



ACADEMY OF MANAGEMENT

# Conflict Management Division

## NEWSLETTER

<http://division.aomonline.org/cm/>

Editor: Charlotte Rayner

FALL 2007

Volume 22, Issue 2

### CM Division Chair Message ..... Susan Brodt

Thanks to everyone for making the CM division events in Philadelphia a resounding success. The conference was full of exciting scholarly sessions and social events, including the Junior Faculty Research Incubator and various PDW events, our Sunday reception at Roy's Restaurant, our numerous All-Academy symposia, and our Tuesday evening business meeting and social hour. Our wildly-successful "Negotiating Your First Academic Job" PDW session continues to serve the needs of doctoral students throughout the divisions of the Academy and is now a permanent feature. The division is clearly thriving in its intellectual and social energy.

I want to personally thank the CM Division officers for their time and effort this past year. Many thanks to Michele Gelfand, past division chair, who got the ball rolling on our institutional memory initiative. Future officers will now have easy access to forms, files, and "helpful hints" from previous officers as they quickly get up to speed in their new positions. Although Michele's initiative, it would not have been possible without the leadership, persistence, and patience of Michael Gross. Michael worked with the Academy technology staff to select, test and refine our tool. In fact, his work brought the CM Division to the attention of the Academy leadership and our platform is now being used by the Academy to support other divisions' efforts at developing communication and institutional memory tools.

Thanks also go to Tom Tripp, who did an outstanding job putting together the program; and to our amazingly creative professional development team of Kathleen O'Connor (PDW chair), Jeffrey Sanchez-Burke and Kim Wade-Benzoni. You will read more about the impressive work of Tom, Kathleen, Jeffrey and Kim elsewhere in this newsletter. Many thanks to two behind-the-scenes people who keep us connected: John Bunch, the CMDNET Listserv manager and Charlotte Rayner, our Division Newsletter Editor. Finally, thanks to Cathy Tinsley, past Division Chair, for all of her service and commitment to the division over the past 5 years.

### INVITATION TO "EXPRESS YOURSELF" FROM Susan Brodt our Division Chair

*Our division's small size is an asset: it is easy to get involved and we are open to new ideas. As Division Chair this year, I want to know your thoughts, hopes, and dreams for the division. What can we offer to make your home in the CM Division most rewarding? For example, if you were not able to attend the conference, would you like to see e-discussion forums around specific symposia or paper sessions, or would you like to find downloadable versions of the award-winning papers on our website? If you attended the conference, what else would you like to see on (or around) the program – opportunities to collect data? have a paper reviewed? Would you like to give back to the communities in which we meet? Think big, think small. Email your thoughts, hopes and dreams – embryonic or well-developed – to me at the following email account just for Academy ideas: [CMDivision@business.queensu.ca](mailto:CMDivision@business.queensu.ca)*

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## CM Division Officers: Who's who?

Susan Brodt is Division Chair.

Tom Tripp is the Division Chair Elect, and will be planning the Sunday off-site social event.

Kathleen O'Connor is Program Chair in charge of the main conference program.

Deanna Geddes is Program Chair Elect - running the Doctoral Consortium this year.

Representatives at large: Kurt Dirks, and Judith White.

Charlotte Rayner runs the newsletter.

Michael Gross runs the website for the next few weeks when he will be handing over to Ralph Hanke. Thank you Michael! Welcome Ralph!

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## From your Philadelphia 2007 Program Chairperson ..... *Tom Tripp*

### **“The CM Division did well and did good”**

This year the theme was "Doing well by doing good." The CM division did well and did good. Evidence that we did well includes our record-breaking program in Philadelphia. And I'm not talking about the heat! (For those of you who stayed until Wednesday, it reached over 100 F.) I'm talking about the size and quality of the CM program. It was big! And good!

