



Editor's Note: We do not have a column in this issue from our Division Chair, Karen (Etty) Jehn. Karen is on medical leave due to a risky pregnancy. We wish her the best.

2002 CONFERENCE PROGRAM RECAP

Bruce Barry (2002 Program Chair and Division Chair-elect)

The CM papers and symposia at the August 2002 meeting in Denver added up to another terrifically successful division program. CM sessions featured a variety of enticing new research on topics of conflict, negotiation, justice, power, mediation, and related areas. The sessions themselves were animated and well attended. I will use this space to recap three specific aspects of the 2002 program: (a) the review process that led to its creation, (b) the awards given for standout papers, and (c) the new alliance between CM and SSRN that makes CM division papers available online before and after the conference.

The Review Process

There were 62 papers and 12 symposium proposals submitted to CM last January for the 2002 meeting. With an outstanding group of 93 (yes, 93!) reviewers, we were able to ensure this year that no reviewer

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was asked to review more than 3 submissions. This is important not just because it avoids overburdening reviewers, who have to turn around the submissions on a very tight timetable, but also because it enables reviewers to provide authors with higher quality comments on their work. The Academy review process can and should be a source of useful feedback on submitted research, not just a gatekeeping process for conference presentation. The high number of reviewers helps this happen, and I hope it continues. Accordingly, I urge members to contact this year's program chair, Sally Blount to join the review team for 2003. sblount@stern.nyu.edu

The number of papers a program chair can ultimately accept for the conference is driven by a somewhat complex formula administered by AoM centrally – in a nutshell, it is keyed to

the volume of submissions received in the first place. Once the dust settled, 36 papers and 9 symposia were scheduled on the conference program. Of the 36 papers, 26 were scheduled into regular CM paper sessions, an additional 4 papers were channeled into “shared interest tracks” (sessions that bring together papers from multiple divisions on a common topic), and 6 papers were scheduled into “interactive paper sessions” (informal roundtable sessions; these also bring together papers across divisions). Submitters learned the outcome of the review process by the end of March – this reflects a timetable set by the Academy.

The CM division’s submission and review process for 2002 was entirely electronic. Submitters e-mailed their papers as document attachments. These were “cleaned” to make authors unidentifiable and then e-mailed to reviewers, who filed their evaluations and comments on a reviewer web site designed for this process. Submission decisions and reviews were then e-mailed to submitters to complete the process. This process was consummately paperless – not a single page of any submission or review was ever printed. (No trees were harmed in the making of this film...) I would like to thank submitters for following instructions, and reviewers for filing timely evaluations.

I would especially like to thank a couple of people at Vanderbilt who helped me pull this off. First, eternal gratitude to Ingrid Fulmer, a doctoral student here at Vanderbilt last year (now a new assistant professor at Michigan State), who as CM division program assistant made just about all of this come off like clockwork. Many thanks also to Judy Wilson, the webmistress at Vanderbilt University’s Owen Graduate School of Management, who designed and implemented the CM 2002 reviewer web site.

Award Winning Papers

It was my privilege to recognize two papers with division awards at the CM business meeting held on Tuesday evening in Denver.

The award for **Best Student Paper** – defined as a paper whose authors are all enrolled graduate students at the time of submission – went to Chris Bell for his paper titled *Shame, Guilt and Justice: Self-Conscious Emotions as Mediators of the Positive Effects of Perceived Justice*. One of the reviewers for this paper described it as “a joy to review.... well written and a significant contribution to HR, IR and justice literature.” Chris was working on his dissertation in the OB doctoral program at Duke University’s Fuqua School during 2001-02, and has just begun a faculty appointment at York University in Toronto.

The conference award for **Best Paper** in the CM Division went to Tina Diekmann of the University of Utah, Ann Tenbrunsel of Notre Dame, and Adam Galinsky of Northwestern for their paper titled *From Self-Prediction to Self-Defeat: The Effect of Expecting a Competitive Opponent on Negotiator Predictions, Behaviors and Outcomes*. Reviewers thought this paper addressed an interesting and important question through a series of well-designed studies that built upon each other, ultimately yielding an intriguing result that works to reconcile divergent findings in the negotiation literature. As one reviewer put it, this was “a very nice paper.”

Both of the winning papers are first rate; congratulations to the award recipients.

