

*The Academy of Management*

# Conflict Management Division Newsletter

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## From Your Division Chairperson ..... *Ray Friedman*

### A Great Meeting in Chicago

The CM division had a great time at the meetings this year. We started off with an action-packed junior faculty research incubator on diversity and conflict (see article below), followed by a Sunday morning workshop on diversity conflicts during teaching (that even included a self-declared "man from Mars"...ask Martin Davidson about that one if you get a chance). We had great attendance at our sessions, and our business meeting on Monday was jam-packed. To top it off, one of our members, Kelly Mollica, won one of three Academy-wide awards for best dissertation.

For information about the 2000 meeting in Toronto, see the Academy's web page: <http://www.aom.pace.edu/meetings/2000/>. It has the call for papers, and pictures of the city and the hotels.

This year's conference could not have been done without the hard work of Laurie Weingart, who served as program chair, or Martin Davidson and Deb Connelley, who organized the dinner at Buddy Guy's Blues Bar and the Sunday morning workshop (known hereafter as the Sunday Morning Thing, or "SMT"). This is also a good time to thank Peter Carnevale for 5 years of service to the CM division.

### Help Needed on 2 Committees

**READ SOME GREAT ARTICLES!** Over the past few years Roy Lewicki, Don Conlon, and Linda Putnam served as the CM Division Awards Committee. Their job was to solicit nominations for- and then select-the "most influential article or chapter" award. It is time now to create a new team to carry on their task. If you would like to serve on this committee, let me know right away at [ray.friedman@owen.vanderbilt.edu](mailto:ray.friedman@owen.vanderbilt.edu) .

**BE OUR WEB GURU!** Gay Spencer has run our Web page for several years now, and John Bunch has managed the list-serv for the division. While both are doing fine for the moment, we eventually need to transfer these responsibilities to others. If you would be willing to help with either task, learn the systems they are using, and eventually take a leading role managing the website or list-serv, let me know or talk directly with [Gay](#) or [John](#) .

### **Election Results**

Our new program chair-elect is Etty Jehn. She will run the doctoral consortium next year, and be program chair for the 2001 conference. The new at-large representatives are [Carsten De Dreu](#) and [Catherine Tinsley](#). They will run next year's "SMT." Congratulations! If you would still like to nominate anyone for our next program chair, representative-at-large, or member of the Academy of Management Council, contact [Peter Carnevale](#).

### **Membership Drive**

Lastly, if you know of anyone who might be interested in joining the CM Division, give that name to [Randall Peterson](#), chair of the membership committee. Potential members will receive an invitation for membership along with a copy of our latest newsletter and a request to join us at pre-conference events.

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### **From Your Program Chairperson ..... *Judi McLean Parks***

Visit <http://www.olin.wustl.edu/faculty/CMD/> for information about the CMD's 2000 program.

There is something for everyone in Toronto--art museums, beaches, botanical gardens, an old fort, walking tours that encompass heritage sites, lost rivers and ravines, Greektown and even a shoe museum (if Imelda had only known...)! And best of all, a large gathering of friends and colleagues--there is a chance to renew friendships and regenerate and inspire our research. Getting there should not be a problem--as always, the Conflict Management Division has lots of opportunities to get involved in the annual meetings.

**First, send in papers and symposia proposals** for the conference program! Give us a taste of that great new project you have been working on. The more submissions we receive, the larger our program and the more we can learn from each other. **Note that the deadline for submissions is January 7, 2000.**

**Second, volunteer to serve on the CMD program committee as a reviewer of submissions!** Be the first to read the award winning papers--to volunteer, [contact me](#). I need to know your name, affiliation, mailing address, email address, telephone number, fax number and your areas of expertise.

**Third, volunteer to be a session chair or facilitator** for the conference program! This is a great way to get involved and meet new people--people who are interested in the same things you are.

**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 Friday-Sunday, August 4-6, and the annual conference is Sunday-Wednesday, August 6-9, 2000.

