

THE CONFLICT MANAGEMENT NEWSLETTER

Spring, 1993

Volume 7, Number 2

CHAIRPERSON'S COLUMN

Jim Wall

Before reading another word, please turn to pages 9-11 of this newsletter, review the credentials of the potential officers, and vote! (It would also be helpful if you mailed your ballot to Deborah Kolb.) Thanks, your input is essential.

Now pack your bags for Atlanta and hope we can get tickets for a Braves' game. During the day, plan to attend our sessions. Debra Shapiro has put together a super program. Her task was a complex and stressful one: soliciting papers and symposia, recruiting reviewers, overseeing the review process, matching papers to time slots, all while meeting multiple Academy deadlines. Debra, we appreciate your efforts and their great results.

Kudos are also in order for Peter Carnavale and Robin Pinkley, who have arranged a terrific preconference program. As our schedule indicates, we'll have sessions on Sunday, August 8, covering "Conflict Management in the Year 2000," as well as "Ethical Dilemmas in Negotiating and Getting People to Say `Yes.'" So take advantage of the low airfares that include a Saturday night stay and attend our preconference sessions.

Keith Murnighan has been overseeing our vanguard doctoral consortium. On Saturday, August 7, he and his team--Max Bazerman, Dave Brown, Beta Mannix, Linda Putnam, and Tom Tyler--will be exploring various current topics of interest with the participating students. Thanks, Keith; we know the consortium will be a roaring success.

And special thanks to Harris Sondak who has served diligently as our newsletter editor for the

past year. He's coordinated our efforts, enabled us to communicate with the CMD membership, and quite importantly, convinced the Fuqua School to pay our postage. *(Editor's note: That negotiation was easy--I just had to explain to our associate dean what an important and prestigious position this is!)*

We look forward to seeing you in Atlanta at the preconference, the program sessions, the business meeting, and the Braves' games.

NOTES FROM THE PROGRAM CHAIR

Debra L. Shapiro

The papers on the program for the Conflict Management (CM) Division of the 1993 Academy meetings promise to shake, and possibly remake, our thinking on issues pertaining to conflict, power, and negotiation in organizations. Collectively, they challenge:

- 1) whether negotiation and influence strategies apply to intracultural and intercultural contexts, including multiracial and international situations;
- 2) whether managers' justifications create perceptions of justice during managerially hard times;
- 3) whether relationships, relational models of decision making, and groups impact negotiations;
- 4) whether interactive video technology ought to be used to each and research negotiation;
- 5) whether our theories of power need to be

revisited;

6) whether trust and distrust need redefining; and

7) whether conflict management can be understood better via studies in leader behavior.

In sum, the papers challenge all the assumptions associated with the "PNC" (power, negotiation, and conflict) interests that comprise the Conflict Management Division. New contexts, new methodologies, and new approaches to "old" theories are presented throughout the program.

Moreover, the presentation of these issues will be especially innovative this year. Audience involvement will/can be greater than ever since presenters plan to: 1) highlight their thinking instead of their data; 2) discuss and debate contrary views with fellow panel members as well as the audience; 3) demonstrate an interactive video on negotiation based on the audience's input, and to 4) do all of these things succinctly to allow time for meaningful discussion (not merely questions) by us all. As a result, chairpersons will demonstrate

"mediation/facilitation" skills (which all of us in the CM Division should have), in addition to their timekeeping acuity!

Thirty-five papers and eight symposia were submitted to the CM Division this year. Although the quality of the submissions was excellent (making the top third a difficult choice), a greater quantity would allow us to command a greater presence on the Academy's program. The CM Division--whose mission is to enhance understanding about power, negotiation, and conflict management issues--is relatively young! This means there are lots of opportunities for YOU to become involved in its destiny. Start NOW ... thinking about collaborations you might pursue between now and next December that will allow you to, minimally, submit a paper to the CM Division, and become an active participant in the Academy via our Division. Plan NOW to come to the CM Division's business meeting (5:30-6:30) and social hour (6:30-7:30) on Tuesday, August 11th in the Savoy Room. We need, and want, your involvement!