In terms of quantity, this year we put on 35 sessions in the Monday-Wednesday program, plus many of our papers were included in seven other, "Interactive Paper" sessions. In the past, we've managed around 25 sessions per program. We were able to have such a large program because of the high quantity of submissions from all of you. Instead of the usual 76 submissions, we had 107. The more you all submit, the more we can accept into the program.

In terms of quality, we had an abnormally large number of "showcase" symposia. Usually, about 2-3 of our symposia receive "showcase" and "all-Academy" status, but this year eight received "showcase" status. Moreover, there were only 34 showcase symposia across all 24 divisions of the Academy. Only the three largest AoM divisions placed more symposia in the program.

So what? What does it mean? This means that CM is reaching its goals of growing in size. One of our goals has been to include more people in the program, and we did just that. A large portion of those who submitted sessions, reviewed and presented are the newcomers we seek. Many had never participated in CM before, and we have a growing international presence. In fact, at our sessions, which were well attended, I heard a greater variety of accents than ever before.

Evidence that we are doing good includes the subjects of our sessions. Our sessions addressed topics on improving morality and values in negotiations, pursuing justice, reducing moral transgressions, encouraging trust, curbing workplace aggression, and, as always, resolving conflict. I believe that the scholars who make up the CM membership continue to help organizations run more ethically as well as effectively, and perhaps even more peacefully.

I thank everybody who submitted sessions, as well as the 200 reviewers who reviewed them. I also must thank Susan Brodt for all her wonderful advice, and thank the very capable staff of the Academy (especially Jimmy Le) who make sure we program chairs actually get a program together.

*Tom Tripp*

## Congratulations to the 2007 CM Division Award Winners

**Michelle Gelfand presented our Division awards at the CM Business Meeting in Philadelphia to the following authors:**

### **BEST PAPER - NEW DIRECTIONS**

William Maddux  
Elizabeth Mullen           for  
Adam Galinsky           "Chameleons Bake Bigger Pies and Take Bigger  
Pieces: Behavioral Mimicry Facilitates  
Negotiations"

### **BEST PAPER - EMPIRICAL OR THEORETICAL**

Michele Williams           for  
"Disentangling Concepts: The Role of Affect in  
Trust Development and Cooperation"

### **BEST PAPER - CONFLICT IN CONTEXT**

Barry Goldman  
Matthew Pearsall           for  
Stephen Gilliland           "An Investigation of Organizational Reluctance  
Debra Shapiro           to Mediate Employee Disputes"

### **BEST STUDENT PAPER**

Lindred Greer           for  
Heather Caruso           "Are High-Power Teams High Performers?"

### **MOST INFLUENTIAL PAPER**

Karen Jehn  
Greg Northcraft           for  
Margaret Neale           "Why Differences Make a Difference: A Field Study  
of Diversity, Conflict, and Performance in Workgroups."  
Appearing in *Administrative Science Quarterly*, 1999.

**And so to 2008 ..... Get your skates on to participate....**

**ANAHEIM AUGUST 8 – 13 2008**

**From your Anaheim 2008 Program Chairperson ..... Kathleen O'Connor**

We've got a great theme this year that should give us a chance to stop and think. The theme is "The Questions We Ask." We will be particularly interested in papers and symposia that take up this theme. For example, how do we know whether we're asking the right questions? What puzzles, conundrums, and unanswered questions bedevil us? Are there questions that are off-limits? How do we learn from practice? What makes for a great research question? For more detail on this theme, go to the AoM Meeting website at <http://meeting.aomonline.org/2008/>

## **2008 Paper and Symposium submissions**

### **Deadlines**

The deadline for paper and symposium submissions is January 15, 2008. Of course, if you're on top of things, you can submit as early as November 1, 2007. One advantage of getting your submissions in early is that if I detect any submission errors, I can let you know while there is still time to resubmit. All the submission rules are at the AoM website under the "call for submissions."

### **The rule of three**

Let me remind you of a change made in 2007 that continues this year. AoM has a "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 does not 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. Here's the twist: if 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. It is not a matter of removing your name from a coauthored submission. Rather, the *whole paper* is removed from the program, so your coauthors lose that submission also. 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. Be aware.

