

**Academy of  
Management  
Seattle 2003*****“Democracy in a  
Knowledge Economy”  
Annual Meeting  
August 1-6, 2003******In This Issue***

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**SEATTLE 2003****Democracy in a Knowledge Economy****from *Sally Blount-Lyon Program Chair***

The theme of this year's meeting in Seattle is "Democracy in a Knowledge Economy". Typically, the work democracy suggests equality and pluralism. Yet, even in the most egalitarian democratic systems, power and status differences are pervasive. Please join CMD on Monday afternoon for our own them-based session as we examine "The Dark Side of Democracy: Hierarchies, Power and Status".

Our panelists include: Ron Burt, the Hobart W. Williams Professor of Sociology and Strategy at the University of Chicago Graduate School of Business and Vice President of Strategic Learning at Raytheon Company; Tom Tyler, The University Professor of Psychology at New York University; Heather Haveman, professor of Management at Columbia University; Deb Gruenfeld, John Jost and Laura Tiedens, Associate professors of Organizational Behavior at Stanford University; and Beta Mannix, Associate Professor of Organizational Behavior at Cornell University and the moderator for the program.

**Preview of CMD Program – Seattle****from *Sally Blount-Lyon Program Chair***

We're putting the finishing touches on the program for the 2003 meeting in Seattle as I write this column. It looks to be quite exciting! Of the 63 papers and 11 symposia submitted to our Division, we were able to accept 36 papers and 6 symposia for presentation – including two Showcase Symposia and six papers for the new "Visual Presentation" format. A hearty thank you to our 75 reviewers who read and evaluated all of our submissions. Another hearty thank you to Mike Hills, Berna Sifonte and Sophie Leroy at NYU who managed the process with finesse and good humor!

Here is a brief overview of our program. Symposia topics include:

- Justice for All? The Dark, the Gray and the Bright Sides of the Social Workplace
- Gender and organizational processes: Collective Representations as a Barrier to Gender Equity
- Denials, Deception, Apologies, and Actions: The Mechanics of Restoring Trust

**Academy of  
Management**  
*Seattle 2003*



*CMD Social*  
**Pike Pub 8/3**



- Organizational Justice: Views from the Cutting Edge
- Breaking the Rules: Understanding Workplace Deviance Across Cultures
- Cross-Cultural Negotiation
- Status, Identity, and Respect in Negotiation

Plus, our paper sessions:

- Bargaining and Game Behavior
- Negotiation Perceptions, Tactics and Strategies
- Negotiation Processes and Communications
- Emotion, Arousal and Affect in Conflict
- Trust and Ethics in Negotiations
- Social Context and Relationships in Conflict

The CMD Business Meeting and Social Hour are scheduled for Tuesday evening. The Business Meeting will run from 5:45 – 6:45 PM, followed by the Social Hour through 8:00 PM. I look forward to seeing you in Seattle!

**Sunday CMD Social Event: Pike Pub in Seattle**  
*from Bruce Barry, Division Chair-Elect*

Sunday early evening at the Seattle conference will provide an opportunity to catch up with friends and colleagues in the Conflict Management Division over food and drinks. The goal in arranging this was to find a friendly and convivial location within walking distance of the conference hotels and to make the event available at popular prices (discounted for graduate students). I believe all of these objectives have been achieved.

We have reserved a big space at Seattle's well-known *Pike Pub and Brewery* ([www.pikebrewing.com](http://www.pikebrewing.com)) for this CMD event. This downtown microbrewery is located a few block from conference hotel and just steps away from Seattle's famous Pike Place Market. It has a casual, festive atmosphere including pool tables. Fans of the brewing arts will take to Pike Pub's award winning beers. Others may select from a variety of beverages. Pike's Pub is kid-friendly for those who wish to bring family members. Rope in a friend or prospective CMD member.