1993 CONFLICT MANAGEMENT DIVISION PROGRAM

SATURDAY, AUGUST 7 (Preconference)

CMD Doctoral Consortium--By Invitation

Coordinator: Keith Murnighan, University of Illinois

Faculty: Max Bazerman, Northwestern
Dave Brown, Boston University
Beta Mannix, University of Chicago
Linda Putnam, Purdue University
Tom Tyler, University of California at Berkeley

Participants: Rod Kramer, Stanford University
Gregory Northcraft, University of Arizona
Blair Sheppard, Duke University
Tom Tyler, University of California at Berkeley

SESSION 2: Ethical Dilemmas in Negotiating and Getting People to Say "Yes"
10:30-12:00
Room TBA
Chairperson: Debra Shapiro, University of North Carolina

SUNDAY, AUGUST 8 (Preconference)

SESSION 1: Conflict Management in the Year 2000: Where Should We Be?

8:30-10:00
Room TBA

Chairperson: Deborah Kolb, Simmons College

Participants: Kevin Gibson, University of Colorado
Roy Lewicki, Ohio State University
Keith Murnighan, University of Illinois

MONDAY, AUGUST 9

SESSION 1: Welcome and Announcement of Best

Paper Award
8:45-9:00
Savoy Room
Chairperson: James A. Wall, Jr., University of Missouri

SESSION 2: Spanning the Globe: The Role of Culture and Power in Negotiation

9:00-10:15
Savoy Room
Chairperson: Bruce Barry, Vanderbilt University
Discussant: Robert Bontempo, Columbia

Factors affecting the use of upward influence strategies

Steven B. Farmer, Georgia Tech
Donald B. Fedor, Georgia Tech
Jodi S. Goodman, Georgia Tech
John M. Maslyn, Georgia Tech

The effect of racioethnicity on beliefs about coping with interpersonal conflict

Martin N. Davidson, Dartmouth College

Negotiator influence strategies in international negotiations: Power, dependence, and cultural distance
Asha Rao, McGill University

Intercultural negotiations: A comparison between intercultural and intracultural organizations
Anne L. Lytle, Northwestern University

SESSION 3: Making Justice from Justifications during Managerially Hard Times: A Closer Look

10:30-12:00
Savoy Room
Chairperson: John F.S. Bunch, Kansas State
Discussant: Robert J. Bies, Georgetown University

Employee perceptions of layoff fairness

Sandra Powell, Weber State University

Good times, bad times: Procedural fairness and organizational commitment under conditions of growth and decline

Joseph P. Daly, Appalachian State University
Paul D. Geyer, Appalachian State University

The 'Churchill Paradox' in managing hard times
Robert Folger, Tulane University

Justice for all? The effects of group and power on responses to social accounts

Raymond A. Friedman, Harvard University
Robert Robinson, Harvard University

Asymmetric interpretations of fairness and justification in evaluation and allocation decisions

Kristina A. Diekmann, Northwestern University
Lee Ross, Stanford University
Steven Samuels, Stanford University
Max H. Bazerman, Northwestern University

SESSION 4: Distinctive Papers/Poster Session
2:00-3:00
International Ballroom North

Procedures, Do We Really Want to Know Them?

Holly A. Schroth, University of California at Berkeley
Priti Pradhan Shah, Northwestern University

Agreeableness and Activeness as Components of Conflict Behaviors

Evert Van De Vliert, University of Groningen, The Netherlands
Martin C. Euwema, University of Utrecht, The Netherlands

The Effects of Changes in Allocation Rules and Reward Budget Reductions on Recipient Reactions to Reward Distribution

John F.S. Bunch, Kansas State University

Permeating the Boundaries of the Interorganizational Domain: Revolution, Reformism, and Regulation

Cynthia Hardy, McGill University

TUESDAY, AUGUST 10

SESSION 1: Social Rationality: Considering The Effects of Relationships on Decision Processes and Outcomes

8:00-9:30

Savoy Room

Chairpersons: Jennifer J. Halpern, Cornell University
Kathleen L. Valley, Cornell University
Discussant: Gregory B. Northcraft, University of Arizona

Rational Models of Organizational Decision Making: Alternatives to Self-interest

Roderick M. Kramer, Stanford University
Tom R. Tyler, University of California at Berkeley

Interdependence in joint decision making: Negotiator relationships

Leonard Greenhalgh, Dartmouth College
Deborah Chapman, Dartmouth College

Friendship and the Buyer/Seller Relationship: Who wins?