### **Think about Keywords**

When submitting, I encourage you to select your paper's keywords (e.g., "groups and teams," "justice" and "cognition") liberally. 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. So use as many as you can!

Speaking of reviewers - the quality of our program depends greatly on the hard work of the reviewers. To review you 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 2007 meeting, *you must sign up again to review for the 2008 meeting*.

I'll be checking in again soon, I'm sure. I look forward to seeing you in Anaheim.

*Kathleen O'Connor*

**Get your skates on to participate....**

## **Saturday and Sunday Professional Development Workshops (PDWs)**

The annual Meeting uses Saturday and Sunday for the Professional Development Workshop (PDW) program. The program is stuffed with workshops and panels designed to give Academy members access to cutting edge techniques, the latest research ideas, novel teaching tips and materials, and advice for managing common, but difficult professional problems.

Some of the PDWs are arranged centrally, and our 2008 CM program is outlined below. But you can submit your own PDWs, directions for both are below:

**From your Anaheim 2008 PDW Chairperson.....** *Deanna Geddes*

### **2007 CMD Professional Development Workshop Program:**

There is a new policy at the Academy of Management that Professional Development Workshops (PDWs) are to be submitted online <http://submissions.aomonline.org/2008>. The submission site opens October 1 and closes with the deadline date: November 15<sup>th</sup>. We encourage your individual submissions.

As is tradition, your at-large reps and PDW chair have developed three outstanding CMD-sponsored PDWs, descriptions of which are detailed below. Briefly, we will once again sponsor the "Negotiating your first job" workshop and new this year, "The craft of writing a book: Wisdom from Top Scholars." We also wanted to remind everyone that 2008 is our doctoral consortium year. Our thanks to all who have so graciously agreed to participate in these sessions.

We look forward to seeing you at the 2008 Academy of Management Conference in Anaheim, California.

Best wishes,

Deanna Geddes, PDW Chair,  
Kurt Dirks, and Judith White, Reps at Large 2007/8

**Keep up to date with Anaheim 2008**

**Use the Academy Website**

**Click through to the CM Division**

**Read your all-Academy Emails**

## 2008 CMD Professional Development Workshop Program:

### Negotiating Your First Job.

This is our 4<sup>th</sup> annual PDW for doctoral students which is always well attended and favorably evaluated. The workshop typically involves an overview of job negotiations, participation in a job negotiation simulation, small group discussions, and lively panel discussions in which our CMD negotiation experts field questions from session attendees. Our panelists include (to date) Steve Weiss, Greg Northcraft, Robin Pinkley, Don Moore, Jeff Loewenstein, Dania Dialdin, Will Maddux, Paul Martorana, Chenbo Zhong, Lisa Amaroso, Mary Kern, Corinne Bende rsky and Ray Friedman. This remains a valuable session for job-seeking PhD candidates and an excellent opportunity to attract new members and foster relations with individuals from divisions other than CMD.

For information on 2008's session, please contact **Judith B. White**, [judith.b.white@dartmouth.edu](mailto:judith.b.white@dartmouth.edu)

### The Craft of Writing a Book: Wisdom from Top Scholars.

At some point in their career, many management scholars consider writing a book, whether it be scholarly book, a popular press book, or a textbook. So how does one write a book and get it published? Academic training is focused almost exclusively on how to conduct a study and publish in academic journals. How does writing a book fit into one's career? Academic and professional careers in management often do not directly reward such endeavors. Individuals struggle with these questions hoping to do better than just muddle through. The PDW will host a distinguished panel of successful book authors who will share their insight on this topic including Max Bazerman, Roy Lewicki, Fred Luthans, and other top scholars. OB and BPS Divisions are co-hosting this session.

