

# Conflict Management Division Newsletter

Volume 13 Issue 1

Fall 1998

## From Your Division Chairperson

Peter Carnevale

### Meeting in Chicago

The 1999 meeting will be in Chicago and there already is much information available online: Go to <http://www.aom.pace.edu/meetings/1999/> to find all-academy program plans and procedural changes, and even some nice pictures of the conference site and area.

### Membership Drive

On behalf of the CM Division Membership Committee, I ask each of you to nominate one or more potential new members for our division. Please send your nominations to:

Randall S. Peterson  
S.C. Johnson Graduate School  
Management  
Cornell University  
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Ithaca, New York 14853-6201  
Phone: 607-255-2997  
Fax: 607-254-4590  
E-mail: [randall.peterson@cornell.edu](mailto:randall.peterson@cornell.edu)

Potential new members will receive an invitation for membership along with a copy of our spring newsletter and a request to join us at our pre-conference events. We greatly appreciate and are counting on your participation in our membership drive.

### Pre-Conference Changes

We hold a doctoral consortium every other year, which means that this year there will not be one. But we will have a Junior Faculty Incubator, which is hosted by Ray Friedman and Judi McLean Parks. This year's theme is "Conflict and Diversity,"

and it  
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one.



is sure  
great

### Innovation Award Program

As you may know, the Academy's Board of Governors has approved a Divisional Innovation Award Program to encourage innovation in the Academy's professional division. And last year, thanks to the efforts of Robin Pinkley, we received a Category 1 award, for \$100. Each division may submit two innovations a year for consideration. Category 1 awards result in an award of \$100 to the division's annual budget. Each division may receive up to two Category 1 awards per year. One Category 2 Divisional Innovation of the Year Award will be selected from the winners of the Category 1 innovation awards and will result in a \$2,000 addition to the division's budget.

The Innovation Award program provides a nice opportunity to add to our division budget. What should we send this year for consideration? I welcome your suggestions. We will also need volunteers who are willing to provide testimonials should one of our proposals be selected as a finalist for a Category 2 award. Please send your contributions and suggestions to me at [p-carnevale@uiuc.edu](mailto:p-carnevale@uiuc.edu).

*From Your Division Chairperson*

*(Continued from Page 1)*

*(Continued on page 3)*

## From Your Program Chairperson

Laurie Weingart

*Chicago, Chicago, That toddlin' town...*

The Windy City, Michigan Avenue, the Gold Coast, Blues bars, Chicago pizza, Lake Michigan, beautiful sites, interesting people! What more can you ask for from a city or from the site of the 1999 Academy of Management Conference?

This is going to be the conference to remember, as we converge on Chicago for our 1999 annual meetings. As a native Chicagoan, I can't think of a better place to share ideas, learn about cutting edge research, and rekindle friendships. Chicago is an exciting city with many attractions. You might decide to view Chicago's skyline from a boat tour of Lake Michigan, visit one of the wonderful museums (such as the Adler Planetarium, Art Institute of Chicago, Museum of Science & Industry, Field Museum), or see a Cubs or White Sox game. Nearby you will also find the Lincoln Park Zoo, Navy Pier, and a wide variety of restaurants, great shopping, and theaters (Second City, Steppenwolf, Goodman Theater). Visit <http://www.2chicago.com> for exhaustive information on Chicago restaurants, attractions, parks & museums, local weather and news. How can you get there? It's easy – there are plenty of opportunities to get involved!

*From Your Program Chairperson*

*(Continued on page 2)*

(Continued from Page 2)

**First. send in papers and symposia proposals** for the conference program! The more submissions we receive, the larger our program. Note that the deadline for submissions is **January 8, 1999**. See the accompanying abridged version of the Call For Papers for details!

**Second. volunteer to serve on the CMD program committee as a reviewer of submissions!** To volunteer, contact me via e-mail at weingart@cmu.edu or call me at 412-268-7585. Send me your name, affiliation, mailing address, email address, telephone number, fax number, and areas of expertise.

**Third. volunteer to serve as a session chair or facilitator** for the conference program! This is a great way to meet people and get involved in the division's activities.

**Fourth. come to the meetings, attend CMD professional development workshops, paper sessions and symposia, and participate in the interactive paper sessions!** The professional development workshops will take place from Friday – Sunday, August 6-8, and the annual conference is Sunday – Wednesday, August 8-11, 1999.