**Date:** Sunday, August 3, 2002 **Time:** 5:30 - 8:00 PM

**Cost:** TBA, includes hot and cold eats, wine, beer, and soda

**Place:** Pike's Pub and Brewery 1415 First Ave. (between Pike and Union)

**RSVP:** Yes

**Prepay:** Yes

**Additional Details:** I will e-mail all CMD members before August.



## Junior Faculty Research Incubator

From *Cathy Tinsley, Program Chair Elect*

Join CMD in Seattle for the 2003 Junior Faculty Research Incubator – CMD’s award winning research workshop. This year we will explore the dynamics of negotiation and conflict management processes, with an outstanding team of Senior Faculty mentors, including: Susan Brodt, Duke University; Carsten DeDreu, University of Amsterdam; Dan Druckman, Institute for Conflict Analysis and Resolution and winner of this year’s IACM Lifetime Achievement Award; Kathleen McGinn, Harvard University; Linda Putnam, Texas A&M University; and Laurie Weingart, Carnegie Mellon University.

Negotiation and conflict processes are a critical and often overlooked part of conflict management research. Most negotiation and conflict research focuses either on outcome variables (parties’ gain) or on negotiator’s styles (pre-determined proclivities to use certain strategies). Although this research is useful, it fails to appreciate the dynamic, interactive processes that occur during a negotiation exchange. By opening up the “black box” of conflict process we can take a more dynamic view of negotiations and conflict management, looking at, for example, the negotiator’s “dance” and conflict spirals. This research also pushes us to think about negotiations with a less deterministic paradigm by recognizing that interactive feed back processes create an emergent phenomenon.

The Research Incubator will take place on Saturday, August 2<sup>nd</sup>, all day. We will conclude with dinner that evening. Space is limited and will be allotted primarily on a first come, first served basis. Interested faculty should contact Cathy Tinsley at [TinsleyC@Georgetown.edu](mailto:TinsleyC@Georgetown.edu), putting “research incubator” in the subject line.

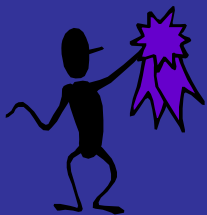
## Case-Writing Competition - Seattle

From Paul Swiercz, George Washington University

The Critical Management Studies Interest Group and the Management Education Division of the Academy of Management are sponsoring a case-writing competition. The competition, in its second year, is designed to acknowledge cases that address the dark side of contemporary capitalism. Case winners will be recognized at an award ceremony at the Academy of Management in Seattle in Aug 2003.

The selection of the best case study will be made by a committee composed of:

Paul Adler	University of Southern California
Michael Belzer	Wayne State University
Marta B Calas	University of Massachusetts
Susan Eaton	Harvard University
Ann Frost	University of Western Ontario
Sanford Jacoby	UCLA
Kathie Ross	Arbitron Corporation
Linda M. Smircich	University of Massachusetts
Howard Stanger	Canisius College
Paul M. Swiercz	George Washington University



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*"Democracy in a  
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**Annual Meeting**  
**August 1-6, 2003**

**Meet at the Cedar  
Room, Sheraton  
Hotel, the CMD  
home in Seattle.**



Hugh Willmott

University of Cambridge

## MOTIVATION FOR THE COMPETITION

Case libraries are abundantly stocked with "best-practice" cases. They are relatively bare of cases on the typical, average firm, scandalously bad practices, or on the sometimes bad consequences of much-praised practices. It is especially difficult to find reasonably rich cases on labor/management conflict or issues dealing with fundamental challenges to management definitions of a fair employment relationship.

This competition encourages the development of cases that provoke reflection and debate on the "dark side" of contemporary capitalism. We believe it important that "worst-practices" cases also be available. Such cases can provide the opportunity to understand how such organizations come in being, how they function, and how they might be challenged and changed.

We especially want cases that lead discussion to the broader social-political-economic structure and help students critically think about the consequences of this structure. In particular, we encourage submissions focused on labor relations -- instructors in this area are especially eager to see cases that raise issues about the difficulties workers encounter in organizing unions and otherwise expressing voice at work. We also encourage submissions focused on environmentally harmful practices -- we need to understand better the factors that entice firms to pollute, and how these conditions might be changed. Other foci are also welcome. Submissions are welcome from faculty and students. Our interest is teaching cases. Our goal is to encourage the development of first rate classroom materials.

