



ACADEMY OF MANAGEMENT  
**Conflict Management Division**  
**NEWSLETTER**  
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**CM Division Chairperson Notes.....** *Michele Gelfand*

**ATLANTA 2006 REVIEW**

Thanks to all for making the CM division events in Atlanta a great success. It was a busy and exciting conference, beginning with the doctoral consortium and numerous CM PDW events, a ‘schmooze and booze’ social hour on Sunday evening, followed by many stimulating sessions on the AOM program, and a full house for the business meeting. The division is clearly thriving in its intellectual and social energy.

I want to personally thank the CM officers for their time and efforts this past year. Many thanks to Cathy Tinsley, past division chair, who spent countless hours preparing the report for the 5 year review of the CM division; to Susan Brodt, who did an outstanding job putting together the program (and dealing with a complicated new AOM system for reviewing); and to our dedicated pre-conference team, Tom Tripp (PDW Chair) and Anita Bhappu & Melissa Thomas-Hunt (Representatives at large). Many thanks to Charlotte Rayner, our Division Newsletter Editor, to Michael Gross, our webmaster, and John Bunch, the CMNET Listserv manager for their time and efforts in keeping division members connected. Finally, thank you to Sally Blount, past division chair, for all of her outstanding service in the division over the last 5 years.

**Happy 20<sup>th</sup> Anniversary to the Division!**

In April of 1986, Leonard Greenhalgh and Roy Lewicki submitted a proposal to the Academy of Management Board of Directors to form a “Power, Negotiation, and Conflict Management Interest Group” which is the predecessor of the CM division. They included the signatures of 270 supporters (194 Academy members and 76 non-members), and several prominent members of the academy sent letters of support to the AOM board. In their letter to the AOM President, they noted that the absence of a formal interest group has a) inhibited the development of theory on conflict; b) has diluted the

potential influence of research in the field because papers and symposia are widely dispersed across the AOM program; and c) has minimized the opportunity for scholars to identify both a physical and intellectual “home” at the Academy. Times have clearly changes for negotiation and conflict scholars! Many thanks to Leonard, Roy, Linda Putnam, and many others who helped to make the division a reality. By 1990, when the Interest Group had to be formally reviewed again, it was already holding steady as the 13<sup>th</sup> largest Academy subdivision, and one that was already bigger than seven formal divisions! The Interest group was given Divisional Status in April, 1991.

This year, I will be working with Michael Gross to institutionalize our knowledge about these key CM Division events, the nature of CM officers’ roles and responsibilities, and former award winners so that it is in one place—The CM division website. I look forward to serving you as CM Division Chair this year. Please email me with any comments or suggestions throughout the year ([mgelfand@psyc.umd.edu](mailto:mgelfand@psyc.umd.edu)).

**Congratulations to our new CM Division Officers**

Our new program chair elect is Kathleen O’Connor. She will be running the incubator next year and will be the program chair for the 2008 conference. We also welcome two new representatives at large—Jeffrey Sanchez-Burks and Kim Wade-Benzoni—who will be running next year’s pre-conference events. Tom Tripp is our Program Chair and is in charge of the main conference program, and Susan Brodt is the new Division Chair Elect, and will be planning the Sunday social event. Anita Bhappu & Melissa Thomas-Hunt will be in the 2<sup>nd</sup> year as reps at large and will be working on membership services for the division. Elections for next year’s program chair and reps at large will take place in the Spring. Please email nominations to our past division chair, Cathy Tinsley ([tinsley@georgetown.edu](mailto:tinsley@georgetown.edu)). Thanks to all for your service to the division.

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**From your Atlanta 2006 Program Chairperson ..... *Susan Brodt***

### **2006 CM Division Program: Unforgettable!**

As a division, we had a stellar program in Atlanta this year. Our PDW and scholarly program sessions continued to be both relevant and rigorous, covering teaching as well as research, and targeting everyone from doctoral students to seasoned researchers and practitioners. We reaffirmed our passion for such topics as power, conflict, incivility, justice, trust, mediation, negotiation, and much more. Thanks go to those who submitted their work – i.e., PDW proposals, scholarly papers, and symposia – and those who gave generously of their time and talent to review. Without both, the 2006 program would not have been such a success. Also, congratulations to the recipients and runners up of our CM Division Awards, and to the authors of papers selected for the Academy Proceedings. Together, this list celebrates the very best of the CM Division scholarship, as evaluated by our reviewers. To see the list of nominated and award winning papers, and the list of papers included in the AOM Proceedings, check out the end of this column.

### **Remembering a few themes...**

Several themes ran through our program in 2006, highlighting our members’ current interests in trust, justice and fairness, power, group conflict, negotiations, mediation, and workplace deviance and incivility, among other topics. As well, we had a special session capitalizing on the 2006 conference theme (Knowledge, Action, and the Public Concern): *Hurricane Katrina: Consequences of Inaction and Mismanagement in Race-Related Public Concerns*. For more information about these and other sessions, check out the Academy’s 2006 program website (<http://meetings.aomonline.org/2006/>).

### **A few notables about Atlanta 2006...**

Our PDW session on *Negotiating Your First Job* (organized in 2006 by Melissa Thomas-Hunt) continues to be a great success, drawing close to 100 doctoral students. Because of the large number of new reviewers, we created the *CM Division Lounge*, which was an open session over lunch for all CM division members and prospective members. A place to relax, have a cup of coffee, hear a brief presentation about the division. CM Division had a record number of symposia accepted by the Academy as Showcase Symposia. To see the list of these 8 special symposia, check out the next page!

