

Conflict Management Division Newsletter

Volume 12 Issue 2

Spring 1998

From Your Division Chair

Robin L. Pinkley

Greetings to all CM division members and potential new members. Our board members have been hard at work organizing a truly innovative, informative, and super fun 1998 Academy program. Due to the leadership of Ray Friedman, Laurie Weingart, Tom Tripp, and Judi McLean Parks we can all look forward to four days of intellectual stimulation and discourse coupled with the chance to meet, network, and informally interact with colleagues, mentors, and friends (both old and new) in a city of great beauty. Ain't life grand (or at least it will be in August)?!

My thanks to all of you who submitted and reviewed papers this year. The large number of submissions and volunteers allowed Ray to put together a fascinating collection of panels and symposia as diverse, far-reaching, and creative as our CM members. Ray has done an exceptional job of designing a program that captures the true spirit of the division.

Be sure to send nominations regarding your promising doctoral students to Laurie Weingart for participation in the 1998 Doctoral consortium. While this consortium will now be offered only every other year, it is open to students who have not yet begun the dissertation phase of their training as well as the more senior students who have been traditionally



eligible. Bruce Barry, Ety Jehn, Roy Lewicki and Chris McCusker have agreed to serve with Laurie as faculty discussion leaders. My thanks to Laurie Weingart for organizing the consortium and to the terrific group of faculty who will join her as discussion leaders.

Tom Tripp and Judi McLean Parks have devised what is arguably the most interesting preconference session to date. They challenge us to "practice what we preach" by tackling disputes and intrapersonal conflict in our own backyard, the hallowed halls of academe. So stop climbing those ivory towers and join Roy Lewicki, Cynthia Kay Stevens, Judi McLean Parks, and Doug McKinley as they help us resolve our own true life academic horror stories.

I may not be able to tell the future, but one thing I can predict with almost total certainty is where I will be on Sunday evening, August 10,

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From Your Program Chair

Ray Friedman

The CM division has an action-packed schedule of papers and symposia ready for San Diego. The first panel of the week, The Effects of Social Context on Perceptions of Justice, represents what appears to be an emerging focus among justice scholars — studies of the effects of social structure, race, and gender on justice. In addition, this panel includes both the best paper and best student paper for the division. Congratulations to Laura Kray, Leigh Thompson, and Allan Lind for their best paper award, and to Lucy Gilson for her best student paper award. This panel is followed by one on Conflict Within Teams and Groups, and one called Variations in Approach to Conflict. The latter panel includes papers that explain conflict style from very different perspectives, including national culture, race, and moral development. Tuesday begins with a session on The Practice of Dispute Resolution. This is a more applied set of papers, covering mediation, arbitration, and mutual-gains bargaining. Our fifth panel has my favorite session title, Power and Social Accounts: Bosses, Judges, and Reviewers. The last panel, on Wednesday, includes a series of papers that examine Social Relations

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From Your Program Chair

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Between Negotiators. All of these sessions will take place in our assigned room in the Westin Hotel.

But these panels are just the beginning! Seven CM papers were selected to be included in Shared Interest Track sessions that cover procedural justice, negotiation, prejudice, competition, and trust. These take place in a number of different locations, depending on which divisions are included (although most are at the Westin).

Plus there are 10 symposia sponsored by the CM division. Three are organized around particular real-world conflicts. The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech brings legal and organizational scholars together to discuss a very contentious issue. What Matters Most about Employee Privacy Rights examines conflicts created by surveillance technologies now available to employers. And Private Processes and Public Faces of Environmental Collaborations is about procedures for managing environmental conflicts. This session continues the dialogue between CM and ONE members begun last year at our junior faculty consortium on environmental conflict. An Eye for an Eye or "Turn the Other Cheek" provides a well-organized and focused discussion of another emerging topic in the division—revenge and retribution.

