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From your Chairperson..... *Laurie Weingart*

Great news everyone! The Academy's Board of Governors voted unanimously to renew our division status for another 5 years. Every 5 years each division and interest group in the Academy of Management undergoes a review. The division chair is asked to prepare a status report at that time. With help from the executive committee, I prepared the report that you can view on our website <http://www.aom.pace.edu/cmd/> (minus a few appendices that I do not have in an electronic version). The report reviews our bylaws, membership trends, finances, activities, and the results of the membership survey we conducted last fall. I do hope you'll take the time to review the 5-year report on the CMD. I believe you'll find it informative and interesting.

The PDW and conference programs are coming together nicely. This year our pre-conference program highlights a research incubator, a Sunday morning program, and a Sunday night social event. Thanks to **Bruce Barry, Don Gibson, Michele Gelfand, and Judi McLean Parks** for their hard work in organizing the pre-conference activities! Specific details can be found in their articles later in this newsletter. And a big thanks to **Etty Jehn** for her work in putting together this year's conference program.

Overall, the division is in a healthy state. Membership is stable, submissions to the division are up, and members are satisfied with the division. We also have a new Webmaster – **Stephen Marsh** and a new Membership Chair – **Cathy Tinsley**. Thanks to Stephen and Cathy for volunteering and a big thanks to **Gay Spencer** (outgoing webmaster) and **Randall Peterson** (outgoing membership chair) for their hard work and dedication to the division over the past 4 years! We just appointed our new newsletter editor for the fall, **Kelly Mollica**. You can read more about her in our Meet your CMD Members column below. We had several volunteers (THANK YOU THANK YOU THANK YOU), and are working to find a role for all! Thank you to **Deb Kidder** for doing such a wonderful job with the newsletter for the past 2 years!

Based on responses to the membership survey, members see the strengths of the division as including the academic excellence of its members (that's you!), the topical focus of the division, and the relatively inclusive culture. Members are positive about the CMD conference program, but only somewhat neutral in their feelings about the pre-conference Professional Development Workshop program. We see this as an opportunity for improvement and are looking for ideas from you about how to make the pre-conference program more attractive (please contact **Zoe Barsness** [zib@u.washington.edu] or **Terry Boles** [terry-boles@uiowa.edu], our incoming reps-at-large, with any ideas you might have for future PDW programs).

Another opportunity for improvement is the inclusiveness of our division. While many members see the division as inclusive, another set of people do not. This is a concern because, being a small division, it should be easy for all members to get involved. There are several avenues for involvement in the division. **First**, nominations are taken for the elected positions at the business meeting at the academy meetings as well as over the web. Please nominate yourself (and ask others to do the same!) if you are interested in running for a position on the executive committee. **Second**, there are several volunteer positions that turn over every two to three years, including newsletter editor, membership chair, webmaster, etc. **Third**, if you have any creative ideas for ways you can serve the division, we are certainly open to them! **Finally**, *all* members of the division are invited to serve as a member of the program committee. Volunteers are solicited at the business meeting in August. If you cannot attend the business meeting, you can volunteer by contacting the incoming or current program chair (depending on your timing!).

I look forward to seeing all of you in Washington in August!

From Your Program Chairperson..... *K. ETTY JEHN*

Wow, this is scary – I realized that the FIRST academy I ever went to was in Washington, D.C. And now this – what happened!!!!!!!!!!!!!! Well, thanks to all you great CMD members, this is what happened this year – THE LARGEST CMD PROGRAM EVER!!!! We raised the submission rate OVER 30% from last year (unfortunately, I'm not as good at math and figuring out the academy rules as Judi, so our yield is lower, 52% compared to 60% last year). So, we have over 80 accepted pieces in the academy program this year (last year only 60 were even submitted!!) – we knew you had all that great research out there and just needed to find our division.

One of the main reasons for the increase in submissions was the hard work that two wonderful undergraduate research assistants put in with me (Yining Chen and Golchehreh Abtahian). They searched last year's program and sent friendly letters to all non-CMD members who presented something at academy last year that would fall into our CMD domain statement. We also sent them membership information (thanks Randall!), so we have booked a huge room for our business meeting and social hour. I also want to thank all of our reviewers who were thorough, constructive, and very timely.

Given the “fun” we had with U.S. elections this past year, the Conflict Management Division can certainly have something to add to this year's theme: “How Governments Matter.” We have some special sessions relating to the theme, even one about ex-President Clinton's Leadership. We have also invited Dr. Lawrence Sherman of the Fels Center for Government. He will moderate a session on domestic violence, conflict and the intervention of local and state government systems. Dr. Sherman discusses alternative systems for resolution that many of us will find interesting and relevant to our own work.