## CM Division Showcase Symposia ..... 2006

CM Division had a record number of symposia accepted by the Academy as Showcase Symposia. These 8 special symposia are listed below (partner divisions are listed in parenthesis):

***A Better Look at Social Processes: Analyzing Data from Dyads & Groups (RM,OB)*** – Jennifer Overbeck (Chair), Presenters: Jennifer Overbeck, Cameron Anderson, Laurie Weingart

***Organizational Justice Threads in Mainstream Management Fabric (HR,OB)*** – Jason Colquitt, Jerald Greenberg (Chairs), Presenters: Jason Colquitt, Cindy P. Zapata-Phelan, Brent Scott, Beth Ann Livingston; Stephen Gilliland, Layne Paddock; David DeCremer; Samuel Aryee, Li-yun Sun, Dail Fields, Yaw Aboagye Debrah, Pawan S. Budhwar

***Ethical & Unethical Behavior in Knowledge Economy: A Social Exchange Perspective (OB,SIM)*** – Elizabeth Umphress, John Bingham (Chairs), Ricky Griffin (Discussant), Presenters: Batia Wiesenfeld, William Swann, Joel Brockner; Debra Shapiro, Katherine DeCelles; Rachel Maxwell Johnson, Zinta Byrne; Elizabeth Umphress, Run Ren, Celile Itir Gogus, John Bingham

***The Role of Business in Violent Resolution (SIM,IM)*** – Kathleen Getz, Jennifer Oetzel (Chairs), Presenters: Kathleen Getz, Stephen Ladek; Jennifer Oetzel, Stephen Ladek; Patricia Kelley; Rodney MacAlister

***The Desire for Social Standing: A Multilevel Examination of Membership & Status Motivations (OB)*** – Tyler Okimoto, Amy Wrzesniewski (Chairs), Presenters: David DeCremer; Tyler Okimoto, Amy Wrzesniewski; Steven Blader, Ya-ru Chen; Caroline Bartel

***Emotions in Organizations: Conflicts, Consistency, & Controversy (OB,MOC)*** – Maomi Rothman (Chair), Presenters: Christina Fong; Naomi Rthman; Steven Blader, Batia Wiesenfeld, Marion Fortin; Lu Wang, Michael Pratt; Nancy Rothbard, Sigal Barsade, Noah Eisenkraft

***When Do We Care about Others' Treatment? Examining Boundary Conditions of Others' Justice Effects (OB,HR)*** – David Mayer, Michele Gelfand (Chairs), Jason Colquitt (Discussant), Presenters: Elizabeth Umphress, Maria Carman Triana; Deborah Elizabeth Rupp, Chris Bell; Michele Gelfand, Gary Shteynberg, Lynn Imai, David Mayer, Chris Bell; David DeCremer

***Antecedents & Consequences of Social Psychological Outcomes in Negotiation (OB)*** – Jared Curhan (Chair), Bruce Barry (Discussant), Presenters: Jared Curhan, Hillary Elfenbein, Heng Xu; Maurice Schweitzer; Laura Kray; Michele Gelfand; Ariel Fishman, Joel Brockner, Scott Spiegel

## CM Division Paper Awards ..... 2006

### MOST INFLUENTIAL PAPER IN CONFLICT MANAGEMENT, 1998-2001

(Committee members: Adam Galinsky, Chair, Jenny Chatman, Gerardo Okhuysen, and Don Moore).

**The Disparity between the Actual and Assumed Power of Self-interest.** *Journal of Personality and Social Psychology*, 1998, 74(1), 53-62.

Dale T. Miller, Stanford U. (USA)

Rebecca K. Ratner, U. of Maryland (USA)

### BEST EMPIRICAL PAPER AWARD

**Fair Control: Complementarities between Managerial Controls and Employees' Fairness Evaluations**

Christopher Long, Washington U. (USA)

Corinne Bendersky, U. of California, Los Angeles (USA)

Calvin Morrill, U. of California, Irvine (USA)

#### Runners Up:

**Face Concerns and Offenders' Misperceptions of Victims' Reactions to Apologies and Excuses**

Kristina Diekman, Kristin Smith-Crowe, & Sheli Sillito of U. of Utah (USA)

Renee Oatway Tynan, U. of Notre Dame (USA)

**The Consequences of Considering Others' Contributions in Groups**

Eugene M. Caruso, Harvard U. (USA)

Nicholas Epley, U. of Chicago (USA)

Max Bazerman, Harvard U. (USA)

**Getting Off on the Wrong Foot: Initiation, Breach, and Restoration in the Trust Development Process**

Robert Lount, Chen-Bo Zhong, Niro Sivanathan & Keith Murnighan, of Northwestern U. (USA)

## BEST STUDENT PAPER AWARD

**A Happy Coincidence: Complementarities between Incentives and Emotions in Agency Problems**  
Alexandra A. Mislin, Washington U. (USA)

Runners Up:

**Understanding Relationship Conflict from the Social Exchange Perspective**  
Rebecca Lau, Virginia Tech (USA)

**Social Identity, Social Networks, and Conflict**  
Inga Carboni, Boston College (USA)

## BEST PAPER AWARD FOR THE STUDY OF CONFLICT IN CONTEXT

For an outstanding field-based paper studying organizational, political or social conflict

**Knowledge, Action, and Public Concern: The Logic of Mediators' Actions in French Labour Conflicts**  
Georges Trepo, HEC Paris (France)  
Francois Grima, U. of Paris XII (France)

Runner Up:

**The Role of Compensatory and Retributive Justice on Award Decisions in Employment Disputes**  
Douglas Mahony & Brian S. Klaas, U. of South Carolina (USA)

## BEST PAPER AWARD FOR NEW DIRECTIONS IN THE STUDY OF CONFLICT

For a paper that makes a significant new contribution to the conflict literature through innovation, involving but not limited to the innovative use of new methods or a new approach/venue for the study of conflict and negotiation in organizations and broader society