Jennifer J. Halpern, Cornell University

The Winner's Curse in an Intergroup Context

Jeffrey T. Polzer, Northwestern University
Kathleen L. Valley, Cornell University
Max H. Bazerman, Northwestern University

Team vs. Solo Negotiators: Are Two Heads Better Than One?

Leigh L. Thompson, University of Washington
Susan Brodt, University of Virginia
Erika Peterson, University of Washington

SESSION 2: Teaching Managerial Negotiation with Interactive Video Technology: Demonstration and Discussion

9:45-11:00

Savoy Room

Chairperson: David Saunders, McGill University

After demonstrating (with the interactive technology) that negotiation can be taught via an interactive video technology program, discussants' comments regarding research and ethical implications will come from:

Peter Carnevale, University of Illinois
Roy J. Lewicki, The Ohio State University

Robin Pinkley, Southern Methodist University

SESSION 3: Conflict and Emotions: Toward an Understanding of Hidden Dynamics in Multicultural Organizations

10:15-11:50

Room TBA

SYMPOSIUM

(Joint with WIM)

Chairpersons: Robin Ely, Harvard University
Elaine Yakura, UCLA

Discussant: David Thomas, Harvard University

Realizing a Multicultural Work Force

Robin Ely, Harvard University

Multiculturalism and Antiracism Education

Pamela Ellis, Civil Rights Unit, Norfolk County District Attorney's Office

The impact of gender and race on beliefs about resolving interpersonal conflict: A comparison of African-American and European men and women
Martin N. Davidson, Dartmouth College

The Meaning of 'Valuing Diversity'

Elaine K. Yakura, UCLA

SESSION 4: Critical Studies of Power in Organizations: New Directions

2:00-3:45

Room TBA

SYMPOSIUM

(Joint with OMT)

Chairpersons: David Collinson, U. of Warwick
Stephen J. Jaros, U. of S. Florida
John M. Jermier, U. of S. Florida

Discussant: Walter Nord, U. of S. Florida

Power/Knowledge and the Humaneness of Refusal

John M. Jermier, University of South Florida

Foucault, Power, Resistance and All That

David Knights, University of Manchester

Knowledge, Resistance and Power

David Collinson, University of Warwick

Power, Knowledge and Resistance: Permeating

Boundaries in the Refugee Domain

Cynthia Hardy, McGill University

SESSION 5: Business Meeting
5:30-6:30
Savoy Room
Chairperson: James A. Wall, Jr., University of Missouri

SESSION 6: Social Hour
6:30-7:30
Savoy Room

WEDNESDAY, AUGUST 11

SESSION 1: Charting the Boundaries of Organizations: The Role of Trust and Distrust

8:00-10:00

Room TBA

SHOWCASE SYMPOSIUM

(Joint with OMT)

Chairperson: Anil K. Mishra, Penn State

Discussant: Mayer N. Zald, University of Michigan

Organizations with Trust: Theory and Measurement

Larry L. Cummings, University of Minnesota

Philip Bromiley, University of Minnesota

The Sinister Attribution Error: Collective Paranoia and Distrust in Organizations

Roderick M. Kramer, Stanford University

Breaking Down Organizational Boundaries During Crisis: The Role of Mutual Trust
Anil K. Mishra, Penn State

Trust as a Missing Variable in Theories of Organizational Control

Sim Sitkin, The University of Texas

Michal Tamuz, Rutgers University

SESSION 2: Leader Behavior and Conflict Management: New Applications and Behavioral Analyses

10:15-11:15

Savoy Room

Chairperson: Ray A. Friedman, Harvard University

Discussant: Stuart Schmidt, Temple University

The effect of work values on absence disciplinary decisions: The role of supervisor fairness orientation

Timothy A. Judge, Cornell University

Joseph J. Martocchio, University of Illinois

The social context of interpersonal conflict: The effect of leader-member exchange on conflict

Timothy D. Poland, Ohio State University

Neil A. Start, Ohio State University

A correspondence analysis of the composition and structure of superior/subordinate conflicts

Patricia M. Seybolt, University of Utah

Candance Jones, University of Utah

WHILE IN ATLANTA...