We also have sessions on voicing discontent (and satisfaction), ethnicity as it relates to justice in organizations, intractable conflicts and conflict interventions, trust and social motives. As always, we have a wide variety of methodologies represented on our program: laboratory studies, field studies, ethnographic methods, and quasi-experiments. Our symposiums reflect our wide range of interests ranging from diversity and conflict to justice to work-family issues across cultures. This year we have also added a special session to the program featuring doctoral student papers. We have made doctoral students a focus of importance in the Conflict Management Division, and this is one more way to support their work – we hope you can attend this and other sessions featuring student papers.

CMD Social Event..... *JUDI McLEAN PARKS*

Conflict in the halls of power...

Spend your Sunday evening catching up with all your CMD friends in the Cabinet Room of the Old Ebbitt Grill, just a few blocks from the White House (<http://www.clydes.com/current/oldebbit.html>). The Old Ebbitt Grill once served presidents Grant, Cleveland, Harding and Teddy Roosevelt (whose hunting trophies still decorate the walls). William McKinley once lived there, too. Rumor has it that under the last administration, Madeleine Albright and her bodyguards could be seen “hanging out” at this venerable establishment...clearly a “power” restaurant, frequented by members of congress and political insiders- what better place for the conflict types to

party? So, bring along a friend, as well as prospective members of the division!

DATE: Sunday, August 5, 2001

TIME: 6:00-8:30 p.m.

PLACE: Old Ebbitt Grill, 675 15th Street, NW, Washington D.C.

COST: \$45 per person

Included in the price are appetizers and **open bar for the first hour only** (which includes house wine, various beers and soda)- after that, it is a cash bar, so be sure to come early!

Please send a check made out to the Conflict Management Division to:

Judi McLean Parks

c/o Glenda Nau

John M. Olin School of Business

Campus Box 1133

Washington University at St. Louis

1 Brookings Drive

St. Louis MO 63130

While prepayment is strongly encouraged, you may also pay at the door, but you do need to let me know before July 25 for a final headcount. To reserve a spot, email McLeanParks@Olin.WUSTL.edu.

See you there!

Pre-conference Professional Development Workshops *Don Gibson and Michele Gelfand*

The Conflict Management Division is offering two exciting Professional Development Workshops at the Academy this year. The first, "Ain't Misbehavin': Understanding Aggressive and Antisocial Behavior in Organizations," takes place on Sunday, August 5, 2001 from 8:30 a.m. to 10:00 a.m. It features panelists Keith Allred (Harvard University), Robert A. Baron (Rensselaer Polytechnic Institute), Robert J. Bies (Georgetown University), and Sandra Robinson (University of British Columbia), and will be moderated by both of us. The panel will address the characteristics and impact of negative workplace behaviors, featuring an in-depth discussion between leading researchers on factors that inhibit or enhance these behaviors in organizations. The session will begin with a presentation by each participant, who will briefly discuss his or her recent theoretical perspectives and empirical findings on the topic. The moderators will then guide a discussion with the panel as a whole and the session audience. This session is co-sponsored by the Organizational Behavior division.

The second workshop, from 10:15 a.m. to 12 noon, is entitled "Workshop on Levels-of-Analysis," featuring panelists Katherine J. Klein and Paul Hanges from the University of Maryland, College Park. These two leading experts will discuss key theoretical and data analytic issues in doing multilevel research. The first part of the session will be devoted to a tutorial on how to develop multilevel theories; the second part will feature a discussion of issues in analyzing multilevel data and highlight the relative merits of different techniques in answering multilevel research questions. Time will also be allotted for participants to ask questions specific to conflict management research.

Hope you can attend one or both of these exciting sessions!

CMD Junior Faculty Research Incubator *Bruce Barry*

"Conflict and New Media" is the Theme

Pre-registration is now under way for the fourth Conflict Management Division Junior Faculty Research Incubator, which will take place as part of the division's pre-conference program at the 2001 Academy meeting in Washington, DC. This year's Incubator will be on the broad theme "Conflict and New Media," and is being co-sponsored by two other Academy divisions: Organizational Communication and Information Systems (OCIS) and Technology and Innovation Management (TIM).

Eligible participants in the Incubator are junior faculty who are approximately 3-5 years prior to their tenure decision. The Incubator groups participants into small working research teams who will spend the two days that the Incubator formally takes place hatching a new, collaborative research project on a topic of mutual interest that falls within the Incubator theme. The goal is to put in motion a research initiative that will lead to tangible outcomes: conference presentations, journal submissions, and publications. It is for this reason that the Incubator is targeted toward assistant professors who are a few years out of graduate school – people who are past the start-up phase of being a new faculty member, but who are far enough away from a promotion decision that new research growing out of the incubator can genuinely help to build their research record.