**Socio-Emotional Conflict in Teams: A Social Relations Analysis and Exploration of Causes**  
Jacqueline Z. Bergman, Appalachian State U. (USA)

Runner Up:

**The Electronic Water Cooler: Insiders and Outsiders Talk about Organizations on the Internet**  
Carol Kulik, U. of Melbourne (Australia)  
Molly Pepper, Gonzaga U. (USA)  
Debra Shapiro, U. of Maryland (USA)  
Christina Cregan, U. of Melbourne (Australia)

## CM Division Proceedings Papers ..... 2006

**The Costs and Benefits of Undoing Egocentric Responsibility Assessments in Groups**  
Eugene CARUSO (Harvard U.), Nicholas EPLEY (U. of Chicago), & Max BAZERMAN (Harvard U.)

**How Social Context Influences Alternative Dispute Resolution Procedures for Employment Lawsuits**  
Richard POSTHUMA (U of Texas, El Paso), James DWORKIN & Samuel PAVEL (Purdue U., North Central)

**Getting Off on the Wrong Foot: Initiation, Breach, & Restoration in the Trust Development Process**  
Robert LOUNT, Chen-Bo ZHONG, Niro SIVANATHAN, J. Keith MURNIGHAN (Northwestern U.)

**The Key Role of Personal Values in Decoupling Task Conflict from Relationship Conflict**  
Randall PETERSON & Ramya RANGANATHAN (London Business School), Shu-Cheng CHI (National Taiwan U.)

**A Happy Coincidence: Complementarities between Incentives and Emotions in Agency Problems**  
Alexandra MISLIN (Washington U.)

**Fair Control: Complementarities between Managerial Controls and Employees' Fairness Evaluations**  
Chris LONG (Washington U.), Corinne BENDERSKY (U. of California, Los Angeles), Calvin MORRILL (U. of California, Irvine)

**Trust in Developing Relationships: From Theory to Measurement**  
Daniel MCALLISTER (National U. of Singapore), Roy LEWICKI (Ohio State U.), Sankalp CHATURVEDI (National U. of Singapore)



Ajuogu, Mark Okechukwu  
 Fed U. of Tech Owerri (FUTO)  
 Amanatullah, Emily T.  
 Columbia U.  
 Anderson, Cameron  
 U. of California, Berkeley  
 Armagan, Sungu  
 U. of Utah  
 Ayoko, Oluremi B. (Remi)  
 U. of Queensland  
 Barclay, Laurie J  
 Wilfrid Laurier U.  
 Barron, Lisa  
 University of California, Irvine  
 Barry, Bruce  
 Vanderbilt U.  
 Barsade, Sigal  
 U. of Pennsylvania  
 Barsness, Zoe  
 U. of Washington, Tacoma  
 Bell, Chris  
 York U.  
 Belliveau, Maura A.  
 Texas A&M U., College Station  
 Bendersky, Corinne  
 U. of California, Los Angeles  
 Bereby-Meyer, Yoella  
 Ben - Gurion U., Israel  
 Bettenhausen, Kenneth  
 University of Colorado at Denver  
 and Health Sciences Center  
 Bezrukova, Yekaterina  
 Rutgers U.  
 Bhappu, Anita D  
 Southern Methodist U.  
 Bhatia, Ranbir Kumar  
 Pune University  
 Birmingham, Carolyn  
 U. of Idaho  
 Blader, Steven  
 New York U.  
 Blazejewski, Susanne  
 European U. Viadrina  
 Bottom, William P.  
 Washington U. in St. Louis  
 Brion, Sebastien  
 U. of California, Berkeley  
 Brown, Graham  
 Singapore Management U.  
 Byrnes, Joseph F  
 Bentley College  
 Campbell, Phyllis K  
 Bethel College  
 Chen, Ming-Huei  
 National Chung Hsing U.  
 Chung, Mona  
 Monash U.  
 Chung, Tsungting  
 National Yunlin U. of Science &  
 Technology  
 Cohen, Cynthia Fryer  
 U. of South Florida  
 Colquitt, Jason  
 U. of Florida  
 Conry, Terry W.  
 Ohio U.  
 Cooper, Cecily D  
 U. of Miami  
 Coughlan, Richard  
 University of Richmond  
 Cristofoli, Daniela  
 Bocconi U.  
 Cronin, Matthew A.  
 George Mason U.  
 Crump, Larry  
 Griffith U.  
 Curlee, Wanda  
 U. of Phoenix

DeChurch, Leslie A.  
 Florida International U.  
 Doucet, Lorna  
 U. of Illinois at Urbana-  
 Champaign  
 Dunn, Jennifer  
 U. of Pennsylvania  
 Elfenbein, Hillary Anger  
 U. of California, Berkeley  
 Enns, Janelle  
 U. of Toronto  
 Ferrin, Donald L  
 Singapore Management U.  
 Finn, Charles  
 College of Saint Rose  
 Fisher, Edward G  
 University of Alberta  
 Fisher-Yoshida, Beth  
 Columbia U.  
 Fong, Christina  
 U. of Washington  
 Francis, Conrad  
 South University  
 Frey, Francis M  
 University of VA's Coll at Wise  
 Garcia, Stephen M  
 U. of Michigan  
 Geddes, Deanna  
 Temple U.  
 Gelfand, Michele J.  
 U. of Maryland  
 Gibson, Donald E  
 Fairfield U.  
 Gilson, Lucy L.  
 U. of Connecticut, Storrs  
 Goates, Nathan  
 Vanderbilt U.  
 Goldman, Barry M  
 U. of Arizona  
 Gordon, Robert  
 U. of Phoenix  
 Greer, Lindred  
 Leiden U.  
 Gross, Michael A.  
 Colorado State U.  
 Grover, Steven  
 U. of Otago  
 Hamilton, Katherine  
 Pennsylvania State University  
 Hartley, Nell Tabor  
 Robert Morris U.  
 Haselhuhn, Michael  
 U. of California, Berkeley  
 Hewitt, Barbara A.  
 University of Texas at San Antonio  
 Humphrey, Stephen E.  
 Florida State U.  
 Kass, Edward Eli  
 St. Joseph's U.  
 Kaufman, Sanda  
 Cleveland State U  
 Keller, Kirsten  
 U. of Maryland  
 Keogh, Tim  
 Tulane U.  
 Kern, Mary  
 Baruch College, CUNY  
 Kidder, Deborah  
 Towson U.  
 Kim, Peter H  
 U. of Southern California  
 Kim, Tae-Yeol  
 City U. of Hong Kong  
 Ku, Gillian  
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 Kurtzberg, Terri R.  
 Rutgers U.  
 Lanza-Abbott, Jeanna  
 University of Houston