Editor's note: The following lists were submitted by a loyal member who clearly cares about how well we eat and how much fun we have. We are advised that these restaurants tend to be pricey; the reviews are by a restaurant critic for The Birmingham News. The list of activities is from the Mayor's office.

A SAMPLING OF ATLANTA'S BEST RESTAURANTS

AZALEA

3167 Peachtree Rd. 237-9939

A very popular restaurant, with a lively, trendy crowd and decor. One critic described Azalea's cuisine as a "fusion of the world's flavors and cooking techniques." Deep-fried catfish with Chinese black beans and soy marinade is an unforgettable appetizer. Smoked and seared salmon in a crust of

shredded potatoes is a signature dish.

BONES

3130 Piedmont Rd. 237-2663

Comfortable and clubby, this is the place to eat steak in Atlanta. Bones is known for prime meats and huge Maine lobsters.

CITY GRILL

50 Hart Plaza 524-2489

With the possible exception of the Ritz-Carlton, City Grill is the best restaurant in downtown Atlanta. Plush-elegant, in a 30's sort of way, comfortable. French and continental cuisine. Corn chowder with lobster is reason itself to visit. Open for lunch.

THE COUNTRY PLACE

1197 Peachtree St., in Colony Square 881-0144
Here's an excellent restaurant that won't cost you an arm and a leg. Continental and American food served in relaxed surroundings. The Country Place is part of the Peasant Group, which seems to come up with a winner every time. The chocolate toffee pie is the way to finish up your meal here. Conveniently located in Colony Square, not far from the High Museum.

THE DINING ROOM AT THE RITZ-CARLTON (BUCKHEAD)

3434 Peachtree Rd. 237-2700
It doesn't get more elegant and formal than this. Prix fixe menu. A meal here is a memorable event. Cold melon soup with shrimp, praline and mint is a good example of creativity of Chef Guenter Seeger.

DAI NAM

5920 Roswell Rd. 256-2340
Though not convenient to downtown, Dai Nam is included here because it's the outstanding Atlanta restaurant with an Oriental flavor. Dai Nam's cuisine has been described as "a hybrid of classic Vietnamese that is married to French style and technique." But don't let that put you off. Go have some of the whole charbroiled trout and the French bread stuffed with pork and shrimp.

HEDGEROSE HEIGHTS

490 E. Paces Ferry Rd. 233-7673
Someone said that Hedgerose Heights is Atlanta's only four-star restaurant. You'll be in no mood to argue with the notion once you've tried Chef Heinz Schwab's leek terrine. The cooking is both French and Swiss. The dining room is always full of flowers and is absolutely beautiful.

LA GROTTA

2637 Peachtree Rd. 231-1368
For as long as I can remember, La Grotta has held a

place high on everyone's list of Atlanta's best restaurants. Veal, pasta and seafood served in the style of Northern Italy. La Grotta is known not only for its food but for its staff of professional waiters. Owner-maitre d' Sergio Favalli will make you feel like a regular.

NIKOLAI'S ROOF

Atlanta Hilton Towers 659-3282
Nikolai's seats only 67 diners, and it used to be that you had to know a top Coca Cola executive to get a reservation, but it's worth a telephone call. Waiters dressed as Cossacks serve iced Russian vodka, but the food is French, except for the borscht.

103 WEST

103 West Paces Ferry Rd. 233-5993
Richly sauced European cuisine, served in opulent surroundings. 103 West gets its share of well-deserved praise. An enviable wine list.

PANO'S and PAUL'S

1232 West Paces Ferry Rd. 261-3662
"Expensive and worth every penny." For numbers of years Pano's and Paul's has held firm to its reputation for fine dining. The cuisine is American. Batter-fried lobster tails are a house favorite. But the Meringue Egg Fantasy is really something special.

SUNDOWN CAFE

2165 Cheshire Bridge Rd. 321-1118
If you're a fan of Mexican food, here is a place to write home about. Whatever is lacking in atmosphere is more than made up by the authentic and imaginative Southwest cooking. From the carnitas (twice-cooked pork tenderloin with diced onion and cilantro), to the fourteen (count'um) salsas, Sundown is a jewel. Eat the specials and stay away from whatever you usually order in a Mexican restaurant at home. You might even try the turnip greens, which Chef Eddie Hernandez cooks in chicken stock, with just a hint of jalapeño.