Two other symposia focus on emerging trends in organizations. Kissing the Company Man Goodbye examines changes in the nature of employer-employee relationships, and the conflicts this creates, while Communal Models of Organizations takes an opposing perspective and proposes that an alternative model

can and should be considered. Other symposia cover new research on justice and trust, one brings together senior scholars to talk about the challenges of doing research on topics that are highly sensitive (a problem that many in the CM division are likely to face), and one more brings together scholars doing research on conflict in Asia. These symposia are mostly, but not all, at the Westin.

Rounding out our offerings are three interactive papers, two of which are on social dilemmas, with the third on psychological contracts. Again, this will happen at the Westin.

All in all we have experimental, field-based, and theoretical papers covering negotiation, justice, dispute resolution, power, and conflict styles, as well as sessions on emerging areas of conflict in organizations and research methods. I believe this selection represents the breadth and vitality of the work being done by members of the CM division, and I look forward to many exciting presentations and debates in August.

From Your Division Chair

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1998 from 6 p.m. until 10 p.m. I am going to be at the CM division clam bake arranged and hosted by Judi McLean Parks and Tom Tripp. What could be better than dancing on the beach with friends after consuming a dinner of warm clams and cold beer? Please join us for an evening we are likely to talk about for years.

I look forward to seeing you all in San Diego. Until then, I wish you health and happiness.

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CMD
Program
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From the Editor

Julie Olson-Buchanan

Our time in San Diego will be far too short for us to learn about what is going on in the 500-plus CMD members' lives. However, with your help, we can at least find out about some of the milestones that our members have reached. So the next time you are awarded tenure, get promoted, get married, give birth, start a new job, or fall into large amounts of money...*alert the media!* I invite you to send me personal and professional good news about yourself or other CMD members so I can include this information in the Fall newsletter.

Also, we would like to continue the "Get To Know Your Fellow CMD Members" column that was started in the Fall. The purpose of this column is to allow us to learn about our members' non-academic sides. In the last issue, Judi McLean Parks shared some excellent antique furniture tips. Does anyone else have an interesting hobby they would be willing to share in the Fall issue?

Please send me good news to share about yourself and other CMD members to my e-mail address: (julie_olson@csufresno.edu).

1998 Academy Pre-Conference Program & Social in San Diego

Tom Tripp and Judi McLean Parks

Conflict Management Division Pre-Conference Session

So, just how well do we CMD members resolve our *own* conflicts? Do we practice what we preach? Find out! Attend the Conflict Management Division Preconference Session, Sunday, August 9, 9:00 a.m. - 12:00 noon, entitled, "Conflict in academe: Do we practice what we preach?"

In this session, we will have fun exploring how well we put into action what we teach our students. We will discuss a few short cases that we have written, based loosely on true stories that we have disguised. The cases will cover such topics as:

- ▶ co-author disputes
- ▶ negotiating revisions with editors and unidentified reviewers
- ▶ doctoral students and junior faculty as "footballs" in intra-departmental battles
- ▶ negotiating raises, given possible difficulties of:
 - ▶ salary compression
 - ▶ exploding offers
 - ▶ testing the market
- ▶ intrapersonal conflict between your personal values and professional rewards/penalties
- ▶ intrapersonal conflict between your personal values and repugnant prescriptions that emerge from your research
- ▶ confronting dishonest researchers, such as in cases of plagiarism or falsified data
- ▶ confronting dishonest students
- ▶ sexual harassment
- ▶ political tenure decisions
- ▶ copyright battles over course work with university administrators.



To aid our discussion, we've pulled together a fun panel of conflict experts. Our panel consists of three experts from academe, and one outside expert who has enough sanity to dangle only one foot in academe.

Our inside experts are:

1) **Roy Lewicki**, of The Ohio State University, co-author of one of the leading textbooks on Negotiation and also co-editor of the Research on Negotiation in Organizations JAI series; 2) **Cynthia Kay Stevens**, of University of Maryland, who teaches negotiation and has conducted numerous studies on salary negotiations; 3) **Judi McLean Parks**, of Washington University, who studies what happens when people break contracts, including revenge. For the outside perspective, we are including a legal expert in intellectual property. **Doug McKinley** is General Counsel to Integrated Environmental Technologies, and he was formerly Patent Counsel to Pacific Northwest Laboratories. He also moonlights as an instructor of Business Law at Washington State University.

