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# Academy of Management Conflict Management Division Newsletter Spring 2002

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Editor: Kelly Mollica

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## From the Program Chair

Bruce Barry

As I write this during the last week of March, the Conflict Management (CM) division program for the 2002 meeting in Denver is all but finalized. Let me use this column to do four things: (1) tell you a little bit about the process through which the program is created, (2) talk about changes in symposia for 2002, (3) give you a sense of the size and scope of the CM program for this year, and (4) say a quick word about hotels and meeting locations in Denver.

Before I go any further, however, I want to say here near the top of this column that pulling together the 2002 program would not have been possible without the superb assistance of Vanderbilt doctoral student Ingrid Fulmer. Ingrid was instrumental at every step of the way, from assembling the reviewer "team" (if you call 90+ people a team), to managing the flow of submissions, to coordinating the review process and outcomes. (Ingrid is finishing up her Ph.D. and has accepted a position at Michigan State starting next fall, so the excitement and terror of this CM program gig should be a good warm-up for working in the same department as Don Conlon).

### How the Program Comes Together

The experience of serving as your program chair has been eye-opening in terms of learning how involved the process of putting together the annual meeting program is. I suspect that many wonder why it is, if submission reviews are completed in January, that submitters don't hear accept/reject decisions until the end of March. Now I know why. It turns out that receiving reviewers' evaluations of submissions is only the start of

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a rather complex sequence. The ensuing series of steps through which the division program chairs must proceed to create the program is astounding, and although it takes about two months, I can honestly say that hardly a day in there is wasted. To satisfy the curious, I will explain here how it works, but I will issue readers a TMI warning: this may be more than you want to know.

Ultimately, submitters are concerned with having their submissions accepted. Although there is some Academy folklore suggesting that one-third of submissions are accepted for the meeting, it turns out that the acceptance rate is really a moving target. Each division is allocated space on the program based on a mathematical formula linked to the volume of submissions received by that division in the current year. So the more submissions we receive, the more program space we get. Based on the math, the Academy tells each division's program chair that it has so many "TUA's" of program space (I think it stands for Time Unit Allocation, or perhaps Take Up Accounting).

That seems straight forward enough. But the actual size of our program (and the

acceptance rate) is complicated by the fact that different kinds of submissions and different kinds of program slots count for different amounts of our allocation. For example, a symposium submission to our division, if we accept it and schedule it, will cost 3.0 TUAs. But if it's a joint symposium accepted by two divisions, it will cost only 2.0 TUAs. And if it's accepted by three divisions, the cost is just 1.0 TUA. After the reviews come in but before sessions are scheduled, program chairs across divisions actually negotiate over these joint symposia, urging each other to accept them and sometimes making trades in order to be able to lower the "cost" of accepting them. (This should make clear why program chairs are constantly urging members to submit symposia to multiple divisions.)

There are also variable program time "costs" for papers, depending on how they are scheduled. A paper in a regular division paper sessions costs us 1.0 TUA. But papers that are accepted by the Academy muckety-muck who puts together "shared interest tracks" (sessions with papers on a similar topic from multiple divisions) cost us only 0.5 TUAs. Also, papers that are assigned to "interactive paper sessions" cost us only half a TUA. Again, it takes quite a bit of time after the reviews are in to sort out which papers go into what type of session.

And you can see that with our total program space allocation fixed at a certain number of these units, the number of submissions I can accept fluctuates with these different kinds of submissions and scheduling decisions. If I persuade another division to jointly sponsor a symposium, then I have "freed up" a TUA and can accept another paper. If I can "sell" two papers to the person putting together shared interest track sessions, then I can accept another paper. Sorting all this out takes quite a bit of time – and the Academy wisely doesn't want to send accept/reject decisions out until we actually know the full set of accept/reject outcomes. That's why you don't hear decisions on your submissions until two months after reviews are completed.

### **Symposia Have New Look in 2002**

As many of you who submitted symposium proposals know by now, the Academy changed the rules for symposia in a significant

way this year. The 2002 call for submissions specified that symposia must assume one of two forms: (a) a "panel" symposium that consists of an overall title and a group of panelists, but no individual paper titles; or (b) a "presenter" symposium that does have paper titles, but each paper can have *only one author*. In the past, a symposium submission could include multiple-authored papers. The Academy eliminated that option, as I understand it, because it was believed that too many people were using symposia as a way to get papers (and authors) on the program that really should be vetted as paper submissions. There was no doubt some truth to this, given that it has been statistically easier to get a symposium accepted than a paper. At the same time, the Academy seems to want to encourage more of these panel symposia where experts discuss a topic without the constraints of individual papers and titles.

