

The Academy of Management

Conflict Management Division Newsletter

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INSIDE THIS ISSUE

[From your Division Chairperson](#)

[From your Program Chairperson](#)

[Special Message from your Past Chairperson](#)

[The SMT at Toronto](#)

[2000 Best Paper Awards](#)

[2001 Research Incubator](#)

[Doctoral Consortium in Toronto](#)

[Get to Know your CMD Members](#)

[Announcements](#)

[CMD Officer Contact Information](#)

From Your Division Chairperson Laurie R. Weingart

Greetings to all Conflict Management Division members and potential members! It's been a busy and exciting year for us as we begin to plan for the next Academy meetings and prepare for our division's 5-year review.

2000 Meeting in Toronto

The 2000 meeting was a success! Thanks to Judi McLean Parks for putting together a fabulous program. Thanks to ETTY Jehn for organizing a successful doctoral consortium and Carsten DeDreu and Cathy Tinsley for a stimulating preconference program. The CM Social Event on Saturday night was also a success, with over 60 people attending a cocktail party at Verona's Ristorante.

2001 Meeting in Washington DC

The 2001 meeting will be August 3 – 8 in Washington DC. The theme, "How Governments' Matter," asks members to consider what role, if any, governments play in management and organization. The deadline for paper submissions is January 5, 2001. *Please submit early and often!* Information on the conference site, theme, and the call for papers can be found at <http://www.aom.pace.edu/meetings/2001/>.

This year we will host a Junior Faculty Research Incubator on New Media and Conflict during the

preconference session (Professional Development Workshops). Bruce Barry will be coordinating this award-winning workshop. See his column in this newsletter for details.

Innovation Awards

Congratulations to CMD for receiving **another** academy award for our Research Incubator innovation. The incubator received the first mentoring award given by the Academy to recognize divisions' efforts at providing active mentoring to their junior faculty members.

5-year Review

The Academy of Management reviews each division and interest group every five years. The purpose of the review is to ensure that divisions are complying with the academy's policy statements and to assess how well the divisions are serving the needs of their members. This year the Conflict Management Division is to be reviewed, and the executive committee is busy writing the report. The report will include information on our activities during the past five years. We will also report on the responses to the survey of members that we conducted in the early fall. Thanks to all who completed the survey!

CMD Website

We are looking for a volunteer to manage the CMD website. If you are interested, please contact me at weingart@andrew.cmu.edu. This is a great opportunity to get involved in the CM Division!

[Back to table of contents](#)

From Your Program Chairperson K. Etty Jehn

ACADEMY CMD PROGRAM 2001 – Washington, D.C.

It's time!!! Time to think about your submissions to CMD for Academy 2001 in Washington, D.C. And to plan your sight-seeing trip to see the monuments, museums, and more!

O.K. I was serious about what I said at the Toronto AOM CMD Business Meeting – We have a growing CMD membership, but low submission numbers. So, submit your papers – all three – to CMD!! And, those of you who submit elsewhere, COME HOME!! Send us a paper or two!

And now that I've said that, and I hope to get many submissions, I will need reviewers. So, as they say, help shape the program – review! Please email me at CMDJehn@wharton.upenn.edu to sign up to be a reviewer.

We welcome submissions in a wide range of areas, in addition to the more obvious categories of conflict resolution, negotiation, bargaining and dispute resolution. For instance,

- Justice, trust, deviance, and constructive conflict.
- Power, minority influence, coalitions, coercion, and persuasion.
- Diversity, group processes, social influence and networks.
- Violence, aggression, emotions and escalation.

Just to name a few.

In addition, this year's Academy theme is "How Governments Matter" – so watch those presidential debates, follow the elections, and submit research on the theme. There is definitely conflict in the air regarding political opinions, power, protesters, issues of authority, and the rights of people and government. So, as they say, "Get involved!"

I look forward to your submissions.

[Back to table of contents](#)

**Special Message from your Past Chairperson Ray
Friedman**

Thanks everyone! The conference was great!

That SMT (Sunday Morning Thing) at Toronto..... *Cathy Tinsley and Carsten de Dreu*

We had a very informative SMT in Toronto on the topic of process issues. We chose this topic because it seems that the majority of research is concerned with either conflict outcomes, or with the situational and individual level differences that give rise to certain conflict strategies. Yet by overlooking the micro-mediational chain that includes conflict process, we undermine our capacity to build theory—to understand why particular outcomes prevailed or why particular conflict management styles have evolved and how they might interact with each other. The Round Table was designed to encourage people to look at interaction processes when they study negotiation and conflict management.