This year's professional development workshop will feature a **Doctoral Consortium**. Organized by [Ettie Jehn](#), this session will provide doctoral students an opportunity to share their ideas for research, network with other doctoral students and outstanding CMD members, and to get some mentoring and valuable advice. See Etty's column on page 4 for more details! Meanwhile, be sure to visit us for the **CMD Social Event, social hour, and the business meeting**. This year's social event will be organized by Cathy Tinsley and Carsten De Dreu, and promises to be outstanding. If you have any suggestions for the event, please contact [Cathy](#) or [Carsten](#).

The theme for this year's conference is "**A New Time**," with a focus on stimulating and encouraging new and creative thinking and research on time--a topic that quite naturally plays an important role in conflict management, ranging from the perspective that "time heals all wounds" to a recognition that many of our cultural differences and conflicts emerge from different cultural construals and interpretations of time. Like last year, the conference theme is once again reflected by special issues of the *Academy of Management Journal*, the *Academy of Management Review*, and the *Academy of Management Executive*. Please see the respective calls for papers, and develop your own submission, either building on your CMD submission for the meetings, or coming away from the meetings with

rich ideas and a fresh perspective that you can develop for one of the special issues.

There has also been a new category for submissions established for the 2000 Academy meetings: **Images of "A New Time"--A New Type of Aesthetic Submission**. This category includes portraying the Academy theme through artwork, photography, poetry, and other types of visual imagery. Since this is a completely new area for submissions, you may send in two submissions, which will **not** count against the rule of three. In addition, the *Journal of Management Inquiry* is inviting the submission of artwork for the non-traditional research section of the journal.

To get those creative juices flowing, I will leave you with a closing thought in the form of an anagram for you to solve (click [here](#) for answer):

**Ice imp, Otter, met the ornate switchblade -- hot volt!**  
(Talk about conflict imagery!)

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**Special Message from your Past Chair** ..... *Peter Carnevale*

**Thanks everyone! The conference was great!**

**Academy of Management Council** ..... *Deb Connelley*

We are looking for nominations for a new position on the Academy of Management Council. The purpose of this advisory council is to assist the Board of Governors in addressing critical issues facing the Academy. Some of these issues include:

- Benchmarking against other professional associations, including fees and membership services
- Academy of Management influence on the profession, including diversity issues
- Identify and share best practices within the Academy of Management
- Projects associated with the membership survey
- External relations, including media relations
- Web development issues facing the Academy

Council Members are elected by, but do not represent, Academy divisions (as well as other types of appointments). The idea is to represent the membership of the Academy as a whole, rather than a particular constituency. The term of office is one year, possibly growing into a two year term if the Council seems viable. Please contact [Ray Friedman](#).

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**What's Up Online** ..... *Gay Spencer*

If you have been tempted to believe your journey up the online learning curve was on the home stretch, this may be bad news. The things we will be able to accomplish online and the ways we can use our technological resources increase daily. Exciting changes are on the way!

Many (but certainly not all) of our division members have let our quiet listserv traffic run on autopilot for some time. Look for some new activity as we increase integration between the CMDNET-L list and our division news and activities. You can get more from a listserv than simply an occasional announcement. Visit this address: <http://aom.pace.edu/lists/> to get some "how to" information about listservs, and click on the Conflict Management link there to get specific information about the Conflict Management Division list. You can even subscribe directly from that page. If you want to know how to change your subscription or get a list of commands, get the information there.

The Academy of Management Web Manager, Alan Eisner, announced the availability of WebBoard software at our

meeting in Chicago, and that will provide us with another great tool to communicate and exchange with our colleagues online. The WebBoard software is a top "community building" technology. It allows threaded messages--a fancy bulletin board--and online, live chat behind "username/password" doors. One of the best things about WebBoard is that it allows the exchange of documents, too. If you had a document you wanted to share with a colleague, you can attach it to your message on the message board, and everyone else can download it. If you want to have a "committee meeting" online, you can meet in one of the chat rooms. Accessing the WebBoard will be as easy as clicking on a link on our division web page and providing your username and password. Look for more information on our web pages and through our listserv in the next weeks.