For further information, please contact **Kurt Dirks**, [DIRKS@WUSTL.EDU](mailto:DIRKS@WUSTL.EDU)

### CMD Doctoral Consortium.

Students will learn from leading scholars ways to build a successful academic career. Our goal is to help students identify and pursue research options that will contribute to the field and lead to tenure. Doctoral students will listen to presentations by successful CM scholars, then meet with them one-on-one and in small groups to discuss strategies that will advance their research and academic achievement. We are grateful for the expertise of Bruce Barry, Don Conlon, Don Ferrin, Michele Gelfand, Peter Kim, Deepak Malhotra, and Randall Peterson who have confirmed their participation (among others yet to confirm).

Contact **Deanna Geddes**, ([geddes@temple.edu](mailto:geddes@temple.edu)) if you have any questions. Faculty members need to nominate their students (via email to Deanna) by June 30, 2008. [Please note attendance requirements: Any doctoral student may attend who is a member of CM or is specializing in topics within the domain statement of CM. They must not have attended a previous CM doctoral consortium. Students do not need to have completed their dissertation proposal--only to have chosen a specialization area.]

# EVENTS & CALLS

*The Eastern Academy of Management*



*Call for Papers*



Photo by Keith Stanley © 2002-2005 ([www.kestan.com](http://www.kestan.com))

**The Power of One, The Power of Many**  
**May 14-17, 2008**  
**Crystal City Marriott, Washington, D.C.**  
**Submission Deadline: December 7, 2007**

Program Chair: Laurel R. Goulet, U.S. Coast Guard Academy ([laurel.r.goulet@uscg.mil](mailto:laurel.r.goulet@uscg.mil))

Website: [www.eaom.org](http://www.eaom.org)

Washington, D.C. is viewed by many as the seat of power for the U.S. Given this setting, the Eastern Academy of Management invites papers and panels about all aspects of power – broadly defined as authority, influence, and impact – as it pertains to managerial issues, practices, and pedagogy. Fascinating issues arise when power is examined in this broad context. How may an individual use power over others? How does an organization use power to influence its industry? What is the power of a strategy to turn an organization around? How does the power of technology affect individuals, organizations, industries? How does the power of globalization affect strategies, organizations, careers, and human resource management practices? What is the power of mentors to impact employee development? What power does management education have to influence the world of work? How does one individual use power to impact his/her organization, community, and the lives of others?

Please submit your papers, panels, symposia, and join us in Washington for an exploration of power, in all of its incarnations, effects, and consequences.

**IACMR 2008:  
The Third International Association for Chinese Management  
Research Biennial Conference:**

**“The Olympic Spirit In Chinese Management Research”**

**19–22 June 2008, Guangzhou**

You are invited to attend the third IACMR Biennial Conference to be held in Guangzhou, People's Republic of China, on 19–22 June 2008. The theme of the Conference is “The Olympic Spirit in Chinese Management Research,” as it will be held during the same summer as the 2008 Olympic Games in Beijing. The Olympic Movement has encouraged not only splendid sporting competition, but also synergy and solidarity among people from all over the world. The theme provides a broad scope for a variety of research that will contribute to the increasingly important knowledge of organizations and management in the Chinese context. We want to *advocate* the Olympic spirit in fostering excellence in management research relating to China. Additionally, we want to *carry out* the Olympic ideal in facilitating cooperation, coordination, and collaboration among researchers with diverse research interests and backgrounds. Most importantly, we want to *celebrate* what we do best: advancing management research while solving real-world problems.

Research presented at the conference cover a variety of topics related to organization and management in the Chinese context (e.g., mainland China, Taiwan, Hong Kong, and Singapore) or in Chinese firms operating globally. We have sessions of different formats in the disciplinary areas of Organizational Behavior, Human Resource Management, Strategy, Organization Theory, as well as International and Cross-Cultural Management. Various types of firms are discussed in this conference: state-owned, private, foreign-wholly-owned, joint ventures, and those organizations that are undertaking ownership transitions.

