

The Academy of Management

Conflict Management Division Newsletter

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From Your Division Chairperson *Ray Friedman*

It's once again time to get ready for a great Academy conference in August. Judi McLean Parks has been busy finalizing the main paper sessions, while Carsten de Dreu and Cathy Tinsley have put together a pre-conference roundtable discussion focused on studying "interaction processes in conflict" rather than just looking at negotiation outcomes. To round out our activities, ETTY Jehn is organizing the CM Division's every-other-year doctoral consortium, and Laurie Weingart is planning a social event for Sunday night.

Many thanks to Judi, Carsten, Cathy, and Laurie for all the hard work they've put in to make the conference an exciting intellectual and social event! See articles below by [ETTY](#), [Carsten](#), and [Laurie](#) for more details.

I also want to thank John Bunch and Gay Spencer for their ongoing work managing the division's listserv, and web site. Gay reports that the Academy (and the CM division) is now setting up a new service -- an electronic "WebBoard" that will work like a more interactive listserv, that has the ability to separate and save streams of conversations about particular topics. See her article [below](#).

Lastly, I want to thank Deb Kidder for her work on the newsletter. She is handling the transition from a paper-based newsletter to the current electronic-only newsletter. The switch to an electronic newsletter was done to save the division money, but she and I would like to hear if there are any problems with this electronic-only version. Drop us an e-mail if you have any feedback for us.

As you make your reservations for Toronto, note that one of the hotels - the Royal York - should be well-known to many of you. That is the hotel where the 1983 Canadian GM-UAW negotiations took place that are documented in the film Final Offer (one of the best negotiation films of all times). I, for one, will be staying there, in the hopes of soaking up the negotiating "aura" of the Royal York.

See you in Toronto!

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From Your Program Chairperson *Judi McLean Parks*

We are almost there – to Toronto, that is! The Conflict Management Division's Program is shaping up nicely. The theme for the Academy this year is "A New Time", and many of the papers and symposia focus on this theme. The CMD theme session, *Time waits for no one: The impact of time and timing on negotiation process and outcomes*, should be particularly interesting. We are sponsoring six symposia that are jointly sponsored by other divisions (*four* of which are Showcase symposia!), with four papers in Shared Interest Tracks. With all this integration of interests across divisions, the breadth of our program this year is outstanding, and should provide something for everyone. The Toronto meetings promise to be exciting for Conflict Management types!

The papers and symposia this year include topics like justice, trust, ethics, conflict in groups and teams, conflict style, cross-cultural conflict and negotiator cognitions – even one paper that deals with *cows*! In addition to regular paper sessions, we have several interactive paper sessions for you to attend and speak directly with the authors. We also have workshops for junior faculty and, of course, the doctoral student consortium with a great faculty, including Don Conlon, Martin Davidson, Etty Jehn, Maggie Neale, Debra Shapiro and Laurie Weingart, a round table exploring the dynamic interactive processes of conflict, and *two* sessions on teaching negotiations. One teaching session, offered during the pre-conference program, introduces an environmental negotiation case, in which attendees will be active participants and negotiators. The second teaching session is modeled after those old "cookie exchanges", with time set aside to gather and share our cases, assignments, syllabi, and teaching ideas for the new millennium. And be sure to attend both the business meeting, and, of course, the social hour.

Putting the program together has been a real experience – an experience that was made considerably better because of the efforts of over 70 hard-working, dedicated, and *timely* reviewers, as well as the numerous authors who submitted over 60 papers/proposals to the CMD. Each of our submissions was evaluated by three reviewers, and we were able to accept over 60% of the submissions. The hardest part was having to make some tough decisions on some very good papers that didn't quite make the cut.

Like any program, this one could not have come together without the hard work and dedication of a lot of people. Leslie Stroker and Glenda Nau at Olin handled much of the administrative detail and were real troopers when the final stretch came along and we had to do everything by fax from Japan and Korea! Jean Bartunek, the Academy Program Chair, and her team (including Raul Neocochea, Frank Klemovitch and Jeremy Allen) were not only outstanding, but kept their senses of humor as they got first hand experience at trying to herd division program chairs – which is a lot like herding cats! Given all the hard work and effort, how can the program be anything but great?

See you in Toronto!