Unfortunately, the Academy office made a non-trivial mistake when it neglected to make the proper modifications to the Academy submission Web site to correspond to these changes in rules for symposia. As a result, symposium organizers were able to enter symposium details that included multiple-authored papers. Many did (most did not). When it was discovered in January well after the submission deadline, I had to contact CM symposium submitters who had created "illegal" symposia and ask them to choose which of the new forms (presenter or panel) they wished to assume. I know that this annoyed some submitters, who felt that the Academy should honor submissions permitted by its Web site, or who felt the rule change is ill-advised. But the Academy powers that be decided that it would be unfair to submitters who did follow the new rules to allow those who didn't to "get away with" taking advantage of a system error.

I suspect it will not surprise you to learn that symposium submissions in 2002 were down appreciably from the previous year. In some sense this means the change achieved its intended objective (paper submissions this year are up). But because of the problems and bad feelings they engendered, I expect that the Academy will be reconsidering this issue between 2002 and 2003. I would say this: If you are considering pulling together a

symposium for next year, be aware of the changes and pay close attention to the 2003 call for submissions.

### **The CM Program for 2002**

In a nutshell, paper submissions to CM were down a bit from 2001, but symposium submissions were up (contradicting the Academy-wide trend I mentioned above). We received and processed 62 paper submissions and 12 symposium proposals. When it was all over, I was able to schedule 26 papers in regular divisional paper sessions, 4 papers in shared interest track sessions, and 6 papers in interactive paper sessions. (So in total more than half of submitted papers made it to the program.)

Of the 12 symposium proposals, one was grabbed away from us to become an All-Academy symposium – that's a good thing because it gives the presenters a high profile slot while costing us *nothing* in CM program space. We were able to accept 8 of the remaining 11, with 3 of those designated as showcase symposia -- a nice honor that also saves us a bit of program space allocation (those insidious little TUAs). Although I rejected three symposia, it is entirely possible that one or more may still have made it to the program if other divisions picked it up. And by the way, the most glaring weakness of the rejected symposia was poor fit with the division even though the content or panelist lineup might have been appealing.

More important than the math is the meat – the content of our program. We can look forward to sessions with terrific papers and speakers on negotiation, justice, team conflict, interdependence, dispute resolution in organizations, and trust, among others. In putting together paper sessions I have followed recent past practice in CM and refrained from naming discussants. However, paper authors should not view this as an effort to expand presentation lengths to their maximum. We still want time for questions, discussion, and interaction in these sessions. The individuals I have appointed as paper session chairs are asked to contact paper authors to make it clear how the session will be formatted and what the time limits will be.

The program comes together, of course, because of the wonderful efforts of so many of you who serve as division reviewers – more

than 90 in 2002! I made a conscious effort this year to expand the size of the reviewer pool significantly so that each reviewer would be asked to review no more than three submissions. I am delighted to report that we achieved our goal here. This is important not only to avoid overburdening reviewers given the time crunch of the review process, but also to increase the odds that submitters will get genuinely useful feedback on their work. Reviewers this year used an online reviewer input form to file their reviews, and I thank you all for coping with that system and its imperfections with style and grace.

### **The Venue – Denver**

Lastly, a quick word on the venue and how sessions will be scheduled. With the Academy too large to be housed in a single hotel or conference facility, conference goers have to choose where to book accommodations. I know that some like to base that decision on the scheduling of divisional sessions, so I'll tell you what I know about that here.

Weekend (pre-conference) sessions are scattered through various hotels and the convention center. Regular program sessions (Monday through Wednesday) will be held at the Adams Mark Hotel (the conference headquarters hotel) and the Convention Center.