CM and SSRN

Lastly, I want to say a few words about the new initiative that links the CM Division with the Social Science Research Network (SSRN). SSRN is a widely used system in the social sciences involving the online posting of research papers and abstracts for easy downloadable access by others. It has for some time been a key repository for working papers in such fields as law, economics, finance, and accounting, among others. SSRN is now expanding into various management subfields, and one of those is conflict management and negotiation. This year's AoM meeting was a trial run for a relationship between CMD and SSRN that would make CM conference papers available through SSRN's web site and database. In the final analysis, we pulled it off, but there were some hiccups along the way, so let me explain first what we hoped would happen, and then say how it actually happened this year.

The Intended Plan: Last year the CM Division (through its Executive Board) agreed to experiment with an arrangement whereby papers accepted for the 2002 conference would be posted on a special CM Division Conference "section" of SSRN. This posting would occur soon after the program is determined (i.e., when papers are accepted in April or so) so that papers can be downloaded even well before the conference occurs. SSRN agreed to provide all CM Division members with a free "subscription" to what SSRN calls an *abstracting journal* for the CM conference section. An abstracting journal is basically a series of periodic e-mails containing conference paper titles and abstracts, and providing direct links to paper downloads.

How it Actually Worked: The process was slowed by some Academy bureaucracy – the AoM muckety-mucks had to sign off on the mechanical details of our relationship with SSRN. They insisted, not unreasonably, that we not allow SSRN to post any accepted paper unless the author

first grants explicit permission, so we had to create and implement a process for securing those permissions. (Most authors did agree to post their papers; a few asked that we post abstracts only.) In addition, the Academy would not allow us to automatically subscribe CM members to the SSRN abstracting journal for CM conference papers; each member had to be polled individually for permission to be subscribed. All of this delayed things a good bit: the papers weren't posted until late July (rather than a month or two earlier, as we had hoped), and the abstracting journal e-mails came out right before and right after the meeting (rather than stretching out through June and July, as intended).

So next year... we hope that with the kinks worked out the CM-SSRN connection will go off as it should, with earlier access to downloads of accepted papers. This association with SSRN is an exciting development for CM that costs the division virtually nothing (just a very small bit of time and effort by the Program Chair) and provides an important service to its members. In addition to the CM conference paper section, SSRN also has nine separate topic journals under the rubric of negotiation and conflict, with a handy search engine at the SSRN web site for finding papers. All of this adds up to a nifty virtual venue for scholars in our field to share working papers and locate research by others that has not yet been published. I urge CM members to explore SSRN and consider posting your working papers to the various topic sections. The main Web address for SSRN is www.ssrn.com

You can download a press release announcing the negotiation research network at that explains it in detail at this URL: ssrn.com/mrn/releases/Negotiations.pdf

Welcome Pam Marett, Our New Division Newsletter Editor!

Pam Marett will assume the editorship of the Conflict Management Division newsletter in Spring 2003. Pam is the President of Practical Concepts Management, a human resources consulting firm. She earned her Ph.D. in Economics from the University of Tennessee. For more than a decade she gained industry experience as head of the human resources function for a New York based airline. Pamela was a faculty member at the University of Oregon, College of Business, and has conducted personnel training for the Conflict Management Institute and the International Air Transport Association in Geneva. She served as Secretary of the Airline Human Resources Association in New York, organized the Airline Human Resource Association chapter in Florida, is a Certified Compensation Professional, and has published and presented numerous papers.

Pam says she is excited by the opportunity to serve CMD as newsletter editor. "It has been rewarding and intriguing to see the acceptance and growth of conflict management and its adoption in so many new arenas. Serving as newsletter editor provides another way to contribute." She looks forward to involvement with the membership. "These are the people shaping conflict management through their research, teaching, and practice. Her, "whoa, what have I gotten myself into jitters," have been somewhat allayed by the assurances of guidance from outgoing editor, Kelly Mollica. "Stepping into Kelly's shoes will be a challenge. She has been an excellent editor and placed the bar high. But with her support, I anticipate a rewarding year."

Pam, thank you for taking on this role. We look forward to your contributions as the new editor.

Visit Our Division's New Website !



If you haven't visited the Conflict Management division's website lately, do it now! Our webmaster Stephen Marsh has redesigned and updated the website. See it at www.aom.pace.edu/cmd/

Please contact Stephen if you'd like to contribute anything to the website. He can be reached at srmarsh@addr.com

Call for Proposals for CMD Professional Development Workshops

2003 Academy Of Management

**Sunday Morning August 3, 2003
Seattle, Washington**

Coordinated by CMD Representatives-at-Large: Ronda Callister, Utah State University, and Keith Allred, Harvard University

Deadline: November 11, 2002

The Conflict Management Division of the Academy of Management invites you to submit proposals for the professional development workshops at the 2003 Academy of Management meetings in Seattle. The professional development workshops (PDW) are an opportunity prior to the Academy of Management Conference to present workshops that do not fit within the traditional Academy program. We

encourage you to be creative in terms of the topic and the presentation of information. A workshop format that involves interaction/ debate/ exchange/ discussion/ learning is strongly encouraged.