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CMD Social Event *Laurie Weingart*

A Casual Evening of Conversation, Food, and Drink

Spend your Sunday evening catching up with your friends in the Conflict Management Division over good food and drinks. We have reserved the restaurant and outside patio of the Verona Ristorante (<http://www.veronaristorante.com/>), located near the conference site in the heart of the theatre district. Bring along a friend or prospective member of the division! Entertainment still to be determined...

DATE:	Sunday, August 6, 2000
TIME:	5:30 – 8:00 pm
PLACE:	Verona Ristorante 335 King Street West Toronto
COST:	\$30.00 per person (U.S. dollars)

Included in the price are appetizers and 3 drinks (wine, beer, soda, etc.). Additional drinks may be purchased.

Graduate Student Discount: \$20.00

Send e-mail to weingart@andrew.cmu.edu to let us know if you'll be there. While prepayment is strongly desired, you also may pay at the door. Please send a check made out to Conflict Management Division.

Mail your check to:

Laurie R. Weingart
Chair, Conflict Management Social Event
Graduate School of Industrial Administration
Carnegie Mellon University
Pittsburgh, PA 15237

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Round Table Discussion "Studying interaction processes in conflict"

Carsten De Dreu and Cathy Tinsley

Much conflict and negotiation research tends to focus on outcome variables, such as the optimality of the agreement or parties' satisfaction. Alternatively, research focuses on negotiators' conflict management styles, and the likelihood of a particular strategy being used. In either case, the more dynamic, micro-level processes that occur in conflict--where people switch strategies, respond to their opponent's tactics, etc. tend to be overlooked. Naturally, some research has examined process, such as Walton's (1969) observation of differentiation-before-integration, or others work on good cop/bad cop and reformed sinner strategies. But for the most part the cost and logistical difficulties of examining interaction processes make it a less attractive subject than the more static negotiation outcomes or styles. Yet, by overlooking the micro-mediational processes, 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.

This Round Table attempts to look into the process "black box," taking a dynamic view of how conflict is negotiated. Questions to be addressed include: (1) Is it really necessary to study processes, (2) is it possible to study processes without having strong theories about what will happen, (3) can we study process without some general agreement of the best way to categorize the different negotiation strategies and tactics (without some uniform coding scheme), (4) what problems arise when studying process and teaching coders, and (5) what other techniques are available for studying process?

Active researchers from a variety of disciplines will give brief introductions on their perspective regarding the above questions. Following these introductions there will be plenty of opportunity to discuss these issues with the audience. Total time will be about 2.5 hours (incl. break).

Chair and Moderator: Cathy Tinsley, Georgetown University

Panelists:
Linda Putnam: Texas A&M University
Ray Friedman: Vanderbilt University
Zoe Barnes: Texas A&M University
Laurie Weingart: Carnegie Mellon University
Steve Weiss: York University
Carsten de Dreu: University of Amsterdam

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CMD Doctoral Consortium K. Ety Jehn

The Conflict Management Division is pleased to announce that it will be hosting its Doctoral Consortium at the 2000 Academy Meetings in Toronto. The consortium will be held on Saturday, August 5th.

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 Karen A. Jehn (University of Pennsylvania).

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 or related fields (see domain statement below).

Faculty interested in nominating a student for this unique opportunity should contact K. Etty Jehn (jehn@wharton.upenn.edu), The Wharton School of the University of Pennsylvania, Philadelphia, PA, 19104-6370.

Conflict Management Division Specific Domain: the nature and management of conflicts between individuals, groups, and organizations; power processes including influence, coalitions, deterrence, and persuasion; violence and aggression; advantages and disadvantages of conflict in a diverse workforce; cognitive resolution of conflicts; collaboration and competition; bargaining and negotiations; trust and deceit; emotions and escalation; relationship between parties; third-party intervention; procedural justice; and dispute resolution procedures.

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New All-Academy Doctoral Student Consortium – August 5, 2000

Are you new to your doctoral program and wondering how you will ever make it to graduation?
Never been to the Academy of Management Meeting before and wondering what it is all about?
Join us in Toronto on Saturday, August 5th for the [New Doctoral Student Consortium](#).

The NDSC provides an interactive environment in which doctoral students in their first two years can learn more about succeeding in their doctoral program, entering the academic profession, participating in Academy of Management divisions, interest groups and regional associations, and getting the most out of the Academy Meeting. The consortium allows participants to meet and interact with other doctoral students from around the country and the world. Throughout the day, a lively exchange of ideas and information will occur through peer discussion groups, panel discussions with select faculty, and distinguished speakers from the Academy. Who knows – you might just form friendships and research partnerships that will last for the rest of your career!