The CM division pre-conference sessions – the doctoral consortium and the Sunday morning panels – will be at the Marriott. Virtually all of the CM division regular paper sessions and symposia from Monday through Wednesday will be at the Convention Center. Our division business meeting and social will be on Tuesday at the Adams Mark hotel. As I mentioned in a recent email to division members, the Marriott seems like a good choice as an informal semi-not-really-official CM division hotel. That's where I'll be staying. By the way, you can find an excellent map of the area of Denver where the Academy conference will take place showing all the hotels, the convention center, and other landmarks at the Web site of the Denver Downtown Partnership at: [http://www.downtowndenver.com/map\\_dir.htm](http://www.downtowndenver.com/map_dir.htm) (click on "downtown map").

Let me close by urging all division members to make a point to attend the CM division business meeting on Tuesday evening starting at 5:45 pm. As a relatively small (I prefer "intimate") division, the involvement of individual members is both significant and necessary, and the business meeting is a chance to hear about what's happening and provide input. It is also the occasion where we begin to accept nominations for future division leadership, and announce the winners of division awards. So whether you're a beginning doctoral student or a big shot chaired professor of ego-involvement, or anything in between, please come, speak up, and nominate yourself for something (or prevent yourself from being nominated in your absence!) As always, a convivial reception will follow.

Until Denver...

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## Election Results

**Laurie Weingart**

**Congratulations to our new CMD officers!**

**Program Chair Elect:**

**Cathy Tinsley**

**Representatives at Large:**

**Keith Allred & Ronda Callister**

**Academy Council Representative:**

**Don Conlon**

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## Academy Social Event: "Take Me Out to the Ballpark"

**Etty Jehn**

Whether you're a baseball fan or you want to see old friends and meet new ones, you'll want to attend the Academy CMD Social Event on Sunday, August 11. This year's event is the **Rockies vs. Cubs** game starting at 1:05 p.m. The tickets, which are in the \$30-\$40 range, are good seats and include drink/food coupons. If you plan to attend, please e-mail Etty Jehn at: <mailto:jehn@wharton.upenn.edu>. We hope to see everyone there!

## The "Sunday Morning Thing" CMD Professional Development Workshop, AOM Meeting in Denver

Organized by Terry Boles (<mailto:terry-boles@uiowa.edu>) and Zoe Barsness (<mailto:zib@u.washington.edu>)

**Sunday, August 11, 2002**

**8:30-10 am**

### Teaching Old Dogs New Tricks: Network Methods in the Study of Conflict

*Kathleen Carley, Carnegie Mellon*

*Ray Friedman, Vanderbilt University*

*Greg Janacik, New York University*

*Pri Shah, University of Minnesota.*

Have you ever wondered how social network methods are used and how they might inform conflict-related research? This session, open to interested conflict and negotiations researchers of any career-stage or methodological preference, is designed to answer just that question. Through an interactive panel discussion, we will explore the benefits that network research methods can provide for studying conflict, dispute resolution, organizational justice, and other conflict-related topics. Panelists will also offer practical advice on how to design studies and analyze and interpret network data. Particular questions of interest include: What unique insights can network designs and methods offer to conflict researchers, and how might these insights differ from those generated using more traditional designs or methods? What are some of the common pitfalls of these methods, and how can they best be avoided?

**10:30- noon**

### Friends, Strangers, and Enemies: Confronting Ethnic and Ideologically- Based Conflicts

*Bruce Barry, Vanderbilt University*

*Max Bazerman, Harvard Business School*

*Karen Jehn, Univ. of Pennsylvania*

*Linda Putnam, Texas A&M University*

*Tom Tyler, New York University*

Spurred by Sept. 11th and subsequent events, this session examines how we as conflict and justice researchers understand ethnic, value- and ideologically-based conflicts -- conflicts that are deep-rooted,

steeped in emotion, and often intractable. Questions for examination include: How do differences in ideology or values serve as dispute or conflict fault lines, and how can we manage these fault lines effectively? How do we manage relationships/alliances/coalitions where important economic and political interests are congruent, yet parties' fundamental values are misaligned? What about conflicts in which the reverse is true? What factors influence the shifting nexus of common interests across disparate cultures, ethnic groups, governments, and institutions in on-going conflicts? How might we apply existing dispute resolution models, frameworks, or procedures to allow coalition members to preserve the integrity of their fundamental beliefs and values? What implications do ethnic, value- or ideologically-based disputes have for unilateral and multilateral action in the world today?