Panel members (Linda Putnam, Laurie Weingart, Zoe Barsness, Steve Weiss, Ray Friedman, and Carsten DeDreu) represented a diversity of training, experiences and approaches, and each spoke with a frankness that belies first hand experience. They addressed what their motivations were in looking at process issues ("to examine the transferability of patterns", "to look at the several paths to agreement", "because it is where the meat is"), and the obstacles they faced (the complexity of meaning inside any language, trying to match inferences to observations, deciding levels of analysis). As well, they offered some practical suggestions for successfully analyzing process (record the inferences of both negotiators and neutral observers, have coders make several passes through the data at different levels of analysis, building dictionaries with the language patterns).

Approximately 30 people braved the early hour to attend, and despite the shortened time slot, the round table was successfully informative. The additional time allotted for next year will ensure participants more opportunities to interact with panel members. So remember next year in D.C.—it's a nice way to have your coffee in the morning!

[Back to table of contents](#)

2000 Best Paper Awards

Gregory A. Janicik, NYU, & Sally Blount, U. of Chicago. "The 'Delay-of-Game' Effect: The Self-imposed Costs of Impatient Responses to Negotiation Slowdowns."

Best Student Award:

Don A. Moore, Northwestern. "The Unexpected Benefits of Revealing Time Pressure in Negotiation."

Congratulations!

[Back to table of contents](#)

CM Research Incubator for 2001: New Media and Conflict.... *Bruce Barry*

The Conflict Management Division will convene the fourth edition of the CM Junior Faculty Research Incubator as part of its preconference program at the 2001 Academy meeting in Washington, DC. Begun in 1995, the Research Incubator is a unique two-day pre-conference workshop that has been honored with one of the

Academy's "Innovation Awards." The CM division runs the incubator every other year, alternating with the division doctoral consortium.

The Incubator is designed to help junior faculty meet other junior faculty who have similar research interests, form them into research teams, provide each team with the guidance of a senior faculty member/mentor, and allow them time to germinate concrete plans for a specific research project that will lead to publications. It is designed for junior faculty participants who are approximately 3-5 years before tenure – past the "start up" phase of being new faculty members, but far enough from tenure that new research from the incubator can help them build their research record towards promotion.

We orient the Incubator each time around a broad theme, and invite the participation of senior faculty mentors and junior faculty with interests and expertise in the topic. I am delighted to announce that for the 2001 Research Incubator the theme is **Conflict and New Media**, which is *very* broadly defined to include potential research questions that tie one or more of the broad themes of the CM division (conflict, negotiation, interaction, power, justice), with the technological and social aspects of digital media.

Obviously this topic is broad, and implies various possible directions for the research teams formed at the Incubator. During the Incubator, we will strive to compose these research teams around shared interests of participants, and pair those teams with appropriate senior faculty.

I am also pleased to announce the composition of a stellar senior faculty panel that has agreed to join me in guiding the 2001 Incubator and serving as mentor-collaborators on individual research teams formed at the Incubator. They include **Michael Morris** of Stanford University, **Peter Carnevale** of the University of Illinois, **Scott Poole** of Texas A&M University, and **Harris Sondak** of the University of Utah.

At the 2001 meeting next August, the Incubator will begin at noon on Friday and run through Saturday evening. Look for more information next spring, when I will be soliciting junior faculty incubator participants through this newsletter as well as via listservs, web sites, telepathy, etc.

The three incubators that the CM Division has already conducted (in 1995, 1997, and 1999) have successfully generated team research projects that have produced tangible outcomes for participants. I myself was part of the first CM Research Incubator at the 1995 Academy meeting in Vancouver as a junior faculty participant, and my research team created then is now polishing an invited journal revision on a three-study empirical paper. Other teams have produced academy presentations and publications. An entire symposium at the Toronto meeting in 2000 consisted of work that came out of one research team formed at the 1999 Incubator.

[Back to table of contents](#)

Doctoral Consortium in Toronto... *Etty Jehn*

"What a blast!!" said participating faculty and doctoral students. "I learned so much!" and this from a faculty member! "I can't believe all the different areas of study within the division!!" "I am so excited to go do this research!" "Wow, I can have a life and a job?!?" (that must have been Don Conlon's group.)