A TASTE OF NEW ORLEANS

889 West Peachtree St. 874-5535
Not far from downtown, moderate prices and open for lunch, this humble-looking Cajun restaurant is worth considering if you like New Orleans-style cooking that is something other than just blackened this and that. The red beans are just ok, but the bread pudding is out of sight.

THE ATLANTA SCENE

JIMMY CARTER LIBRARY

1 Copenhill Ave. 331-0296

Features a replica of the Oval Office; an interactive "Town Meeting" with Jimmy Carter; exhibit of Presidential gifts. Museum presents changing art, photography and history exhibits. Japanese garden; cafe on premises. Mon.-Sat. 9-4:45; Sun. 12-4:45. Admission: adults \$2.50; over 55 \$1.50; 15 and under free. Wheelchairs available.

ATLANTA HISTORY CENTER

3101 Andrews Dr. 261-1837

Enjoy the elegant 1928 Swan House; 1840's Tullie Smith farm; exhibits featuring the Civil War, Atlanta history and Gone With The Wind; 32 acres of gardens and nature trails in a spectacular urban setting. Museum shop; restaurant; picnic area. Mon.-Sat. 9-5:30; Sun. 12-5:30. Admission \$5 (discounts for youth, students and seniors). Free Thursdays after 1 p.m. Handicapped accessible.

ATLANTA BOTANICAL GARDEN

Piedmont Ave. at the Prado 876-5858

In Piedmont Park. Stroll landscaped gardens, Japanese rose, perennial, vegetable, rock and herb, 15-acre natural hardwood forest with walking trails; renowned Fuqua Conservatory featuring 16,000 square feet of tropical, desert and endangered plants from around the world. Gift shop; botanical library. Apr.-Oct, Tues.-Sun.: Garden 9-8; Conservatory 10-8. Nov.-Mar., Tues.-Sun.: Garden 9-6; Conservatory 10-6. Closed Mondays. Admission: adults \$4.50; seniors, students and children \$2.25; under 6 free; \$1 off adult admission with MAP.

FERNBANK MUSEUM OF NATURAL HISTORY

767 Clifton Rd. (opens Oct. 1992) 378-0127

Will be largest natural sciences museum in Southeast. Main theme "A Walk Through Time in Georgia" uses the state as a microcosm to tell the earth's story two major children's discovery rooms; IMAX theater; glass-crowned Great Hall. Museum shop; dining room. Wheelchair access.

CENTER FOR PUPPETRY ARTS

1404 Spring St. 873-3391

Only facility of its kind in North America; dedicated

to expanding public awareness of puppetry as a fine art; workshops; performances; museum displaying over 200 puppets from all over the world.

ATLANTA SYMPHONY ORCHESTRA

1293 Peachtree St., N.E.

One of the nation's finest orchestras, the Grammy Award-winning Atlanta Symphony Orchestra performs over 230 times annually for over a half million music lovers. The ASO presents classical Master Season concerts in Symphony Hall, Champagne and Coffee concerts, a Family Series, a classical music "Summerfest" in July, and Summer Pops at Chastain Park from June to August.

HIGH MUSEUM OF ART

1280 Peachtree St. 829-4444

Masterpieces within a masterpiece. View the Southeast's most renowned collection of fine art housed within the dazzling white centerpiece of Atlanta's arts district. European and American masters; extensive contemporary collection; decorative arts galleries; hands-on Junior Gallery; frequent international exhibitions. Museum shop. Tues.-Sat. 10-5; Sun. 12-5, Friday evenings until 9. Closed Mondays and major holidays. Admission: adults \$4; students and seniors \$2; ages 6-17 \$1; under 6, free. Thursdays after 1 p.m., free to all.

WREN'S NEST

1050 R.D. Abernathy Blvd. 753-7735

Atlanta's oldest house museum was the home of author/journalist Joel Chandler Harris. Harris recorded the Uncle Remus stories, African-American folk tales of Br'er Rabbit, Br'er Fox and all the critters. Queen Anne Victorian-style home filled with turn of the century furniture, books, and memorabilia. Storytelling featured. Museum shop. Tues.-Sat. 10-5; Sunday 1-5. Closed Mondays and major holidays. Admission: adults \$3; seniors/teens \$2; children under 12 \$1.