For details of the conference, please visit the 2008 IACMR Conference site at:

[http://www.iacmr.org/iacmr2008/2008\\_iacmr\\_conference.htm](http://www.iacmr.org/iacmr2008/2008_iacmr_conference.htm)

We look forward to seeing you in Guangzhou next year!

# APAMB 2008 CALL FOR PAPERS

Singapore Conference, March 24-27 2008



*SINGAPORE 2008*  
CONFERENCE  
MARCH 24-27, 2008

The Asia-Pacific Academy of Management and Business (APAMB) are inviting scholars and practitioners to submit papers for presentation. This conference offers an opportunity for academics and professionals in the areas of management and business, particularly in the Asia-Pacific region, to come together in an interactive, knowledge-sharing environment.

The conference focuses on discussions in management and business mainly covering, but is not limited to: International Studies, Organizational Studies, Strategic Management, Technology Management and Marketing Management.

**Deadline First Submission: November 18, 2007**

Authors should submit an abstract of the paper or to submit "in progress" theoretical or empirical papers and case studies, or submit proposals describing their presentation. Extended abstracts (3 to 4 pages) describing your paper are acceptable in lieu of a full paper. All submissions of abstracts (not exceeding 2 pages) or the completed paper (not exceeding 15 pages) should be contained in a single file (MS Word) and sent to the Program Committee as an email attachment. Check web site for guidelines and details: [www.apamb.org](http://www.apamb.org).

The Program Committee advice is to submit abstracts for **first consideration** by **November 18, 2007**.

For further details visit the APAMB website [www.apamb.org](http://www.apamb.org).

APAMB – Asia-Pacific Academy of Management and Business  
P.O. Box 8220, Silver Spring, Maryland, USA  
Website: [www.apamb.org](http://www.apamb.org)  
Tel: (001 USA) 301-455-0555; Fax: 301-585-1417  
Email: [batzris@apamb.org](mailto:batzris@apamb.org)

# 6<sup>th</sup> International Conference on Workplace Bullying CALL FOR PAPERS

4<sup>th</sup> – 6<sup>th</sup> June 2008 Montreal

Between the 4th and 6th of June, 2008, this conference will be held in North America for the first time at the School of Sciences at UQAM in Montreal to share knowledge on workplace bullying. Our aim is to provide rich programming which will foster numerous exchanges, debates and reflection by all conference participants.

**Deadline for abstracts is December 1, 2007**

Bullying has been a source of growing concern in contemporary organizations, and the international dimension to this conference will highlight the fact that the problem is not constrained by borders or culture. Following the highly successful conferences of Stafford (1998), Brisbane (2000), London (2002), Bergen (2004) and Dublin (2006), the 2008 conference in Montreal will seek to provide a leading edge overview of our current knowledge of bullying in the workplace.

The intersection between different research traditions, theoretical and methodological backgrounds, as well as between research and practice, are necessary conditions for the development of new ideas and theories, and we are eager to encourage such an expansion of knowledge in our conference.

We invite researchers, business and organizational representatives, labour leaders, industry representatives, lawyers, human resources, health and psychological professionals, and practitioners from all disciplines who are involved in research and/or practice on bullying at work to submit proposals for poster presentations, and papers on new research findings, prevention/intervention programs, and policies that address the problem of bullying at work. Students and junior researchers are invited to share their research as well.

**Abstract Guidelines can be found at the website below :**

Please note that the deadline for receipt of abstract for Posters and Papers is **December 1, 2007**

Email : [bullying@er.uqam.ca](mailto:bullying@er.uqam.ca)

Please read the submission instructions

**1<sup>st</sup> Portuguese conference on Workplace Bullying  
"Increasing Awareness of Workplace Bullying"  
Lisbon: 29<sup>th</sup> – 30<sup>th</sup> November 2007**

**The Research Centre in Economic and Organisational Sociology at the Technical University (SOCIUS) in Lisbon is proud to host the first Portuguese conference on workplace bullying.**

We welcome all CMD members to join us!