This year's CMD professional development workshop will feature a **Junior Faculty Research Incubator**. Organized by Ray Friedman and Judi McLean Parks, this session will provide junior faculty members an opportunity to share ideas for research and develop collaborative projects.

While you're there, join us for the **CMD social event, social hour, and business meeting**. Our social event will be organized by Debra Connelley and Martin Davidson. I'm sure it will be a great

time! If you have any suggestions for the event please contact Debra or Martin.

The theme of the conference is **"Change and Development Journeys Into A Pluralistic World."** With a focus on how and why change journeys occur in an environment that is increasingly complex and pluralistic, the theme promises to provide ample opportunity for division members to explore a broad array of related issues. Theme-related topics might include the management of conflict in diverse organizations, processes through which conflicts are resolved, the experience of justice in international and global environments, cross-cultural negotiation, international conflict, etc.

Much effort has been put into developing the conference theme and spreading the word. By the time you read this newsletter, I will have attended ThemeSummit '99 (Oct. 23-24), sponsored by GTE Corporation. This meeting is designed to bring academics and business people together to explore the theme of the 1999 conference and how to maximize its impact through implementation. Other related initiatives include (1) special journal issues on the conference theme by all three academy journals (*AMJ*, *AMR*, *AME*), (2) an *Administrative Science Quarterly* Forum including papers addressing the theme, (3) an all-academy session sponsored by *Organization Science* consisting of papers on organizational complexity and nonlinear dynamic processes of change from their winter conference,

(4) a handbook on the conference theme, and (5) the development of cases (including a write-up, videotape, and supplementary data) on companies (including 3M, Xerox PARC, Intel, and Motorola) that exemplify distinctive competencies in teaching, consulting and practicing the theme.

There have been some notable changes to the program for 1999. Here are the highlights:

1. Both the printed and web versions of the program will provide easy access to authors via email, regular mail, telephone and fax.
2. Electronic submissions of author information, titles, and abstracts will again be required. However, abstract limits have been **extended** to 250 words.
3. You will be able to conduct keyword searches of the web version of the program and the proceedings on CD-ROM.
4. Interactive paper sessions will be conducted more like caucuses to facilitate discussion. Authors will be encouraged to invite 5 individuals with whom they'd like to discuss their research to their session (in addition to others who will stop by).
5. While you can submit symposia to up to 3 divisions, there is no benefit to a division for selecting a triple-sponsored over a double-sponsored symposium. Therefore, you should consider limiting your symposia submissions to two divisions, making sure that the topic is relevant to both divisions.

The 1999 Academy of Management Meetings in Chicago promise to be a stimulating and fun experience. Can't wait to see you there!



## Awards

We also started a new award category at last year's meeting in San Diego, the "Outstanding Article or Chapter Award." If you are interested in serving on this year's committee, please let me know. (See page 8 for my address and phone number.)

## Got any Millennial Papers?

*Ray Friedman*

If you have any millennially-relevant conflict management papers, consider sending them to AMJ. In the year 2000, AMJ will publish a series of papers that address "management in the new millennium." Papers should "advance management theory and practice by empirically identifying and exploring trends and developments that will help researchers and practitioners anticipate, understand, and address the challenges of managing in the new millennium."

The goal is to have at least one paper published during the year from each division. In order to involve more members of the Academy in this process, AMJ has asked all of last year's program chairs to serve as guest editors for papers submitted from their divisions.

In addition, I have asked Don Conlon to be co-editor. Together we will serve as guest editors for conflict management papers submitted for the millennium special issues of AMJ.

To find out more details, see page 479 of the August, 1998 issue of AMJ. Papers should be sent to the regular AMJ address, which will then be forwarded to the guest editors. If you've got some good papers that might fit, send them in!

## From Your Past (Yeah!) Division Chairperson

*Robin L. Pinkley*

Well it is still hot here in Texas, but the Pollyanna in me thinks there is something reassuring about the fact that some things never change. Several changes have occurred however that affect the Conflict Management Division:

First (and to Barbara's great relief), the Conflict Management's proposed new domain statement has been approved by the Academy's Board of Directors. The new domain statement is included in this year's Call for Papers. Barbara Gray did an excellent job of crafting the new statement to incorporate member concerns and input. Despite road blocks, she further persevered until the domain statement was accepted by all those concerned. We owe Barbara a round of applause and many words of appreciation. I will get the ball rolling with two...."Thanks Barbara."