The Conflict Management Division is pleased to announce that the 2000 Doctoral Consortium was a huge success, with over 30 doctoral students and a waiting list! We began the day with brief research presentations from each of the students in a small group setting (after get-to-know-you games, of course). The afternoon was dedicated to career and professional issues – we actually attempted to solve all the career dilemmas in a timely fashion – and, true to our name, had constructive conflicts and a lot of fun.

The Doctoral Consortium was open to doctoral students *at any level* actively involved in research and interested in the area of conflict management or related areas. 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 and related topics such as trust and justice (now known as "trustice"), power and status, diversity and problem solving, decision making and group processes.

A huge "THANK YOU" to our interesting and informative panel of faculty: Margaret Neale (Stanford University), Don Conlon (Michigan State University), Debra Shapiro (University of North Carolina – Chapel Hill), Ety Jehn (University of Pennsylvania), and Laurie Weingart (Carnegie Mellon University).

Remember that next year is the award winning Junior Faculty Research Incubator and the year following (2002) is the next Doctoral Consortium – so keep those doctoral students in mind and informed!!

[Back to table of contents](#)

Get to Know Your CMD Members

Note from the editor: This column is part of a continuing series describing how members ended up doing research in the CMD domain. This installment features Lucy Gilson, winner of the CMD student best paper award a few years ago and a new assistant professor at the University of Connecticut. Deb Kidder

Why I became a CM researcher?... Lucy Gilson

After only completing my PhD 3 months ago one would think it would be easy to describe why I became a CM researcher. Really, I haven't been doing this for very long! However, trying to decide why a particular topic caught my attention such that I was willing to invest the bulk of my waking hours over a five-year period is not a simple one to answer. Maybe I don't really know or want to know what the answer is! In retrospect, I think I came into CM via a circuitous route. Having worked for a number of years as a European Marketing Manager for a division of M & M Mars I went back to graduate school for a bit of a break. I had loved my job but been frustrated with where I was going in the organization and the way a number of decisions that affected my team had been made and implemented.

During my introductory OB course (I had never had a management or a psychology course before!) I was flabbergasted to find a whole course on topics that as a manager I had had to focus on daily and yet known nothing about. I was infuriated by the findings that women almost always pay more than men do when buying a car because of their different negotiation styles. I was fascinated by the different ways decisions could be reached in groups. But, what struck me most was the whole fairness concept and the overwhelmingly positive results associated with treating employees fairly in the workplace. Specifically, that having voice in decisions could increase outcome acceptance and that even negative outcomes could be positively received when employees were treated with respect and dignity. To me, these seemed like concepts that could make a difference and yet were so frequently overlooked by managers. I wished I had known more about this at Mars!

When moving over to the PhD program at Georgia Tech I was asked what my areas of interest were and I stated (very boldly) that, "in my opinion, fairness was related to everything." From that day forward my interest in the CM domain was solidified. Luckily, they still accepted me as a student! I next set about trying to convince a department that focused on feedback, goal setting, creativity, and institutional theory research that justice was an important construct. My first student paper examined whether workgroup composition would influence individual level perceptions of organizational fairness. I sent this paper off to the Academy Conference and was rewarded with the Conflict Division's best student paper award. The positive feedback further assured me that I was working in the "right" area and thus I persevered. Subsequently, in my dissertation I examined the role of procedural justice in the relationship between demographic dissimilarity and diversity on affective outcomes and creative performance. And thus, a CM researcher starts out.....

[Back to table of contents](#)

Announcements



CALL FOR SUBMISSIONS

14th Annual Conference of the
International Association for Conflict Management

June 24-June 27, 2001
Cergy (Paris), France

Submission Deadline: February 16, 2001

The International Association for Conflict Management (IACM) was founded to encourage scholars and practitioners to develop and disseminate theory, research, and experience that is useful for understanding and improving conflict management in family, organizational, societal, and international settings. We invite papers as well as proposals for symposia, workshops, roundtables, and other session forms for the 2001 meeting of IACM to be held in Cergy (Paris) France at the Essec Business School. The conference is being facilitated by the Institute for Research and Education on Negotiation in Europe (IRENE).