Information from: SOCIUS, Rua Miguel Lupi, 20. 1249-078 Lisbon Portugal

E-mail: [socius@iseg.utl.pt](mailto:socius@iseg.utl.pt)

Phone. 351-21 395 17 87

<http://pascal.iseg.utl.pt/~socius/home.html>

**The Dispute Resolution Research Center, Kellogg School of Management,  
Northwestern University  
Update on future activities:**

**Publications**

New 2007 edition of Negotiating Globally by Jeanne Brett with new chapters covering negotiation basics and negotiation process, many new examples, and a student CD with real world cases for discussion, self assessment exercises, and an all new instructor's manual with recommendations for exercises. Jossey Bass.

2008 Edition of teaching materials to be available January 2008. New exercises, spreadsheets, teaching notes. Active subscribers will received the 2008 edition CD for free.

To subscribe go to  
[http://www.kellogg.northwestern.edu/drrc/teaching\\_materials.htm](http://www.kellogg.northwestern.edu/drrc/teaching_materials.htm)

**Workshops**

The Dispute Resolution Research Center announces its 2008 Teaching Workshop to be held November 8, 2008 on Northwestern University's Chicago campus.

The Dispute Resolution Research Center announces its 2008 Negotiation Research and Teaching Certificate Program.

<http://www.kellogg.northwestern.edu/drrc/news.htm>  
Applications for this 10 week fall 2008 program are due February 1, 2008.

Send your news, Calls, and achievements to [Charlotte.rayner@port.ac.uk](mailto:Charlotte.rayner@port.ac.uk)

## Research News and Calls for participation:

### AWARD NEWS

Barbara Gray and Raghu Garud, Management and Organization Dept., Penn State U. received a \$385,000 NSF grant for a two-year study of The Architecture of Collaboration. They will be investigating how teams of diverse scientists work across disciplinary boundaries to integrate knowledge to produce innovative scientific outcomes. Their research sites include NIH-sponsored researchers studying tobacco cessation and physicists and engineers working on the ATLAS project to build a high particle accelerator at CERN in Switzerland.

### SHARE YOUR TEACHING RESOURCES!

Would you like your syllabus or other educational resources included on our website? If so, please email them to [Michael.Gross@business.colostate.edu](mailto:Michael.Gross@business.colostate.edu). Email as attachments in either MS Word or pdf format, or provide URL links. We look forward to receiving your syllabus!

### PAPERS NEEDED FOR META- ANALYSES!

We (Frank de Wit and Karen Jehn) are conducting two meta-analyses and would like to include any articles (working, in press, published) that you have written regarding (broadly defined):

1. conflict in teams/organizations OR
2. diversity in teams

The articles do not have to include both conflict and diversity, just data on one or the other. To the right is a more thorough description of the research team and what our goals are with these two meta-analyses.

Papers can be returned to me at this email address ([jehnka@fsw.leidenuniv.nl](mailto:jehnka@fsw.leidenuniv.nl)). Thank you in advance for your cooperation. We'll keep you posted of the results.

Kind regards and thanks!  
Prof. Karen A. Jehn ("Etty"), Frank de Wit (PhD student)  
Social and Organizational Psychology  
Leiden University

### APEX AWARD

The Global Business and Organizational Excellence has won an Award from APEX. APEX Awards are based on excellence in graphic design, editorial content and the ability to achieve overall communications excellence. APEX Awards of Excellence recognize exceptional entries out of the nearly 5,000 entries in each of the 105 sub-categories (such as Magazine & Design Layout, News Writing, etc.). GBOE's award was for New Magazines & Journals.

For further information, <http://www.apexawards.com/>  
<<http://www.apexawards.com/>>

Please send all questions regarding GBOE and relevant articles for publication consideration to:  
[GBOE@euromed.marseille.com](mailto:GBOE@euromed.marseille.com).