Our session will take place at the Convention Center, Room 7B, from 9:00 a.m. to 12:00 noon. For those of you who like to plan later rather than earlier, say, waking up Sunday morning at 8:30, no problem! Just wake up, determine if you got enough sleep and fluids after meeting with friends the night before, and then show up!. There is no pre-registration or fee. Also, we will provide coffee, tea, juices, and some pastry items.

What's Cookin' for the Conflict Management Division Social Event?

How about a clambake? Imagine yourself on a sunny beach in San Diego, a bucket of clams and mussels, water lapping at your toes while listening to music reminiscent of the Beach Boys -- with all your friends in conflict management. For a great time, be sure to come to the conflict management social -- our very own beach party! Some specifics:

- ▶ Sunday evening from 6 to 10 p.m.
- ▶ \$60/person
- ▶ Cost is only \$20 for the first 20 Ph.D. students who send in their reservations¹
- ▶ Lots of sand and water
- ▶ DJ with beach music
- ▶ Buckets of clams and buffet including veggies, chicken and dessert
- ▶ Cash bar
- ▶ Unique Great Time!

To make your reservation, send a check (made out to the Academy Conflict Management Division) to:

Judi McLean Parks
Olin School of Business
Campus Box 1133
Washington University at St. Louis
One Brookings Drive
St. Louis, MO 63144

¹ You will need to send in two checks, one for \$20 and one for \$40, with a photocopy of your student ID and current registration. If you are one of the first twenty, your \$40 check will be mailed back to you (be sure to include your address!)

We'll See You There!

DOCTORAL CONSORTIUM

Laurie R. Weingart

As the Program Chair-Elect of the Conflict Management Division, I have the pleasure of organizing our 1998 Doctoral Consortium. I invite you to nominate one or more students to join us for this consortium.

Our faculty discussion leaders are a wonderful group, and together represent a broad array of topics and methodologies pertaining to conflict, justice, power, and negotiation. The faculty participants include Bruce Barry (Vanderbilt University), K. ETTY Jehn (University of Pennsylvania), Roy Lewicki (Ohio State University), Chris McCusker (Yale University) and Laurie Weingart (Carnegie Mellon University).

This year, the Doctoral Consortium is open to doctoral students at any level, who are actively involved in research and interested in the area of conflict management and related fields. With the help of you and other CMD colleagues, we expect 30 students to attend.

During this consortium, students will have an opportunity to work closely with each of the faculty on issues of research development and graduate student survival skills. We will convene on Saturday, August 8th, from 9:00 a.m. to 5:00 p.m. The entire group will meet in the morning, with the focus on identifying concerns the students face in their graduate and professional careers. We will then break into small groups, each led by a faculty discussion leader and focusing on one of the core issues, with students selecting the discussion group they prefer to join. After a break for lunch, we will reconvene with a focus on research. Students will be given the opportunity to describe their current research to a sub-group of participants, who will provide feedback and ideas.

We would very much appreciate if you would nominate a



graduate student whom you think would both benefit from and contribute to such an event. Please send nominations to me, including a copy of the student's vita and a short letter of nomination from you.

Please send nominations to:

Dr. Laurie R. Weingart
Graduate School of
Industrial Administration
Carnegie Mellon University
Pittsburgh, PA 15213

As you might imagine, we do not have sufficient funds to defray students' expenses, and hope that participating institutions will make it possible for students to attend. Students will need to provide their own travel and housing expenses. We will provide morning and afternoon snacks.

We hope to hear from you! If you have any questions, please do not hesitate to contact me (412-268-7585 or weingart@cmu.edu). I look forward to seeing you in San Diego!