A proposal does not need to be lengthy (we anticipate a few pages will be adequate), but the proposal must include:

1. Title of the session
2. List of participant(s) and all contact information
3. Expected target audience (senior/ junior faculty; within/outside CM division)
4. Time requirement (30, 60, 90 or 120 minutes)
5. Purpose of the workshop
6. Activities planned
7. Timetable
8. How the proposed activities serve to fulfill the purpose
9. An explanation of how the proposal fits within the domain of the conflict management division

The PDWs provide an opportunity to share some of your expertise with other members of the Conflict Management Division that will help them develop their careers or to more broadly to share your conflict/ negotiation/ power/ justice expertise with other members of the Academy in ways that will help them professionally. This is also an opportunity to interact with the audience more than significantly than is typical during the regular conference program. Some suggested topics have included teaching conflict or negotiation classes, managing academic conflicts, a tutorial on game theory, discussion of the effect of conflicts on ongoing relationships, or a discussion of stakeholder conflicts. We are open to considering any proposals that fit within the division domain and are designed to promote the professional development of those in the Academy.

The topics in 2002 were: (1) Applying Network Methods to Conflict and (2)

Confronting Ethnic and Ideologically Based Conflicts.

Submit proposals to:
callister@b202.usu.edu

-- or --

Ronda Callister
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Announcements & Events of Interest

CMD Member Receives Scholar Award

At the 2002 Academy of Management Organizational Behavior division ceremony in Denver, CMD member **Michele Gelfand** (University of Maryland) received the 2002 L.L. Cummings Scholar Award for early career contributions. JAI Press sponsors the award in memory of the late L.L. Cumming's long-term contributions to the *Research in Organizational Behavior* series. Michele received a plaque and a monetary award. Congratulations Michele!

Call for Papers: The International Journal of Conflict Management

The International Journal of Conflict Management is a quarterly journal that publishes scholarly theoretical and empirical articles dealing with national and international issues on organizational conflict, communication and conflict, mediation, arbitration, negotiation, bargaining and industrial

relations, law and procedural justice, peace and international conflict, conflict in the public sector, and social psychological conflict. It also publishes case studies, research notes, simulations, teaching notes, and book reviews.

Manuscripts must be prepared according to the 2001 edition of the *Publication Manual* of the American Psychological Association and will be reviewed by triple-blind review process. If you want your paper to be reviewed for possible publication in the *IJCM*, please send it as an attached file in Word 2000 to the Editor, M. A. Rahim (mgt2000@aol.com), Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103, USA. Phone & Fax: 270-782-2601.

For additional information, visit: members.aol.com/mgt2000/center.htm

Call for Papers: Research in the Sociology of Work -- Workforce Diversity

Papers are now being accepted for consideration for Volume 13 of *Research in the Sociology of Work*. The focus of the volume is Workforce Diversity. Papers may address any aspect of diversity, including but not limited to differences in class, race, gender, training, and background. The chapters of the volume will examine the effects of diversity on interactions at work, coworker relations, work group effectiveness, skill acquisition, career development, and retention and turnover or related topics. Papers should be submitted no later than May 2003. Those wishing to submit a paper for consideration should contact Nancy DiTomaso at: ditomaso@andromeda.rutgers.edu (Rutgers Business School--Newark and New Brunswick, Department of Organization Management and IB.)

Call for Papers: Employee Responsibilities and Rights Journal

Employee Responsibilities and Rights Journal is an international interdisciplinary forum for the publication of peer reviewed original papers of interest to those concerned with the constant tensions and changes associated with the rights and responsibilities of employers and employees.

Submissions may derive from a broad range of disciplines, including law, economics, organization studies, sociology, social psychology, industrial relations, management and administration, and ethics. Within these ranging viewpoints, we encourage a variety of research methods and approaches, including conceptual, theoretical and empirical analyses. Multidisciplinary submissions are especially welcome.

The journal intends to foster the development of the field of employee responsibilities and rights by encouraging basic research and by linking systematic studies to practical issues. *Employee Responsibilities and Rights Journal* publishes general articles, research articles, research reports, case studies, comments and book reviews. All manuscripts are subject to peer review and approval by the Editors.