Each Incubator research team will include one of the five senior faculty panelists who have agreed to participate this year. Joining me in this role are Michael Morris of Stanford University (who will move to Columbia this summer), Peter Carnevale of the University of Illinois, Scott Poole of Texas A&M University, and Harris Sondak of the University of Utah. I am delighted to have been able to assemble such a standout senior faculty group for the 2001 Incubator.

The theme for the 2001 Incubator is **Conflict and New Media**. This should be construed broadly to include potential research questions that tie one or more of the broad themes of the CM division (conflict, negotiation, interaction, power, justice), with technological and social aspects of digital media and new communication forms. Eligible junior faculty who have a research interest in some aspect of the intersection among these topics are welcome to apply to participate. It is not necessary that participants already be doing research in an area that fits under the rubric of the Incubator theme, although we do ask that you articulate the nature of your interests in the theme (see "How to register," below).

As for format, the Incubator will convene in Washington, DC on Friday, August 3 at 12:00 noon (in a meeting room at the Washington Hilton & Towers hotel). After introductions and preliminaries, we will initiate a process designed to form research teams around themes or shared ideas as quickly as possible. These teams will then spend serious time developing a research project that can begin soon after the Academy meetings are over. We have reserved meeting space for the Incubator through 9 pm Friday, and then from 8:30 through 6:00 pm on Saturday. Toward the end, and possible at a point or two along the way, working teams will report informally to the larger group as an opportunity to gain some broader input. Although the Incubator "formally" concludes Saturday evening, it is certainly possible for these nascent research teams to take advantage of their joint presence in Washington to work further as the rest of the Academy meeting goes forward.

How to register for the 2001 Incubator: Please send an e-mail to bruce.barry@owen.vanderbilt.edu that includes these two elements: (1) a copy of your c.v. as a document attachment, in either WordPerfect, MS Word, or PDF format; and (2) a brief statement (no more than a few paragraphs) that summarizes your existing research interests and explains your interest in the 2001 Incubator theme, "Conflict and New Media." In the event that demand exceeds capacity, the Incubator faculty and I will use these materials to select participants on the basis of likely compatibility of research interests (and other highly subjective ambiguous criteria). One can seek to enroll any time up until the Academy meeting if there is room, but I will set a preliminary deadline of June 15 for initial consideration.

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 our incoming newsletter editor, who will take over the reigns in D.C. Thanks to all the readers of the newsletter, it's been fun! Deb Kidder

Origins of a CM Researcher..... Kelly A. Mollica

I may be somewhat of an anomaly among B-school professors, as I am on my third career. My undergraduate

degree was in nutrition & dietetics, and I worked as a registered dietitian for several years in a hospital and nursing home, where I was responsible for patient counseling and food service delivery. Next, because I was tired of starving on a dietitian's salary (and also because I couldn't practice what I preached -- I eat loads of sugar), I went into sales and marketing, first with a food distributor, then with a major pharmaceutical firm. While I enjoyed working with the pharmaceutical firm (and made a lot more money!), I became somewhat bored with the traveling and calling on customers day after day. Many of my customers had management responsibility, so to make conversation I often asked them, "What's the biggest headache in your job?" One hundred percent of them replied, "It's the people!" This often led to interesting discussions about various people-related issues that my customers faced. My favorite was the Theory X manager who asserted that her employees were so lazy "if I offered to pay them to just lay flat on their backs all day and count how many times they blinked, they wouldn't do it." I had thought about doing a Ph.D. in marketing, but this informal survey of my managerial customers led me to organizational behavior instead.

My area of research is largely organizational justice. Back when I was working in the nursing home, I managed food service workers. During a performance appraisal session, one of my employees told me I was "unfair" to her. That floored me. It never occurred to me that I had done anything to her that could be perceived as unfair. This made me think about the role of fairness in organizations. The focus of my research is fairness with respect to work force reductions and diversity issues. I've also branched out into research on work/life conflict (although what would an untenured professor know about THAT subject!!)

Message From the New Webmaster..... *Stephen Marsh*

I am enjoying the rework of the conflict management division website and look forward to obtaining more course syllabi and on-line materials as well as member websites to add to our links collection. Feedback from members is essential and very much appreciated.

2001 IACM Conference..... *Michele J. Gelfand*

MAKE YOUR PLANS FOR IACM 2001 IN PARIS (CERGY) FRANCE!

The 14th annual conference of IACM will take place on June 24-27, 2001 at the ESSEC Business School in Cergy, a suburb of Paris, France. This year we received 175 submissions from over 24 countries, and the program is filled with an outstanding array of papers, symposia, workshops, and posters.

The conference will begin on Sunday evening, June 24th, with an opening ceremony and dinner, followed by a showcase poster session from 8:30-10:00 p.m. On Monday through Wednesday, there are numerous paper sessions and symposia, including (among others) emotion in negotiation, trust, mental models in theory and research, negotiation power, culture and negotiation, technology, values in groups, the role of the media in conflict escalation, peace building, mediation effectiveness, conflict management training, organizational justice, inter-organizational relations, environmental conflict, and the management of protracted ethno-political conflicts.