Second, the Junior Faculty Research Incubator Workshop (conceived by Keith Murnighan) received an innovation award from the Academy. As you know, the Incubator is a two-day workshop that allows junior faculty from diverse institutional backgrounds but shared interests, to network and collaborate on research. Many of the collaborations begun during this workshop have continued and produced publications in Academy sponsored and other top-tier journals. The award included a cash prize of \$100 which was added to the division's account.

Third, the Academy Board of Directors has generated four initiatives. First, they are working to provide all members with web access to Board meeting minutes. Second,

they are working to increase the representation of non US members. For example, the Asian Academy of Management will hold its first meeting this year. Third, a new Academy sponsored journal is being developed with a focus on teaching. A search is currently underway for an Editor and for Editorial Board Members. Those interested in serving in either capacity or who would like to recommend another for either position should contact Anne Huff.

That is all for now. Before signing off, I would like to thank Ray Friedman for putting together what is arguably one of the best programs I have attended in the past ten years. Typically few of us can't wait to get home after a couple of days at the academy. This year however, many of us hated to leave. I guess some things do change for the best. I hope to see all of you again next year (new worry lines and gray hairs notwithstanding). Until then, thanks for the memories.

See  
CMD  
Call for  
Nominations  
Form



**F**all is a time of change. Accordingly, several of our CMD members have made some big changes in their lives, from packing up and moving across the country to accepting promotions and new positions.

**Congratulations and Good Luck** to the following members!

**Don Conlon** accepted a new position as

## From the Editor

*Julie Olson-Buchanan*

Associate Professor (tenured) at Michigan State University. Don's only request is *please send mittens!*

**Carsten De Dreu** was recently promoted to full professor at the University of Amsterdam. In addition, he is the new Chair of the Work and Organizational Psychology Program.

**Gay Spencer** is back in her home state. She accepted a new position as Assistant

Professor of Management at Texas A & M University, Commerce.

If you have any good news to share about yourself or other CMD members, please email me at [julie\\_olson@csufresno.edu](mailto:julie_olson@csufresno.edu).

## Get To Know Your CMD Members

### *Addicted to Silver*

**Ray Friedman**

A few summers ago, some friends from Boston encouraged us to join them on a trip to San Miguel de Allende, a small town in the mountains of Mexico that was known for its colonial architecture, hot springs, and art. Since my wife loves to paint, we decided to go along, but expected that I would have little to do given my total lack of ability to draw. Once we got there, I looked through the list of classes at the local art center, and found only one that did not involve drawing -- "creative silverwork." Why not, I thought.

The class was taught by an expert Canadian with a penchant for cursing and no patience for dawdling. Within a minute, I was sent off to a nearby shop to buy silver and stones for making a ring and a bracelet. Back in the shop, I was put to work making a bezel to fit the stone, constructing decorative pellets of silver, forming a ring, soldering these pieces together, and mounting the stone onto the ring. To make this first piece I had to learn how to anneal metal, operate an acetylene torch, select the appropriate solder, clean heated silver with acids,

and bend, shape, and saw metal.

I endured many curses those first few days, but was exhilarated to end up with a real object that I had designed and constructed. The feedback was certainly a lot quicker than we ever get on our research projects, and the results were more concrete. I went on to make several pendants and bracelets, learning different soldering techniques and how to press patterns into metal. The mixture of creativity and mechanical skills was great.

This last summer we returned to San Miguel, only to find that I had forgotten most of what I had learned. On my first piece, I heated the bezel so long that it disintegrated into a blob of molten silver, and on the second I pulled the torch away too early so the pieces broke apart. I had to re-learn all the basics. Yet by the end of the two weeks, my old skills returned, and I had learned how to do scroll work with silver wire, forge metal, sculpt shapes into cuttle bone for casting, and make silver jump rings and weave them into chains. I got so excited that I decided to turn it into an ongoing hobby. In Mexico, I bought about 50 stones, made of malachite, jade, jasper, solidite, and turquoise. Back at home, I ordered a pile of tools, so that I can now do all of the sawing, shaping, and soldering I

want in the comfort of my basement. If you really want to amaze friends and acquaintances, don't show 'em that ASQ piece you just published, show them a turquoise pendant and a few silver bracelets!

*Congratulations to . . .*

Lucy L. Gilson, winner of the *Conflict Management Division Best Student Paper Award, 1998*

*And to . . .*

Laura J. Kray, Leigh L. Thompson, & E. Allan Lind, winners of the *Conflict Management Division Best Paper Award, 1998*



## Conflict Management Division's Junior Faculty Research Incubator

*Ray Friedman & Judi McLean Parks*

This year we will be repeating the CMD Junior Faculty Research Incubator, under the direction of Ray Friedman and Judi McLean Parks. The goal of this event is to help junior faculty meet other junior faculty who have similar research interests, form them into research teams, provide each team with the assistance of a senior faculty member/mentor, and allow them time to produce plans for a specific research project that will lead to publications.