For more information, visit the NDSC web site at www.columbia.edu/~msc53/NDSC2000, or contact Melissa Cardon at msc53@columbia.edu.

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Get to Know Your CMD Members

Note from the editor: This column is part of an ongoing series describing how members ended up doing research in the CMD domain.

Origins of a CM Researcher Roy Lewicki

You asked how I became a conflict management researcher. I wish I could say that this was the result of outstanding career planning-but my entire career has definitely not been a testament to good career planning! Instead, my career in this field began as a series of accidents when I was a teenager.

While I was an undergraduate at Dartmouth in the early 1960s, I became interested in psychology, and chose a psychology major. I had written several high school term papers on attitudes and group dynamics, and my history teacher suggested that I attend something called a "t-group" in Bethel, Maine. I loved the experience, and decided I wanted to learn more about something called "social psychology". At Dartmouth, I worked with a social psychologist over the summer, and wrote my first research paper,

"Temporal orientation and perceived control as determinants of risk taking", (Strickland, Lewicki & Katz, JESP, Vol. 2, 1966), none of which I can remember (I think my mother has the only surviving copy of the manuscript)! With the help of several Dartmouth faculty, I picked the graduate program at Teachers College, Columbia (a far better choice than my BATNA: the Mekong Delta)! I didn't know anything about conflict management, but my advisor, Morton Deutsch, certainly did! I had the pleasure of working with Mort, Matthew Miles, Harvey Hornstein, and a wonderful group of other

doctoral students, including Jeff Rubin, Bert Brown and Barbara Bunker. We ran a number of lab studies on the Prisoners Dilemma and the Acme-Bolt Trucking Game. (I wrote my first conflict paper on a study of the game of "chicken" on the Acme Bolt Game). But by the time I graduated, there was more conflict in the streets outside Columbia than there ever was in the research lab. These events raised major questions about how to "tie theory to practice" in the evolving antiwar and civil rights movements.

I graduated from Columbia in 1968, and while I continued to teach a doctoral seminar in conflict, there were no

applied courses in this area offered to undergraduate or Masters students. It was not until 1974 that I experimented with one of the first applied negotiation and conflict management courses in the country, while I was at the Tuck School, Dartmouth. We had only the most primitive role-play materials available—we used simulation games, laboratory experiment scenarios and labor-management bargaining cases, and read Schelling, Walton and McKersie extensively! Our students and recent alumni wrote most of the new role-play materials that became the staples of the course.

There were only a few of us teaching negotiation courses in business schools in the late 1970s and early 1980s, and we found each other in the Academy of Management. In 1981, I ran into a bright young doctoral student named Max Bazerman, who thought that we might generate some interest in the field if we began organizing conferences and paper sessions. We organized the first Research on Negotiation in Organizations conference in 1982, and the first symposium at the Academy in 1983. Soon after, NIDR underwrote the development of a major set of teaching materials in conflict management and negotiation for business schools, and the Hewlett Foundation was beginning to underwrite academic centers at universities. By 1987, Len Greenhalgh and I had generated enough interest in the Academy to petition the Board of Governors for a separate Interest Group in Conflict Management and Negotiation. The Board approved the petition, and the rest has been history! It has been a genuine pleasure to be associated with this growing and evolving initiative in our field!

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2000 IACM Conference *Etty Jehn*

Yes, make your plans now for the International Association for Conflict Management (IACM) Conference this year in St. Louis! The Conference this year will begin on Sunday, June 18th and run through Wednesday, June 21, 2000. We received over 70 paper and symposium submissions from 110 authors worldwide. How exciting!!! There are at least 3 events for every time slot during this year's full conference schedule.

Registration information and materials can be found at: <http://www.olin.wustl.edu/iacm2000>. Be sure to **REGISTER SOON** – If you register before May 15, you can save money on the conference fee. Hotel contact and registration information can be found at <http://www.olin.wustl.edu/iacm2000/hotel.htm> . Hotel rates **double** after May 31, so be sure to get your reservations in early!

In the traditional IACM fashion, we will have a number of fun events as well as academic paper, poster, and symposium sessions. We have invited Playback Theatre to engage us in "warming-up" for an exciting and constructively "conflictful" conference. They will assist us in breaking down boundaries between "old timers" and new participants, between US and non-US members, between research, teaching and practice related to conflict management.