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PROGRAM COMMITTEE

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TYPES OF SUBMISSIONS

You are invited to submit a paper, symposium, debate, roundtable discussion, workshop or exhibit. Innovative sessions and symposia are also encouraged. Submissions should be consistent with one or more of the general content areas and/or special millennium tracks listed at the end of this call for submissions. We are also interested in sessions (or posters) that highlight dialogues between theory and practice, between different conflict paradigms (game theory, decision-analysis, political science, psychology, etc.), and between different cultures.

Papers: Format papers according to guidelines set forth in the latest edition of the *Publication Manual* of the American Psychological Association. The maximum length is 30 pages, including title page, abstract (on a separate page), references, tables and figures. Shorter papers are also acceptable. Papers that do not fit neatly with others, or that would benefit from more time and face-to-face discussion, will be scheduled in showcase poster sessions. Papers should not have been presented (or accepted for future presentation) at another meeting.

Extended Abstracts: An extended abstract (at least 1000 words; 5-7 pages) that describes formative work may be submitted in lieu of a full paper. It is essential that abstracts provide sufficient information for review. Every effort will be made to schedule abstract-submissions that are favorably reviewed into the conference program, but note that *priority will be given to completed papers*.

Symposia/Debates/Roundtables: Symposia are focused sessions in which participants present their views on a common issue. Debates ordinarily include a moderator and two teams of one or two speakers each. Roundtable discussions typically involve a moderator/facilitator and a panel of participants representing different traditions or perspectives on an issue. Roundtable discussions that include a mixture of theoreticians and practitioners are encouraged. Persons submitting proposals for symposia, debates or roundtables must describe the focal issue, qualifications and contributions of each participant, and indicate that they have commitments from all participants that they will register for and attend the conference.

Workshops: Workshops are highly interactive, specialized sessions that focus on sharing new techniques or approaches related to teaching, research, or practice. There is limited space on the program for workshops. A workshop proposal should explain its relevance to IACM's agenda, articulate the session's goals and objectives, give details on the format to be used, indicate constraints on time and the number of participants, and describe the relevant qualifications of those who intend to conduct the workshop.

Novel Session Formats: Proposals for innovative or experimental conference sessions that do not fit any of the categories described above are also encouraged. You may wish to contact the Program Chair to discuss this possibility before creating and sending in a formal submission.

SUBMISSION PROCEDURES

Submissions will be evaluated by the Program Committee and other volunteer reviewers. The submitter will be notified of the acceptance or rejection of the submission and information on scheduling, and is responsible for notifying co-authors or other session participants.

Submit Electronically, PLEASE!

Electronic submissions are preferable in lieu of mailed copies of the paper *if all of the following conditions are met*:

- The *complete* manuscript or proposal is contained in a single word processing file (i.e., all tables, figures, and graphics are included within *one* word processing document).
- The document begins with the title of the submission, names and affiliations of all contributors/participants, and an abstract of not more than 200 words.
- The document is formatted as a Microsoft Word file, and transmitted as an *attachment* to an email message (manuscripts sent as email message text are not acceptable).

Please submit the paper/proposal electronically by attaching it to an email message addressed to iacm01@psyc.umd.edu by February 16, 2001.

AWARDS AND PROCEEDINGS

Outstanding contributions to the program will be acknowledged with presentation of awards and plaques in the following four categories: Outstanding Empirical Paper, Outstanding Theoretical Paper, Outstanding Applications Paper, and Outstanding Graduate Student Paper (defined as a paper on which a current graduate student is first author). Please indicate if a student is the first author on your submission.

Abstracts of papers, symposia, roundtables and debates presented at the conference will be included in the Conference Abstracts Proceedings.

PROGRAM CONTENT AREAS

Research, Theory, and Practice in:

Negotiation: Conflict settlements; topics include concession bargaining; integrative agreements; negotiation teams; relationships; power and influence.

Decision Processes: Decision making of negotiators, mediators, and arbitrators; biases and heuristics; negotiator rationality; learning; implementation of decisions.

Communication: Verbal and nonverbal behavior in conflict; interaction analysis of communication behavior in negotiation; effects of communication styles; technology as a component of conflict.

Conflict in the Public Sector: Role of conflict in public policy processes; conflict relating to ethics and values; law and social conflict; public sector labor-management relations.

Culture and Conflict: Cultural dimensions of conflict including within-culture dimensions as well as cross-cultural comparisons.

Social Justice: Alternative dispute resolution (ADR) systems; procedural and distributive justice; legal issues and dispute resolution; impact of dispute resolution procedures on society.