Lee, Kam-hon  
 Chinese University of HK  
 Leeds, Alexander  
 Wharton, U. of Penn  
 Leslie, Lisa Michelle  
 U. of Maryland  
 Lewicki, Roy J.  
 Ohio State U.  
 Lewin, David  
 U. of California, Los Angeles  
 Liao-Troth, Matthew  
 Western Washington U.  
 Lituchy, Terri R  
 Concordia University  
 Liu, Cong  
 Illinois State U.  
 Liu, Leigh Anne  
 Georgia State U.  
 Liu, Wu  
 Vanderbilt U.  
 Long, Chris Paul  
 Washington U.  
 Loyd, Denise Lewin  
 Massachusetts Institute of  
 Technology  
 Lytle, Anne Louise  
 Australian Graduate School of  
 Management  
 Ma, Li  
 Washington U.  
 Mahony, Douglas  
 U. of South Carolina  
 Malhotra, Deepak  
 Harvard U.  
 Mansour-Cole, Dina  
 Indiana University Purdue  
 University Fort Wayne  
 McCarter, Matthew Wayne  
 U. of Illinois  
 Miles, Edward W.  
 Georgia State U.  
 Miles, Michael Sheridan  
 University of Ottawa / CEIBS  
 Shanghai  
 Moberg, Philip John  
 Northern Kentucky U.  
 Moore, Don  
 Carnegie Mellon University  
 Moran, Simone  
 Ben-Gurion U. of the Negev  
 Narayanan, Jayanth  
 London Business School  
 O'Connor, Kathleen  
 Cornell University  
 Oesch, John M  
 U. of Toronto  
 Overbeck, Jennifer R.  
 U. of Southern California  
 Paddock, Layne  
 University of Florida  
 Parkman, Anna W.  
 Ohio Dominican University  
 Patient, David L.  
 U. of British Columbia  
 Pettry, Deborah Brooks  
 ACL, Inc.  
 Pillutla, Madan M  
 London Business School  
 Plowman, Kenneth Dean  
 BYU  
 Posthuma, Richard A.  
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 Praxedes, Moira  
 U. of Houston  
 Prietula, Michael J  
 Emory U.  
 Ramarajan, Lakshmi  
 Wharton, U. of Penn

Raver, Jana L.  
 Queen's U.  
 Rayner, Charlotte  
 Portsmouth U  
 Reb, Jochen  
 Singapore Management U.  
 Richardson, John  
 Boston College  
 Richter, Andreas W.  
 Aston U.  
 Ruedy, Nicole E.  
 Wharton School  
 Sadler, Julie  
 U. of Delaware  
 Sanchez-Burks, Jeffrey  
 U. of Michigan  
 Sauer, Stephen  
 Cornell U.  
 Savage, Grant T.  
 U. of Alabama  
 Sivanathan, Niro  
 Northwestern U.  
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 Song, Fei  
 Ryerson U.  
 Spartz, Dale A  
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 Speakman, James Ian Forbes  
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 Standifer, Rhetta Long  
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 Stephens, Gregory K.  
 Texas Christian U.  
 Stuhlmacher, Alice F  
 DePaul U.  
 Thau, Stefan  
 U. of Groningen  
 Tjosvold, Dean  
 Lingnan U.  
 Tuncel, Ece  
 U. of Illinois, Urbana-Champaign  
 Van Kleef, Gerben A.  
 U. of Amsterdam  
 Vodosek, Markus  
 U. of Utah  
 Wade-Benzoni, Kimberly A  
 Duke U.  
 Wall, James A  
 University of Missouri - Columbia  
 Weber, Mark  
 U. of Toronto  
 Webster, Penelope Janet  
 U. of Melbourne  
 Weiss, Stephen E  
 York U.  
 Wheeler, Jack  
 Indiana Wesleyan University  
 White, Judith B.  
 Dartmouth College  
 Young, Maia J  
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 Zapata-Phelan, Cindy P.  
 University of Florida  
 Zhang, Zhi-Xue  
 Peking U.  
 Zhong, Chen-Bo  
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 Peking U.  
 Zhong, Chen-Bo  
 Northwestern U.

## Atlanta 2006 PDW Chair.....Tom Tripp

Every two years we host a doctoral consortium in CM. This year, we focused on how to turn one's dissertation into five-year research programs. Twenty students heard advice from Max Bazerman, Barbara Gray, Ety Jehn, Martin Kilduff, Roy Lewicki, Judi McLean Parks, Debra Shapiro, Sim Sitkin, and me. We told them all about

being interesting, staying motivated, focusing on one topic, combining methodologies in the best order, and selecting journals, to name a but a few topics. The students were a smart group with a wide-ranging set of interests in conflict management. The future of our division is bright, indeed.