## SPECIFICS

All submissions should include a teaching note that: makes explicit the issues raised by the case and the importance of these issues; explains the research behind the case; discusses how it might be used in the classroom; describes how the case could fit into a program; and enables the panel to judge the likely effectiveness of using the case in the classroom.

The award will go to the best case-study -- not to the worst offender. The award selection criteria for determining the best case study are the: importance of the issues raised; quality of the underlying research (we encourage solid background research using interviews, legal proceedings, archival data, etc.); quality of the presentation (it should not be polemically one-sided); clarity of the writing; and usefulness of the teaching note.

## SUBMISSIONS AND INQUIRIES

Submissions should be received (email only please) by June 1, 2003. Submissions and inquiries should be addressed to, Paul Michael Swiercz at prof1@gwu.edu, The George Washington University, 202-994-0399.

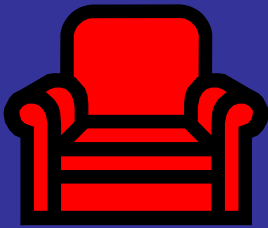
## The CMD Chair's Column

*Etty Jehn*

As I begin to write this, we are waiting to hear if the country shall soon be at war. Our division should have interesting insights (based on research) and opinions (of course!) on this topic. For example, how does your research on multi-party conflict apply to the negotiations in the security council? Or what are the power dynamics influencing the decision to go to war? How do different theoretical frames from our research bases suggest different behaviors of the parties involved? And the list goes on...should make for lively discussions and informative exchange around the series of events leading up to this serious situation.

The academy theme is also one that CMD members can contribute to greatly. Topics related to the theme, "Democracy in a Knowledge Economy," abound in our division: power, collective problem solving, decision-making, game-theory, influence processes, justice, and multi-party conflict. As you will see from Sally's column on the academy program, many of the papers reflect the division members' interest in democratic processes (also a timely topic). Please join CMD on Monday afternoon as we examine these dynamics in our Academy theme session, "The Dark Side of Democracy: Hierarchies, Power and Status". Speaking of democracy, make sure to attend the CMD business meeting Tuesday from 5:45 – 6:45 PM, followed by the CMD Social Hour.

### Chair's Column



I want to thank Program Chair Sally Blount, Program Chair-Elect Cathy Tinsley, and Reps-at-large Keith Allred and Ronda Callister. Cathy is coordinating our Junior Faculty Research Incubator with an impressive line-up of Senior Faculty mentors. Keith and Ronda have put together an excellent program for Sunday. Given the number of strong proposals CMD members submitted, we now have an all-day program. This changes our SMT (Sunday Morning Thing) to the SAT (Sunday all day thing). Through Keith and Ronda's initiative and creativity and co-sponsoring with the OB, SIM, and ONE Divisions, events actually begin on Saturday. Don't miss them!

I don't want to forget the biggest thank you of all to Kelly Mollica, our outgoing CMD newsletter editor and to welcome our new newsletter editor Pam Marett. Please make sure to thank both of them for making information dissemination in CMD happen.

As I finish writing, the war has begun. I believe that each of this year's program papers has a message for the war participants, but will that be recognized? One of my colleagues, Psychology Department at Leiden University, Netherlands, asked if the Administration had gotten advice from conflict researchers, almost assuming this would have occurred. What a novel thought. I did have a visit from Administration officials as director of the University of Pennsylvania Ethnopolitical Conflict Center, but there was only that one visit as they already seemed to have their minds made up. I know we all think about our research in a broader context than often appears, but can we also think about how we can find the means to make this research recognized and utilized in these broader contexts? This war, late-night academy research parties, er, meetings, as well as my newborn son (for those of you curious for an update after my fall newsletter absence) may still leave me sleepless in Seattle (couldn't resist).