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## **Conflict Management Division Doctoral Student Consortium Sally Blount**

This year's CMD Division Doctoral Student Consortium is August 9 & 10 at the Academy meeting in Denver. Interested doctoral students or their advisors should contact the organizer, Sally Blount, by June 15, 2002.

Sally Blount  
Professor of Management  
Leonard N. Stern School of Business  
44 West 4th Street, Suite 7-52  
New York, NY 10012  
e-mail: <mailto:sblount@stern.nyu.edu>  
Voice: (212) 998-0233  
FAX: (212) 995-4234

### **Overview of Consortium**

#### **4 - 6 p.m. Friday, August 9:**

Introductory session designed to a) kick-off the full-day doctoral consortium program scheduled for Saturday and b) allow the student participants to meet each other. Students will introduce themselves and their research interests. Small groups will be formed to examine: What are the fundamental tenets of conflict and negotiations research? How do they apply to teaching and research

in organizational settings? We will also organize faculty/student dinner groups.

#### **9 - 5p.m. Saturday, August 10:**

A full-day program featuring new recruit, mid-career, and veteran panelists -- designed to introduce doctoral students to the ins and outs of the conflict and negotiations field. The day will be divided into two parts: A) Building Effective Networks and B) Doing Good Research. Part A will include the following panel topics: (1) Getting the Most Out of Your Doctoral Program, (2) Getting a Job and the Life of the Junior Faculty Member, (3) Managing Your Career for the Long-run. Part B will include: (4) Starting a Research Program, (5) Doing Interesting Research and Getting Published, and (6) Effective Collaborating. The day will also provide time for participants to discuss their own research with each other and the panelists.

### **Doctoral Consortium Schedule Details**

**Friday, August 9** 10643  
**PART 1: Introductions**

4 - 6 p.m.

Introduction to Saturday's program and each other

Break-out groups – Map Building Exercise

- What is the study of conflict about?
- What are some pressing research questions?

7 p.m.

Groups of 3-4 go out to dinner with Conflict Division faculty

**Saturday, August 10** 10644  
**PART 2: Building Effective Networks**

9-9:45 a.m.

Getting the most out of your doctoral program  
*Steve Blader - 2002 NYU graduate*  
*Corrine Bendursky - 2002 MIT graduate*

9:45-10:30 a.m.

Getting a job and the life of a junior faculty member  
*Peter Kim - University of Southern California*  
*Ya-Ru Chen - New York University*  
*Don Moore - Carnegie Mellon University*

10:30-11:15 a.m.

Picking a dissertation topic  
Surviving your dissertation

11:15-noon

Managing your career and your life  
(What I wish I'd known in grad school ....)  
*Kathleen Valley - Harvard University*  
*Terri Boles - University of Iowa*  
*Don Conlon - Michigan State University*

Noon-1:00 Lunch

### **PART 3: Doing Good Research**

1:00-1:45 p.m.

Starting a research program  
*Laura Kray - University of Arizona*  
*Kim Wade-Benzoni - New York University*

1:45-2:30 p.m.

Doing interesting research and getting  
published  
*Greg Northcraft - University of Illinois*  
*Roy Lewicki - Ohio State University*

2:30-4:30 p.m.

Research Roundtables

4:30-5:15 p.m.

Successful faculty- doctoral student  
collaborations  
*Max Bazerman - Harvard University*  
*Maggie Neale - Stanford University*

The courses are accredited for CLE by the State Bar of Texas and for CEUs by all the Texas mental health licensing boards and for PDHs from EAPA. Credit by other licensing boards can be obtained, and sometimes graduate academic credit can be arranged.

### **Basic 40-Hour Mediation**

2002 Class Dates: (each class is 6 days)  
April 25-27 & May 2-4  
June 13-15 & June 20-22  
Cost: \$885

### **Advanced Family and Divorce Mediation**

2002 Class Dates (30 Hours): July 17-20,  
September 18-21, November 6-9  
Cost: \$685

### **Workplace Conflict Resolution**

Class Dates (24 Hours): April 11-13,  
October 3-5  
Cost: \$635

### **All classes are held at:**

Worklife Institute  
7100 Regency Square Blvd., Suite 210  
Houston, TX 77036-3297  
Telephone: 713-266-2456  
Fax: 713-266-0845  
[www.worklifeinstitute.com](http://www.worklifeinstitute.com)

For questions, call Elizabeth Burleigh at the Worklife Institute, or email her at <mailto:efburleigh@bigfoot.com>.