Third Party Intervention: Techniques, strategies, tactics, and outcomes of mediation; forms of mediation and arbitration; influence of third party behavior on disputants; organizational grievance procedures.

Environmental and Public Resource Conflict: Natural resource and environmental conflict; role of third parties in environmental conflicts; economic and political dimensions of resource disputes.

International and Intergroup Conflict: Ethnic and regional conflicts; development of group biases; conflict escalation; international and intergroup conflict prevention and resolution; deterrence and third parties.

Organizational Conflict: The causes, effects, and measurement of conflict in organizational settings; interpersonal, intra- and inter-group conflict; power; diversity; and conflict; styles of handling conflicts; moderators and effects of conflict research methodologies for studying organizational conflict.

SPECIAL MILLENNIUM TRACKS

The Management of Violence: The conditions under which conflict leads to violence; conflict escalation and violence; the management of violence in different contexts.

Information Technology Applied to Conflict and Negotiation: The contribution of group decision support systems, decision conferencing tools, and other computer-assisted techniques to support negotiations; the impact of technology on the management of complex and conflictual decision processes.

Interorganizational Disputes: The bases for effective cooperation between organizations; how interorganizational disputes are identified and effectively resolved; comparisons of interorganizational disputes with disputes at other levels of analysis.

CONFERENCE SITE AND FACILITIES

The conference will take place on the ESSEC Campus in Cergy, close to Paris (30 minutes by RER metro) and to Roissy Charles de Gaulle Airport. ESSEC facilities include a 500-seat auditorium, amphitheatres with updated audiovisual equipment, computer rooms, etc. Participants will be able to present with Power Point on ESSEC computers if desired. While at the conference, participants will also have access to the ESSEC library. For more information about ESSEC, see <http://www.essec.fr/>. See also <http://www.irene-paris.com/>.

CONFERENCE ACCOMMODATIONS

Located within walking distance from ESSEC, the NOVOTEL hotel offers rooms with air conditioning, television, mini-bar, hairdryers, and telephone. IACM guests will also have access to a private lounge with refreshments, to the outdoor swimming pool, and to the outdoor tennis facilities.

CONFERENCE SPECIAL EVENTS

Join us for a number of special events before and during the conference. On Sunday afternoon, we will embark on a cruise on the Seine to view the monuments in Paris. On Monday evening, we will go on an impressionist tour at the Auvers castle to view a multimedia exhibition "A trip back to the time of the impressionists", which will take us back to the impressionist society of the late XIX century.

IACM INFORMATION/MEMBERSHIP

For an application for membership contact:

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[Back to table of contents](#)

Psychosocial Research and Ethnopolitical Conflict: A Summer Institute.

The Solomon Asch Center for Study of Ethnopolitical Conflict (<http://psych.upenn.edu/sacsec>) will offer a 10-week Summer Institute at the University of Pennsylvania, June-August 2001. The Institute is intended for Ph.D. psychologists and social scientists in related disciplines and for individuals with a Masters degree and strong field experience. This unique course is designed to bridge the current gap between practitioners and academics while encouraging more qualified individuals to devote themselves to advancing our understanding of these conflicts and our effectiveness in addressing their tragic consequences. It will prepare participants to work on problems ranging from basic research to evaluating interventions. The Institute is therefore particularly appropriate for individuals anticipating an academic/research-oriented career in this area and for practitioners seeking to strengthen their understanding of research issues relevant to their fieldwork. The Center expects to admit approximately 15 Summer Fellows to the tuition-free Institute. Contingent on funding availability, some or all Fellows will receive support for travel, room, and board. The Center also expects to support 4 to 6 Summer Fellows to continue directly into one-year placements working on ethnopolitical conflict outside the U.S. at an affiliated international network site (including N. Ireland, S. Africa, Israel/Palestine, and Sri Lanka). Applicants should send a vita, two letters of recommendation (flap sealed and signed by recommender), and a letter describing interests, skills, and how the Institute experience fits with career plans. Clearly indicate whether or not a post-Institute field placement is sought. Applications should be received no later than January 15, 2001; notification of acceptance will be no later than March 1, 2001. Applications should be addressed to Solomon Asch Center, University of Pennsylvania, 3815 Walnut Street, Philadelphia, PA 19104.

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[Back to table of contents](#)