We're also working toward greater integration of our newsletter and our electronic resources. And, we need your ideas, input and volunteer spirit. You don't have to be a computer scientist to help! If you're interested in helping with the technology committee, please volunteer. My email box is always open: [Gay\\_Spencer@tamu-commerce.edu](mailto:Gay_Spencer@tamu-commerce.edu).

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### 1999 Research Incubator ..... *Ray Friedman*

The CM Division's third "Research Incubator" was a grand success. This pre-conference event drew seventeen junior faculty, including participants from Singapore, Israel, and Turkey. The focus of this year's incubator was conflict and diversity. After an afternoon of intensive brainstorming about research on diversity, each person's areas of interest, and each person's favorite pet, junior faculty formed themselves into four research teams covering the following topics:

How does the presence of diversity "fault-lines" affect group functioning, and how to group-members span the gap created by fault lines? (E. Elron, L. Milton, S. Pasa, A. Stringfellow, M.Thomas-Hunt).	What are the psychological dynamics of white male backlash against diversity programs, and what factors might heighten or dampen backlash? (D. Chrobot- Mason, D. Kidder, M. Lankau, K. Mollica).
What types of affect emerge during conflict, and are there cross-national differences in affect? (R. Callister, D. Gibson, M. Schweitzer, T J Seng).	How do people manage the internal tensions created when self-identity does not match the way others perceive that person's identity? (B. Chung, D. Connelley, S. Friday, P. Kim).

We had a great time working together and getting to know each other, and all four teams left the incubator with plans for theory formation and/or data collection. I expect that we'll see a pile of papers coming from these project, and from the new relationships formed during the incubator. I want to express special thanks to the senior faculty who helped form the groups, and who will provide support to particular research teams as they move forward: Joel Brockner, Martin Davidson, Barbara Gray, ETTY Jehn, and David Thomas. I also want to thank Judi McLean Parks, who spent many hours organizing the incubator (only to be kept from it by a last-minute back injury).

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### 2000 Doctoral Consortium ..... *K. ETTY Jehn*

We will be hosting our biannual doctoral consortium at the 2000 Academy Meetings in Toronto. The consortium will be held on Saturday, August 5<sup>th</sup>. The purpose of the consortium is to provide an opportunity for doctoral students to work closely with faculty representing a range of expertise in conflict management.

This year's Doctoral Consortium promises to be interesting and informative with an excellent panel of faculty: Martin Davidson (University of Virginia-Darden), Margaret Neale (Stanford University), Don Conlon (Michigan State University), Debra Shapiro (University of North Carolina-Chapel Hill), Laurie Weingart (Carnegie Mellon University), and K. ETTY Jehn (University of Pennsylvania).

**1999 Best Paper Awards**

**K.A. Mollica**, Wake Forest U. "A social identity perspective on organizational justice among layoff survivors."

*Best Student Award:*  
**W.L. Adair**, Northwestern U. "Exploring the norm of reciprocity in the global market: U.S. and Japanese intra and inter-cultural negotiations."

*Congratulations Kelly and Wendi!*

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 or related fields. Faculty interested in nominating a student for this unique opportunity should contact [K. ETTY JEHN](#).

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## **From the Editor(s) ..... *Julie Olson-Buchanan and Deb Kidder***

After two impressive years as both newsletter editor and division secretary, Julie is passing the torch on to a new editor. Thanks Julie for doing such a great job! We also want to report that Michele Gelfand and Ray Friedman were recently elected to the IACM Board of Directors, congratulations! If you have any good news about yourself or other CMD members, we'd like to share it with the division, just drop an email to [deb@sba.uconn.edu](mailto:deb@sba.uconn.edu).

## **Get to Know Your CMD Members: Origins of a CM Researcher ..... *Deb Kidder***

Last year, we started a new column in the newsletter entitled Get To Know Your CMD Members. We hoped to interest members in sharing hobbies or other personal stories in order to feel more connected with each other. In the fall, Gay Spencer wrote an engaging column about her interests in photography, and in the spring, Ray Friedman shared his creative silverworking experiences. However, we found some reluctance among members to write a column about personal experiences.