Cont from last column

Specific Study Description:

My PhD student, Frank De Wit, is working on a broad multi-part meta-analysis for his dissertation that examines the diversity-conflict-performance mediation chain.

His thesis aims to extend the meta-analysis by De Dreu & Weingart (2003) as well as recent reviews and meta-analyses on diversity by incorporating both diversity and conflict research into his dissertation. We are wondering if you (or your PhD students, colleagues, etc) would have any working papers that include data on diversity OR conflict that would be relevant? If so, would you be so kind as to share them with us for this meta-analysis?

The papers can be returned to me at this email address ([jehnka@fsw.leidenuniv.nl](mailto:jehnka@fsw.leidenuniv.nl)). Thank you in advance for your cooperation with this. We'll keep you posted of the results.

## Books

### From

Delia  
Fernandez

### From

Deepak  
Malhotra  
and Max  
Bazerman at  
Harvard

Publisher: Bantam Books

Delia is an Executive Member of AOM, looking to networking and connecting with like minded individuals.

Her book, "Workplace Communication and Conflict Resolution" is a practical and clear guide that can be used to complement workshops in the Corporate and Non-profit environment. [www.dfbusinessstraining.com](http://www.dfbusinessstraining.com)

"Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond" . Drawing on behavioral research and the experience of thousands of business clients.

What sets negotiation geniuses apart? They are the men and women who know how to:

- Identify negotiation opportunities where others see no room for discussion
- Discover the truth even when the other side wants to conceal it
- Negotiate successfully from a position of weakness
- Defuse threats, ultimatums, lies, and other hardball tactics
- Overcome resistance and "sell" proposals using proven influence tactics
- Negotiate ethically and create trusting relationships—along with great deals
- Recognize when the best move is to walk away
- And much, much more

In three parts: The Negotiators Toolkit; The Psychology of Negotiation, and Negotiating in the Real World

## Appointments

**Linda L. Putnam** has accepted a position as Professor in the Department of Communication at the University of California, Santa Barbara.

Her new contact information is: 5812 Ellison Hall, Santa Barbara, CA 93106-4020.

Phone: (805) 893-5316, Email: [lputnam@comm.ucsb.edu](mailto:lputnam@comm.ucsb.edu).

**Sammy J. Showail** has recently been appointed as Assistant Professor of Management, Olayan School of Business, American University of Beirut.

Address: Bliss Street, P.O. Box 11-0236, Riad El-Solh 1107 2020, Beirut, Lebanon

**\*\*Sammy would be pleased to work with any CMD members on research projects.\*\*\***

Email: [ss109@aub.edu.lb](mailto:ss109@aub.edu.lb)

**Lisa Leslie** is now Assistant Professor in the Industrial Relations Center at the Carlson School of Management, University of Minnesota

Address: 3-300 CSOM, 321 - 19th Avenue South, Minneapolis, MN 55455

Phone: 612-624-4171 Email: [lmleslie@umn.edu](mailto:lmleslie@umn.edu)

**Stephen Ogunlana** takes up a new position as Chair of Construction Project Management at Heriot-Watt University, Edinburgh from October, 2007. His work includes the study of conflict on large projects, especially those involving Environmental Impact.

Email: [S.O.Ogunlana@hw.ac.uk](mailto:S.O.Ogunlana@hw.ac.uk)

**Monika Renard** has recently taken over as the Director, Institute of Conflict Resolution at Florida Gulf Coast University.

[mrenard@fgcu.edu](mailto:mrenard@fgcu.edu)

## News about your CMD Web Managers

**I would like to add my sincere thanks to Michael Gross, outgoing web manager, for his professionalism in all things web wise.**

**Welcome to Ralph Hanke from Bowling Green State University.**

Ralph Hanke, Ph.D. , Assistant Professor

**Office:** 3025 Business Administration

**Phone:** (419) 372-3417

**Email:** [ralph@bgsu.edu](mailto:ralph@bgsu.edu)

***Charlotte Rayner, Newsletter Editor***