## Submitting to Philadelphia.....Tom Tripp, 2007 Program Chair

I'm looking forward to a great set of papers this year. Making the papers even better is that we've got a great Academy theme for 2007 – "Doing Well by Doing Good." So, we will be especially interested in conflict papers that address this theme. For example, how do we "do good" in conflict? How do we measure success in conflict? For more detail on this theme, go to the AoM Meeting website at <http://meeting.aomonline.org/2007/>.

The deadline for paper and symposium submissions is January 15, 2007, a week later in January than usual. (My New Years plans are saved!) Of course, if you're not the last-minute kind of writer, you can submit as early as November 1, 2006. The advantage of submitting early is that if I detect any submission errors, I can notify you and you would have time to resubmit. All the submission rules are at the AoM website under the "call for submissions."

Let me elaborate here about a change to one of these rules – the "rule of three." The "rule of three" states that nobody can be on the regular meeting program (i.e., Monday through Wednesday sessions; the PDW doesn't count) more than three times, whether as a paper presenter, symposium panelist, chair, discussant, or whatever. Thus, one cannot be an author on more than three submissions. That's been the rule for some time now, but here's what's new for 2007: if somehow you end up on four or more submissions, the powers-that-be at AoM will contact you and ask you which submission you would like to withdraw. If the submission has

coauthors, no longer can you just remove your name from the paper while your coauthors continue on with the submission; now, the whole paper is removed, and so your coauthors lose that submission also. Fun, eh? By the way, breaking the rule of three happens more often than you'd think, and is usually an accident. Sometimes, a doctoral student adds one's advisor to one's own paper at the last minute – simply because the advisor inspired the work – without telling the advisor. Oops!

When submitting, I encourage you to select your paper's keywords (e.g., "groups and teams," "justice" and "cognition") liberally. That is, you can select up to five keywords, and I suggest you use all five. Because the computerized reviewer-to-paper matching system relies on these keywords, the more keywords you select the better the reviewer you will get. And who wouldn't like to select their own reviewers? Er, sort of, I mean.

Speaking of reviewers! Please review for the CM division. The quality of our program depends greatly on the work of the reviewers. Note that to review you must sign up on the AoM reviewer website by going to <http://program.aomonline.org/reviewers> and select CM as one of the divisions you want to review for. Even if you signed up last year on the website for the 2006 meeting, you must sign up again to review for the 2007 meeting. The website opens October 25, 2006, and closes January 15, 2007.

That's it for now. See you in Philly!

## 2<sup>nd</sup> Annual Negotiating Your First Job PDW.....Melissa Thomas-Hunt

Our 2<sup>nd</sup> Annual *Negotiating Your First Job* PDW for doctoral students held at AOM 2006 in Atlanta, Georgia was a huge success! We had over 95 doctoral students participate from 15 Academy divisions. Laurie Weingart began with an introduction to job negotiations that focused on the academic market. Her interactive presentation was followed by a job negotiation simulation, small group discussions led by Susan Brodt, Roy Lewicki, Greg Northcraft, Robin Pinkley, and Stephen Weiss, and Laurie. We ended the session with a

lively panel discussion in which our negotiation experts fielded numerous questions from our participants. We will be continuing this tradition of support for our own CMD doctoral students and those from across the Academy as they transition into their new professional roles. This is an excellent opportunity to attract new members and foster relations with individuals with division homes other than CMD. For information on next year's session, please contact Jeffrey Sanchez-Burks, [jsanchezburks@umich.edu](mailto:jsanchezburks@umich.edu).

# Professional Development Workshops (PDWs) Preliminary Philadelphia Program 2007 ..... Kathleen O'Connor

Exciting plans are taking shape for the Conflict Management Division Professional Development Workshops (PDWs) at the Academy of Management 2007 meeting in Philadelphia. A preliminary list of workshops follows, and we will update the list once the

PDW schedule has been finalized in December. CMD members will receive PDW pre-registration information by email. If you have questions, please direct them to PDW Program Chair Kathleen O'Connor at [kmo8@cornell.edu](mailto:kmo8@cornell.edu).

## Junior Faculty Research Incubator ..... Saturday, August 4

### ***Putting Negotiators in their Place: Studying Negotiation in its Social Context***

Every other year, the Conflict Management Division sponsors a research incubator that brings together junior and senior faculty members to generate research projects around topics of common interest. This year's theme is "Putting Negotiators in their Place: Studying Negotiation in its Social Context." The panel of senior scholars includes experts on cultural contexts, organizational contexts, and temporal contexts, and includes Michele Gelfand, Rick Larrick, Beta Mannix, Gerardo Ohkuysen, Randall Peterson, Pri Shah, and Cathy Tinsley, and Kim Wade-Benzoni. This day-long session will be held on Saturday.

## Negotiation Workshop..... Sunday, August 5

### ***Starting out on the Right Foot: Negotiating your First Academic Job***

Please consider attending (or recommending to a friend or colleague) the 3rd Annual Negotiating Your 1st Job PDW for Doctoral students hosted by the Conflict Management Division AOM 2007.

Doctoral students, are you interested in maximizing your job negotiations?

On Sunday morning, we continue our commitment to doctoral students. Back by popular demand, we will again offer advice and training to students on negotiating their first job. This lively and informative PDW includes a simulated job negotiation, small group discussions led by experts in the field that include Margaret Neale, Don Conlon, Steve Weiss, Bruce Barry and more.