Papers submitted should follow the Instructions to Contributors, which can be found at the web site: www.wkap.nl/journalhome.htm/0892-7545.

Contributors should send 4 hard copies, a disk copy and an e-mail copy to:
Dr Margaret H Vickers (CONTINUED)

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**Don't Miss IACM 2003 in
Melbourne, Australia !**

Multi-Party Mediation Training in Munich, Germany

Trainers: Gary Friedmann and Jack
Himmelstein

Dates: November 13 –16, 2003.

Information: dmp@harvestconsultancy.org

Homepage: www.harvestconsultancy.org/

Research/Study Team on Nonviolent Large Systems Change

The 18th Annual Meeting of the Research/Study Team on Nonviolent Large Systems Change will be held May 18-20, 2003 at Hospitality House in Williamsburg, Virginia. Papers are invited. We are looking for individuals and organizations interested in finding nonviolent ways to solve conflict. Registration is free as a contribution from The Organization Development Institute toward building a world more at peace. For more details, please contact Don Cole at: Don@odinstitute.org

“... Insofar as I had accumulated any expectations of Australia at all in the intervening years, I had thought of it as a kind of alternative Southern California, a place of constant sunshine and the cheerful vapidness of a beach lifestyle but with a slight British bent – a sort of Baywatch with cricket... But it was nothing like that. Melbourne had a settled and gracious air more European than North American Almost at once I became acutely aware of how little I knew about this place ... I didn't even know how to order a coffee. It appeared that you had to specify a length (principally short or long), a color (black or white) and even an angle of orientation to the perpendicular (flat or not), and these could be put together in a multitude of permutations – ‘long black’, ‘short black’ even ‘long short back’. My own preference, I discovered after many happy hours of experimentation, was ‘flat white’. It was a moment of the sublimest happiness”
– *Bill Bryson, Down Under.*

It's not too early to start planning for your very own moment of the sublimest happiness. The annual meeting of the International Association for Conflict Management (IACM) will begin on Sunday, June 15 and run through Wednesday, June, 18, 2003 in Melbourne, Australia. Experience café culture at its best. IACM provides the perfect opportunity for you to discover happiness in the many cafés and

bistros that are an integral part of Melbourne life. Before the conference starts, join us on a winery tour – sample Victoria’s pinot noirs and have lunch at a vineyard restaurant. On Monday night, learn more about Melbourne’s history – have dinner at the Melbourne museum in the midst of interactive displays highlighting Melbourne. Start the night watching a performance by one of Melbourne’s indigenous dance troupes. And join us for a spectacular Awards banquet, held in the Chapter House – part of St Paul’s Cathedral, this stunning venue was once a reading room for priests and monks. Coming early? Why not sample the other side of Melbourne and go to an Aussie Rules football game? Staying late? Head north to the balmy tropical islands of Queensland ...

And in between we will be hosting a terrific program of papers, posters, symposia, and roundtable discussions. Keep in mind our special track for this year’s conference: “International Perspectives on Conflict.” The deadline for submissions is February 15, 2003. For more information about IACM and the conference in Melbourne, please check the IACM website (www.iacm-conflict.org) or the conference website (www.mbs.edu/iacm2003)

Learn more about what to do before, during and after IACM at these websites:

- For more about Melbourne and Victoria, www.visitvictoria.com.au
- Interested in the sunny north and its tropical islands?
www.poresorts.com.au/home.htm
- Or how about the spectacular heritage listed wilderness of Tasmania?
www.discovertasmania.com.au/

Positions Available

Management Area Position(s) – Georgetown University

The Management Area in the McDonough School of Business, Georgetown University, Washington D.C., seeks applicants for anticipated tenure track position(s) in Organizational Behavior beginning in Fall 2003. We welcome applications from outstanding research-oriented candidates who have demonstrated excellence in teaching and who will be good colleagues. Candidates must be willing and able to teach the core organizational behavior courses at the undergraduate and MBA levels. Preference is for junior-level faculty who have completed a Ph.D., but rank and salary are open at this time.