APEX MUSEUM

135 Auburn Ave. 521-2739

The African-American Panoramic Experience is a collection depicting the cultural heritage of African Americans and recognizing their achievements in helping build this country. Hear stories of ex-slaves

turned entrepreneurs; learn about the famous families of Atlanta's Black community; walk a period drug store; board a vintage trolley; capture the flavor of Black America. Tues.-Sat. 10-5; Sun. 1-5. Closed Mondays. Admission: adults \$2; seniors, students and children \$1.

CALLS FOR PAPERS, ETC.

Editor's note: I was asked to include the following announcements in our newsletter.

Workshop on Socio-Economics
October 14-17, 1993
Santa Fe, New Mexico

The Society for the Advancement of Socio-Economics (SASE) will hold its 1993 workshop on "Convergent Themes and Recurring Questions in Socio-Economics," in Santa Fe, New Mexico, October 14-17, 1993. The workshop will focus on the inter-disciplinary nature of socio-economics, and will be geared to faculty and advanced graduate students from social science or business administration backgrounds, researchers in applied settings, and policy makers whose current or prospective interests involve studying the economic realm (including choice behavior) within the encompassing psychological, societal, institutional, historical, philosophical, and ethical contexts.

Participants are responsible for covering the costs of travel, accommodations, and meals; accommodations in Santa Fe will be available for a reasonable price. Enrollment is limited to twenty-five participants. Registrations will be accepted on a first come, first served basis. To reserve a place in the workshop or for more information, contact: Richard Coughlin, Department of Sociology, University of New Mexico, Albuquerque, NM 87131; Tel: 505-277-8312, FAX: 505-277-8805; E-mail: coughlin@bootes.unm.edu.

Call for Papers

Simulation & Gaming: An International Journal of Theory, Design, and Research

Special Issue:

Advances in Simulation and Experimental Learning
in Entrepreneurship Education

Simulation & Gaming announces a special issue focussing on the use of simulation and experiential learning in entrepreneurship education--including the related fields of small business management, family

business, women-owned business, corporate entrepreneurship and high-technology venturing. The special issue is co-sponsored by the Entrepreneurship Division of the Academy of Management and the International Council for Small Business, in addition to S&G's regular sponsors ABSEL, NASAGA, and ISAGA.

The purposes of the special issue are to: 1) determine what is being done (and with what success) in entrepreneurship education with respect to simulation and experiential learning; 2) explore what else might be done in entrepreneurship education by drawing upon experience and knowledge of other fields or disciplines; and 3) consider the implications of entrepreneurship education's findings for other fields, including but not limited to other types of business education. Both long (3000-4500 words) and short (1250-2500 words) papers are welcome. Long papers will be research oriented with strong theoretical and/or empirical content. Short papers can be less academic and more descriptive, including informal accounts of experiences using a particular simulation or experiential technique. For more information contact associate editors Lisa Gundry (DePaul University, 312-362-8075) and Murray Low (Columbia University, 212-854-4403), or Jerome Katz, Special Issue Editor (Saint Louis University; 314-658-3864; E-Mail: Katzja@sluvca)

Call for Papers

The International Joint Conference on Artificial Intelligence-93 Workshop on Computational Models of Conflict Management in Cooperative Problem Solving

Monday, August 30, 1993

Chambery, France

A central aspect of cooperative problem solving by groups is the avoidance, detection and resolution of conflicts among the participants. Work in this area has occurred in a variety of settings including concurrent engineering, multi-agent planning &

design, distributed AI, GDSS (group decision support systems), CSCW (computer-supported cooperative work), software engineering, sociology, organizational science, public policy and international relations. This workshop offers one of the first opportunities for inter-disciplinary discussion in this key area.

The workshop will focus on the following themes: What lessons do empirical studies of conflict management have to offer for the development of computational models? What are the current theoretical underpinnings for conflict management, and how can they be applied to practical problems? How can computers support group conflict management with both human and computational participants? What are the benefits and challenges of the different approaches? What aspects of conflict management are generic and what are domain-specific? Can the same techniques work with human and computational participants? How do computational models of conflict management fare in real-world social and organizational settings?