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## **Announcements & Other Events**

### **Worklife Institute Mediation Courses**

The Worklife Institute is a leading center for resources providing worklife support for individuals and companies seeking to address with integrity the challenges of today's business environment. Institute services include corporate consultation, training, and program development in leadership, conflict resolution, professional ethics, and related interests; employee assistance and career transition counseling; and referral to legal and other community resources.

## **CALL FOR PRESENTATIONS For THE 32nd ANNUAL INFORMATION EXCHANGE May 21-24, 2002**

You are invited to make a presentation at The 32nd Annual Information Exchange on "What Is New in Organization Development and Human Resource Development," May 22-24, 2002 at the Palwaukee Inn and Conference Center in Wheeling, Illinois located 8 miles north of Chicago's O'Hare Airport. This is a colleague conference, not an academic conference. We invite everyone who attends to be on the program. You are invited to come and share with us some of the exciting things you are doing and learn from what others are doing without having your presentation judged in advance. Our usual

format is twenty minutes for your presentation and ten minutes for a discussion of your ideas with the audience. We have found this provides a maximum opportunity for you to share your ideas with the group and for the group to hear a wide variety of ideas from others. We encourage the development of panel presentations by you and the consumers of your services.

On Sunday evening May 19 through Tuesday afternoon May 21, 2002, we will hold The 17th Annual Meeting of the International, Inter-organizational, Interdisciplinary Research/Study Team on Nonviolent Large Systems Change. We are looking for individuals and organizations with an interest in finding nonviolent solutions to national and international problems. Representatives from Northern Ireland will attend to discuss their respective situations and how O.D. might be helpful in finding a nonviolent resolution. Registration for this two day conference is free as a contribution from The O.D. Institute toward building a world more at peace. If you have an interest in nonviolent change, you will not want to miss this meeting. Dr. Barry Oshry has offered to come and do a one day workshop with us on Monday evening May 20<sup>th</sup> and Tuesday May 21<sup>st</sup>. Because Barry is not charging us a fee, the registration is only \$95 for the day instead of \$700/day. Barry's workshop is being co-sponsored by ODN-Chicago, the Benedictine University O.D. Programs, the Loyola University O.D. Program and the DePaul O.D. Program. The 32nd Annual Information Exchange will begin on Tuesday evening May 21st. Following dinner, there will be an Opening Session and a community trust building exercise organized by Dr. Donald VanEynde, RODC. The conference is being co-chaired by Debbie Pastors, RODP 708/848-6258 or <mailto:debpastors@msn.com> and Dr. Alan Lisk, RODP 319/589-3193 or <mailto:alisk@dbq.edu>.

The Annual Information Exchange will end on Friday afternoon May 24th following an awards luncheon.

For additional information contact Don Cole at <mailto:DonWCole@aol.com>, or visit the O.D. Institute website at [members.aol.com/odinst](http://members.aol.com/odinst)

## **JOURNAL OF MANAGEMENT**

*Journal of Management* announces that its new editor is Daniel Feldman, James Bradley Distinguished Foundation Fellow at the University of South Carolina Moore School of Business. The two new Senior Associate Editors are Carol Kulik and Allen Amason. After July 1, 2002, please submit new manuscripts to Daniel Feldman electronically (website:[journalofmanagement.moore.sc.edu](http://journalofmanagement.moore.sc.edu)) or five hard copies c/o Daniel Feldman, Editor, Journal of Management, Moore School of Business, University of South Carolina, Columbia, South Carolina 29208.

*Journal of Management* publishes scholarly articles dealing with all areas represented within the domain of the Academy of Management. The journal is unique in that it publishes manuscripts from all divisions and interest groups within AOM and all types of research articles (empirical research, theory articles, and methods pieces). In addition to its strong coverage of OB, HR, OT, and SM, the journal also wishes to increase contributions from scholars in the newer and smaller divisions of the Academy as well. Please direct any queries about submissions after July 1, 2002, to Professor Feldman at the address listed above, by phone (803-777-5971), or via e-mail: <mailto:dfeldman@moore.sc.edu>.