The Management Area in The McDonough School of Business includes scholars in Organizational Behavior and Human Resource Management (Bob Bies, Doug McCabe, Marcia Miceli, and Cathy Tinsley) and Management Communication (Jeanine Turner, Lamar Reinsch). In addition, the Management group works closely with colleagues in the Strategy, Public Policy, and Business Ethics areas in the McDonough School. Our unique location in Washington, DC, is conducive to research on international relations, and it facilitates research entry into firms such as those in the high tech and biotechnology industries in nearby Maryland and Virginia. In addition to research prominence, The McDonough School of Business programs have achieved global recognition (including top tier rankings in Business Week, U.S. News, and the Financial Times). We encourage interested applicants to visit our website at www.msb.edu/

To apply, send your vita, copies of recent publications and working papers, evidence of teaching effectiveness, names of three reference contacts, and a letter describing research interests to: Office of the Senior Associate Dean, Attention OB Search, The McDonough School of Business, Georgetown University, G-04 Old North Building, Washington, DC 20057. Starting on November 1, 2002, applications will be reviewed, and the search will continue until the position(s) is/are filled. Georgetown University is an Equal Opportunity/Affirmative Action Employer.

Management Area Positions -- Duke University

The Fuqua School of Business at Duke University invites applications for tenure-track faculty positions in our Management area, for appointments to begin in Fall 2003. We will consider all ranks from assistant professor to full professor.

We are recruiting colleagues in all three sub-areas of Management (decision making, relationships, and macro/strategy). The decision making subgroup in Management is seeking researchers who study decision making, broadly defined, including (but not limited to) probability judgment, judgment of value, risky choice, multi-attribute choice, learning in judgment and choice, decision making in dynamic environments, affect and conflict in decision making, interpersonal decisions, and social judgment and perception. The relationships subgroup (which includes interpersonal, organizational, and interorganizational relationships) seeks researchers involved with topics such as trust, learning, leadership, group processes, cross-cultural teams, justice and control, distributed work settings, electronically mediated environments, and other relational issues, and especially encourage applicants whose work focuses on cross-cultural and technology contexts. In our macro/strategy subgroup, positions are open to people with

a wide variety of interests within the field of strategy and macro organizations research, but we especially encourage candidates with empirical longitudinal research interests and whose research and teaching interests address issues of international management (e.g., global strategy, international culture, international management), and/or technology studies (e.g., technology strategy, the economics of innovation).

Interested candidates should send a vita, letter of application, and one or two representative publications, working papers, or dissertation proposals. We will give priority to applications that we receive before December 1, 2002. Please send applications to Tejumade Ajasa at The Fuqua School of Business, Box 90120, Duke University, Durham, NC, USA, 27708. For further information see our recruiting web site at:

faculty.fuqua.duke.edu/recruiting

Postdoctoral Fellow: The Wharton School

The Wharton School of the University of Pennsylvania is in search of a postdoctoral fellow in negotiations. The fellowship involves serving as the head TA for the Negotiations course in the Fall, and independently teaching two sections of the course in the Spring. Fellows are expected to pursue their own research agendas during the year and often engage in joint research with existing Wharton faculty.

Applicants from psychology, economics or business programs, even without previous teaching experience, are welcome. Send a recent vita and a list of references to Rachel Croson, 567 Huntsman Hall, OPIM, Wharton School, University of Pennsylvania, Philadelphia, PA 19104-6340.

Members' Recent Publications

Chen, Y., Mannix, E.A., & Okumura, T. The importance of who you meet: Effects of self-versus other-concerns among negotiators in the United States, the People's Republic of China, and Japan. *Journal of Experimental Social Psychology*. (forthcoming)

Chen, Y., Brockner, J. & Chen, X. Individual-collective primacy and ingroup favoritism: Enhancement and protection effects. *Journal of Experimental Social Psychology*. (forthcoming)

Conlon, D.E. & Shapiro, D.L. Employee postings and company responses to downsizing inquiries: Implications for managing and reacting to organizational change. In J. Wagner, J. Bartunek, & K. Elsbach (Eds.), *Advances In Qualitative Organizational Research*, Vol. 4, JAI Press. (forthcoming)

Dirks, K. T., & Ferrin, D. L. 2002. Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87: 611-628.

Ferrin, D. L., & Dirks, K. T. The use of rewards to increase and decrease trust: Mediating processes and differential effects. *Organization Science*. (forthcoming)

Gelfand, M. J., Higgins, M., Nishii, L., Raver, J., Dominguez, A., Yamaguchi, S., Murakami, F. & Toyama, M. 2002. Culture and egocentric biases of fairness in conflict and negotiation. *Journal of Applied Psychology*.

Lewicki, R., Saunders, D., Minton, J. & Barry, B. (Eds). 2002. *Negotiation: Readings, Exercises and Cases*, 4th Edition, Irwin/McGraw-Hill. Instructor's Manual available.