## Professional Development Workshop..... Sunday, August 5

### ***Balance is Bunk: Surviving Parenthood and Succeeding in Academia***

In today's competitive environment, career success requires commitment, passion, and to be blunt, a lot of time. Both our children and our work are important to us and often demand our full attention simultaneously. Striving for "balance" can be maddening. The truth is there are no magic answers that enable us to have it all. Join us in this session as we face the fact that balance is bunk and instead focus on how to survive, succeed, and have a life in the process. Our discussion will deal squarely with the serious tradeoffs that are involved with simultaneously raising children and succeeding in academia. A group of leading scholars in the field will share their insights and non-fluffy survival strategies. Our stellar panel includes Sally Blount-Lyon, Tina Diekmann, Fiona Lee, Elizabeth Morrison, Robin Pinkley, Kathy Williams Phillips, Sondra Robinson, Denise Rousseau, Laurie Weingart, and Batia Wiesenfeld. The session will be facilitated by Kim Wade-Benzoni.

## Professional Development Workshop..... Sunday, August 5

### ***Leadership in Academia: What it Means at Different Career Stages***

We need leaders at all career stages, but what that means changes as our careers progress. In this session, a panel of speakers who have taken on a variety of leadership roles at different career stages will share their insights on leadership in the domains of service, teaching, and research and offer advice based on their own experience. Our panel of leaders includes Wendi Adair, Peter Kim, Rick Larrick, Beta Mannix, Denise Rousseau, Maurice Schweitzer, and Amy Wrzesniewski. The session will be facilitated by Kim Wade-Benzoni.

# EVENTS & CALLS

## The *Dispute Resolution Research Center (DRRC)* at Northwestern University

### Negotiation Research & Teaching Certificate Program 2007

September 14, 2007 - December 7, 2007

10 weeks of immersion in research and teaching negotiations!

Additional Information: <http://www.kellogg.northwestern.edu/drrc/certificate/index.htm>

Participants will learn negotiation theory, become critical consumers of negotiation research, have an opportunity to design and get feedback on their own negotiation research, and learn the experiential method of teaching negotiation. The program is designed for applicants who have or are close to finishing a PhD or a JD.

#### Academic Content:

- **PhD seminar on Negotiation, Theory, and Research** with Leigh Thompson, author of *The Mind and Heart of the Negotiator*.
- **Mediation Seminar** with Stephen Goldberg, author of *Getting Disputes Resolved and Dispute Resolution*.
- **Weekly Teaching Skills Workshop** with Jeanne M. Brett, editor of the *Negotiation, Teamwork, and Decision Making Exercises*.
- **Internship** at Northwestern University School of Law or Kellogg School of Management.

## IACM 2007 CALL FOR SUBMISSIONS

### 20<sup>th</sup> Annual Conference of the International Association for Conflict Management

Budapest, Hungary ~ July 1 - 4, 2007

(Note: change of dates)

*Submission Deadline: February 1, 2007*

The **International Association for Conflict Management (IACM)** was founded to encourage scholars and practitioners to develop and disseminate theory, research, and experience useful for understanding and improving conflict management in organizational, societal, family, and international settings.

**Papers:** Papers are limited to 30 TOTAL PAGES

**Extended Abstracts:** 1000+ words with sufficient information for review.

**Symposia:** Focused sessions in which participants present their views on a common issue.

**Debates:** typically include a moderator and two teams of one or two speakers each.

**Roundtables:** typically have a moderator/facilitator and a panel from different perspectives on an issue.

**Workshops:** highly interactive that focus on sharing new approaches to teaching, research/practice.

**Novel Session Formats:** that do not fit any of the categories described above) are encouraged.

Clear submission guidelines are provided on the IACM website at [www.iacm-conflict.org](http://www.iacm-conflict.org).

**Deadline for Submission: February 1, 2007**

#### PROGRAM CONTENT AREAS:

Research, Theory, and Practice in: Negotiation, Decision Processes, Communication, Conflict in the Public Sector, Culture and Conflict, Social Justice, Third Party Intervention, Environmental and Public Resource Conflict, International and Inter-group Conflict, Organizational Conflict..

Conference Hotel: Le Meridien Budapest <http://www.starwoodhotels.com/lemeridien>



# Call for Papers ~ Special Issue

## *The International Journal of Conflict Management*

### Topic: Alternative Dispute Resolution of Workplace Conflicts

Conflicts between employers and employees can take on a variety of forms including lawsuits, informal complaints, grievances, strikes, picketing, etc. In this special issue we explore the many alternative ways that these conflicts can be resolved. These alternative dispute resolution (ADR) procedures may include negotiation, mediation, arbitration, fact-finding, ombudspersons, peer review, and many other combinations or permutations of thereof. This is a broad area and many different perspectives on this issue are welcome.

Important questions that could be addressed include the following: How do participants perceive the effectiveness and/or fairness of ADR systems? How does the use of ADR systems affect the outcomes for employers and employees? What are the contextual factors that explain the adoption of use of these systems? How do ADR systems differ across countries or cultures? Are alternative forms of dispute resolution systems fair at the micro or macro level of analysis? How do justice concepts relate to ADR systems in terms of predicting important outcomes for organizations (e.g., turnover, legal claiming, grievances, recommendation intentions, productive and counterproductive behaviors). What are the legal constraints and implications of the use of these systems? What theories (e.g., neo-institutionalism, cognitive choice, transaction cost economics) can be advanced through the study of these systems?

However, these are only examples of the types of questions that could be addressed. Other topics related to the general topic of ADR in organizations are also welcome.

This call for papers is aimed at a wide array of scholars--from different disciplines such as management, communications, psychology, sociology, economics, public administration, and law. Studies using a variety of methodological techniques are encouraged including (but not limited to): laboratory studies, field studies, case studies, survey research, and analysis of archival data. Articles focused solely on theory development are also welcomed as are papers that present novel approaches to ADR systems in organizations in either domestic or international settings. Furthermore, studies that review the law of ADR systems are also encouraged.