This full day workshop is part of the IJCAI-93 and will consist of four moderated 75 minute sessions, each with four 10 minute presentations followed by a discussion panel.

Attendees must have registered for the main conference and are required to pay an additional 300 FF (about \$60 US) fee for the workshop. IJCAI will exempt the workshop fee for one student attendee if he or she agrees to be in charge of taking notes for the whole day--please let me know if you are interested.

Participation is by invitation only, and will be limited to approximately 35 people of which 16 will be

presenters. Those who wish to present a paper at the workshop should submit four copies of a research abstract no more than 5 pages long. Those who want to attend the workshop without presenting a paper should send a 1 page description of their research interests. Participants are invited to display a poster on their work. Electronic submissions will be accepted only in pure ascii or binhexed Macintosh Word/MacWrite format. Please include your physical and electronic mail address with your submissions.

Submission deadline: May 31, 1993

Notification date: June 15, 1993

Final date for revised papers: July 9, 1993

We expect that revised versions of the best papers from the Workshop will be considered for inclusion in an appropriate journal or published collection.

Submissions and questions regarding the workshop should be directed to: Mark Klein, Boeing Computer Services, Building 33-07, MS 7L-44, 2760 160th Ave SE, Bellevue WA 98008 USA; Tel: (206) 865-3412, FAX: (206) 865-2965; E-mail: mklein@atc.boeing.com

ELECTION OF OFFICERS FOR THE CONFLICT MANAGEMENT DIVISION

Our officers for 1993-94 are Keith Murnighan (Division Chair Elect) and Don Conlon (Program Chair Elect). We need to elect a Division Chair and Program Chair Elect for the 1994-95 year and Members at Large for 1993-94. The following people were proposed (at the 1992 convention and via the newsletter ballot) and have agreed to have their names placed in nomination.

Division Chair Elect (vote for one):

Debra Shapiro is Associate Professor of Management at the Kenan-Flagler Business School at the

University of North Carolina-Chapel Hill. Her research centers on actions managers take to manage conflict in organizations, including dispute intervention strategies, negotiation strategies,

grievance resolution procedures, and communication tactics (e.g., explanations) designed to soften bad news. Using laboratory, simulation and field methodologies, Shapiro has examined factors that influence when, and to what extent, these conflict management strategies are successful. Shapiro's work has been published in many scholarly and professional journals including *Administrative Science Quarterly*, *Academy of Management Journal*, *Organizational Behavior and Human Decision Processes*, *Journal of Experimental Social Psychology*, *Journal of Personality and Social Psychology*, *Communication Research*, *International Journal of Conflict Management*, and *The Negotiation Journal*. In 1989 she was Representative-at-Large and currently she is the Program Chair for the Conflict Management Division. She would like to strengthen the diversity of the "Conflict Management Division" so that our membership includes scholars and practitioners interested in issues pertaining to power, negotiation, and conflict in interpersonal, group, interorganizational and international contexts.

Elizabeth C. (Betsy) Wesman has her Ph.D. in Human Resources/Industrial Relations from the New York State School of Industrial and Labor Relations at Cornell University. She teaches at Syracuse University and is a part-time labor arbitrator. Her major research interests are in the areas of workplace procedural justice and employment discrimination. Her nine-year involvement with the Conflict Management Division includes two years as newsletter editor and she was Program Chair for the 1992 Annual Meeting in Las Vegas. Her hope for the Division is that it continues to welcome a wide diversity of research and teaching methodologies, and that it strengthens its efforts to include conflict management practitioners in our ranks.

Program Chair Elect (vote for one):

Rob Folger (Ph.D. 1975, University of North Carolina-Chapel Hill) is Professor of Organizational Behavior at Tulane University. He edited a book on *The Sense of Injustice*, co-authored another book, and has had papers appear in journals that include *Academy of Management Journal*, *Journal of Applied Psychology*, *Psychological Review*, and *Psychological Bulletin*. Now on the editorial board of *Social Justice Research*, he was previously on the

editorial board of the *Journal of Management*. He is also a Fellow in the Society of Industrial/Organizational Psychology. In 1986 he received the New Concept Award from the Organizational Behavior Division of the Academy of Management for his work with Jerald Greenberg on procedural justice. As former Member-at-Large of the Conflict Management Division, he organized (with Beta Mannix) last year's pre-conference program for the Division.