Lewicki, R., Barry, B., Saunders D. & Minton, J. *Negotiation*. 4th Edition, Irwin/McGraw- Hill, available December 2002. Test Bank & Powerpoint Slide Supplements available.

Lewicki, R., Saunders, D, & Minton, J. *Essentials of Negotiation*, 3rd Edition, Irwin/McGraw-Hill, available Spring, 2003. Test Bank & Power Point Slide Supplements available.

Lewicki, R.J., Gray, B., & Elliott, M. (Eds.) *Making Sense of Intractable Environmental Conflicts: Frames and Cases*. Island Press (forthcoming). A book of 8 cases that are presented, analyzed, and cross-compared using a common conceptual framework to understand the power of frames and framing dynamics in the evolution of difficult-to-resolve environmental disputes.

Mollica, K.A., Gray, B., & Trevino. Race homophily and its persistence among newcomers' social networks. *Organization Science*. (forthcoming)

Rahim, M. A., Golembiewski, R. T., & Mackenzie, K. D. (Eds.). 2002. *Current Topics in Management*, Vol. 7. Transaction. (forthcoming)

Schweitzer, M., & Hsee, C. 2002. Stretching the truth: Elastic justification and motivated communication of uncertain information. *The Journal of Risk & Uncertainty*, 25: 185-201.

Shapiro, D.L., Furst, S., Spreitzer, G., & Von Glinow, M.A. 2002. Transnational teams in the electronic age: Are team identity and high-performance at risk? *Journal of Organizational Behavior*, 23: 455-467.

Shapiro, D.L. & Kulik, C. Disputing with faceless opponents: New challenges for conflict management theory. In J.M. Brett & M. Gelfand (Eds.), *Negotiation & Culture: Research Perspectives*. Stanford University Press. (forthcoming)

Shapiro, D.L., Duffy, M., O'Leary-Kelley, A., & Kim, T. Treating workers rudely, disrespectfully, or uncivilly: What's in a name? In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Research in Social Issues in Management*, Vol. 4. Information Age Publishing, Inc. (forthcoming)

Spreitzer, G., Shapiro, D.L., & Von Glinow, M.A. 2002. Helping transnational team members to sense trust: A counterintuitive approach to leadership. In B. Mannix, M. Neale, & H. Sondak (Eds.), *Research on Managing Groups & Teams*, Vol. 4: 203-233. Stanford University Press.

Wade-Benzoni, K.A. 2002. A golden rule over time: Reciprocity in intergenerational allocation decisions. *Academy of Management Journal*, 45.

Wade-Benzoni, K.A. 2002. Too tough to die: September 11th, mortality salience, and intergenerational behavior. *Journal of Management Inquiry*, 11: 235-239.

Wade-Benzoni, K.A., Hoffman, A.J., Thompson, L.L., Moore, D., Gillespie, J., & Bazerman, M.H. 2002. Barriers to resolution in ideologically based negotiations: The role of values and institutions. *Academy of Management Review*, 27: 41-57.

Wade-Benzoni, K.A., Okumura, T., Brett, J.M., Moore, D., Tenbrunsel, A.E., & Bazerman, M.H. 2002. Cognitions and behavior in asymmetric

social Dilemmas: a comparison of two cultures.
Journal of Applied Psychology, 87: 87-95.

Wade-Benzoni, K.A. Intergenerational identification and cooperation in organizations and society. In M. Neale, E. Mannix, & J. Polzer (Eds.), *Research on Managing Groups & Teams in Organizations*, Vol. 5. (forthcoming)

For those who hesitate....

*Until one is committed,
there is hesitancy, the
chance to draw back,
always ineffectiveness.
Concerning all acts of
initiative and creation,
there is one elementary
truth, the ignorance of
which kills countless ideas
and splendid plans: that the
moment one definitely
commits oneself, then
providence moves too.
All sorts of things occur to
help one that would never
otherwise have occurred.
A whole stream of events
issues from the decision,
raising in one's favor all
manner of unforeseen
incidents, meetings and
material assistance which
no man could have
dreamed would have come
his way. Whatever you can
do or dream you can, begin
it. Boldness has genius,
power and magic in it.*

Begin it now!

- Goethe

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**How Many Members
are in the CM Division?**

glad you asked!

As of October 2002, the Conflict Management division has **591** members in the following categories:

Academic	408
Student	132
Executive	44
Emeritus	7