The 11th annual meeting of the International Association for Conflict Management (IACM) will be held June 7-10, 1998, at the Inn and Conference Center on the campus of the University of Maryland, in College Park. Ambassador Chester Crocker, Director of the US Institute of Peace, will be the keynote speaker. This conference provides a forum for scholars and practitioners from all disciplines interested in the study of social conflict and conflict resolution at all levels of society. Among the

topics to be discussed are negotiation and third party intervention in interpersonal, intergroup, organizational, and international conflict. For further information, contact either the president of IACM, Peter Carnevale, Department of Psychology, University of Illinois at Urbana-Champaign, 603 E. Daniel Street, Champaign, IL 61820 (e-mail: pcarneva@s.psych.uiuc.edu), or the co-program chairs, Roy

1998 ANNUAL MEETING OF THE INTERNATIONAL ASSOCIATION FOR CONFLICT MANAGEMENT

Peter Carnevale

Lewicki, Max Fisher, College of Business, The Ohio State University, 1775 College Road, Columbus, Ohio 43210 (Lewicki.1@osu.edu) and Susan Brodt, Duke University, Fuqua School of Business, Towerview Drive, Durham, NC USA 27708-0120 (brodt@mail.duke.edu).

CONFLICT MANAGEMENT DIVISION ELECTIONS

Yes, it is already time to think about next year! We need to elect our next Program Chair-Elect and two Representatives-at-Large. Please review the candidates' brief biographies below, make your selections, and return your ballot to Barbara Gray by June 1st. For your convenience, Barbara Gray's address is printed on the reverse side of the ballot.

CANDIDATES FOR PROGRAM CHAIR-ELECT

(Choose one of the following candidates)

E. Allan Lind

E. Allan Lind is a Professor of Management at the Fuqua School of Business at Duke University. Allan has also worked for the American Bar Foundation, the RAND Corporation, and the Federal Judicial Center, and taught at the University of Illinois at Urbana-Champaign and the University of New Hampshire and currently holds an honorary chair at the University of Leiden (The Netherlands). Allan's teaching interests are in managerial effectiveness and ethics. His research interests include business relationships, organizational justice, and conflict management. In particular, he studies how feelings of fair treatment enhance the development of trust, the acceptance of organizational authority, the resolution of disputes and conflicts in organizations, and the origins and consequences of legal claims and litigation against organizations. His publications include a book, *The Social Psychology of Procedural Justice*, and articles in the *Administrative Science Quarterly*, *Journal of Personality and Social*

Psychology, *Journal of Experimental Social Psychology*, *Personality and Social Psychology Bulletin*, *Psychological Science*, *Advances in Experimental Social Psychology*, *International Journal of Psychology*, *Law & Society Review*, *Zeitschrift für Rechtssoziologie*, *Journal of Law and Human Behavior*, *Journal of Applied Social Psychology*, *Social Justice Research*, *Harvard Law Review*, *Michigan Law Review*, *Duke Law Journal*, and the *Virginia Law Review*. His work on cross-ethnic authority relations recently won the Otto Klineberg award for the best paper on cross-cultural relations from the Society for the Psychological Study of Social Issues. He has served on the Board of Trustees of the Law and Society Association and as an Associate Editor of the *Law and Society Review*.

Judi McLean Parks

Judi McLean Parks obtained her Ph.D. from the University of Iowa in Organizational Behavior in 1990. She is currently at the John M. Olin School of Business at Washington University where she teaches organizational behavior, multi-cultural work places, and negotiation and conflict resolution. Judi has also taught at the University of Minnesota, Cornell University, and the Institute d'Administration des Entreprises, Université Jean Moulin Lyon III, Lyon, France. Judi's research focuses on the "psychological contract" between employers and employees, how the nature of the employer/employee relationship is changing, as well as the impact and implications of perceived injustice within the workplace. She also studies resource allocations and conflict resolution, and, in particular, the effect of gender and ethnicity on perceived justice.