This year, we decided to expand the scope of the column to include stories from members about how they came to choose their research area, which is a topic that everyone has a story about and is interested in both telling and hearing about from other people. As a way for you to get to know me, the incoming newsletter editor, I've chosen to go first.

Broadly speaking, my research focus is on perceptions of fairness and the consequences of (un)fair treatment. My grandfather, J. Morrison Handsaker, was an arbitrator in Pennsylvania from WWII until the early 1980s. Every time we visited each other, he would spend hours telling me arbitration cases but without telling me the ending (i.e., his decision.) I would then decide how the case should have been resolved. How many kids do you know who could tell you what "past practice" and "binding arbitration" meant at age 7? Looking back, I'm sure that he gave me very easy cases when I was young and then increased the difficulty as I got older. I can still remember the look on his face the first time I came up with a different answer than his! It may seem like a strange way to interact with your grandfather, but I look back on those times very fondly and wish he was still here to tell me more cases. Because of this legacy, I have developed an abiding interest in how to ensure that people feel they've been treated fairly.

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## **New Publications of CMD Members**

*(Please send your new cites to the editor for the next newsletter!)*

Carnevale, P.J. (In press). Mediating from strength. In J. Bercovitch (Ed.), *Studies in International Mediation: Essays in Honor of Jeffrey Z. Rubin*. New York: St. Martin's Press.

Carnevale, P.J., & Choi, D.W. (In press). Culture in the mediation of international disputes. *International Journal of Psychology*.

De Dreu, C.K.W., De Vries, N.K., Franssen, H., & Altmink, W. (In press). Minority dissent in organizations: Factors influencing willingness to dissent. *Journal of Applied Social Psychology*.

De Dreu, C.K.W., Koole, S., & Oldersma, R.L. 1999. Need for cognitive closure and the use of heuristics in negotiation. *Personality and Social Psychology Bulletin*, 25: 348-362.

Friedman, R. 1999. The case of the christian network group. *Harvard Business Review*, July-August: 28-40.

Friedman, R., & Davidson, M. 1999. The black-white gap in perceptions of discrimination: Its causes and consequences. In R.Bies, R.Lewicki, & B.Shepard, (Eds.), *Research on Negotiations in Orgs.*: 203-230. Stamford,



CT: JAI Press.

Gallagher, D., & McLean Parks, j. (In press). I pledge thee my troth...contingently: Commitment and the contingent work relationship. *Human Resources Management Review*.

Gelfand, M.J., & Cristakopolou, S. (In press). Culture and negotiator cognition: Judgment accuracy and negotiation processes in individualistic and collectivistic cultures. *Organizational Behavior and Human Decision Processes*.

Gelfand, M.J., & Realo, A. (In press). Individualism-collectivism and accountability in intergroup negotiations, *Journal of Applied Psychology*.

Jehn, K., Neale, M., & Northcraft, G. (In press). Why differences make a difference: A field study of diversity, conflict and performance in workgroups, *Administrative Science Quarterly*.

Kramer, R.M., & Carnevale, P.J. (In press). Intergroup negotiation: Re-assessing the role of trust in theory and research. In R. Brown & S. Gaertner (Eds.), *Blackwell Handbook of Social Psychology*, vol. 4: Intergroup Relations.

Laughlin, P.R., Bonner, B.L., Miner, A.G., & Carnevale, P.J. (In press). Frames of reference in quantity estimations by groups and individuals. *Organizational Behavior and Human Decision Processes*.

McLean Parks, J., Conlon, D., Ang, S., & Bontempo, R. (In press). The manager giveth, the manager taketh away: Variation in distribution/recovery rules due to resource type and cultural orientation. *Journal of Management*.

Rhoades, J.A., & Carnevale, P.J. (In press). The behavioral context of strategic choice in negotiation: A test of the dual-concern model. *Journal of Applied Social Psychology*.

Weingart, L.R., Prietula, M.J., Hyder, E., & Genovese, C. 1999. Knowledge and the sequential processes of negotiation: A markov chain analysis of response-in-kind. *Journal of Experimental Social Psychology*, 35: 366-393.

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Answer to anagram: **Time Travel with the CMD - Toronto is the place to be!**