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## **Humor & Conflict Management**

**Source:** Glenn Van Ekeren, 1994. *Speaker's Sourcebook II: Quotes, Stories, & Anecdotes for Every Occasion*. Prentice Hall.

Conflict is undoubtedly a serious issue. Its impact, however, can be minimized and subdued by a sense of humor.

A 1983 article in *Fortune* addressed the topic, "Executives Ought to be Funnier." One example involved auto executive Eugene Cafiero. When he was president of Chrysler, Cafiero travelled to England to meet with employees at a troubled plant there. Conflict between management and the union employees was intense. As Cafiero entered the plant he was confronted by a man who

loudly exclaimed, "I'm Eddie McClusky and I'm a Communist." The composed Chrysler executive extended his hand and replied, "How do you do. I'm Eugene Cafiero and I'm a Presbyterian." The subsequent laughter quelled this potentially explosive confrontation.

In his book, *The Light Touch: How to Use Humor for Business Success* (Simon & Schuster, 1990), Malcolm Kushner described what happened when police officer Adelle Roberts was investigating a routine domestic disturbance call -- a husband-and-wife fight. As she parked her patrol car in front of the offenders' house, a television flew out of a second-story window. Loud voices argued as she walked to the front door and knocked. An angry man screamed, "Who is it?" Roberts knew that if she said "Police," it would make things worse. Instead, she replied, "TV repairman." The man started laughing and opened the door. A favorable atmosphere had been established for resolving the dispute.

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## Members' Recent Publications

W. L. Adair, T. Okumura, & J.M. Brett. 2001. Negotiation behaviors when cultures collide: The U.S. and Japan. *Journal of Applied Psychology*. 86: 371-385.

J.E. Bono, T.L. Boles, T.A. Judge, & K.J. Lauver. In press for 2002. The role of personality in task and relationship conflict. *Journal of Personality*.

J. Brockner. 2002. Making sense of procedural fairness: How high procedural fairness can reduce or heighten the influence of outcome favorability. *Academy of Management Review*, 27: 58-76.

J. Brockner, G. Ackerman, J. Greenberg, M. Gelfand, A.M. Francesco, Z.X. Chen, K. Leung, G. Bierbrauer, C. Gomez, B. Kirkman, & D. Shapiro. Culture and procedural justice: The influence of power distance on reactions to voice. *Journal of Experimental Social Psychology*. 37: 300-315.

M. Citera & A.F. Stuhlmacher. 2001. A policy modeling approach to examining judgments in organizational acquisitions. *Journal of Behavioral Decision Making*, 14: 309-327.

S. Cobb. 2001. Creating sacred space: Toward a second-generation dispute resolution practice. *Fordham Urban Law Journal*, 28 (4): 1017-1033.

D. Downey. 2002. Assimilating New Leaders: HR's Role. *Employment Relations Today*.

D. Downey, T. March, & A. Berkman. 2001. *Assimilating New Leaders: The Key to Executive Retention*. Amacom Publishing. 2001.

J. Galbraith, D. Downey, A. Kates. 2001. *Designing Dynamic Organizations: A Hands-On Guide for Leaders at All Levels*. Amacom Publishing.

L. Greenhalgh. 2001. *Managing Strategic Relationships*. Free Press.

P.J. Moberg. 2001. Linking conflict strategy to the Five-Factor Model: Theoretical and empirical foundations. *International Journal of Conflict Management*. 12: 47-68.

J. K. Murnighan & J. Mowen. 2001. *The Art of High-Stakes Decision-Making: Tough Calls in a Speed-Driven World*. John Wiley & Sons, 2001.

R.A. Posthuma, J.B. Dworkin, & M.S. Swift. 2002. Mediator tactics and sources of conflict: Facilitating and inhibiting Effects. *Industrial Relations*. 41: 94-109.

M.A. Rahim. 2001. *Managing conflict in organizations, 3rd ed.* Quorum Books.

M.A. Rahim, N.R. Magner, D. Antonioni, & S. Rahman. 2001. Do justice relationships with organization-directed reactions differ across U.S. and Bangladesh employees? *International Journal of Conflict Management*. 12: 337-353.

M.A. Rahim, D. Antonioni, & C. Psenicka. 2001. A structural equations model of leader power, subordinates' styles of handling conflict and job performance. *International Journal of Conflict Management*, 12: 191-211.