See you soon!

Etty

## Meeting Announcements

*Inaugural Conference of the International Association for Chinese Management Research*. June 19 – 22, 2003, Beijing. The Preliminary Program of the Conference is now available on <http://www.iacmr.org/conference.htm> Program includes panels, papers, poster sessions, guest speakers, and local visits. Xiao-Ping Chen, Vice President and Program Chair  
Anne S. Tsui, President

May 20-23 and May 18-20, 2003, at the Patrick Henry Inn in Williamsburg, Virginia. The O.D. Institute 33<sup>rd</sup> Annual Information Exchange on “*What is New In Organization Development and Human Resource Development*” (\$230 Members and \$290 non-members) and the 18<sup>th</sup> Annual Meeting of the Research/Study Team on *Nonviolent Large Systems Change* (free). All attendees at either or both conferences are invited to be on the program. For information and registration go to: <http://www.odinstitute.org>.

*Society for Industrial/Organizational Psychology*, annual meeting, April 11. Features the symposium, “Effects of Emotion and Power on Negotiation Processes and Outcomes” with Bruce Barry, Peter Carnevale, Kathleen O’Connor, Michelle Gelfand and Richard Klimoski.

## Call For Papers

Papers are now being accepted for the 11<sup>th</sup> Annual International Conference of the Association on Employment Practices and Principles (AEPP), October 9-11, 2003, in San Diego. The conference theme is *Crafting a Corporate Conscience: The Crisis in Corporate Governance*. For information and submission guidelines consult [www.aepp.net](http://www.aepp.net)

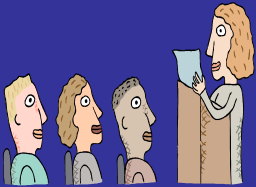
The *Employee Responsibilities and Rights Journal* is accepting conceptual, empirical, theoretical and/or multi-disciplinary manuscripts for a special issue on the traumatized worker. Authors may email a proposal/abstract for comment to the Special Issue Editor, Dr. Margaret Vickers, [m.vickers@uws.edu.au](mailto:m.vickers@uws.edu.au). Final manuscript submission guidelines can be found at [www.wkap.nl/journalhome.htm/0892-7545](http://www.wkap.nl/journalhome.htm/0892-7545)

## Position Announcements

### [The Wharton School, University of Pennsylvania](#)

The Department of Operations and Information Management, is seeking to fill a full-time tenure track assistant professor level position beginning Fall 2003. The position requires a background in managerial decision making and decision processes. Additionally, applications for visiting appointments at all levels are welcome.

The Department maintains a multidisciplinary environment with a strong emphasis on linking theory with practice. Candidates are sought who can build





on a solid methodological research base and who are interested in application areas of high impact. The potential to achieve excellence in teaching is also a requirement. The University of Pennsylvania is an Affirmative Action Equal Opportunity Employer. Department information is available at, <http://opim.wharton.upenn.edu>. Position information may be obtained by contacting the Recruiting Committee Chair, [opim-recruit@wharton.upenn.edu](mailto:opim-recruit@wharton.upenn.edu).

## Members' Recent Publications

McCabe, D.M. & Rabil, J.M. 2002. Ethics and values in nonunion employment arbitration: a historical study of organizational due process in the private sector. *Journal of Business Ethics*. 41: 13-25

O'Leary, R. & Bingham, L. (eds.) *The Promise and Performance of Environmental Conflict Resolution*. (forthcoming)

Saner, R. & Yiui, L. 2003. International economic diplomacy: mutations in post-modern times. *Discussion Papers in Diplomacy*, Netherlands Institute of International Relations, No. 84.

Zoubir, Y.H. & Volkema, R. (eds) 2002. A special issue in cross-cultural negotiations. *Thunderbird International Business Review*.

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**Meet at the CMD  
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**From the Editor, Pamela Maret**

Special thanks to outgoing editor Kelly Mollica for her friendliness, support, and invaluable help.