Barbara Gray is a Professor of Organizational Behavior and Associate Director, Center for Research in Conflict and Negotiation, at The Pennsylvania State University. She holds the following degrees: B.S. in Chemistry (Magna Cum Laude), University of Dayton, Dayton Ohio, 1968; Secondary Education Certificate, Cleveland State University, Cleveland, Ohio, 1973; and a Ph.D. in Organization Behavior, Case Western Reserve University, Cleveland, Ohio, 1979. During 1987-88, Dr. Gray was a Visiting Scholar at the Harvard Law School's Program on Negotiation.

Dr. Gray's research covers the following areas: negotiations, organizational change, intergroup conflict, and multiparty alliances. She has done extensive research to understand the nature of interpersonal and intergroup conflict and on methods for promoting resolution of multiparty conflicts. She recently published a book entitled *Collaborating: Finding Common Ground for Multiparty Problems* (Jossey-Bass, 1989), that describes different kinds of alliances among businesses, government, labor and interest groups to solve problems. She is currently studying negotiations of joint ventures between firms in the U.S. and People's Republic of China.

Dr. Gray has worked in industry as a project leader in basic research for SCM Corporation and in education as an administrator of an inner city high school. She has served as an organizational consultant to a variety of public and private sector organizations including Union Carbide Corporation, Oxfam America, the National Institute of Corrections, Greater Cleveland Regional Transit Authority, the U.S. Dept. of Energy, Forest City Enterprises, the Metronet Library Network (Minneapolis, MN), and the New York City Partnership. Following the accident at Three Mile Island, she designed a program to reduce community conflict in that area. She has trained managers in negotiations at Mellon Bank and Price Waterhouse

and provides a managerial leadership course through the NTL Institute.

Members at Large (vote for two):

Terry Boles is a Visiting Assistant Professor at the J.L. Kellogg Graduate School of Management, Northwestern University, in Evanston, IL. She teaches bargaining and negotiation to masters of management students. In August she will begin a position as Assistant Professor of Management and Organizations in the College of Business and Administration at the University of Iowa. She has also taught at the University of California at Santa Barbara.

Dr. Boles received her Ph.D. in Social Psychology from the University of California at Santa Barbara. In 1992 she was a summer scholar at the Institute on Negotiation and Dispute Resolution, Center for Advanced Study in the Behavioral Sciences. She was awarded an Instructional Improvement Grant, and won The Award for Academic Excellence in Psychology.

Dr. Boles' current research has been in the area of negotiation. Works in progress include an investigation of the effects of future interaction and prior relationship between disputants on preferences for own/other outcome distributions; and, an investigation of the effect of differing expectations about learning about the value of one's alternatives on current negotiation strategy and outcomes. Recent publications include "Equity (with C.G. McClintock) in *Encyclopedia of Human Behavior* (Academic Press, 1993); and "Accepting Unfairness: Temporal Influence on Choice" (with D.M. Messick) in *Contemporary Issues in Decision Making* (North Holland Publishing, 1990).

Karen (Etty) Jehn is an Assistant Professor of Management at the Wharton School of the University of Pennsylvania. She received her Ph.D. in Organization Behavior from Northwestern University. Her areas of research interest include the benefits of conflict in organizations, group decision making, and conflict in multicultural management teams. Karen has published in these areas in such journals as the *Journal of Personality and Social Psychology*, *Group Decision and Negotiation*, and the *Asia Pacific Journal of Human Resources*. She has also been awarded the Outstanding Paper Based on a

Dissertation (OB Division) for her work on the benefits and detriments of intragroup conflict.

Harris Sondak is an Assistant Professor in Management and Organizational Behavior at the Fuqua School of Business, Duke University. He received his Ph.D. in 1990 in organizational behavior from Northwestern University. His research investigates allocation procedures and decisions in various contexts including two-party and multi-party negotiations. His current projects include a study of the allocation of firm profits among law partners, a

Notes from the Program Chair.....	1-2
1993 Conflict Management Division Program	2-5
While in Atlanta.....	5-7
Calls for Papers, etc.....	8-9
Election of CMD Officers.....	9-11