M. Watkins & S. Rosegrant, 2001. *Breakthrough International Negotiation: How Great Negotiators Transformed the World's Toughest Post Cold War Conflicts*. Jossey-Bass.

D.C. Zetik & A.F. Stuhlmacher. 2002. Goal setting and negotiation performance: A meta-analysis. *Group Processes & Interpersonal Relations*. 5: 35-52.



## CMD Officers

### Division Chair

Judi McLean Parks  
Washington University  
Olin School of Business  
St. Louis MO 63130-4899  
Office: (314) 935-7451  
Fax: (314) 935-6359  
Email: [mcleanparks@mail.olin.wustl.edu](mailto:mcleanparks@mail.olin.wustl.edu)

### Division Chair-Elect

K. Etty Jehn  
University of Pennsylvania  
2000 SH-DH Wharton  
Philadelphia PA 19104-6370  
Office: (215) 898-7722  
Fax: (215) 898-0401  
Email: [jehn@wharton.upenn.edu](mailto:jehn@wharton.upenn.edu)

### Program Chair

Bruce Barry  
Vanderbilt University  
Owen Graduate School of Management  
Nashville, TN 37203  
Office: (615) 322-3489  
Fax: (615) 343-7177  
Email: [bruce.barry@owen.vanderbilt.edu](mailto:bruce.barry@owen.vanderbilt.edu)

### Program Chair-Elect

Sally Blount  
New York University  
Stern School of Business  
K.M.C. 7th floor  
44 W. 4th Street  
New York, NY 10012  
Office: (212) 998-0233  
Fax: (212) 995-4234  
Email: [sblount@stern.nyu.edu](mailto:sblount@stern.nyu.edu)

### Past Division Chair

Laurie R. Weingart  
Carnegie Mellon University  
236A Posner Hall  
Graduate School of Industrial Administration  
Pittsburgh PA 15213  
Office: (412) 268-7585  
Fax: (412) 268-6920  
Email: [weingart@cmu.edu](mailto:weingart@cmu.edu)

### Membership Chair

Cathy Tinsley  
Georgetown University  
The McDonough School of Business  
Washington, DC 20057  
Office: (202) 687-2524  
Fax: (202) 687-4031  
Email: [tinsleyc@georgetown.edu](mailto:tinsleyc@georgetown.edu)

### Representative-at-Large

Terry L. Boles  
University of Iowa  
Tippie College of Business  
Department of Management and Organizations  
108 PBB  
Iowa City, IA 52242  
Office: (319) 335-0947  
Fax: (319) 335-1956  
Email: [terry-boles@uiowa.edu](mailto:terry-boles@uiowa.edu)

### Representative-at-Large

Zoe Barsness  
University of Washington, Tacoma  
Business Administration  
1900 Commerce Street, Box 358420  
Tacoma, WA 98402-3100  
Phone: (253) 692-5884  
Fax: (253) 692-4523  
Email: [zib@u.washington.edu](mailto:zib@u.washington.edu)

### CMDNET-L Moderator

John Bunch  
Benedictine College  
Department of Accounting and Business  
Administration  
1020 N. 2nd Street  
Atchison KS 66002  
Office: (913) 367-5340 ext. 2442  
Email: [jbunch@benedictine.edu](mailto:jbunch@benedictine.edu)

### Webmaster

Stephen R. Marsh  
1412 Main Street, 23rd Floor  
Dallas, TX 75202  
Office: (214) 476-1945  
Fax: (214) 720-0748  
Email: [smarsh@adrr.com](mailto:smarsh@adrr.com)

### Membership Chair

Cathy Tinsley  
Georgetown University  
The McDonough School of Business  
Washington, DC 20057  
Office: (202) 687-2524  
Fax: (202) 687-4031  
Email: [tinsleyc@georgetown.edu](mailto:tinsleyc@georgetown.edu)

### Newsletter Editor

Kelly Mollica  
Wake Forest University  
Babcock Graduate School of Management  
P.O. Box 7659  
Winston-Salem, NC 27109  
Office: (336) 758-1887  
Fax: (336) 758-4514  
Email: [kelly.mollica@mba.wfu.edu](mailto:kelly.mollica@mba.wfu.edu)

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