The theme of this year's research incubator is "Conflict and Diversity." Although this year's incubator is still in the planning stages, we already have some great senior faculty members who have agreed to participate. What we know so far:

- ▶ We expect to draw about 30 junior faculty from across the Academy. Targeted junior faculty should be 3-4 years away from tenure.
- ▶ We hope to have 7 or 8 senior faculty members. So far, Joel Brockner, Martin Davidson, Ray Friedman,

Etty Jehn, Judi McLean Parks and David Thomas will be among the senior faculty mentors.

- ▶ The incubator will be held immediately before the meetings in Chicago, most likely Friday - Sunday.
- ▶ Our goal is to have several viable research projects develop in specific interest groups comprised of junior faculty and senior faculty mentors.
- ▶ You do not have to be a member of the Conflict Management Division to participate.

Watch for more details as the plans for the incubator take form! If you have any questions, feel free to contact either :

Ray at  
[Ray.Friedman@Owen.Vanderbilt.Edu](mailto:Ray.Friedman@Owen.Vanderbilt.Edu)  
Or  
Judi at  
[McLeanParks@SimonWUSTL.edu](mailto:McLeanParks@SimonWUSTL.edu)

Show of hands in a few sessions in San Diego indicated that most Conflict Management Division members have found their way to our neighborhood on the Internet. In other sessions, members revealed their growing sophistication in using computers for communication, for collaboration with other scholars, for bringing Web resources to the classroom, and for finding research materials.

Although our online neighborhood hasn't changed a great deal lately, exciting things are developing that will give you more reasons to come visit the site more often.

One of the most exciting changes at the Academy of Management site (<http://aom.pace.edu>) is found by clicking on the hypertext link that says, "AOM Online Journal Archives." For the first time Academy members can search and retrieve the full text of our Academy of Management Journals online. The service requires a username and password that you should find printed in your Academy of Management Newsletter. This terrific resource is directly provided by the UMI database and is free to Academy members.

## What's Up Online

*Gay Spencer*

While you're exploring the electronic archives of Academy Journals, take a look at our online Newsletter Archive in the Conflict Management Division site (<http://www.aom.pace.edu/cmd/newsletterarchive.html>). Don't worry if that long URL seems like too much to type. You can get there easily with a click on the link from our main Conflict Management Division page: <http://www.aom.pace.edu/cmd>. The online version of our division newsletter has every article just like the printed version, but it will still be in the same place after the paper version has been lost under a stack of papers or sent away in the recycling bin. You can also "talk back" to the online newsletter because names mentioned in the newsletter are connected to "mailto" links so that one click on a name in the newsletter automatically opens a window that allows you to send an email message directly to that person. Give it a try! Add your input to our next newsletter by emailing our editor, Julie Olson-Buchanan. All our division officers, and committees are also "connected" to our site with mailto links,

so you can communicate with others in the division easily.

In the next year, the technology committee plans to build better coordination between the division listserv (CMDNET-L) and to increase the resources and collaborative exchanges at our website. Don't be shy about asking questions while you're learning how to use our online resources. Our website server at Pace University had some serious hardware problems this past year, and everyone is committed to improving the service and usefulness of the Academy and divisional sites. More and more of our "routine business" of communicating with and submitting work to the Academy will take place through the website. So, as you see areas for our growth and improvement, please send your input to [Gay\\_Spencer@tamuc-commerce.edu](mailto:Gay_Spencer@tamuc-commerce.edu).



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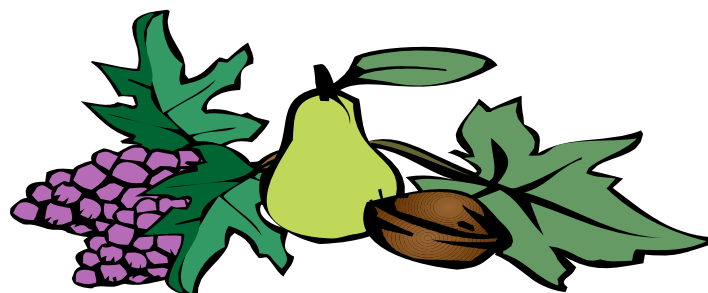
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