Criteria and format details can be found at the website:

- Length: generally no longer than 35 pages (including everything: tables, references, figures, etc.)
- Double-spaced, 1 inch margins, 12pt TNRoman (Times New Roman).

Manuscripts to be submitted in electronic form by **November 1, 2006** to: Richard A. Posthuma, [rposthuma@utep.edu](mailto:rposthuma@utep.edu)

For inquiries contact:

Richard A. Posthuma  
Editor, International Journal of Conflict Management  
(915) 747-8646 (PHONE) (915) 747-5348 (FAX)  
[rposthuma@utep.edu](mailto:rposthuma@utep.edu)

## CALL FOR CHAPTER PROPOSALS

### Being and Becoming a Management Education Scholar

Vol. 7 in the Research in Management Education and Development series  
Eds. Charles Wankel and Robert DeFillippi ~ IAP Publishers, 2008

This volume will examine the opportunities, constraints and requirements for achieving academic success in management education and development scholarship. How do the teaching and educational leadership roles in our profession simultaneously provide opportunities for scholarship and academic publications? How are institutional forces (accrediting agencies, university tenure and promotion policies, professional societies, research funding sources) impacting the incentives to engage in management education scholarship? How do academics enact a successful scholarly career based upon significant scholarship in management education and development? What seem to be critical requirements for quality management education scholarship?

We invite manuscript proposals that explicitly examine any of the above (or other) issues related to being or becoming a management education scholar from a biographical, institutional, or disciplinary perspective. We also welcome empirical research that documents the prevalence, impact and status of scholarship in management education and development.

#### Tentative Schedule for Publication:

- Book chapter proposals received: December 15, 2006
- Notification of accepted chapter proposals: January 15, 2007
- Receipt of full book chapters: September 1, 2007
- Review book chapters and give feedback: Oct. 30, 2007
- Receipt by editors of final draft of book chapters: January 15, 2008
- Final book received by publisher: February 15, 2008
- Anticipated volume 5 publication: Summer 2008

Submit your chapter proposal by Microsoft Word email attachment. We would most appreciate a three to five page proposal outlining your chapter, identifying your perspective(s) on graduate management education theory and practice. Include as a separate file a brief biography covering your current institutional affiliation and position and a listing of your relevant publications and educational background.

Send proposals and inquiries to both: Charles Wankel [wankel@stjohns.edu](mailto:wankel@stjohns.edu) and Robert DeFillippi [rdefilli@suffolk.edu](mailto:rdefilli@suffolk.edu)

# CALL FOR PRESENTATIONS THE 37<sup>th</sup> ANNUAL INFORMATION EXCHANGE

## “What is New in O.D. and HRD” and

## “Organization Development in Crisis Situations and National Disasters”

May 20 - 25, 2007 at The Beckwith Conference Center near Mobile Bay in Mobile, Alabama

You are invited to make a presentation at The 37th Annual Information Exchange on “Organization Development in Crisis Situations” being held May 20 – 25, at the Beckwith Conference Center near Mobile Bay in Mobile, Alabama. Registration before November 15, 2006 is \$190 for members of The O.D. Institute (a membership costs \$110 and provides about \$345 in benefits) and \$250 for nonmembers. This is a colleague conference, not an academic conference. You are invited to 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 by someone who knows less about your subject than you do. 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. If you would like to write up your presentation in ten double-spaced pages or less, we would be happy to consider it for publication in *The Organization Development Journal*. If you expect to be looking for a job or consulting assignments, this is an inexpensive way to let people know who you are and what you can do.

This conference will also focus on ways O.D. can be used to help people and communities better cope with natural and hurricane disasters and all that follows. Some of our members have been confronted with major disasters in their communities with an interest in how O.D. can make a difference.

**Dr. Jeanne Maes, RODP**, Conference Chair, has reserved rooms for us at the Beckwith Conference Center on Weeks Bay off Mobile Bay in Mobile, Alabama. A room with three meals included is \$93 per person per day in a single and \$71 in a double +\$2.25 /person/day for snacks. A room can be reserved by sending one days deposit to Jo Masters, The Beckwith Conference Center, 10400 Beckwith Lane, Fairhope, Alabama, 36562-6008 Tel: 251/928-7844 or Cell: 251/583-7986. Travel from the airport is about \$40/trip.

The 37<sup>th</sup> Annual Information Exchange will begin on Sunday evening May 20<sup>th</sup> with a trust building community building session. **Dr. Terry Armstrong, RODC** will do a focus group on “The Future of The O.D. Journal”. We hope that **Dr. Robert Golembiewski, RODC** can come and speak to us. We will end with The Awards Luncheon on Friday noon. The Jack Gibb Award of \$1,000 will be given for the best presentation by a fulltime student not working fulltime. Silver Bowl Awards will be given for The Outstanding O.D. Project of the Year (organized by **Dr. Peter Sorensen, Jr., RODC**). There will also be an award of \$2000 for The Outstanding O.D. Article of the Year (organized by **Dr. Terry Armstrong, RODC**, Editor of *The Organization Development Journal*).

Send your conference registration check to The O.D. Institute. We give a full registration refund if you cancel in advance. To keep our expenses down, we do not accept credit cards. If you live outside the USA, we need a check drawn on a bank with a branch in the USA.