This year, several outstanding scholars will be honored at IACM. The keynote speaker will be Dr. Geert Hofstede. Geert is a Fellow of the Center for Economic Research at Tilburg University and Emeritus Professor of Organizational Anthropology and International Management at Maastricht University, the Netherlands. Geert is well known for his books *Culture's Consequences* (Sage, 1980, 2nd edition, 2001) and *Cultures and Organizations: Software of the Mind* (McGraw-Hill UK, 1991; McGraw-Hill USA, 1997), among others. His address entitled "*The national culture component of conflict?*" will be on Monday, June 25th.

The IACM lifetime achievement award will be given to I. William Zartman. Bill is Jacob Blaustein Professor of International Organization and Conflict Resolution and Director of African Studies and Conflict Management Programs at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, Washington, DC. Dr. Zartman developed the field of negotiation analysis, editing and co-authoring *The 50% Solution* (Doubleday Anchor, reprinted by Yale University Press), *The Negotiation Process* (Sage), *Positive Sum: Improving North-South Negotiations* (Overseas Development Council), and *International Mediation in Theory and Practice* (Westview, for SAIS Foreign Policy Institute), among many other books. He will receive his award and give an address at the awards banquet on Tuesday, June 26th.

Be sure to join us for a number of pre-conference activities and events. On Saturday June 23rd, we will have a golf outing at Vaureal-Courdimanche. Beginners are welcome! On Sunday June 24th, we will take a boat trip (“bateau-mouche”) on the Seine and will enjoy great food as we listen to a narration the highlights of Paris. On the evening of Monday June 24th, we will venture off to Auvers-sur-Oise, a small village that has attracted Cezanne and van Gogh and will view “A Trip Back to the Time of the Impressionists.”

For more information....

Check out the IACM 2001 conference website-- www.irene-paris.com/iacm2001 for lots of information and updates about the conference. And please feel free to contact me for more information at anytime. Hope to see you in Paris!

Michele J. Gelfand, IACM 2001 Program Chair (iacm01@psyc.umd.edu) (telephone: 301-405-6972).

MESSAGE FROM THE ACADEMY OF MANAGEMENT

Doctoral Student Consortium – August 4, 2000

First and second year doctoral students, an opportunity to learn more about your chosen profession and the Academy of Management is extended to each of you by the New Doctoral Student Consortium (NDSC). The NDSC exemplifies the Academy’s interest and commitment to the professional development of doctoral students.

Learn about succeeding in your doctoral program, entering the academic profession, and participating in the Academy of Management by attending the NDSC 2001. This one-day interactive session includes presentations and discussions by leading management scholars, and active panel discussions by both senior doctoral candidates and practicing academics. This year’s agenda includes:

Strategies for launching successful publication records

How to do exemplary research

Employment opportunities for ABDs and PhDs

Capitalizing on national and international networking and mentoring opportunities

Marketing yourself with a professional vita

Attendance is limited to 125 participants so advance registration is required. Information on NDSC registration will appear in the March issue of *The Academy of Management News*. Registration will be made available on the Academy’s website - www.aom.pace.edu/ndsc/ in March 2001. For more information, contact Grant Fenner at rdodea@usit.net.

Positions Available

Wharton: Visiting Scholar

The Wharton School of the University of Pennsylvania is in search of visiting scholars to teach between one and four sections of Negotiations to MBA or Undergraduate business students (36 students per section).

The rank of postdoctoral fellow, lecturer, adjunct or visiting professor will be awarded as appropriate. Applicants from psychology, economics or business programs are invited to apply. Send a recent vita, teaching ratings and references to Maurice Schweitzer, 1300 Sh-Dh, OPIM, Wharton School, University of Pennsylvania, PA 19104.

Massachusetts Institute of Technology: Senior Position in Negotiation

The Sloan School of Management is looking for a senior scholar with research interests relevant to the field of negotiation. Candidates should have a strong research record, with an underlying discipline of sociology, psychology, anthropology, political science, law, economics, or related field. Candidates must have a strong teaching record in the negotiation field, which is in increasing demand at the School.

Position and group affiliation(s) within the school will be determined by the experience and interests of the final candidate.

To apply, please send a letter of interest and qualifications, and a CV to:

Professor Lotte Bailyn
Sloan School of Management
50 Memorial Drive
E52-585, MIT
Cambridge, MA 02142
Lbailyn@mit.edu
Fax: 617-253-2660

Applications will be accepted until the position is filled. The School is particularly interested in female candidates and those from under-represented minority groups.

We welcome suggestions of names of people who fit our criteria, and please send this announcement to anyone who might be interested

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