Champaign
Josh A. Arnold, U. of Illinois-Champaign

The Functionality of Deviance for Individuals: Deviance as a Route to Regaining Control

Rebecca J. Bennett, U. of Toledo
Sandra L. Robinson, New York U.

The Functionality of Deviance for Organizations: Dishonesty as a Signaling Device

Roy J. Lewicki, Ohio State U.
John W. Milton, Appalachian State U.

Through the Looking Glass: What Can Researchers Learn from Exploring Deviance?

Judi McLean Parks, Washington U.

Moderators: Thomas M. Tripp, Washington State U.,
Walter R. Nord, U. of South Florida,
Robert J. Bies, Georgetown U.

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**Come To The Aid Of Your Party!
Election 96 Is Here!!**

While the national elections may be months away, there is another important election in which you need to vote: The Conflict Management Division Election. Below you will find the slate of candidates. We must vote for one nominee for Program Chair Elect, and two nominees for Representative at large. Please review the candidates, make your choices, and return the ballot to Don Conlon before July 15th.

For Program Chair Elect (Choose one):

1. **Ray Friedman** received his Ph.D. from the University of Chicago. He currently is an associate professor of management at the Owen Graduate School of Management,

Vanderbilt University. Prior to teaching at Vanderbilt, he was an assistant professor at Harvard Business School. While at Harvard, he was active in the faculty seminar in the Program on Negotiation, and participated in their Project on Negotiations in Employment Relations.

Ray's teaching and research interests include social aspects of negotiation, inter-group conflict in organizations, and group differences in justice perceptions. His research has been published in *Administrative Science Quarterly*, *Organization Science*, *Negotiation Journal*, *International Journal of Conflict Management*, *Journal of Applied Behavioral Science*, *Human Resource Management*, and the *Journal of Contemporary Ethnography*. His book on the social dynamics of labor negotiations (*Front Stage, Backstage: The Dramatic Structure of Labor Negotiations*) was published by MIT Press in 1994. He has been an active member of the Conflict Management Division, and (with Rob Robinson) received the Division's Best paper Award in 1993. He is also a member of the American Sociological Association, the Industrial Relations Research Association, and the International Association for Conflict Management. He is currently completing his term as Program Chair for the 1996 IACM Conference.

2. **Elizabeth (Beta) Mannix** is an associate professor in the Management and Organizations Division at Columbia Business School. Prior to coming to Columbia, Beta was a faculty member at the University of Chicago, Graduate School of Business (1989-1995). She also taught at the Kellogg Graduate School of Management, Northwestern University (1987-89) and the Sasin Graduate Institute of Business Administration, Bangkok, Thailand (1992). Beta's research and teaching interests include multi-party negotiation, coalitions and alliances, inter-temporal negotiation, and social dilemmas. Her work has appeared in such journals as *Organizational Behavior and Human Decision Processes*, *Journal of Experimental Social Psychology*, *Journal of Personality and Social Psychology*, *Journal of Applied Psychology*, *International Journal of Conflict Management*, and *Group Decision and Negotiation*. In addition, she has written chapters for several edited volumes, including *Negotiation as a Social Process*, *Research in Negotiation in Organizations*, and *Advances in Group Decision Making Process: Theory and Research*. She is an active member of the Conflict Management Division of the Academy (serving as a member-at-large in 1991-92), The International Association for Conflict Management, the Society for Judgment and Decision Making, and the American Psychological Association.

For Representative at Large (Choose two):

1. **William (Bill) Bottom** is an associate professor of organizational behavior at the John M. Olin School of Business at Washington University in St Louis. He received his Ph.D. in industrial psychology at the University of Illinois in 1988. His research focuses on the perception of risk and the role of reference points and risk preference in negotiation, conflict, and group decision making. His work has appeared in a number of journals

including *Organizational Behavior and Human Decision Processes*, *Journal of Applied Psychology*, *Journal of Conflict Resolution*, and the *Journal of Behavioral Decision Making*. In addition to the Academy, he is a member of the American Psychological Association, the Society for Judgment and Decision Making, and the International Association for Conflict Management. He has served the IACM as a conference track chair, a member of the conference program committee, and a member of the nominating committee.

2. **Martin Davidson** is an assistant professor of Business Administration at the Amos Tuck School of Business, Dartmouth College. He received his B.A. from Harvard College and his Ph.D. in psychology from Stanford University. His research focuses on the impact of race on critical individual and interpersonal variables in organizations. His recent research explores the impact of race on the effectiveness of social accounts in mitigating feelings of injustice in organizations. He also studies attitudinal differences between black and white managers in strategies for dealing with interpersonal conflict. His research has appeared in the *Journal of Personality* and the *Pacific Law Review*. He is an active member of the Conflict Management Division and served as a faculty participant in the 1995 CM Doctoral Consortium in Vancouver.

3. **Kathleen L. Valley** is an Assistant Professor in the Negotiations Group at the Graduate School of Business Administration, Harvard University. She received her MBA from Seattle University and her Ph.D. from the Kellogg Graduate School of Management at Northwestern University. She currently teaches negotiations to MBAs at the Harvard Business School and to professionals at Harvard Law School's Program on Negotiation. Before coming to Harvard, Professor Valley taught at Cornell University's Johnson Graduate School of Management and at Northwestern. Her research focuses on interpersonal and inter-organizational relationships, and their role in decisions, conflict, and resource allocation within and between organizations. Her work has been published in a variety of outlets, including *Organizational Behavior and Human Decision Processes*, and the *Journal of Experimental Psychology*. She is also on the editorial board of *Administrative Science Quarterly*. Prior to her academic career, she was a general manager and human resource practitioner in private industry and the public sector.

4. **Laurie Weingart** is an associate professor of Industrial Administration at the Graduate School of Industrial Administration at Carnegie Mellon University. She holds a B.S. From the University of Illinois and a Ph.D. from the Kellogg Graduate School of Management at Northwestern University. Her research interests include the examination of individual and group processes in both negotiation and production settings. Her current research examines the social interaction and cognitive processes of negotiators in both dyads and groups. Her research has been published or is forthcoming in the *Journal of Applied Psychology*, *Academy of Management Journal*, *Journal of Personality and Social Psychology*, and the *International Journal of Conflict Management*, among others. She is an active participant in the Academy of Management, and also recently served as Program Co-chair for the 1995 Conference of the International Association for Conflict Management, Elsinore, Denmark, and is a member of their Board of Directors.

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Conflict Management Ballot

For Program Chair-Elect (Choose one)

_____ Ray Friedman

_____ Beta Mannix

For Representative at Large (Choose two)

_____ Bill Bottom

_____ Martin Davidson

_____ Kathleen Valley

_____ Laurie Weingart

Please return this ballot by July 15th to:

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Conflict Management Boat Cruise Information

The CMD is planning a river boat cruise in Cincinnati. We will sail in the evening of Sunday, August 11th. Be on the lookout for a separate mailing describing the cruise and the cost. Please make sure to respond when you receive the letter.