In addition to the regularly scheduled paper sessions, we have our ever-popular Showcase Poster Session Monday evening following the business meeting. And the cash bar will be opening soon after (or open bar if we rally sponsors!). There are several engaging symposia and workshops scheduled to feature new and exciting texts and cases for teaching negotiations and conflict management: "Teaching Ethical Issues in Negotiation" and "Conceiving a Training CD_Rom in Negotiation and Mediation: Why Use a Multimedia Tool?" to name a few. Bring your own favorite cases as well!

Some special topic symposium to watch for: "Positive Power: Realistic Hope or Dangerous Delusion?," "Methods for Assessing Frames in Environmental Disputes," "Positive Conflict: How Viable for East Asia?," and "Emotions and Conflict in the Workplace: Theory and Application."

Tuesday evening will feature the awards banquet – make sure you attend to find out if you or yours have won any number of paper awards. 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.

Are you convinced?!?! Have I said it enough? O.K., once more – **MAKE YOUR PLANS NOW TO ATTEND IACM 2000!!!!**

What's Up On-Line? *Gay Spencer*

Our Conflict Management Division WebBoard is set up and needing your input and participation. You can find it in two ways. You can type the address (<http://aom.pace.edu:8088/~CMD/login>) directly into your web browser (Internet Explorer or Netscape), or you can enter through a link at our division page (<http://aom.pace.edu/cmd>). Click on the link which says "CMD Members".

This is an exciting new tool which will allow us to interact in some new ways while still maintaining the convenience of our longtime listserv. I strongly suggest that you take a quick look at the information under the "Help" menu--it's on a black bar across the top of the screen--and discover what the interface offers.

If you have used a bulletin board kind of system before, much will look familiar. You can read messages by clicking on headings--which are the names of various subjects of "Conferences" in the WebBoard. The headings look like familiar hypertext links, and work much the same way. When you click on one of them, a list of message threads under that subject is displayed in the left-hand frame of the screen while the messages are shown on the right-hand side.

If you have a conference announcement or call for papers, please post it there right away. Then they can be read and reviewed at any time. If you're looking for a book to use in a class or a collaborator, post a question in an appropriate spot. If you can answer one of your fellow member's questions, please reply.

If you want to leave a message in that subject or Conference, you can click on "Post" on the upper black bar and you will see a composing window in the right-hand frame. If you are reading a message and want to reply to it, you can click on the word "reply" (which is underlined) above the message you are reading, and the composing window will appear. You then click on "post" when you are done. After it has done a quick spell check, you can click on "post" again, and the message is added to the message base.

That is the most basic thing WebBoard does. You can also set up your preferences to have the messages sent to your email account. Read about that in the help files if you are interested in that feature. Reading messages in WebBoard is very efficient as you learn to order the messages and to use the "New" menu to only present message to you that have been posted since your last visit. It also has very good search menus if you are looking for something in particular.

If you look under the "Page" menu (from the black bar on top), you can see if others are online at the same time. By clicking on the little bell icon, you can send them a "page", which is a tiny message window on their screen containing a short memo from you. You might want to use such a "page" to invite them to join you in the chat room which is built into the WebBoard, under the "Chat" pull down menu.

I've been using WebBoards in several classes for the last year, and it has been a fantastic tool. There are a great many additional things it can do, and I will be very glad to help everyone experiment with it. Don't worry a bit if you have to test a few messages or if you feel like a beginner. You can't hurt anything, and you can always edit the messages you post. There's also a conference area just for fun which is called "The Water Cooler." I'll see you there!

Recent Publications of CM Members

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

Gelfand, M.J. 2000. (Ed.) Cross-cultural industrial and organizational psychology: Progress, pitfalls, and prospects. *Applied Psychology: An International Review*, Special Issue.

Gelfand, M.J., & McCusker, C. (In press). Culture, metaphor, and negotiation. In M. Gannon & K.L. Newman (Eds.), *Handbook of Cross-cultural Management*. Blackwell.

Jost, J.T., & Ross, L. 1999. Fairness norms and the potential for mutual agreements involving majority and minority

groups. In E. Mannix, M. Neale, & R. Wageman (Eds.), *Research on Managing Groups and Teams*, volume 2: 93-114. Greenwich, CT: JAI Press.

Wall, J.A., Jr., & Callister, R.R. 1999. Malaysian community mediation. *Journal of Conflict Resolution*, 43: 343-365.

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