Judi's work has appeared in *The Academy of Management Journal*, *Human Resources Management Journal*, *International Journal of Conflict Resolution*, *Journal of Applied Social Psychology*, *Journal of Educational and Psychological Measurement*, *Journal of Organizational Behavior*, *Journal of Applied Psychology*, *Journal of Management*, *Organizational Behavior and Human Decision Processes*, *Research on Negotiation in Organizations*, *Research in Organizational Behavior*, *Trends in Organizational Behavior*, and the *Wake Forest Law Review*. In addition, she has contributed to several books, such as *Changing Employment Relations: Behavioral and Social Perspectives*, *Debating Rationality: Non-Rational Aspects of Organizational Decision Making*, and *Identity in Organizations: Developing Theory through Conversations*. Within CMD Judi has served on the program committee and the 1996 doctoral consortium faculty, and as representative-at-large. Judi was a summer research fellow in 1992 at the Center for Advanced Studies in the Behavioral Sciences) at Stanford. She has served on the editorial board of *JOB* and has won an award for Best Theory Contribution at the 1996 IACM meeting.

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CANDIDATES FOR REPRESENTATIVES-AT-LARGE

(Choose two of the following four candidates)

Debra Connelley

Remember to
Vote by June 1

See
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BALLOT

Debra Connelley teaches Organizational Behavior and Managing Organizational Diversity at the State University of New York at Buffalo. She holds a Ph.D. from the School of Industrial and Labor Relations at Cornell University. Her research interests include intergroup cooperation and conflict, social identity, and diversity. Her work appears in the *International Journal of Conflict Management* and "Managing the Organizational Melting Pot: Dilemmas of Workplace Diversity." A member of the Conflict Management Division since 1993, Debra has presented papers and organized a symposium at the annual meeting, served as faculty at a doctoral consortium, and co-led a pre-conference workshop on teaching sexual harassment cases. She regularly volunteers to review papers for the division and has won both a best paper and best dissertation award.

Martin N. Davidson

Martin N. Davidson is an Assistant Professor of Business Administration at the Amos Tuck School of Business, Dartmouth College. He received his B.S. from Harvard College and his Ph.D. from Stanford University. His recent research explores the impact of race

on individual, interpersonal and organizational processes, including strategies for dealing with conflict, responses to social accounts, and perceptions of fairness. His research has appeared in the *Administrative Science Quarterly*, *Journal of Personality*, and *Pacific Law Review*.

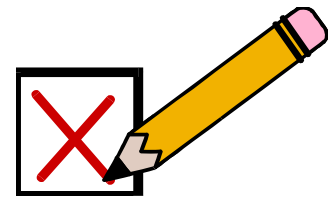
Jeff Polzer

Jeff Polzer is an assistant professor of management at the University of Texas at Austin. He received his Ph.D. in organizational behavior from the Kellogg Graduate School of Management at Northwestern University in 1994. His current research interests include conflict resolution and negotiation, social dilemmas, social dynamics in diverse work teams, and intergroup relations. Jeff's research has been published in the *Academy of Management Journal*, *Administrative Science Quarterly*, *Group Decision and Negotiation*, *Human Performance*, *Journal of Conflict Resolution*, *Psychological Science*, and *Small Group Research*.

Maurice Schwitzer

Maurice Schwitzer is currently visiting at the Wharton School at the University of Pennsylvania. He received his Ph.D. from the Wharton School in behavioral decision research and spent four years as an assistant professor of management at the University of Miami. His research interests include several aspects of negotiations and behavioral

decision research including deception and the influence of alcohol on negotiations. He has also published work on the status quo bias and health care decision making. His articles have appeared in *Organizational Behavior and Human Decision Processes*, *Medical Care*, *Medical Care Research and Review*, and the *American Journal of Public Health*. He is on the organizing committee for the 1998 Behavioral Decision Research in Management conference and is currently on the program committee for the Society for Judgement and Decision Making.



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