## Center of Leadership & Ethics Dissertation Proposal Competition

The Center of Leadership & Ethics (COLE) at the Fuqua School of Business at Duke University is hosting a dissertation proposal competition for Ph.D. candidates whose research contributes to the understanding of leadership and ethical issues facing the business community. Candidates in all business disciplines and in those relating to social and political sciences are invited to apply. Examples of topics in ethics include, but are not limited to: corporate social responsibility, social entrepreneurship, employee privacy, trust in financial institutions, conflicts of interest, ethics in advertising and marketing, regulation and ethics, intergenerational issues, environmental responsibility, whistle-blowing, auditor independence, ethics and corporate culture, sexual harassment, discrimination, downsizing, insider trading, industrial espionage, trade secrets, and international labor and sweatshops. Examples of topics in leadership include, but are not limited to: institutional leadership, gender and leadership, team leadership, crisis leadership, trust in leadership, leading change, stewardship, mentoring, leader-follower relationships, and leadership style.

Proposals will be judged on the contribution that they make to the scholarly understanding of ethical and leadership issues in business as well as on their theoretical and methodological quality. 1–2 winners will receive a \$1,000 honorarium, and will be asked to present their research at Fuqua.

**Who should apply?** All Ph.D. candidates who have successfully defended their dissertation proposal by **May 15, 2007** are invited to apply (defense of dissertation itself must occur after this date).

### Required Materials:

- A completed application form (*Visit the COLE website: [www.leadershipandethics.org](http://www.leadershipandethics.org). Click on “Research” from the homepage*) If you have any problems downloading the form, contact: [coledissertation@duke.edu](mailto:coledissertation@duke.edu)
- Full dissertation proposal
- An extended 5-page abstract of the proposal
- Curriculum Vita
- Letter of recommendation from dissertation advisor.

**Please Note:** Dissertation Advisor should send letter to the Center of Leadership and Ethics, Attn: Tejumade Ajasa, Fuqua School of Business, One Towerview Drive, Durham, NC 27708

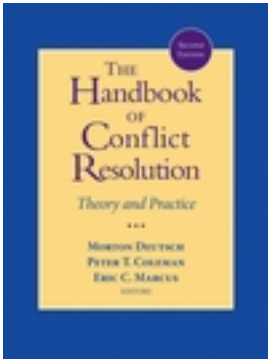
### Application Deadline: May 15, 2007.

Submit all required materials to [coledissertation@duke.edu](mailto:coledissertation@duke.edu)

Questions on the application procedures should be directed to Tejumade Ajasa, COLE Program Manager, [coledissertation@duke.edu](mailto:coledissertation@duke.edu)

Other questions can be directed to Kimberly Wade-Benzoni, Associate Professor of Management, COLE Scholar & Committee Chair.

## Books



**Handbook of Conflict Resolution, 2nd Edition** has just been released. This best seller from 2000 has been updated with many new chapters added. Eric Marcus joins the editorial team of Morton Deutsch and Peter Coleman, all from the International Center for Cooperation and Conflict Resolution (ICCCR) at Columbia University, Teachers College. There was a book signing event on October 9th at Teachers College. For more information about the ICCCR, please look at our website at [www.tc.edu/iccr](http://www.tc.edu/iccr).

Beth Fisher-Yoshida  
Associate Director, ICCCR

**Power in Change Management** follows the question how power can be exercised to overcome resistance to strategic change projects. It deals with situations where the rational task of conceiving and implementing change in organisations suddenly clashes with a political reality that follows different rules. The author creates a holistic framework of power and related phenomena, deduces testable propositions, and develops a new case-study methodology suitable for their analysis. He applies his new methodology and builds four case-summaries that contain compressed original empirical evidence on conflictive projects. The introduction of a new teaching model at the University of St. Gallen is analysed and juxtaposed to three cases about failed projects in other professional bureaucracies.

By Wilhelm, Philipp, 2006  
ISBN: 3-935185-32-4



**Managing Multinational Teams: Global Perspectives:** This book's chapters provide management scholars a diversity of theoretical and methodological perspectives, at many levels of analysis, and include insights borne from the authors' observation-based and/or living-based experience with the culturally-challenging issues they discuss. Additionally, these chapters also provide practicing managers with useful ideas on both intra- and external-group dynamics that help increase their understanding about the effective functioning of multinational teams. As a result, this book offers both a breadth and depth on the topic of managing multinational teams in a global context that promise to make its contents of interest to many audiences.

Shapiro, D.L., Von Glinow, M.A., & Cheng, J.L.  
UK: Elsevier Press, Inc.

## Achievements

**Claudine SchWeber** was selected as a Fulbright Program peer reviewer, for the Fulbright Senior Specialist Program in the area of peace and conflict resolution. She has had two such Fulbrights: Israel 2002; Namibia 2005.

**Max H. Bazerman**, the Jesse Isidor Straus Professor of Business Administration at the Harvard Business School, received an honorary doctorate from the University of London (London Business School). Along with his co-author, Michael Watkins, he also received the Kulp-Wright Book Award from the American Risk and Insurance Association their book Predictable Surprises. And, Max recently received the Life Achievement Award from the Aspen Institute's Business and Society Program.

## News from your CMD Web Manager.....**Michael Gross**

We have created links for education resources and for teaching resources. For our teaching resources we would like to include your course syllabi for PhD seminars, Executive, Distance, and Daytime MBA courses, other graduate courses and undergraduate courses.

We've created these links in response to feedback from our division's five year review. Your feedback has called for more information on teaching (e.g., course syllabi) to be made available on our web page.

If you would like to include your syllabus as a teaching resource please email your syllabus formatted as an MS Word attachment to [Michael.Gross@business.colostate.edu](mailto:Michael.Gross@business.colostate.edu)

Other resources will be included in "education" rather than "teaching". Please email your education resources formatted as MS Word or PDF files or URL links you would like added to the division's web page as well.

We look forward to receiving your syllabus!